

Basic Sustainability Policy

Under the Group philosophy “Leverage the power of people to deliver the earth’s resources in more useful forms and contribute to the happiness of humankind,” our stated long-term vision is to be “a comprehensive materials company that co-creates a sustainable, recycling-oriented society,” and the Group has positioned securing a management platform able to adapt to changes in the business environment, contributing to the SDGs, and achieving carbon neutrality as material issues for the Group. We are working to grow into a sustainable company and heighten corporate value, while devoting all our efforts to realize a sustainable society and environment.

Material Issues (Materiality)

Smooth shift from ferronickel business to new business	* For the nickel business, Pacific Metals aims to achieve a significant improvement in its business profit and loss by expanding applications from stainless steel raw materials to matte raw materials, and a transition to this new focus is under consideration
Securing of stable earnings in the polymetallic nodule business	* Pacific Metals aims to establish a competitive polymetallic nodule business by utilizing existing infrastructures and smelting facilities, along with the environmentally friendly technology and know-how we have cultivated over many years in the metal smelting business.
Beryllium business and promotion of development of LIB-related business	<p>* Entered into capital and business alliance with MiRESSO; the agreement involves the utilization of Pacific Metals’ resources and initial equity participation</p> <p>* Enter the beryllium alloy market business, and aim to enter the nuclear fusion market business and participate as a business in the future</p> <p>* Utilizing hydrometallurgical refining technology, Pacific Metals will develop a manufacturing and sales business for raw materials for LIB.</p>
Promotion of retail electricity business with focus on local production for local consumption	<p>* Establish a retail electricity business for the high-voltage and extra-high-voltage sectors as a retail electricity business operator and aim to enter the electricity market</p> <p>* Collaborate with local power generation businesses to supply high-value-added, locally sourced renewable energy power generation</p>
Building a frameworks for use of renewable energy	* Collaborate with local power generation businesses to supply high-value-added, locally sourced renewable energy power generation
Expansion of business that support social infrastructure	* Aiming to build a business portfolio that supports social infrastructure, including production of beryllium for nuclear fusion power generation, production of metals for lithium-ion batteries, electricity supply using renewable energy, and production of steelmaking materials using recycled materials to contribute to the low-carbonization of steel.
Fostering of new corporate culture	<p>* Organize material issues based on the new business portfolio, the SDGs, ESG, stakeholder opinions, and social issues</p> <p>* Activities related to high priority material issues, including internal framework reviews, will be strengthened to enhance corporate value and to contribute to the realization of a sustainable society</p>

Environment

Response to the TCFD Recommendations



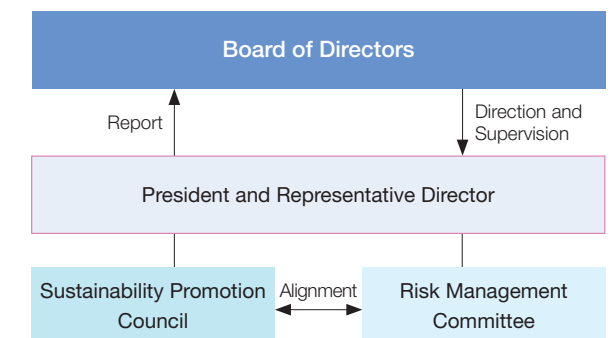
The Group has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) established by the Financial Stability Board (FSB). Positioning the response to climate change and the realization of a sustainable society as important management issues, we are promoting company-wide initiatives, including deliberation on medium- to long-term initiatives and orientation regarding important issues (materiality) related to sustainability, as well as response to ESG issues, promotion of CSR, and initiatives toward carbon neutrality. As part of these efforts, the Company has established a framework for promoting initiatives for addressing issues regarding ESG/SDGs, sustainability and climate change.

We will proactively promote initiatives that contribute to climate change mitigation and adaptation and information disclosure in line with the TCFD recommendations, build a deep relationship of trust with our stakeholders, and contribute to resolving climate change issues and realizing a sustainable society through our business activities.

Governance

The Group regards responding to climate change and realization of a sustainable society as important management issues. The Sustainability Promotion Council was established to discuss medium- and long-term initiatives and orientation related to materiality, as well as to promote specific measures across the Company to address ESG issues, promote CSR, achieve carbon neutrality, etc. The Sustainability Promotion Council meets quarterly.

The Sustainability Promotion Council is chaired by the President and its membership comprises executive officers. It reports to the Board of Directors for direction and supervision.



Risks and opportunities

We examined “climate-related transition and physical risks” and “climate-related opportunities through climate change mitigation and adaptation solutions” according to the TCFD classifications.

Scenario analysis was conducted for 1.5°C and 4°C scenarios, with reference to the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). We have conducted a scenario analysis as shown on the following page, and the results confirmed that our strategy has resilience with regard to the response to each risk and opportunity.

Risk analysis procedure



Risk management

The Group has established the Risk Management Committee for company-wide risk management, including risks related to climate change. The Risk Management Committee is chaired by a director appointed by the President and its membership comprises executive officers and general managers. It meets quarterly to conduct routine risk management (risk identification, evaluation, monitoring, etc.). For risk countermeasures, we prioritize risks based on likelihood and impact, and we engage in risk mitigation activities for priority risks and manage progress.

The Risk Management Committee reviews “climate-related risks and opportunities” annually and the status of activities is reported to the Board of Directors at least once a year for direction and supervision. Matters affecting important sustainability issues are reported to the Sustainability Promotion Council.

Goals and indicators

The Group aims to reduce GHG emissions by 46% or more by 2030 (compared with 2013) and achieve net zero emissions by 2050.

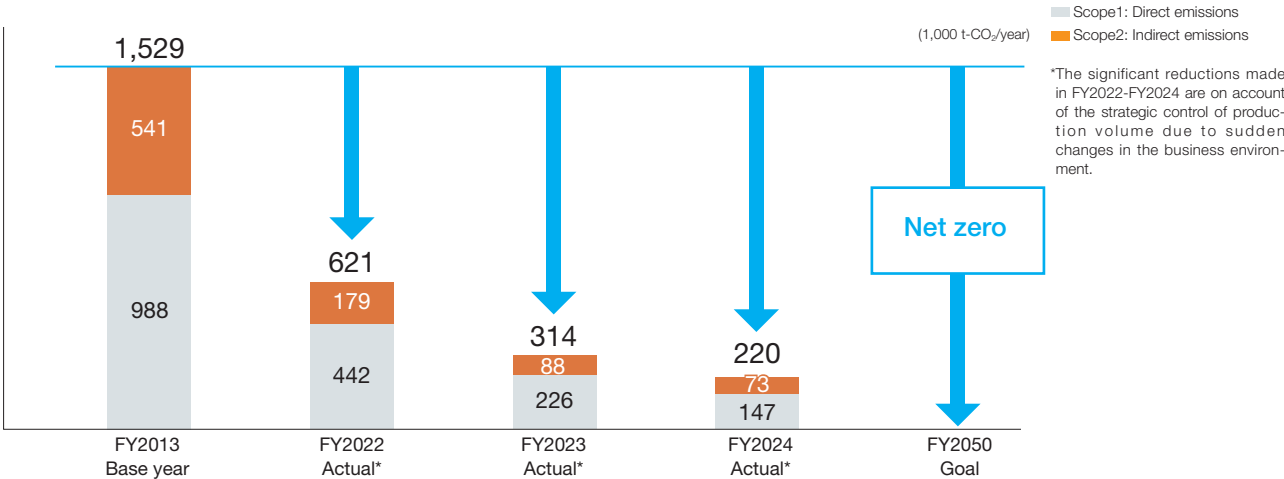
Initiatives to achieve the goals

- Reduction of GHG emissions

To achieve carbon neutrality by FY2050, we will implement measures with clear targets, including use of carbon-free energy and introduction of new technologies.

Scope 1 and 2 emissions (non-consolidated)

Starting in fiscal year 2024, this will include emissions from consolidated subsidiaries.



Scope 3 emissions (non-consolidated)

*Starting in fiscal year 2024, this will include emissions from consolidated subsidiaries.

The Company has calculated Scope 3 emissions based on the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.7)" provided by the Ministry of Economy, Trade and Industry and the Ministry of the Environment.

The total of Scope 3 emissions in FY2024 was 74 kt-CO₂. The category-specific breakdown was Category 1: Purchased goods and services (10%), Category 3: Fuel-and energy-related activities not included in scope 1 or scope 2 (33%), Category 4: Upstream transportation and distribution (41%), and Category 13: Downstream leased assets (12%), accounting for about 96% of the total.

Supply chain emissions [1,000 t-CO ₂]		
Category	FY2023 (% of total emissions)*	FY2024 (% of total emissions)*
C1 Purchased goods and services	4 (4%)	7 (10%)
C3 Fuel-and energy-related activities not included in scope 1 or scope 2	36 (37%)	25 (33%)
C4 Upstream transportation and distribution	44 (46%)	30 (41%)
C13 Downstream leased assets	9 (10%)	9 (12%)
Other than the above categories (the total of C2, C5-C9, C12)	3 (3%)	3 (4%)
Scope 3 total*2	96 (100%)	74 (100%)

*1 Rounded to the nearest whole number *2 C10, C11, C14, and C15 are not applicable.

Reference for emissions intensities:

- The database on emissions intensities for calculating organizational greenhouse gas emissions, etc. through a supply chain (Ver. 3.5)
- IDEA v2 (for supply chain greenhouse gas emissions calculations)

Target ratios for non-fossil fuel electricity

To reduce our GHG emissions from electricity, we have set the following targets for the ratio of non-fossil fuel electricity.

	FY2030	FY2050
Target ratio for non-fossil fuel electricity (%)	50	100

Scenario analysis (GHG emissions are in CO₂ equivalent)

Prerequisites: We examined risks and opportunities expected in 2030. Financial impacts of climate change have been estimated.

Category of risks and opportunities			Overview of risks and opportunities	1.5°C scenario		4°C scenario		PACIFIC METALS's response		
				financial impact	Possibility	financial impact	Possibility			
Risks	Transition	Policies and regulations	Higher energy costs for business operations (manufacturing and transportation) due to introduction of carbon tax	Large	High	Small	High	<ul style="list-style-type: none">● Process electrification● Transition to renewable energy use	<ul style="list-style-type: none">● Installation of microwave equipment in the raw material drying and burning process to reduce coal and fossil fuels as heat sources● Phased transition to the use of purchased renewable energy	
			Higher risks and costs of procuring various raw materials due to higher fossil fuel prices caused by changes in the supply-demand balance resulting from climate change, unstable supply due to unseasonable weather and other factors, and a higher renewable energy levy	Small	Low	Large	Medium			
		Market and technology transition	Greater customer demand for decarbonization. Lower product competitiveness (e.g., declining market share) if the Company's response to decarbonization is insufficient	Large	Medium	Medium	Low	● LCCO2 evaluation	● Transition to decarbonized manufacturing, followed by LCCO2 evaluation to meet customer demand	
			Higher Ni prices due to higher demand reflecting shift to EVs, leading to replacement of raw materials for stainless steel by less expensive alternative metals	Large	Low	Large	Low			
		Reputation in the market	Preference for ESG-responsive suppliers in the supply chain, leading to damage to corporate value and additional ESG-related costs	Large	Medium	Small	Medium	<ul style="list-style-type: none">● Commitment to decarbonization● Commitment to initiatives	● Commitment to sustainability issues and active disclosure of implementation status (TCFD disclosure, response to CDP, etc.)	
			Declining value in capital markets (e.g., share price declines) because of failure to respond to climate change information disclosure requirements	Large	Medium	Small	Low			
	Physical	Acute	Physical damage to production sites and the supply chain, causing suspension of operations and logistics, resulting in lost profits and additional costs.	Small	Low	Small	Medium	<ul style="list-style-type: none">● Diversification of risks by diversifying raw material suppliers	● Procurement risk diversification by diversifying the suppliers of raw materials, including recycled resources	
		Chronic	Additional production costs due to changes in properties, such as increased moisture content of raw materials, because of longer rainy seasons in the regions where resources are procured.	Small	Medium	Small	High			
Opportunities			Resource efficiency	Expanded use of recycled metal resources (alternative to metal resources), which produce less GHG emissions and show higher manufacturing efficiency than natural resources	Large	Medium	Large	Medium	<ul style="list-style-type: none">● Establishment of a system for resource recycling	● Establishment of a new system for resource recycling by collecting and accepting a larger amount of recycled resources
			Energy source	Innovation in the manufacturing process, which results in a substantial decrease in fossil fuel use and a reduction in energy costs and in turn reduces GHG emissions and improves the impact of carbon pricing	Large	Medium	Medium	Medium	<ul style="list-style-type: none">● Process electrification● Transition to renewable energy use	<ul style="list-style-type: none">● Installation of microwave equipment in the raw material drying and burning process to reduce coal and fossil fuels as heat sources● Phased transition to the use of purchased renewable power
			Products and services	Innovation in the manufacturing process, which contributes to GHG emission reductions in customers' supply chains and increases product competitiveness	Medium	Medium	Small	Low	<ul style="list-style-type: none">● Strengthening of sales capabilities and expansion of new customers	<ul style="list-style-type: none">● Sale of low-carbonization products, leading to better relationships with customers● Cultivation of new business partners, such as overseas manufacturers
			Resilience	More flexible and speedy response due to the transition of active engagement in ESG issues to company-wide strengthening of governance, leading to support and cooperation from investors and other stakeholders, increased corporate value, strengthening of business foundation, and further business expansion	Medium	Medium	Small	Medium	<ul style="list-style-type: none">● Strengthening of governance	● Planning, implementation, and management of response to ESG issues

1.5°C Scenario: A scenario where continued efforts are made to limit the average temperature increase to 1.5°C.

4°C Scenario: A scenario where no measures are taken and the situation takes its natural course.

Pacific Metals participates in the Hachinohe Area New Zero Emissions Council to achieve carbon neutrality in the Hachinohe area

We have joined the Hachinohe Area New Zero Emissions Council with the aim of achieving carbon neutrality in the Hachinohe area. The main purpose of the council is to share challenges facing members, consider solutions, and learn about new technologies, to have industries in the Hachinohe region achieve carbon neutrality in 2050 while maintaining current production levels.

In FY2024, we participated in two council meetings where we learned about companies working on hydrogen project and the outlook for using hydrogen as a next-generation energy source in Hachinohe City. We also took part in site visits to regions leading the way toward carbon neutrality to understand the current state of advanced technologies.



Environmentally Friendly Ferronickel Manufacturing Process

Ferronickel, which is the main raw material for stainless steel, and we are the number one domestic producer of ferronickel. Utilizing the world's top level smelting technology, we carry out efficient manufacturing with the world's largest electric furnace. Ingenuity to reduce environmental impact, we apply many technologies such as reducing energy consumption by using high-temperature exhaust gas from electric furnaces into the ore drying process, and partly replacing nickel ore with recycled resources containing nickel.

Flow of inputs and outputs

INPUT			Results for FY2024
Main raw materials	Nickel ore	370,000 t	
	Secondary ingredients	50,000 t	
Industrial water		3,670,000 m³	

For total energy, see P47

OUTPUT			Results for FY2024
Product	Ferronickel	26,000 t	
Resource recycling	Ferronickel slag	220,000 t	
Wastewater	Discharged water	3,600,000 m³	
Atmospheric release	CO₂	210,000 t	
	SOx	125 t	
	NOx	615 t	
	Soot and dust	7 t	

Process electrification initiatives

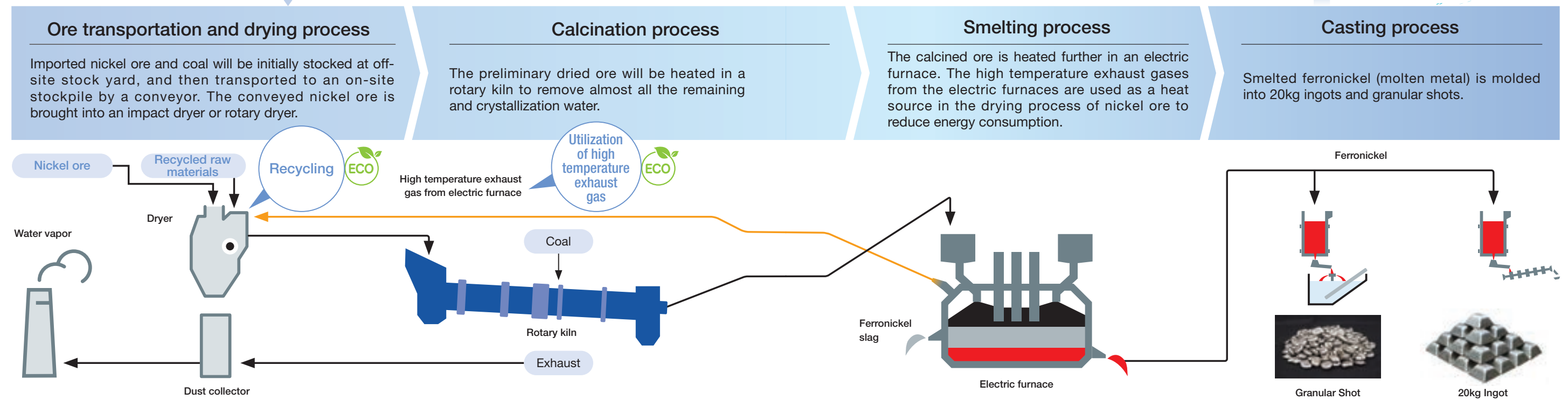
We are proceeding with research and development to shift our calcination process, which is the main cause of CO2 emissions in nickel ore smelting, away from energy derived from coal combustion used in conventional technology to microwaves generated by electricity.

In tests using standard microwave bench-scale equipment, we have confirmed a reduction reaction equivalent to that of our current rotary kiln, which has given us prospects for significant reductions in CO2 emissions from fossil fuels and energy savings through improved thermal efficiency.

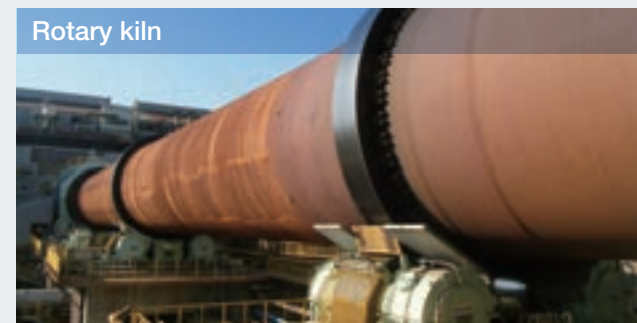
We will continue with scaling-up verification tests with a view to introducing full-size equipment in 2030.

Recycling rate **100%**
Final waste disposal rate **0%**

Ferronickel manufacturing process



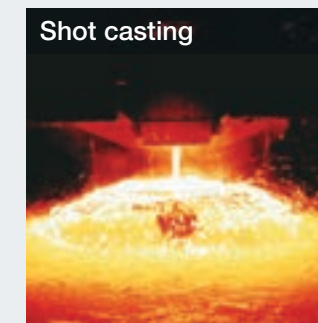
Raw material conveyor
Conveyors totaling 2.4 km in length transport unloaded ore and other materials to the plant.



Rotary kiln
A calcining equipment, over 100m in total length that thermally processes dried ore by heating it to approximately 1,000 degrees Celsius.



Electric furnace
These are the world's largest electric furnaces that is heated by using electric resistance, and used for smelting ferronickel from ore.



Shot casting
Molten metal is rapidly cooled with water in a water tank and finished into small particles.



Ingot casting
Molten metal is poured into molds and finished into 20kg ingots.

Environmental Management

The Company has established an environmental management system, and works to continuously improve its activities to reduce environmental impact through the stable implementation of the PDCA cycle. Based on this environmental management system, we have established an environmental policy and environmental objectives and targets, and are developing and implementing various environmental measures at each site.

Environmental policy

Basic philosophy

Recognizing that environmental problems are common material issues for all humankind, the Company is committed to harmony with the environment and engages in activities aimed at conserving the global environment and contributing to society.

Basic policy

The Company uses large quantities of ore and energy in the production of nickel. The use of this ore and energy emits soot and greenhouse gases, so we consider environmental issues to be an important challenge for the Company and work together in our efforts to continuously reduce our environmental impact.

(1) Reduction of environmental impact

We strive to prevent air pollution caused by dust, soot and smoke emissions, and water pollution caused by wastewater. We also consider the reuse of these emissions and strive to minimize their impact on the environment.

(2) Reduction of greenhouse gas emissions

We pursue the development of energy-saving and environmentally friendly technologies, promote operational efforts to improve productivity and yield, and strive to reduce greenhouse gas emissions.

(3) Contribution to zero emissions

We will promote the reduction and recycling of waste generated in the course of our operations. We will also contribute to zero emissions by promoting the proper disposal of contracted waste.

(4) Compliance with laws, regulations, etc.

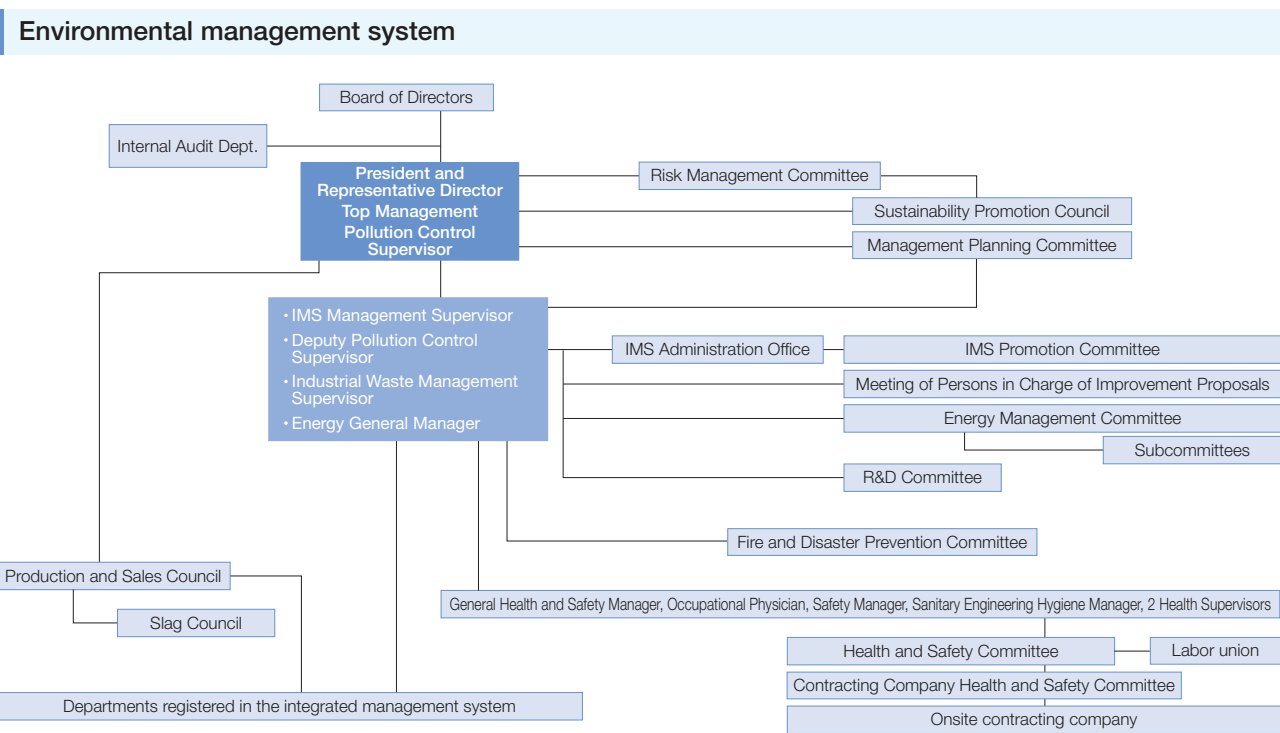
We comply with environment-related laws, regulations, tripartite agreements and industry standards, while also setting voluntary standards and actively working to protect the environment.

(5) Ensure operation and continuous improvement of the environmental management system

In order to achieve this environmental policy, we have set environmental objectives and targets for each department, and all employees promote efforts in environmental management. In addition, we will regularly review our environmental objectives and targets, and strive to promote a more effective environmental management system.

(6) Dissemination of the environmental policy

This environmental policy is communicated to all employees, including those of affiliated companies. We also inform our partner companies of this policy and request their understanding and cooperation.



Eco Products That Contribute to Reducing Environmental Impact

Effective use of by-products

Ferronickel slag obtained as a by-product of the ferronickel manufacturing process is cooled by the slow cooling method, and then the entire product is recycled according to the intended use and sold as an attractive product that can be used in a wide range of applications. The slag's constituent components are stable, environmentally friendly, and have the same quality as natural resources and thus contribute to energy saving by conserving natural resources, and to the formation of a recycling-oriented society.

Product name: Pamco crustone

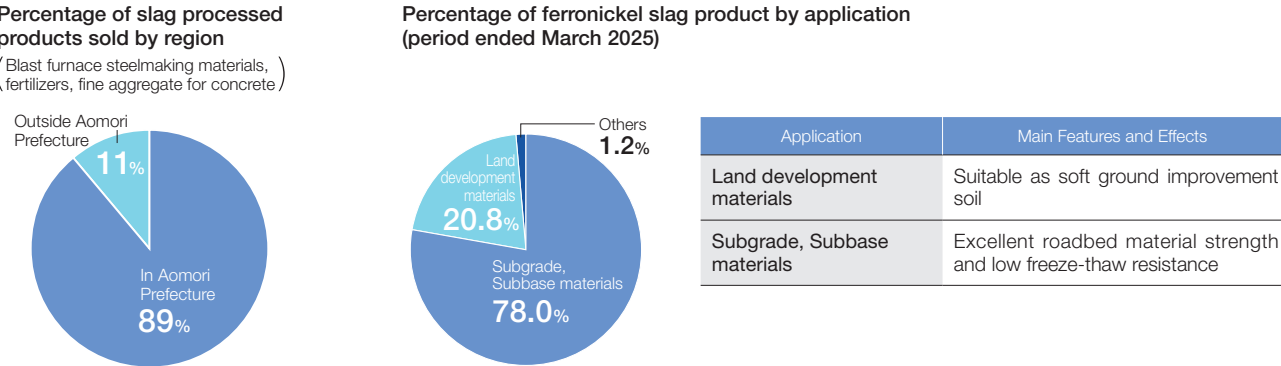
After cooling, ferronickel slag is crushed by crushing equipment to particle sizes of 5mm or less, 5 to 20mm, or 20 to 40mm, which thus allows for a wide range of particle size adjustments when combined according to customer requests. The slag is characterized by the fact that it is environmentally friendly, highly safe, and does not contain harmful substances, and because it has high roadbed bearing capacity after compaction, it is easy to install, and has excellent frost heaving suppression. In the Tohoku area, it is used mainly as a substitute civil engineering material for mountain sand and crushed stone (for roads, embankments, and land development).

Product name: Pamco Green

Ferronickel slag is composed mostly of silicon dioxide, magnesium oxide, and diiron trioxide at approximately 95%, and Pamco Green is used as a fertilizer (registered special fertilizer) for cultivating crops such as garlic and daikon radish. A confirmed characteristic of Pamco Green is that it supplies magnesium and other nutrients to the soil and raises the level of available phosphoric acid in the soil, generally improving the absorption of nutrients needed for vegetables to grow, and we are promoting initiatives for a recycling-oriented society.

Ferronickel slag of 0 to 40mm Ferronickel slag, 5mm or less

Pamco Green is used in the cultivation of garlic. Garlic grown in soil with the largest quantity added to the soil (120 t/1,000 m²) grew to almost twice the size (right photograph; weight: 148 g) of that grown in soil with no Pamco Green added (left photograph; weight: 79 g).



LCA for ferronickel slag products

Our ferronickel slag products meet all the elution amount and content standards notified by the Ministry of the Environment, are free from harmful substances, are environmentally friendly and boast high safety, and crushed stones the reduction of environmental load. The right table is an LCA^{*1} evaluation comparing ferronickel slag products and quarry products^{*2}, confirming a reduction in CO₂ emissions^{*3}.

*1: Abbreviation for Life Cycle Assessment. A method of quantifying the environmental impact of a product during its lifetime (resource extraction, manufacturing, use, disposal).

*2: Products manufactured by collecting and mining natural stones

*3: Evaluation results for ferronickel slag products manufactured in FY2018

Ferronickel slag product application	CO ₂ emissions (t-CO ₂ /year)		CO ₂ reduction rate
	Crushed stone	PACIFIC METALS ferronickel slag products	
Land development materials	2,360	44	98%
Subgrade, Subbase materials	115	32	72%
Coverage materials, Earthwork materials	2,059	571	72%
Blast furnace steelmaking materials	5,518	1,477	73%
Total	10,052	2,124	79%

Click here for product information

WEB <https://www.pacific-metals.co.jp/en/products/kras.html>

Quality Control System

To reliably provide products all of our stakeholders can trust, we have come together company-wide to promote quality management activities based on our Quality Management System (QMS) and the Industrial Standardization Act.

ISO certification registration

We have registered certifications for ISO 9001, ISO 14001, and ISO 45001. The Administration Office and each department are forming action plans and engaging in correction and improvement initiatives to prevent unforeseen nonconformities regarding quality, the environment and safety. One a positive note, we were given good assessments on 13 items. In addition, the audit results and the results of initiatives taken in the current fiscal year are reported in a Top Management review, and the issues indicated in the current fiscal year are taken up to be addressed in the next fiscal year, with efforts made to solve such issues.

Certification Registration Information

Certification standard	Registration scope	Registration No.	Expiry date	Initial registration
ISO 9001:2015	Hachinohe Head Office	0314		April 9, 1998
ISO 14001:2015	(Manufacturing Works)	E1998	February 15, 2027	March 19, 2009
ISO 45001:2018	Tokyo Head Office	H063		February 16, 2012

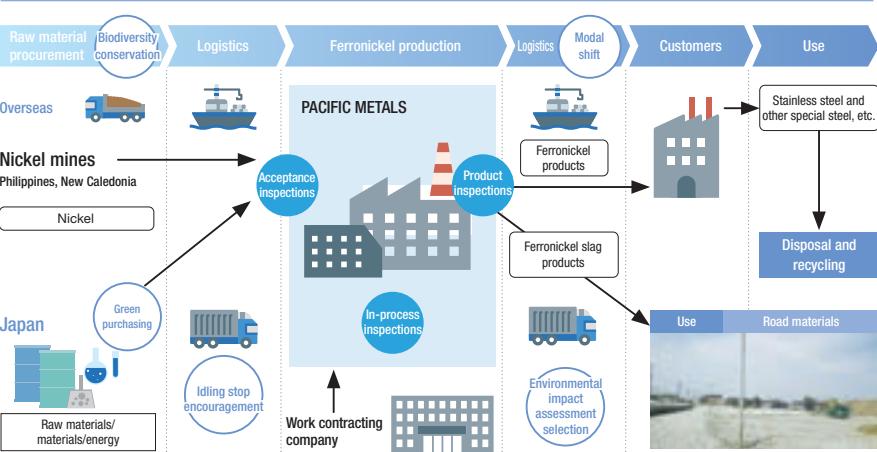
Main initiatives and specific results

Main initiatives	Specific results
Measures to improve customer satisfaction	Our ferronickel products are highly regarded for their stable quality and supply structure, which enables us to meet customer requests for delivery deadlines. In addition, based on the results of customer satisfaction surveys, our production and sales departments are working as one team to create products and improve services that meet customer needs as we strive to improve customer satisfaction. Our ferronickel slag products are of high environmental safety quality and are mainly used for civil engineering works (roads and land development) in Aomori Prefecture and neighboring areas and as fertilizer materials. We strive day in day out to meet customer requirements for the particle size and component of our products. They are highly regarded by our customers for their ease of use, etc. Furthermore, our management system is in compliance with all relevant laws and regulations and in accordance with the Japan Mining Industry Association's "Guidelines for Managing the Production and Sale of Nonferrous Slag Products." In this manner, we work to ensure that there are no environmental impacts or other issues on the local residents, and regularly clean transportation roads in Hachinohe City. These efforts have been well received as contributions to the local community.
Brush up of our analytical techniques to improve product quality reliability	We conduct OJT based on a skills chart including diagrams and photographs, which document the tacit knowledge of experienced employees, such as sensory-based techniques and knowhow. In this manner, we are also working to expand individual scopes of work, implement initiatives to enhance competence, and share knowledge and experience of analytical techniques among all department staff. We are also working to improve our analytical techniques by adding and updating new information and knowledge to the skills chart.
Laboratory accreditation of certification standards for testing and calibration laboratories (ISO/IEC 17025)	Since the prices of ferronickel products and nickel ore depend on the amount of nickel they contain, ensuring the reliability of nickel analysis values is an important matter. We are certified under ISO/IEC 17025 in "methods for chemically analyzing components in ferronickel," "X-ray fluorescence methods for analyzing components in ferronickel," and "methods for chemically analyzing components in nickel ore," which we use to ensure the international and objective reliability of product inspections and raw material acceptance inspection results. We improved and expanded our work qualifications, and maintained our certification in FY2024 after undergoing a renewal assessment.

Supply chain management

We conduct a variety of activities that take the environment and quality into consideration at each stage in the supply chain, not just at our production sites. As an environmental measure, we carry out afforestation at local mines in order to restore (rehabilitate) sites to their original states to the degree possible after ore mining. In addition, we comply with internationally unified safety regulations for the sea transportation of cargo, and take safety measures and environmental considerations into account. Regarding quality, in addition to product inspection before shipment, we thoroughly control the quality of manufacturing processes such as acceptance inspections of raw materials. We also contribute to the reliability of product quality in analyzing the chemical composition of ferronickel products. For slag products, we regularly conduct tests based on the Soil Contamination Countermeasures Act to confirm that our products meet the required standards.

Overview diagram of the PACIFIC METALS supply chain



Human Resources

We are working to realize our Company Philosophy of "Leverage the power of people to deliver the earth's resources in more useful forms and contribute to the happiness of humankind." To this end, we are developing a work environment and education system that allows a diverse workforce to thrive.

Personnel education to ensure diversity

Initiatives for diversity

To realize diversity, we will continue conducting training and other programs aimed at self-development. We strive to reform awareness and build a supportive corporate culture by actively implementing efforts to resolve any issues as they arise. We will also continue our initiatives for improving productivity and work-life balance. In addition, we are raising the retirement age to 65 years old for employees who will turn 60 years old in FY2022. We will work to create a system that takes employees' health into consideration while allowing them to continue to perform as well as ever.

- **Establishment of environment to ensure diversity and expansion of human capital investment**
We conducted human capital management training and ESG training for managers in August 2024, expecting managers to leverage the knowledge given by the training for management and human resources strategies. Also, as part of efforts for diversity and human capital investment in line with improvements in language skills and cross-cultural exchanges, we conducted an overseas language study program for female employees in October 2024.
- **Diversity management training**
We carried out training in which participants learned about the concept of diversity and diversity management with the aim of gaining the ability to develop and promote the advancement of diverse human resources required for management positions, including women. In this training, which we will continue based on the selection of appropriate themes, we aim to create a less stressful workplace and improve employee motivation.
- **Harassment prevention training**
In FY2024, we held two training sessions, one in July and one in September, conducted by invited external lecturers. A total of 29 employees participated in these training sessions. We conducted training for work supervisors, shift leaders and team leaders to examine the current situation regarding harassment and to seize the opportunity to create a healthy workplace culture by taking action in individual workplaces based on the established action guidelines regarding harassment.

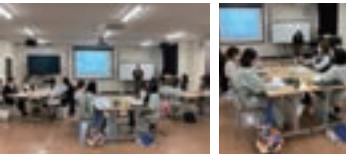
Human resources education, development of environment, etc. to ensure diversity, including promoting active participation of women

Promoting active participation of women

We will always strive to create a comfortable work environment that balances work and home life, including support for childbirth, childcare, and nursing care, etc. We will also provide training for female employees to support their career development, in an effort to reform awareness. We will work to improve the environment in terms of both the work environment and the facility environment to promote the active involvement of women in the workforce. In October 2024, we conducted an overseas language study program for female employees for them to improve their skills. In the same month, we recruited female technical personnel.

Number of female employees (non-consolidated)

FY2020	FY2021	FY2022	FY2023	FY2024
4.6%	4.3%	4.7%	4.8%	4.8%



Seminar on supporting active participation of women

- **Seminar on supporting active participation of women**
We will continue to conduct a training program that encourages participants to think proactively about how to continue contributing to the organization through the way they work, and how to live happily with being themselves by utilizing their value in order to realize a society in which women can fully demonstrate their individuality and abilities in a social environment where women are expected to play an active role.

Male employee childcare leave system

We take measures under our systems that support employees' work-life balance as stipulated in the Child Care and Family Care Leave Act, and make efforts to inform employees of the various systems and encourage them to take childcare leave. With regard to instilling the systems and structures, we set up an opportunity for providing eligible employees with further briefings on an individual basis, encouraging them to take full advantage of such leave. We are working to collect internal information on whether a satisfactory system is in place to facilitate an environment where it is easy to take leave, and to put in place a desirable system. In FY2024, the rate of childcare leave taken by eligible employees was 16.7%.

Human capital investment

- **Engagement diagnostics**
We conduct company-wide engagement surveys and use indicators to visualize the engagement status of the entire Company and each organization. Based on these diagnostic results, we plan and implement measures going forward.
- **English education and overseas language study**
Employees who wish to receive English conversation training can take a six-month course using an app on their PC or smartphone. In addition, for employees who wish to study abroad, we offer a two-month program in the Philippines to improve their English skills in ways that can be applied to their job responsibilities.

Human resources strategy

The Group's greatest asset is its human resources, and we believe that developing and acquiring diverse human resources will lead to the creation of new value and the revitalization of our organization. Furthermore, in order to realize our Company Philosophy, we continue to improve the work environment to ensure safety and job satisfaction, strengthen our education system, and promote organizational capability development and human resource development.

- **Securing and utilizing human resources under the Medium to Long-Term Strategy PAMCOvision 2031**
In order to emerge from the downturn in performance caused by significant changes in the business environment, we are aiming for a fundamental shift in our business model, while at the same time conducting stable corporate activities, promoting human resource investment, increasing employee engagement, and actively promoting mid-career recruitment, including U-turn career moves whereby employees relocate to their hometowns.
- **Investing in human capital that is consistent with our Company Philosophy**
In an era where adaptability to rapidly changing environments is required, investing in human capital is essential to bring out the potential of employees, promote autonomy, and effectively utilize these human resources both individually and organizationally. Investing in human capital leads to value creation, and the growth of individuals strengthens organizational strength, which in turn contributes to enhancing corporate value. These initiatives are in line with our Company Philosophy of "Leverage the power of people to deliver the earth's resources in more useful forms and contribute to the happiness of humankind," and we will continue to pursue them going forward.

Human rights awareness activities

Based on our stance of respect for human rights, we respect the human rights of all people involved in our business activities. We strive to ensure that no violations of human rights occur and engage in human rights education activities.

Basic views

1 Basic policy for respecting human rights

We will promote initiatives for respecting human rights, in accordance with international norms and standards as a guideline for fulfilling our responsibilities. Our Corporate Code of Ethics established based on our Company Philosophy and Company Policy states that we will create a work environment where employees can work together and express themselves. In keeping with this, we believe that creating a vibrant workplace whose human resources are diverse in terms of nationality, gender, and age, where we understand each other's values, individuality, and circumstances, and where each individual can fully demonstrate his or her abilities, will lead to higher productivity.

2 Concept for respecting human rights

We will do our utmost not to violate the human rights of all those affected by our business activities. We will work to correct and remedy any situations that have negative impacts on human rights in the event that they occur. We also engage with our stakeholders, and we encourage them not to violate human rights if they have caused any negative impacts.

3 Scope of application

The scope of this policy applies to all employees and officers of the Group. We will promote respect for human rights in cooperation with our business partners with whom we have close relationships.

4 Education

We will promote appropriate education.

5 Human rights due diligence

We will refer to the Guiding Principles on Business and Human Rights, as well as guidelines and other information on the respect for human rights, and establish the necessary human rights due diligence system for the Company to identify, prevent or reduce negative impact on human rights.

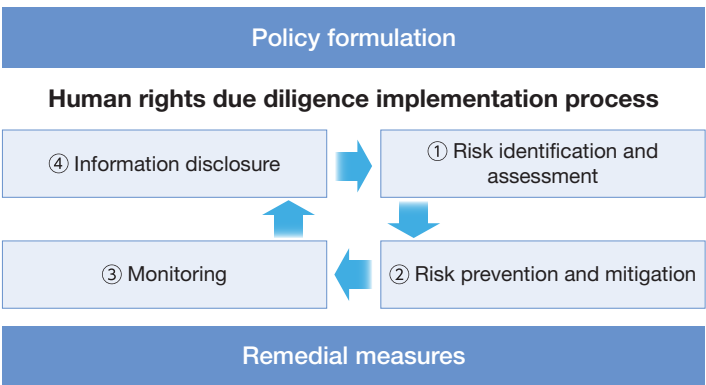
6 Governance system

We will discuss our approach to respect for human rights at the Sustainability Promotion Council.

Human rights due diligence

To identify and assess the negative impact on human rights related to the business activities of the Company and the Group and to prevent and mitigate such impact, we are working on the development of a mechanism for human rights due diligence, which we will implement on an ongoing basis.

We have divided our existing supply chain into "the Company and its Group companies," "upstream," including the procurement of raw materials, and "downstream," including the sale and disposal of products. With priority on the Company and Group companies in Japan and overseas, we conduct written surveys or desktop surveys to verify the status of initiatives related to human rights, labor, and health and safety and assess the risks involved, as part of our corporate social responsibility (CSR).



- **CSR surveys**
To identify human rights risks, we have conducted CSR surveys of the following business partners.

Scope of survey	FY2023	FY2024	Total
The Company and Group companies	10 companies	-	10 companies
Upstream and downstream supply chain	-	16 companies	16 companies

Two mining companies located in the Philippines from which we procure our main raw materials are included in the Group companies.

- **Risk identification and assessment**
We analyzed the survey results for each company and conducted additional surveys regarding certain matters of concern. From these surveys, we found that each of the survey items were being appropriately managed through means such as the establishments of systems, and that there were no actual cases of human rights violations. We will continue to monitor any potential risks as necessary and strive to prevent and mitigate risks.
- **Whistle-blowing contact points**
We have established whistle-blowing contact points (human rights whistle-blowing contact points) that can be used by external business partners and related parties who have been directly or indirectly affected by our business activities.

Occupational Health and Safety

We have been promoting voluntary work accident prevention activities under the slogan “Be Safety!” and working to prevent workplace accidents by raising safety awareness. We are also promoting health management activities so that employees can maintain a safe and healthy work environment.

Basic views

Health and safety policy : Eliminating accidents and continuing zero occupational illness

Occupational safety management

Health and safety policy : Eliminating accidents and continuing zero occupational illness

Specific activities

- (1) Promoting various safety activities through small group (team) activities
- (2) Strengthening risk reduction activities
 - Reevaluating (confirming) risk assessment (risk level III)
- (3) Raising safety awareness by conducting various training
 - Conducting experiential learning such as hazard awareness training (for those with at least five years' experience)
 - Forklift driving skills refresher course (for those with at least 10 years' experience)
 - Conducting awareness training for fall prevention through physical fitness tests, etc. (for those aged 40 and over)
- (4) Raising safety awareness through continued initiatives for safety focus campaigns
 - April to July: “Contact with hot objects;” August to November: “Falls from heights;” December to March: “Slips and trips”

Occupational health management

Priority goal : Continuing zero occupational illness

Specific activities

- (1) Reducing health issue discovery rates through personalized, voluntary health management activities
 - Setting and working toward personal goals to develop a healthy body
 - Ongoing initiatives to achieve the declaration of a health-oriented company
 - Strengthening guidance for those with health checkup findings
- (2) Conducting consultations by occupational physicians for senior employees (aged 60 and over)
- (3) Preventing mental health disorders
- (4) Improving the workplace environment by continuing to measure the working environment

Safety management

● Received the Excellence Award at the 66th Steel Safety Awards for 2025

The 66th Steel Safety Awards Ceremony was held at TEKKO KAIKAN on Tuesday, February 25, 2025. Pacific Metals was recognized as a workplace with an excellent safety performance, with no “lost-time injuries” occurring in the past three years, including at our subcontractors, and was awarded the Excellence Award in the Safety Performance Award category by The Japan Iron and Steel Federation.

This award is given to workplaces that have achieved excellent overall safety records and are regarded as models for others, with the aim of raising safety awareness and reducing occupational accidents.

Going forward, Pacific Metals and its subcontracting partners will continue to prioritize safety, and work toward achieving zero accidents.



Award presentation



[Excellence Award]
Certificate of Commendation and Award Plaque



Health management

● Exercise instruction classes

In the exercise instruction class, an external instructor provided guidance for beginners on strength training using barbells and other equipment in the Company's welfare facility training room, as well as bodyweight training to strengthen the core, which is also effective for fall prevention.

All participants took part actively and reported feeling the benefits of the training, which was extremely effective in raising awareness of developing consistent exercise habits.



Barbell squats



Balance training

Disaster prevention activities

● Conducting Comprehensive Disaster Prevention Training

During the annual Comprehensive Disaster Prevention Training, employees are trained to evacuate, confirm damage situation and safety, and prevent secondary disasters, under the assumption that large earthquakes with a seismic intensity of upper 5 occur. With the cooperation of the fire department, we also conduct actual 119 emergency call drills to ensure employees can make calm and accurate reports in the event of an emergency. In addition, we continue to conduct water discharge training using trucks carrying transportable pumps, thereby providing understanding of the importance of extinguishing fires quickly.

One issue raised from the tsunami evacuation drill was how to protect people from the cold at outdoor tsunami evacuation shelters where they would be evacuated in the event of a major tsunami warning with an expected height of over 10 meters. Since there is a risk of hypothermia when evacuating in winter, storage sheds have been set up at the tsunami evacuation shelters to store blankets, tarpaulins, ropes, and other items to protect people from the cold.



Firefighting training



Secondary tsunami evacuation site
Installation of a storage shed for supplies

Communicating With the Local Community

We value the connection with the local community, carry out clean-up activities, and endeavor to revitalize the community by sponsoring local organizations and participating in local events. We strive to communicate with all of our stakeholders through local initiatives.

Cleanup activities on factory premises and in the region

In September 2024, 30 employees of the Company and Taiheiyo Kosan took part in a cleanup activity conducted along the walking paths of Hachinohe City's Kawaragi No. 2 Wharf Ryokuchi Park as part of Zero Marine Waste Week, a joint initiative of The Nippon Foundation and the Ministry of the Environment. Our Tokyo Head Office also participates in joint patrols and cleanup activities of the area around Tokyo Station organized by the Ote-Marunouchi Federation of Neighborhood Associations. Six employees of the Company took part in these activities in December 2024.



Sponsorship of the local soccer club

We started loaning the artificial turf “PAMCO Field” soccer field, prepared on a final disposal site where we used to bury ferronickel slag, to the local “Vanraure Hachinohe” soccer club in July 2019. In FY2024, we signed an official partner agreement (pitch advertising boards at home games and posting of company name on club website) with the Vanraure Hachinohe soccer club.

Contributing to local communities through various organizations

- In November 2024, we made a donation to the Children's Future Support Fund.
- In November 2024, we made a donation to Japan Committee for UNICEF.
- We are conducting tours of the Company's plants for junior high school students in Hachinohe through the Regional revitalization Educational support Network. Approximately 30 students participated in October 2024, and approximately 15 students participated in January 2025.



Risk Management

We have established and operate a risk management system for dealing with various risks in a timely and appropriate manner.

Basic views

Basic policy

The Company aims to maximize corporate value by generating profits through the use of management resources and assets entrusted to it by shareholders. In making management decisions, the Board of Directors thoroughly scrutinizes and analyzes the risks associated with business and investment activities, and makes decisions based on appropriate procedures in light of the profits to be generated by such activities. In making such possible assumptions on management risks, the Company allows an appropriate level of risks in light of the corresponding business and investment returns. However, risks that affect permanent business continuity are diversifying and increasing as the business and natural environment changes. Depending on how these are handled, it may become extremely difficult to achieve the business plan, and the very survival of the business could come into jeopardy. To maintain a state in which appropriate management decisions can be made, the Company correctly understands the risks that may arise, reduces the possibility of occurrence, and devises measures to reduce probable losses before they occur. To this end, the organization and rules for dealing with each risk are clarified in the Risk Management Regulations. We have established a risk management system to thoroughly manage crises should they occur, minimizing damage and taking responsible measures for early recovery. We continuously implement this system under the following philosophy, basic objectives, and action guidelines. In the event the risk of a critical situation occurs or the possibility of occurrence rises, the Company responds in accordance with the Crisis Management Manual.

Philosophy

- (1) Fulfilling the Company's corporate social responsibility
- (2) Ensuring the Company's social credibility

Basic objectives

- | | |
|---|---|
| (1) Permanent business continuity | (2) Responding to climate change risk |
| (3) Securing the trust and interest of stakeholders | (4) Ensuring the safety of employees and their families |
| (5) Preserving company assets | (6) Enhancing corporate value |

Action guidelines

- (1) Improve risk response capabilities through continuous risk management activities
- (2) Share information on potential risks
- (3) Act in a manner that does not jeopardize the safety, health or interests of stakeholders
- (4) Minimize the damage caused by the occurrence of a business crisis and take responsible actions for early recovery.

Management system

The Company will establish a risk management system by preparing the Risk Management System List that describes the risks to be managed, the departments and organizations responsible for those risks, and the rules and regulations governing those bodies.

Risk identification and assessment process

The Risk Management Committee will implement the following matters under its jurisdiction.

- | | |
|--|---|
| (1) Understanding, analyzing and evaluating risks | (2) Considering countermeasures for evaluated risks |
| (3) Matters related to crisis management | (4) Report to the Board of Directors |
| (5) Report to the Sustainability Promotion Council | (6) Other necessary matters related to risk |

- **Crisis Management Manual**
The manual outlines the normal situation response in the “Normal situation crisis management policy” and the “Emergency response policy” (specific measures to be taken in the event of a serious crisis or the possibility of a serious crisis occurring).

Classification of major risks

The Company classifies and identifies major risks based on the basic objectives of the Risk Management Regulations.

- | | |
|---|---|
| 1. Management risks
(1) Financial (i) Stock price fluctuation (hostile takeover) (ii) Insufficient funds (iii) Accounting fraud
(2) Market (i) LME fluctuation (ii) Exchange rate fluctuation (iii) Demand decline (price competition)
(3) Procurement (i) Electricity (price fluctuation, securing procurement volume) (ii) Ore (price fluctuation, securing procurement volume) (iii) Coal and oil (price fluctuation, securing procurement volume) (iv) Other materials
(4) Investment (i) New business (ii) Capital investment (iii) Research and development (iv) Acquisition and merger absorption (v) Overseas investment | 5. Risks of disasters, accidents, etc.
(1) Natural disasters (i) Typhoons/storm surges (ii) Earthquakes/tsunami (iii) Water disasters/floods (iv) Tornadoes/wind disasters
(2) Accidents (i) Fires, explosions, and high-heat leaks (hot water leaks, etc.) (ii) Chemical substance leaks (iii) Electrical and mechanical accidents (iv) Facilities accidents (v) Traffic accidents (vi) Industrial accidents (vii) Accidents during transportation and shipping (viii) Theft (ix) Trespassing
(3) Hygiene (i) Infectious and contagious diseases |
| 2. Labor risks
(1) Fraud or misconduct by officers (2) Fraud or misconduct by employees
(3) Labor disputes and strikes (4) Harassment (5) Leakage of personal information | 6. Risks in the production and sales process
(1) Products (i) Product defect warranty (ii) Product liability (PL law) (iii) Defective products (iv) System failure (production, sales management operations, etc.)
(2) Environment (i) Oil pollution accident (ii) Liability for environmental pollution (iii) Violation of environmental regulations (iv) Tighter environmental regulations |
| 3. Social risks
(1) Crime syndicates, Sokaia (racketeers that disrupt shareholder meetings), and intimidation
(2) Media attacks, criticism, and slander
(3) Compliance violations | 7. Network risks
(1) Cyberattacks, etc. (2) Network failure |
| 4. Climate change risks
(1) Global warming caused by GHG emissions | |

Compliance

We believe that compliance is essential to supporting the foundation of our corporate activities and avoiding various risks, and take strengthening measures.

Basic views

Our Board of Directors has established “Company Policy,” a “Corporate Code of Ethics,” and a “Corporate Code of Conduct,” etc., and advocates compliance with laws and regulations.

To ensure business is conducted based on these policies and norms, we have established an Internal Controls Committee to strengthen compliance. We list the following with respect to compliance and adherence to social norms, and all officers and employees, including directors, carry out their duties with an awareness thereof.

- ① Conduct corporate activities in accordance with compliance, social norms, and social decency.
- ② Conduct sound company activities by remaining insulated from antisocial forces that threaten social order and security.
- ③ Comply with international rules and local laws, and respect local cultures and customs when conducting international business activities. Conduct company activities that contribute to the development of each country.

Providing education on internal controls

We conduct the following internal control-related training and educational activities to instill compliance in our employees and to achieve adherence.

- **Conducting compliance awareness questionnaires**
- **Compliance training**
 - (1) Compliance education for new employees
 - (2) Circulation of the Company's “Rules of Whistle-blowing” and “Whistle-blowing Processing System” Target: employees, affiliates and business partners
 - (3) Compliance awareness activities Target: officers, managers, entire Company
 - (4) Compliance magazine regular distribution Target: entire Company
 - (5) External seminar for Internal Control Committee Secretariat (correspondence course)

Whistleblowing

- The Company has established a whistle-blowing system (internal and external contact points) based on the Whistle-blowing Rules. Whistle-blowing reports are submitted to the Board of Auditors, and specific cases are reported to the Board of Directors. Disadvantageous treatment of whistle-blowers is prohibited.

Corporate Governance

Aiming to improve corporate value, we strive to strengthen and enhance corporate governance through rapid decision making and management efficiency, and through ensuring transparency and soundness of management by strengthening supervisory functions.

Basic views

- Based on the company philosophy and policy established by the Group, the Company will enhance its corporate governance as described below to achieve sustainable growth and increase its medium- to long-term corporate value.
- The Company shall respect the rights of all shareholders and ensure equality.
 - The Company shall collaborate with all stakeholders, including shareholders, consumers, business partners, employees, and local communities, sincerely and appropriately, considering their interests.
 - The Company shall proactively disclose information that could serve as a basis for investment decisions, in addition to disclosing information appropriately in compliance with relevant laws and regulations.
 - The Company's Board of Directors shall be responsible for achieving sustainable growth and maximizing medium- to long-term corporate value based on its fiduciary responsibility to shareholders. To this end, the Company shall establish a fair and transparent management structure by introducing an executive officer system to separate decision-making and business execution functions and by strengthening the business execution supervisory function through the appointment of outside officers (outside directors and outside auditors).
 - The Company shall engage in constructive dialogue with shareholders to achieve sustainable growth and maximum medium- to long-term corporate value.

Board of Directors

The Board of Directors consists of Six Directors (including Two Outside Directors). In addition to monthly Board of Directors' meetings, Directors hold meetings as needed for prompt handling of matters, efficient execution of duties, and monitoring of the execution of duties among Directors.

Board of Auditors

The Company has adopted an auditor system, and three persons out of four Auditors comprising the Board of Auditors are Outside Auditors. In order to ensure the fair execution of duties by Directors, the Company enables all Auditors including part-time Auditors to attend all Board of Directors' meetings.

Nomination and Compensation Committee

The Company has established the Nomination and Compensation Committee, aiming at enhancing the fairness, transparency, and objectivity of procedures for the nomination and compensation of Directors and Executive Officers, as well as at further improving corporate governance. In response to inquiries from the Board of Directors, the Nomination and Compensation Committee primarily deliberates on matters related to the appointment and dismissal of Directors and other officers, the compensation of Directors, and matters approved by other committees regarding the nomination and compensation of Directors.

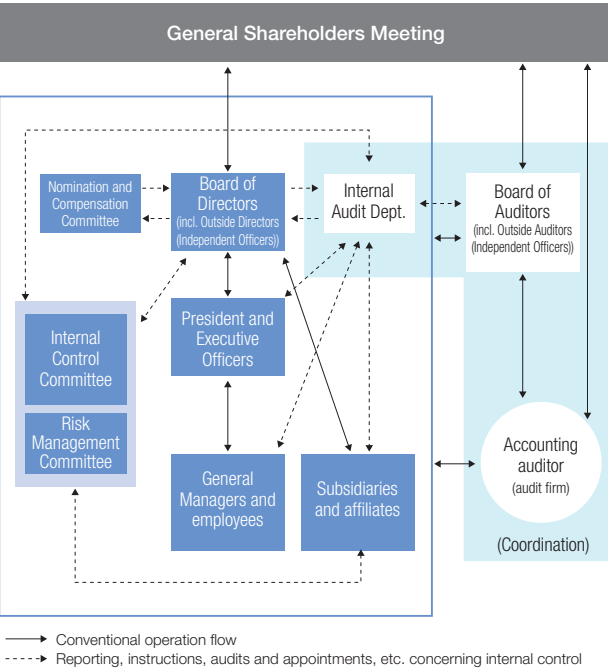
Internal Control Committee

The Company has established the Internal Control Committee as an advisory body to the Board of Directors to ensure "compliance with laws and regulations in corporate activities," "securing the reliability of financial reports," and "securing the effectiveness of duties" of the Group. The Internal Control Committee reports on its activities to the Board of Directors twice or more per year.

Risk Management Committee

The Company has established the Risk Management Committee, aiming at enhancing and continuously implementing the risk management system in order to correctly understand all possible risks, lower the possibility of their occurrence, devise measures to reduce probable losses before they occur, and when they occur, perform thorough crisis management, minimize the damage, and take responsible measures for early recovery.

Company governance system diagram



Reasons of appointment as Outside Directors and status of activities

Name	Reasons of Appointment	Attendance at Board of Directors' meetings
Yukari Sakai	The Company determined that Yukari Sakai is capable of properly performing her duties as Outside Director based on her extensive experience as a corporate manager in a wide range of business fields. The Company expects her to promote the enhancement and reinforcement of corporate governance based on a variety of perspectives from the viewpoint of diversity, leveraging the above-mentioned experience.	22out of 22 meetings (100%)
Masahito Amano	The Company determined that Masahito Amano is capable of properly performing his duties as Outside Director based on his professional perspective as an attorney and extensive experience as a corporate manager. The Company expects him to promote the enhancement of compliance and corporate governance, leveraging the above-mentioned perspective and insight.	—

Evaluation of the effectiveness of the Board of Directors

The Company analyses and evaluates the effectiveness of the Board of Directors as a whole to enhance the functions of the Board of Directors and ultimately the corporate value. In March 2025, the Company implemented the evaluation for FY2024 by means of a questionnaire survey, targeting all Directors and Auditors (including Outside Directors and Outside Auditors). In FY2024, the Board of Directors was evaluated positively for, among other criteria, its full consideration of the system for engaging in constructive dialogue with shareholders. Accordingly, the Company shared the recognition that the Board of Directors has generally maintained a certain level of effectiveness. On the other hand, the Company also shared issues such as the need to follow up on the state of progress of business plans and to set KPIs for sustainable growth. Based on the results of the evaluation of the effectiveness, the Board of Directors of the Company aims to further enhance the functions of the Board of Directors by thoroughly examining the policy of addressing these issues in the future.

Identified issues

Issues	Measures
1 Follow-up on the state of progress of business plans	● Continued to provide updates and engage in discussions on the progress and issues of the Medium to Long-term Strategy as needed.
2 Setting of KPIs for sustainable growth	● Aimed to realize management that is conscious of capital costs and stock price in the implementation of our Medium to Long-term Strategy, and set target figures to maximize corporate value.

Compensation, etc. for officers, etc.

The Company, through the Nomination and Compensation Committee, has decided the determination policy on the details of individual Directors' compensation, etc. This policy has been established by the Board of Directors in the Officers' Compensation Rules. The Company's determination policy on the details of individual Auditors' compensation, etc. has also been established by the Board of Directors in the Officers' Compensation Rules. Compensation for individual Auditors is determined through discussion between Auditors, within the total compensation limit resolved by the General Shareholders Meeting.

The resolution of the Annual General Shareholders Meeting pertaining to officers' compensation was passed on June 29, 2006, which stipulates that the amount of monetary compensation for Directors of the Company shall be up to 350 million yen per year. It was resolved that the amount of monetary compensation for Auditors of the Company shall be up to 60 million yen per year.

In addition, the Company resolved at the Board of Directors meeting held on May 14, 2025 to introduce a restricted stock compensation plan (hereinafter, the "Plan") as a new compensation plan for Directors of the Company (excluding Outside Directors; hereinafter, "Eligible Directors") in order to provide them with an incentive to pursue the sustainable improvement of the Company's corporate value, and to promote their further sharing of value with shareholders. It was resolved at the 99th Annual General Shareholders Meeting held on June 25, 2025 that, among other decisions, the Eligible Directors shall be paid monetary claims of up to 70 million yen per year as compensation intended to be used as contributions for acquiring restricted stock under the Plan, the number of shares of common stock of the Company to be issued or disposed for this shall be up to 45,000 shares, and the transfer restriction period for the restricted stock shall be 50 years.

Regarding the amounts of compensation, etc. for individual Directors of the Company, the Nomination and Compensation Committee, delegated authority by the Board of Directors, deliberates on proposals for the aggregate amounts of compensation for each period, based on the separately-established policy on Directors' compensation. The President and Representative Director submits the results of this deliberation to the Board of Directors, which decides the amounts of compensation, within the total compensation limit resolved by the General Shareholders Meeting.

The basic policy for Director's compensation is to link the compensation system with the benefits of shareholders in order to make the system fully functional as an incentive to pursue the sustainable improvement of corporate value, and to determine the individual Director's compensation at an appropriate level according to his/her responsibilities. Specifically, Directors' compensation consists of "basic compensation for officers (monetary/stock)" as fixed compensation, and "bonuses for officers (monetary)" as performance-linked compensation. Regarding Outside Directors, who assume the responsibility of oversight, only "basic compensation for officers (monetary)" is paid in light of their duties.

Basic compensation for Directors of the Company is fixed monthly compensation and annual stock compensation, and the amount and number of shares are deliberated and determined by the Nomination and Compensation Committee.

The basic compensation for officers (monetary) is an amount of fixed monthly basic compensation based on position, corresponding to the level of duties.

For basic compensation for officers (stock), restricted stock will be granted according to the position of Directors (excluding Outside Directors), and the transfer restrictions will

be lifted at the time of their retirement from the position of Director.

The benchmark for the payment of performance-linked compensation for Directors of the Company is the ability of the Company to pay dividends, which are calculated based on separately-established allocation standards for profit, using profit attributable to owners of parent as the source of funds. The performance benchmark is selected to raise awareness of the performance improvement for each fiscal year, contribute to the improvement of corporate value, and share benefits with all stakeholders.

Performance-linked compensation is paid as a bonus at a predesignated time each year, in an amount calculated in accordance with performance for each fiscal year.

Bonuses for officers (monetary) are performance-linked monetary compensation based on single fiscal year performance, etc. as a short-term incentive, which is limited to a maximum of the sum of individual monthly basic compensation for five months. Compensation is paid after the Company's results, etc. have been determined in each fiscal year. Regarding the ratio by compensation type, the ratio of fixed compensation to performance-linked compensation is in the range between 10:0 and 7:3.

Proposals for monthly basic monetary compensation and annual basic stock compensation for individual Directors are submitted to the Nomination and Compensation Committee by the President and Representative Director, based on careful evaluation of the roles expected of each Director by the Company. The Nomination and Compensation Committee, upon deliberation, determines compensation for individual Directors, and the President and Representative Director submits a proposal for the payment of the aggregate amount to the Board of Directors, which decides it.

The Board of Directors has measures in place to ensure that the Nomination and Compensation Committee appropriately exercises this authority, with the President and Representative Director submitting the results of the Committee's deliberation to the Board of Directors for decision. Because the amounts of individual Directors'

compensation are determined according to these procedures, the Board of Directors believes that they are in line with the determination policy.

Authority is delegated to the Nomination and Compensation Committee, a non-statutory advisory body of the Board of Directors composed of a majority of Outside Directors, to ensure the fairness, transparency, and objectivity of processes related to the determination of compensation, etc.

For the current fiscal year, the Nomination and Compensation Committee (Chairperson: Outside Director Shinya Matsumoto; Members: President and Representative Director Masayuki Aoyama, Outside Director Hikari Imai, Outside Director Yukari Sakai) has determined the details of compensation, etc. for individual Directors. The scope of this authority is stipulated under the Committee Regulations as the compensation system basic policy, proposals for compensation limits (including calculation methods), and specific individual compensation amounts (including calculation methods). The Board of Directors and the Nomination and Compensation Committee carried out the following activities in the process of determining the amount of compensation for officers of the Company during the fiscal year under review. The Committee evaluated the current compensation for Directors and organized its concept, conducted a general review of the composition of monthly compensation and performance-linked compensation, and discussed the ideal form of total amount of compensation and individual compensation. As a result, we conducted an objective evaluation of each individual as well as his or her position, responsibilities, and years in office.

The indicator for performance-linked compensation for the fiscal year under review is the amount of consolidated profit. Since the actual result was a loss attributable to owners of parent of 1,667 million yen, the Company decided not to pay bonuses for officers to six (6) Directors (excluding Outside Directors) in accordance with the policy on Directors' compensation.

Total amount of compensation, etc. for each officer category, total amount by type of compensation, etc., and number of eligible officers

Officer category	Total amount of compensation, etc. (million yen)	Total amount of compensation, etc. by type (million yen)				Number of eligible officers (persons)
		Fixed compensation	Performance-linked compensation, etc.	Retirement benefits	Of which, non-monetary compensation, etc.	
Directors (excluding Outside Directors)	166	166	-	-	-	6
Auditors (excluding Outside Auditors)	21	21	-	-	-	1
Outside officers	37	37	-	-	-	7

(Notes) 1 The number of recipients and the payment amounts above include one Auditor who retired at the conclusion of the 98th Annual General Shareholders Meeting held on June 21, 2024.
2 The Board of Directors' meeting, held on May 22, 2006, resolved to abolish the retirement benefits system for officers, and the 80th Annual General Shareholders Meeting, held on June 29, 2006, resolved to grant final payments in conjunction with the abolishment of the retirement benefits system. Total amounts of the final payments in the future as of the end of this fiscal year is as follows. A total of 6 million yen for one Auditor.
3 Outside officers do not receive officers' compensation, etc. from subsidiaries.

Shareholding status

Methods for assessing shareholding policies and rationality of holdings, and details of verification by the Board of Directors, etc. regarding the appropriateness of holding individual issues

The Company holds shares of other companies as cross-shareholdings, with the aim of maintaining or strengthening business relationships and enhancing the medium- to long-term corporate value of investee companies and the Company. In addition, the Company exercises voting rights as to its cross-shareholdings after taking into account the business relationships and the return, etc. from the shareholdings, as well as whether or not the proposed agenda will help improve the corporate value of the investee company and the Company.

The Board of Directors regularly explains the purpose and rationality of shares held by the Company as cross-shareholdings. This is done after comprehensively determining the appropriateness of continuing to hold, based on a quantitative assessment of changes in the stock price and market capitalization, changes in the amount of dividends received and the dividend yield, and changes in ROE over the past five years, as well as qualitative assessment of the medium- to long-term economic rationality and future prospects.

Number of issues and balance sheet amount

	Number of issues	Total amount on balance sheet (million yen)
Unlisted stocks	10	187
Stocks other than unlisted stocks	3	1,055

Officers

Directors



Kazuo Iwadate
President and Representative Director

April 1985 Joined the Company
December 2012 General Manager, Production Dept., Production Div.
November 2015 General Manager, Production Dept. and General Manager, Environmental Business Dept., Production Div.
June 2017 Executive Officer
June 2017 Assistant General Manager, Production Div., General Manager, Utility & Maintenance Dept. and General Manager, Environmental Business Dept.
July 2019 General Manager, Business Process Reengineering Dept.
May 2020 President & Representative Director, Pacific Gas Center Co., Ltd.
June 2020 Director, the Company
June 2020 Senior Executive Officer
June 2020 In charge of Utility & Maintenance and Production
June 2021 In charge of Safety & Health Management
June 2025 President and Representative Director (to present)
June 2025 Member of Nomination and Compensation Committee (to present)



Yoshiharu Inomata
Director & Senior Managing Executive Officer

April 1975 Joined the Company
June 2014 Senior Executive Officer
June 2014 General Manager, Quality Control Dept. and General Manager, Environmental Management Dept.
July 2016 General Manager, Quality Control & Environmental Management Dept.
September 2016 General Manager, Quality Control & Environmental Management Dept., General Manager, Technical Research & Development Dept. and Manager, Pyrometallurgy Development Sec.
June 2017 Director (to present)
June 2017 In charge of Safety & Health Management, Quality Control & Environmental Management
June 2017 General Manager, Technical Research & Development Dept.
July 2019 In charge of Safety & Health Management and Resources & Technology Development Project
July 2019 General Manager, Quality Control & Environmental Management Dept.
June 2020 Managing Executive Officer
June 2020 In charge of Corporate Planning, Safety & Health Management, Quality Control & Environmental Management
June 2021 Senior Managing Executive Officer (to present)
June 2021 Assistant to President (to present)
June 2021 In charge of Recycling Business
June 2021 In charge of Recycling Business & Technology Development Dept.
July 2024 General Manager, Recycling Business & Technology Development Dept.
June 2025 In charge of Special Assignments (to present)



Kenichi Hara
Director & Managing Executive Officer

April 1988 Joined the Company
June 2014 Executive Officer
June 2014 General Manager, Ferro Nickel Sales Dept.
June 2017 Senior Executive Officer
March 2018 Director, Pacific Sowa Corporation (to present)
June 2018 Director, the Company (to present)
June 2018 In charge of Sales
July 2019 General Manager, Sales & Marketing Dept. (to present)
June 2020 In charge of Procurement (to present)
June 2021 Managing Executive Officer (to present)



Terunobu Matsuyama
Director & Managing Executive Officer

April 1988 Joined the Company
May 2014 Auditor, Pacific Gas Center Co., Ltd.
June 2014 General Manager, Finance & Accounting Dept., the Company
June 2017 Executive Officer
June 2018 Director (to present)
June 2018 Senior Executive Officer
June 2020 In charge of IR (to present)
May 2021 Director, Taiheiyo Kosan Co., Ltd. (to present)
June 2021 Managing Executive Officer, the Company (to present)
June 2021 In charge of Internal Control (to present)
June 2021 In charge of General Administration (to present)
June 2021 In charge of Finance & Accounting (to present)
June 2021 General Manager of Personnel & Labor Relation Dept.
June 2025 In charge of Personnel & Labor Relation (to present)



Yukari Sakai
Outside Director

April 1991 Joined Nomura Securities Co., Ltd.
January 2005 Director of Corporate Tune Co., Ltd.
June 2005 Standing Outside Audit and Supervisory Board Member of UNITED ARROWS LTD.
June 2008 Outside Auditor of REPROCELL Inc.
September 2013 Outside Auditor of Beauty Kadan Co., Ltd.
June 2016 Outside Director (Standing Audit and Supervisory Committee Member) of UNITED ARROWS LTD.
October 2017 Outside Director (Audit and Supervisory Committee Member) of Tea Life Co., Ltd.
March 2019 External Director (Audit & Supervisory Board Member) of Uzabase, Inc.
June 2021 Outside Director, the Company (to present)
June 2022 Member of Nomination and Compensation Committee
June 2022 Outside Director, TOYO KANETSU K.K. (to present)
June 2025 Chairperson of Nomination and Compensation Committee (to present)



Masahito Amano
Outside Director

April 1984 Registered as attorney, joined the law firm of Nishimura & Sanada (currently Nishimura & Asahi)
September 1989 Joined Hughes Hubbard & Reed LLP
February 1990 Registered as attorney of the State of New York
January 1996 General Counsel, Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.)
December 2001 Director, Merrill Lynch Japan Securities Co., Ltd.
June 2019 Senior Advisor, Masuda & Partners Law Office
March 2025 Representative, Masahito Amano International Law Office (to present)
March 2025 Representative Director, Stark Advisory Co., Ltd. (to present)
June 2025 Outside Director, the Company (to present)
June 2025 Member of Nomination and Compensation Committee (to present)

Auditors



Kiichi Tatsunaka
Full-time Auditor

April 1963 Joined the Company
December 1995 Assistant General Manager, Administration Dept., Hachinohe Plant and Manager, Finance & Accounting Dept.
July 1999 Assistant General Manager, Finance & Accounting Dept. and Manager, Finance & Planning Dept.
April 2003 General Manager, Finance & Accounting Dept.
June 2003 Auditor
June 2005 Full-time Auditor (to present)



Ken Yasuda
Outside Auditor

April 1976 Joined The Kyowa Bank, Ltd.
April 1995 Manager of Kawachi Chiyoda Branch, The Asahi Bank, Ltd.
April 1997 Manager of Kosaka Branch, The Asahi Bank, Ltd.
June 1999 Manager of Kudan Branch, The Asahi Bank, Ltd.
April 2001 Manager of Tokyo Chuo Branch and General Manager of Branch Sales Dept. No.1, The Asahi Bank, Ltd.
July 2001 General Manager of Tokyo Chuo Region Sales Dept. and General Manager of Regional Sales Dept. No.1, The Asahi Bank, Ltd.
January 2003 Manager of Tokyo Chuo Branch, The Asahi Bank, Ltd.
June 2003 Executive Officer, General Manager of Tokyo Sales Administration Dept. and In Charge of Tokyo Real Estate Dept., Resona Bank, Limited
October 2003 Executive Officer and General Manager of Tokyo Sales Dept., Resona Bank, Limited
June 2006 General Manager of General Affairs Dept., JCB Co., Ltd.
June 2007 Standing Corporate Auditor, Hibiya Engineering, Ltd.
June 2016 External Auditor, NIHON PLAST CO., LTD.
June 2018 Outside Auditor, the Company (to present)



Yutaka Iimura
Outside Auditor

April 1985 Joined Hokkaido-Tohoku Development Finance Public Corporation
June 2009 Senior Manager in charge of credit determination, Credit Analysis Department, Development Bank of Japan Inc.
June 2010 Representative Director and Senior Managing Director, Shin-Mutsu-Ogawara Inc.
June 2012 Senior Manager in charge of credit appraisal, Credit Analysis Department, Development Bank of Japan Inc.
June 2014 General Manager, Planning & Research Dept., Tomakomai Port Development Co., Ltd.
June 2015 Director, General Manager, Ferry Terminal Business; General Manager, Planning & Research Dept.
June 2019 Managing Director, General Manager, Ferry Terminal Business; General Manager, Planning & Research Dept.
June 2021 Senior Executive Director, Hokkaido-Tohoku Regional Economic Research Institute
April 2023 Senior Research Director, Public Service Design Division, Japan Economic Research Institute Inc. (to present)
June 2023 Outside Auditor, the Company (to present)



Kyosuke Miyazaki
Outside Auditor

April 1983 Joined The Fuji Bank, Ltd.
October 2005 Credit Assessor, Credit Supervision Division I, Mizuho Bank, Ltd.
January 2008 Deputy General Manager, Corporate Credit Department No. 1, Mizuho Bank, Ltd.
May 2011 Executive Officer, Division Chief, Mizuho Real Estate Services Co., Ltd.
April 2018 Executive Officer, The Shonai Bank, Ltd.
April 2020 Director and Executive Officer, The Shonai Bank, Ltd.
April 2021 Director and Executive Officer, General Manager, Corporate Management Dept., The Shonai Bank, Ltd.
June 2023 Outside Auditor, J-WAVE Inc. (to present)
June 2024 Outside Auditor, the Company (to present)

Skills matrix

	Name	① Corporate management	② Business portfolio construction	③ Finance/accounting	④ Marketing	⑤ IT	⑥ Research/development	⑦ Law	⑧ Risk management	⑨ Personnel and labor relations	⑩ Global management	⑪ ESG and sustainability
Directors	Kazuo Iwadate	○	●			○	●		○			○
	Yoshiharu Inomata	○	●				○		●	○		●
	Kenichi Hara	○	○		●				○		●	○
	Terunobu Matsuyama	○	○	●		○		●	●	●		○
	Yukari Sakai	○		●	○				○	○		
	Masahito Amano	○		●	○			●	●		●	
Auditors	Kiichi Tatsunaka			○				○				
	Ken Yasuda			○				○				
	Yutaka Iimura			○				○				
	Kyosuke Miyazaki			○				○				

(Note) The skills matrix classifies knowledge and experience considered to be important for the Company and indicates the fields in which the Directors and Auditors have appropriate expertise (○) and the fields for which the Company has high expectations (●) of the Directors and Auditors.

Guidelines for fulfilling each item in the skills matrix

① Corporate management	<ul style="list-style-type: none">• Experience as president or a director of a company, etc.• Knowledge, experience, and track record in all aspects of corporate management to develop and implement the Company's medium- to long-term business plans
② Business portfolio construction	<ul style="list-style-type: none">• Expertise and experience that will enable the supervision of the state of execution in line with policies of the Company's PAMCOvision 2031: Toward the growth of a second core business from the transition to a metal refining business that will become a new core business and the expansion of business areas
③ Finance/accounting	<ul style="list-style-type: none">• Experience as a director in charge or general manager of a department related to accounting• Experience as a director in charge or general manager of a department related to financial management or fund procurement• Experience at a financial institution, etc.
④ Marketing	<ul style="list-style-type: none">• Experience as a director in charge or general manager of corporate planning and coordination• Experience as a director in charge or general manager of a department related to sales• Experience as president or a director of a related company• Experience as a director in charge or general manager of business investment, etc.
⑤ IT	<ul style="list-style-type: none">• Experience as a director in charge or general manager of a department related to IT or information systems
⑥ Research/development	<ul style="list-style-type: none">• Experience as a director in charge or general manager of a department related to R&D• Experience as a director in charge or general manager of a department related to manufacturing technology or production facilities
⑦ Law	<ul style="list-style-type: none">• Experience as a director in charge or general manager of legal affairs or compliance promotion• Experience as an attorney-at-law
⑧ Risk management	<ul style="list-style-type: none">• Experience as a director in charge or general manager of risk management
⑨ Personnel and labor relations	<ul style="list-style-type: none">• Experience as a director in charge or general manager of a department related to HR (diversity promotion) or labor• Experience as a member of another company's nomination or compensation committee
⑩ Global management	<ul style="list-style-type: none">• Experience of overseas posting• Officer experience or business experience at an overseas subsidiary
⑪ ESG and sustainability	<ul style="list-style-type: none">• Experience as a director in charge or general manager of a department related to ESG/CSR• Experience as a director in charge or general manager of a department related to sustainability

Roundtable Discussion By Outside Directors and President



Masahito Amano
Outside Director

Kazuo Iwadate
President and Representative Director

Yukari Sakai
Outside Director

Our inside and Outside Directors and employees will work together to continue taking on the challenge of undertaking a shift in business models.

With the aim of becoming a comprehensive materials company that co-creates a sustainable, recycling-oriented society, we have been promoting the seven-year Medium to Long-term Strategy PAMCOvision 2031 since April 2025 in order to proceed to a new stage. The Outside Directors and President Iwadate held a frank discussion about expectations for the Company going forward and challenges facing its management strategies.

The new management structure and the launch of the Medium to Long-term Strategy

Sakai: I became an Outside Director of the Company in June 2021, and am now in my fifth year in this role. Looking back over the past few years, the external environment surrounding the nickel business has deteriorated rapidly, and the Company's own efforts alone have not been sufficient. In particular, during the fiscal year ended March 31, 2025, the Board of Directors spent the majority of its time discussing how to break loose of persistent losses and fundamentally rebuild the Company's core profit structure. Firstly, we will reduce the scale of or withdraw from the core business of ferronickel for stainless steel, while entering new businesses and diversifying the Company's businesses. Since the shift in the business model will take a certain amount of time, the Company will build a seven-year phase

while monitoring feasibility studies of businesses where seeds have been sown to date. As a result of repeated discussions about these issues, the Company has established the outline of its current Medium to Long-term Strategy PAMCOvision 2031 (Medium to Long-term Strategy), which will review the Company's business model from scratch and proceed to a new stage.

In addition, with the start of the Medium to Long-term Strategy, the Company renewed its management structure. Under the leadership of President Iwadate who is in his 50s, a system was put in place to accelerate management decision-making, including by reducing the number of inside and Outside Directors from nine to six. Going forward, we expect President Iwadate to demonstrate strong leadership,

and together with our own involvement, lead the Company toward the successful achievement of this new vision.

Amano: I became an Outside Director of the Company in June 2025. I have two requests for senior management. The first is that they approach the reform project with an abundance of passion. In the United States, there is a concept known as "animal spirit," which refers to the belief that an overwhelming passion and strong sense of expectation are the greatest drivers for achieving one's business goals. I would like senior management, including President Iwadate, to express their inner passion and take on the significant challenge of undertaking a shift in business models. I believe that by conveying their passion, they will ignite the hearts of employees, business partners, and others who are actually involved in the business, and demonstrate a positive impact.

Secondly, as an executive at a U.S.-based investment bank, I have experience in a variety of domestic and international projects, and I know that in partnership-based businesses, many unforeseen events can occur. It is remarkable that Pacific Metals' technology has been recognized and that leading companies both in Japan and overseas have sought partnerships with the Company. However, at the same time as carefully selecting partners, the Company must engage in projects while considering worst-case scenarios and also remember that once a project is underway, terms and conditions may change depending on negotiations. This may sound like the opposite of the first point, but caution is extremely important when actually moving ahead with a project. I would like to respectfully request your attention to these two points.

Iwadate: It has been exactly 40 years since I joined the Company in 1985. The Company launched its ferronickel



business in November 1966, two months before I was born, so I have been immersed in ferronickel ever since I started working at Pacific Metals as an operator on manufacturing sites and later as a manager.

As Ms. Sakai mentioned, over the past few years we have witnessed turmoil in the global environment surrounding the ferronickel business, leading us to the strong belief that now is the time we must create a new Pacific Metals.

In addition, as Mr. Amano pointed out, it is important to also forge ahead while also exercising caution. It is never easy to express one's thoughts in words, but I fully understand the concerns of those on the manufacturing frontlines over the past few years, and I would like to communicate with employees in those positions and move forward while receiving feedback and inspiration from them.

Medium to Long-term Strategy PAMCOvision 2031

Sakai: In formulating the Medium to Long-term Strategy, the Company has made a major shift from the past to reform its business structure, despite external pressure from the changing business environment. 2024 was a very difficult year when the Company chose to make self-imposed changes, but I feel that in the end it was a good year.

On the other hand, the period following the launch of the Medium to Long-term Strategy is crucial, and I believe the first year will be a decisive one. As a manufacturing company, Pacific Metals' shift in business models will take some time, and the Company has announced in its Medium to Long-term Strategy that it plans to achieve operating profit from the fiscal year ending March 31, 2028. However,

interim progress needs to be shown. I believe this is necessary not only for external parties but also to alleviate employees' concerns.

Amano: The Medium to Long-term Strategy outlines four business areas as directions for diversification, with the focus being on the polymetallic nodule smelting business from seabed resources, which is expected to demonstrate high market growth and strong profitability, as well as the beryllium business targeting nuclear fusion power generation and the existing beryllium alloy market. At present, it is true that there are currently many uncertainties regarding these initiatives, including the roadmap for implementation, monitoring methods, and the procurement of necessary funding. I am not an expert in technical matters, so I would



like to offer my support by providing advice on aspects such as project management and financial matters.

Iwadate: There is no mistake that the two core businesses the Company is targeting are polymetallic nodules and beryllium, but it will take some time to monetize these. In the meantime, I am relying on the retail electricity business for high-voltage and extra-high-voltage businesses, and the calcium aluminate manufacturing and sales business in collaboration with AMITA HOLDINGS CO., LTD. to support the Company. We embarked on these businesses from the current fiscal year, and our employees fully understand the importance of their work as they recognize that the four businesses complement each other, bridging the transition period from the shift in business models to the resumption of full-scale growth, and are working hard to ensure that they become profitable.

Amano: Earlier, Ms. Sakai mentioned that the interim progress of the shift in business models should be disclosed. Recently, companies are being asked to improve their capital efficiency, and Pacific Metals is aiming for an ROE of 8%. However, overly focusing on efficiency can lead to a diminishing equilibrium. First of all, I think it is important to steadily advance our growth strategy and communicate milestone achievements to stakeholders as they occur in order to highlight our progress. Knowing our progress as it occurs will help investors understand the projects better and may lead to new partnerships, financing, or other future developments.

Sakai: Investors view the Company on a business-unit basis. Earlier this year, the market responded positively when it was announced that Pacific Metals had successfully completed the world's first commercial-scale continuous smelting test of polymetallic nodules. In terms of IR activities, I believe it is also important to proactively communicate initiatives that can enhance corporate value in the medium to long term.

Iwadate: Recently, I have been making a conscious effort to share information as appropriate, and I have come to

recognize once again the importance of continually communicating updates about the long-term polymetallic nodule project as soon as results are achieved. The Company has completed a feasibility study for polymetallic nodules, and just started preparations to modify the production facilities in readiness for actual operations.

Amano: Regarding the polymetallic nodule business, the future direction of global regulations on seabed resource extraction is being closely watched, but is it possible for Pacific Metals to take any action in some form?

Iwadate: Although we cannot directly participate in the establishment of global regulations, we are involved in organizations that are conducting research on polymetallic nodules through industry-academia collaboration, and since we believe it is necessary to lobby the government from various angles, we would like to continue in this direction.

Sakai: I now understand from the President's earlier explanation the importance of each of the four businesses. That being said, I think it would ideal for the President to dedicate time to the polymetallic nodule and beryllium businesses, which are expected to be pillars of earnings in the medium to long term, while delegating authority for the retail electricity business and the calcium aluminate manufacturing and sales business. What are your thoughts on this?

Iwadate: In fact, I have been thinking about this myself, and I am currently considering restructuring the organization in the second half of the year to delegate authority to the younger generation. I believe that the key to shifting our business model is people, and I would like to promote business diversification by assigning our current human resources to the appropriate positions.

Sakai: That would be excellent. As they say, a title helps a person grow, and I expect that delegating more authority to younger employees will further energize the workplace.

Amano: I'd like to ask which type of organization the Company is; top-down or bottom-up? Generally speaking, the ideal organization has both strong top-down leadership and bottom-up input driven by younger employees. However, when bottlenecks arise when promoting a strategy, it seems that a bottom-up approach led by younger employees often leads to a solution.

Iwadate: Over the past few years, production has been curtailed and manufacturing sites have been in a state of uncertainty, leaving them virtually in the dark. Now that we have launched the Medium to Long-term Strategy, I think that the future has finally begun to look brighter. I believe that our employees now sense that they themselves must move forward if that light is to shine even more brightly. As you pointed out, it is important to have leadership from the top, and also important to ensure that employees provide their opinions and make suggestions from the bottom up. To that end, senior management is making an effort to

delegate authority, as I mentioned earlier, and to communicate in a way that allows us to gather opinions from frontline staff.

What makes a Board of Directors effective?

Sakai: As Pacific Metals embarks on a new management structure, I would like to offer one point of reflection. As part of efforts to strengthen corporate governance, the Company established a Nomination and Compensation Committee, approved President Iwadate as the next candidate for President, and began his training. However, his actual appointment as President happened quite suddenly.

Iwadate: It's true that I assumed the presidency quite suddenly, partly due to the previous President's view that it would be best for the new President to take office at the same time as the launch of the Medium to Long-term Strategy.

Sakai: In retrospect, I feel it was a sound management decision; however, from the perspective of accountability and transparency, I would have liked to have spent a little more time on the process within the Nomination and Compensation Committee. Going forward, I would like to continue discussing these matters in greater depth. Overall, I believe the effectiveness of the Board of Directors is being ensured, although there may still be room for improvement in terms of enhancing the efficiency of the Board.

Amano: After I assumed my position, I reviewed the Medium to Long-term Strategy documents and sent numerous questions to Directors by email, to which they responded. Regarding the agenda for the Board of Directors meetings, I believe that if we can resolve any questions and concerns in advance through online communication, the meetings will proceed even more efficiently.

Sakai: For example, if the materials prepared in advance for the Board of Directors meetings include information on project-related risks and whether or not there are risk-taking strategies in place, I think discussions at the Board meetings could proceed in a shorter timeframe.

Iwadate: Having been a Director on the Board of Directors for the past five years, I fully agree with the points you have both made and will strive to make improvements going forward.

Amano: On the other hand, there is currently discussion about whether the number of Outside Directors should be increased to constitute a majority. In the case of Pacific Metals, the number of Outside Directors is two, which is low compared with the four inside Directors. However, given the current situation at the Company, both Ms. Sakai and I would like to contribute to the Company's transformation by leveraging our respective knowledge and expertise, rather than by simply providing opinions. I believe that we should first do our best within the current structure.

Sakai: I agree. Previously, in response to a question from an institutional investor asking whether the Board of Directors should serve as a monitoring board, we explained that since Pacific Metals' business is highly specialized and the main plant is located in Hachinohe, distant from the Tokyo Head Office, it is more practical for the Board of Directors to operate as a management board in order to exercise the functions of head office. Of course, we may reconsider this depending on the future development of the Company. However, in the current situation, a deep knowledge of the business by everyone within the Company is essential to proceed with the shift in business models, and simply increasing the number of Outside Directors who are unfamiliar with the business may not necessarily be beneficial.

Iwadate: I am also of the opinion that, given the current situation of the Company, the present composition of the Board of Directors is appropriate. In manufacturing, if you don't understand the on-site situation, you risk going about things the wrong way. Focusing only on monitoring without making progress defeats the purpose entirely. However, the transformation toward our business model shift has only just begun and there is still a long way to go. We must always assess the current situation accurately, while at the same time looking ahead and using a backcasting approach to determine what we need to do now. To that end, I sincerely hope to draw on the perspectives and support of those outside of the Company, and I would like to encourage all stakeholders to look forward to the future of Pacific Metals.

Sakai, Amano, Iwadate We will endeavor to do our utmost in order to meet everyone's expectations.

