

COO MESSAGE

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The 105th Anniversary Celebration of the Company's Founding

一人ひとりが 学び成長することで 私たちの未来を創る

It is the growth of each person by learning
that can create our future.

Kotaro Harada

Representative Director, CEO

CEO MESSAGE

Ceremonial Address at Torishima's 105th Anniversary Celebration

Last month was the hottest July in Japan in the 126 years of recorded history, surpassing last year, which also set a record for hottest average temperature. It was also the first time that a record high was set in two consecutive years. It is no exaggeration to say that now is the most important season of the year to manage body and mind, as the accumulation of fatigue is inevitable in the face of continuing record-breaking heat.

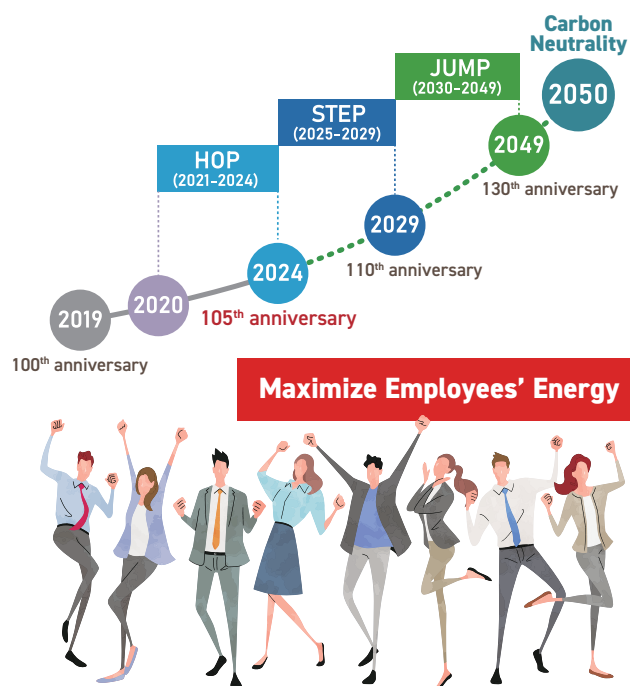
Fortunately, the Paris Olympics and Paralympics are blowing away the heat. The intense competition is exciting people all over Japan and the world. I have felt encouraged by the way the best athletes from each country gather together and never give up in their pursuit



of medals, and by the way they push their limits to move forward. It is a way of life to strive, learn, and grow even in the face of hardship. I believe that all of us wish in our hearts to be like them. That is why we are so moved and inspired by the Olympics.

The Persol Research and Consulting Co., Ltd. conducted the Global Labor Market Status Survey (2022), which asked 1,000 people in their 20s to 60s from each of 18 countries around the world about their actual working conditions, attitudes toward working, growth through working, and intentions to work globally. One of the questions in the survey was “What self-learning and personal development activities do you participate in outside of your place of employment for your own growth?”

The percentage of respondents who answered “I haven’t done anything in particular” was the highest in Japan at 52.6%, compared to an average of 18.0% across all 18 countries, indicating a low level of motivation for self-improvement (in other countries, almost 80% of respondents are engaged in some form of self-improvement). I am sure there are various reasons for this, such as self-development at work, lack of time or no spare time, etc., but Japan has a conspicuously low level of motivation for self-improvement among the rest of the world. When I think of the future created by people’s growth, this is a very worrisome result.



Torishima celebrates its 105th anniversary today. People are the foundation of our aim to become a company that is indispensable to society. We will continue to encourage everyone to invest in self-improvement. In this way, Torishima will contribute to the world, driven by the growth of each and every one of us. (August 1, 2024)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses/11 options)

	Total	East Asia					Southeast Asia					South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
Reading	34.5	23.2	27.5	39.1	26.1	34.9	27.9	43.7	42.2	38.5	32.7	48.5	33.5	35.4	41.0	38.0	36.7	31.0	22.1
Participation in training courses, seminars, study sessions, etc.	30.4	11.6	27.4	21.6	26.1	23.7	28.0	50.4	50.1	44.7	33.9	41.9	43.6	25.1	27.2	22.7	27.0	23.3	18.0
Studying to acquire certifications	22.0	15.9	22.9	27.4	23.3	18.8	22.2	29.4	43.6	25.2	17.9	22.4	30.6	15.7	20.3	14.1	19.6	12.2	13.2
Distance learning, e-learning	21.8	7.1	32.9	9.8	26.8	24.2	30.0	28.1	18.8	26.7	21.7	29.8	30.7	17.5	20.1	20.1	14.9	15.6	15.3
Language study	20.9	9.9	17.8	25.9	26.5	28.7	26.2	20.9	27.0	23.1	14.7	46.3	25.6	10.8	15.7	13.7	11.6	19.0	12.3
Side jobs/subsidiary businesses	19.5	8.9	14.7	15.4	20.3	18.6	33.9	31.5	27.1	29.5	13.6	25.4	26.8	14.3	20.6	12.2	12.1	11.4	13.4
Participation in NPOs, volunteering, and other social activities	17.0	3.4	12.3	8.4	12.4	11.3	18.3	25.1	37.5	21.7	14.2	24.1	31.4	12.0	17.7	15.2	12.3	12.6	14.1
Holding/running study sessions, etc.	12.8	2.9	18.1	9.6	15.3	10.2	13.7	11.8	13.1	18.9	9.9	19.7	23.4	8.4	11.9	9.2	12.6	11.5	9.5
University, graduate school, vocational school	8.1	1.7	5.9	3.5	7.2	5.3	5.6	13.8	10.8	14.8	7.4	5.5	13.0	8.3	12.5	4.5	11.2	4.9	10.5
Other	2.2	3.8	0.8	2.5	1.3	1.3	1.1	2.6	1.7	2.2	1.5	1.2	1.1	1.9	2.8	3.6	4.5	2.9	3.8
I haven't done anything in particular	18.0	52.6	20.6	19.3	14.5	18.8	13.4	5.6	5.4	9.5	20.1	3.6	3.2	28.6	15.7	24.1	21.2	22.6	28.1





Maximizing Both **Employee** Growth and **Torishima's** Growth

—**Positive Spiral** Centered around One-on-One Meetings

Koichiro Hamu Director, COO

Thanks to all of our employees, we are celebrating another anniversary, our 105th this year. We would like to thank our customers who have faithfully used Torishima's pumps and services, our partners who have worked with us, and all of our stakeholders who have supported and helped Torishima over the past 105 years.

I would also like to thank our predecessors who have enabled Torishima to grow to this point. We reflect again on the fact that our present achievements are built on their past efforts. Overcoming many hardships, they have left us many legacies, such as corporate philosophy, people, technology, customers, and delivery records.

The same is true for what we should do now for the future. We must lay the foundation for Torishima for the present and for 20 to 30 years from now. The survival of a company depends on the human

resources we can create and nurture, especially those who will carry us into the future and who can evolve with the times. Although there are advancements in AI, there are still things that ought to be thought through and implemented by people, such as new business ideas, technological ideas, fostering of corporate culture, and creating a corporate direction that fits the times.

Torishima set a goal of maximizing employees' energy several years ago, and has been promoting personnel system reforms, education, and the utilization of non-Japanese human resources with the aim of synchronizing employee growth and company growth. The One-on-One Meeting (hereinafter referred to as One-on-One), which we have been promoting in earnest since this fiscal year, is an important initiative to maximize employees' energy.

The purpose of One-on-One is to motivate employees and encourage their growth which in turn enables the company's sustainable growth. Each company has its own objectives and goals, and each employee is expected to continue to produce results to achieve these goals.

One-on-One is a direct dialogue, primarily between supervisors and employees within a company. What is important is mutual trust, and the process of creating a common understanding by sharing opinions about the meaning and purpose of work and other matters in an atmosphere in which both parties can speak openly and honestly on an equal footing. It is important to ensure psychological safety. We need to regularly review the work processes and procedures, and switch our support methods so that employees can think and act on their own according to the nature of their work, their abilities, and their levels of growth, rather than issuing a one-size-fits-all directive. Over time, human resources who can act on their own initiative will develop. For employees, it may be difficult to regularly say what they want, or to talk to a boss who always seems busy. Essentially, One-on-One is a time for employees to fully express themselves, so please do not hesitate to talk about anything.

Torishima has also had formal personnel evaluation interviews twice a year in the past, but there have been times when frustration has increased due to a discrepancy between the self-evaluation and the final evaluation. The One-on-One dialogue eliminates this problem and allows both parties to obtain a mutually satisfactory evaluation, which in turn allows the employee to aim for even higher goals.

Continuous One-on-One deepens understanding between the employee and the company (employee and supervisor) and creates a positive spiral.

A positive spiral is a situation in which the employee correctly recognizes the role they are expected to play and is able to take more appropriate action. As a result, (1) work performance improves and successes are shared, (2) mutual trust is further deepened, (3) frank discussions become easier, (4) mutual understanding is further deepened, and the cycle starts over again from (1). This is the positive spiral in which employees' energy is maximized and company growth is maximized.

Torishima is also currently engaged in Agile activities, which is also very similar to the One-on-One approach. A large project is broken down into smaller pieces, small results are achieved, and the process is reviewed, modified, and improved in short intervals to validate the results. Additional small projects accumulate to accomplish the next big project. Therefore, the essence of the overall activity is the same.

I believe we can continue to achieve high performance if we do not hesitate to express and act on ideas that contribute to the growth of employees and the company in a transparent, free, and open environment, supported by strong relationships of trust.

Torishima makes it a priority to thoroughly implement and commit to employee growth, or One-on-One, in its corporate activities. Employee growth is the key to Torishima's growth.

At the beginning of FY2024, I mentioned that we would take a dual approach of GX and DX in FY2024 in order to achieve our high goals of 1000, 100, 10 (sales of JPY 100 billion, operating profit of JPY 10 billion, operating profit ratio of 10%) for FY2029. Now, I would like to add One-on-One to this strategy, making it a triple approach, as we move forward through FY2024 together.

Chemical Products That Support Our Daily Lives

Produced in One of the Largest Petrochemical Complexes in Japan

Mitsui Chemicals, Inc. Ichihara Works

Ichihara City, where the Ichihara Works of Mitsui Chemicals, Inc. is located, is situated in Chiba Prefecture, east of Tokyo. The waterfront area is part of the Keiyo Industrial Area, which extends from Urayasu City to the vicinity of Kimitsu City along Tokyo Bay in Chiba Prefecture. The city is home to Japan's largest petrochemical complex cluster. The complex has made Ichihara City popular as a factory nightscape city and it has been selected as one of the 11 best factory nightscapes in Japan.

Panoramic view of the plant



The company's Ichihara Works was established in March 1967 as the Chiba Works of Mitsui Petrochemical Industries and has long been in operation, with an ethylene plant at the center of the Works. The Works is one of Japan's leading integrated petrochemical plants, supplying ethylene, propylene, and other basic materials to plants within the Works to produce resins and chemical products. The Ichihara Works is also positioned as the company's mother factory and provides support to China, Singapore, and other countries through the supply of human resources, technical support, educational support, and information exchange.

The main work of Mr. Matsuo, who was interviewed for this feature, is managing the 2UPC ethylene plant. The ethylene plant is one of the most important facilities in the Works, as it produces basic petrochemical materials such as ethylene and propylene through the thermal cracking of naphtha at a temperature of approximately 800°C in a cracking furnace. "I have a lot of responsibility, such as striving to improve my technical skills so that I can contribute to safe and stable plant operations every day. It is a very rewarding job," he said.

This ethylene plant has a boiler to generate steam to drive the compressor turbine during start-up, and Torishima pumps have been in operation as boiler feed pumps since 1978. Steam produced by the boiler is supplied to the ethylene plant and other facilities.



Torishima pumps used in the 2UPC ethylene plant



Torishima will continue to support Mitsui Chemicals by improving its technology!



Boiler feed pumps have operated as important support equipment for the Ichihara Works for over 45 years since their installation, and they continue to operate stably without major problems. Flowing from this stable operation track record and our advanced technical capabilities, we have recently been involved in efforts to reduce energy consumption and realize a decarbonized society by studying energy efficiency and optimization of the pumps in the Works. In addition, the ideas proposed at the Ichihara Works have led Torishima to develop similar brainstorming activities for each of Mitsui Chemicals' major Works.

We are surrounded by many products made by Mitsui Chemicals. At the ethylene plant, generated ethylene and propylene are made, from which polyethylene, synthetic pulp, hexene, polypropylene, phenol, and benzene are made. Of these, polyethylene and phenol are among the most familiar products.

Polyethylene is a type of plastic material and is classified as a synthetic resin. This material can be

mass-produced, has excellent processability, water resistance, and chemical resistance, and is used in many modern plastic products.

Phenol is a petrochemical product used as a raw material for plastics such as phenolic resin, polycarbonate resin, and epoxy resin. Phenolic resin is used for pot handles and insulation for houses, polycarbonate resin is used for DVDs and car headlights, and epoxy resin is used for coating beverage cans. In addition, many of Mitsui Chemicals' products are used to support our daily lives.

Finally, we would like to thank Mr. Saito and Mr. Matsuo of Mitsui Chemicals, Inc., and all the people involved for accepting our request for this interview.

Polyethylene Products



Mr. Matsuo, who is managing the 2UPC ethylene plant, was interviewed for this feature.

Project Highlights

01

Received Order for Construction of Pump Equipment for Two Drainage Pumping Stations through the Comprehensive Evaluation Bidding Method

Received an order from Kyushu Regional Agricultural Administration Office for fabrication and installation of pump equipment for the No. 2 and No. 3 drainage pumping stations of the Kunisaki Western Coastal Conservation Project

These drainage pumping stations will be constructed on both banks of the Akasaka River, which flows through Bungotakada City, on the west side of the Kunisaki Peninsula in Oita Prefecture. The Akasaka River flows into the Suonada Sea, the shallow waters of which have long been considered suitable for reclamation, with new rice paddies being developed there since the mid-Edo period. The cultivation of white onions has flourished on this reclaimed land, making it the largest producer in western Japan.

Levees and other coastal protection facilities were constructed as part of the national West Kunisaki Land Reclamation Project implemented more than 50 years ago, but they have since deteriorated. In addition, the combination of increasingly heavy rains and reduced capacity of the existing drainage pumping station has resulted in frequent flooding of crops and other damage, causing anxiety for the local residents. In response, it was decided to construct new drainage pumping stations No. 2 and No. 3 adjacent to the existing drainage pumping station.

The bidding for this construction project was based on the general evaluation method, and the task of the technical proposal was to “devise ways to facilitate the

operation and management of pump facilities.” Torishima submitted a proposal that met both explicit and implicit needs, and received the highest score among the seven participating firms, leading to the award of the contract.

Once the new drainage pumping stations are completed, the drainage capacity will be restored, farmland will be protected, and local farmers will be able to farm in peace. Design and fabrication is underway, with completion scheduled for March 2026.

Pump Name	Drainage Pump for No. 2	Drainage Pump for No. 3
Pump Type	SP1200	SP1200
Quantity	2 units	2 units
Motor Rating	150 kW	150 kW



Existing drainage pumping station

02

Pump Renewal and Expansion to Increase Drainage Volume and Adoption of Temporary Submersible Motor-Integrated Pump

Received order for construction of pump facilities at Osaka City Higashi-Noda Water Pumping Station

Kyobashi Station is a major terminal station with approximately 590,000 passengers passing through each day. The Higashi-Noda Water Pumping Station is located a five-minute walk from Kyobashi Station.

This pumping station consists of Pump Room No. 1, built in 1927, and Pump Room No. 2, built in 1964.

Pump Room No. 1 was built 97 years ago and the building is deteriorating, so the plan is to integrate the pumping capacity of Pump Room No. 1 into Pump Room No. 2. Pump Room No. 1 was equipped with five 800 mm diameter pumps, and their capacities will be integrated into Pump Room No. 2.



A total of seven pumps are installed in Pump Room No. 2: Pumps 1 to 3 are 1,200 mm diameter horizontal mixed-flow rainwater pumps, Pump 4 is a 1,000 mm diameter horizontal double-suction volute rainwater pump, and Pumps 5 to 7 are 700 mm diameter horizontal double-suction volute sewage pumps. This project will replace Pumps 4 through 7, add an additional sewage pump, and increase the discharge volume of rainwater pump 4 to 160% of its current volume. In conjunction with these increases in wastewater discharged from Pump Room No. 2, related work includes civil reinforcement work in the intake water tank, widening of the inflow channel from Pump Room No. 2 to Pump Room No. 1, and piping work from rainwater pump 4 to the discharge station, making this a major project consisting of multiple related construction projects.

In addition, the sewage pumps in Pump Room No. 1 will not be able to operate while the civil reinforcement work is being performed. However, pumps are needed to transfer domestic wastewater from the watershed to the

treatment plant, so temporary submersible pumps would normally be installed, but the large flow rate means that appropriate submersible pumps would be too large in diameter to be installed. Although land pumps require less space for installation than submersible pumps, they are installed outdoors, and if the surrounding area is flooded, the pumps will be submerged and rendered inoperable. Torishima's new submersible motor-integrated pump technology, which can operate even during flooding with a compact installation footprint, was selected for the temporary pumps used in this project.

Since the pump equipment will be replaced while maintaining the functionality of the pumping station, process coordination with maintenance work and related construction work, as well as safety management, will be vital. We are currently working hard to develop a construction plan that reflects local conditions and to design and manufacture pump equipment with the aim of completing the project in March 2027.

Pump Name	Rainwater Pump 4	Sewage Pump 5, 6	Sewage Pump 7, 8	Temporary Sewage Pump
Pump Type	SPGBV1000	CDM400	SPV500	SPV500-SM
Quantity	1 unit	2 units	2 units	5 units
Motor Rating	660 kW	55 kW	110 kW	100 kW

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The article in this section is only available in the print version.
Thank you for your understanding.

04 TR-COM System Installed at Chita Plant of Daido Steel Co. Ltd.

29 b-Monitor units ordered

Daido Steel Co., Ltd. is a leading specialty steel manufacturer of products for use in digital device, energy, aircraft, and ship-related applications. The company's Chita Plant is a world-class integrated specialty steel manufacturing plant capable of producing a wide range of specialty steels, from mechanical construction steels for automobiles to stainless steels, tool steels, and superalloys. As the company's largest plant in terms of both production and sales, it is constantly innovating its technology. To contribute to the "creation of a green society" through the pursuit of environmentally friendly manufacturing processes, the company is actively working to reduce CO₂ emissions, and is replacing its existing aging pumps with Torishima's Super Eco Pumps.

They are also introducing Torishima's rotating equipment monitoring system, TR-COM, for the first time to provide predictive maintenance for their production facilities. The main equipment at the Chita Plant is already monitored online at all times, but the company was considering monitoring methods for other equipment. However, using the same monitoring method as the main equipment would be costly and installation of sensors would be complicated due to the wiring system.

They decided to use Torishima's TR-COM because it is wireless, easy to install, can check the FFT, and detects and notifies them if there is a change in the vibration spectrum. The company was also impressed by our after-sales support, which includes seminars on how to operate the system.

Although the target equipment for vibration monitoring is blowers and hydraulic pumps, we will continue to follow up closely so that we can expand TR-COM to other equipment in other plants.



Sensor (b-Monitor) installed on a hydraulic pump

05 Torishima receives the order for largest-diameter pump ever (4,000 mm)

Order for six set stormwater drainage pumps for the Yuen Long Barrage Pumping Station of the Drainage Services Department of the Hong Kong Special Administrative Region Government

Torishima's consolidated subsidiary, TORISHIMA (HONG KONG) LIMITED, has secured an order for six set stormwater drainage pumps for the Yuen Long Barrage Pumping Station, which is to be constructed in the Yuen Long urban area, from the Drainage Services Department

(DSD) of the Hong Kong Special Administrative Region Government. DSD is responsible for the overall management of rivers and sewerage in Hong Kong. The design drainage capacity of this pumping station is 300 m³/s.

In recent years, abnormal weather patterns due to climate change have become more frequent, and the relatively flat terrain of Yuen Long has heightened the risk of flooding during high tides and heavy rainstorms. Therefore, the barrage drainage scheme, which includes the construction of this pumping station, has been initiated. This scheme involves installing tidal barriers in rivers to prevent tidal backflow, and the stormwater from upstream will be forcibly drained downstream by this pumping station to prevent flooding in the Yuen Long urban area.

This order was secured by actively making the technical proposals bespoke to the customer's specifications, such as developing new high-specific speed pump hydraulics, optimizing the flow path through CFD analysis, and proposing a siphon discharge flow channel to eliminate the need for the discharge and non-return valves, thereby simplifying the system and improving maintainability.

These efforts, along with our pump supply and construction record in Hong Kong, including previous DSD projects, were highly valued by the customer.

The ordered pumps will be the largest diameter stormwater drainage pumps in Torishima's history at 4,000 mm, driven by the variable speed motor via the gearbox. The design phase has already begun, aiming at completion in 2027, followed by manufacturing, model testing, actual assembly, local installation, and trial operation. Once completed and being operational, these pumps are expected to contribute significantly to create a safe and secure living environment for local residents.

Pump Name	Main Pump
Pump Type	ISV4000
Quantity	6 units
Motor Rating	3,300 kW

06 Received Large Order for 73 Pumps for Seawater Treatment Plant from Abu Dhabi National Oil Company

Torishima received an order of 73 Pumps including Filtration pumps for Wave Project C1

The United Arab Emirates (UAE) is one of the world's leading crude oil producers, with the seventh largest daily crude oil production in the world. Torishima has received orders for a total of 73 pumps, including filtration pumps, for a seawater treatment plant as part of Wave Project C1 which is being promoted by Abu Dhabi National Oil Company (ADNOC), headquartered in Abu Dhabi.

Wave Project C1 is a project to construct an oil extraction facility to increase crude oil recovery. This facility uses the water flooding method to extract oil. In this method, water is pumped into the reservoir via an oil well constructed to drill for oil, which forces crude oil out of the reservoir. This method is considered simpler and more

efficient than other extraction methods. However, it requires large amounts of water, so water resource management is important. In this project, pressurized seawater will be used to extract the oil because water resources are scarce in the region.

Torishima pumps have been selected for use in a treatment plant that takes in seawater and then passes it through a nano-filter/ultra-nano-filter to reduce the salinity before using it to extract crude oil. Torishima also won another order for pumps to deliver treated water in Wave Project C2.

These Torishima pumps will make a valuable contribution to the further development of the country's oil business.

Pump Name	NF HP Pump	Interstage Booster Pump	Seawater Feed Pump	UF Feed Pump	Deaerator Extraction Pump
Pump Type	CDM600×500	SPSY300×250	SPV1200	SPV1350	CDM700×600
Quantity	5 units	10 units	3 units	3 units	6 units
Motor Rating	4,935 kW	450 kW	1,200 kW	2,900 kW	750 kW

And more



The 105th Anniversary Celebration of the Company's Founding



Mr. Yoshikazu Goto, Director of the Accessible Design Research Institute, the Accessible Design Foundation of Japan

On August 1, the 105th Anniversary Celebration was held in the main hall on the 4th floor of the Head Office & Works building. A speech by CEO Harada was followed by awards for outstanding employees and those who have been with the company for many years.

We would like to take this opportunity to thank Mr. Yoshikazu Goto, Director of the Accessible Design Research Institute of the Accessible Design Foundation of Japan, and Mr. Takashi Tanisho, Senior Corporate Adviser of Hitachi Zosen Corporation, for their lectures.



Mr. Takashi Tanisho, Senior Corporate Adviser, Hitachi Zosen Corporation

Outstanding Employee Awards ♦ Group Award

Research and Development Section 3, Research and Development Department, Engineering Division

They took on the challenge of developing a liquid hydrogen pump with a high degree of technical difficulty and achieved the world's highest flow rate and pressure for a centrifugal pump in an operational test. Through cooperation and teamwork with those around them, they were able to overcome difficulties and achieve a technological breakthrough, which encouraged and energized Torishima as a whole.



Length-of-Service Awards

◆ 20 years of Continuous Service



Received Northern Basin Sewerage Office Director's Award from Osaka Prefecture



Torishima received the Osaka Prefecture Northern Basin Sewerage Office Director's Award by the Osaka Prefectural Government's Urban Development Department for the Mashita Pumping Station (Settsu City, Osaka Prefecture) Pump Facility Repair Work carried out from October 2021 to May 2023. The Award for Excellent Construction Work is given to particularly excellent construction work in construction projects ordered by the Urban Development Department of the Osaka Prefectural Government.

The award was presented to the project's site representative, Mr. Kimio Kameyama, and the supervising engineer, Mr. Yasuhide Matsuo, for their diligent work on this project.

Received Excellent Construction Worker Award from Kochi City

The Otsu Rainwater Pumping Station No. 4 Pump Equipment Work (R4-1), which was performed by Torishima between August 2022 and January 2024, was selected as a Kochi City excellent construction project in FY2024. This was due to the particularly excellent construction work performed by Mr. Shinnosuke Yamaguchi, a supervisory engineer and site representative.



Received Governor's Award and Excellent Engineer Award from Saga Prefecture

The awards were given in Saga Prefecture for excellent construction work that serves as a model for others, with the aim of "motivating construction companies, improving their skills, enhancing their reputation in society, and contributing to the sound development of the construction industry."

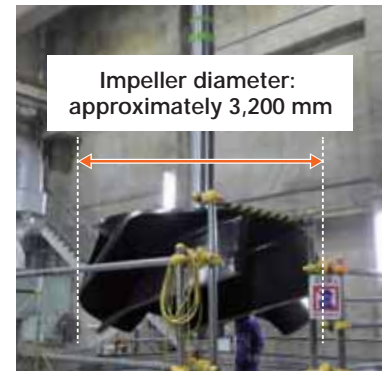
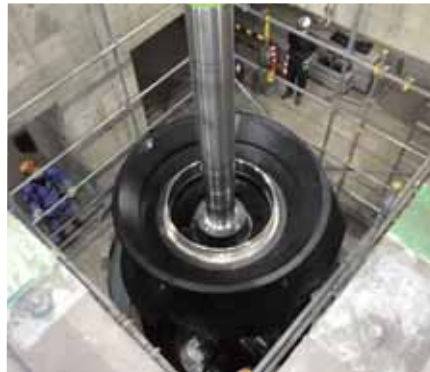
Torishima received the Governor's Award for the Pump Renewal for River Maintenance Work at the Megurie River Right Bank Drainage Pumping Station, which was performed by Torishima from August 2022 to February 2024. In addition, Mr. Daijiro Yamaguchi, who was involved in the construction as an engineer, received an award as an excellent engineer.



Torishima's Largest Class of Impeller and Drainage Capacity

At the Shibakawa Drainage Pumping Station in Kawaguchi City, Saitama Prefecture, the rotor of a drainage pump (CFV3000: vertical mixed-flow volute pump) that had been in operation for 49 years since 1974 was replaced.

This pump has a concrete casing and is one of Torishima's largest in terms of pump impeller diameter and drainage capacity. The discharge rate is 20 m³ per second, which could drain the water from a 25 m × 12 m × 1.0 m deep pool in just 15 seconds.

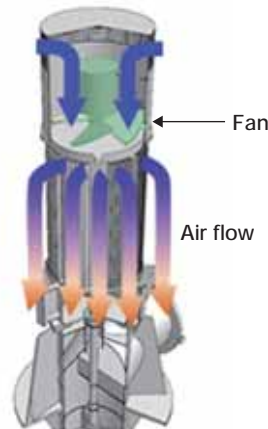


Submersible Motor-Integrated Pump and TR-COM Selected for MLIT's Overseas Demonstration Project for Sewerage Technology (WOW TO JAPAN Project)



Submersible motor-integrated pump

The Ministry of Land, Infrastructure, Transport, and Tourism (MLIT) has selected Torishima's proposal for a Demonstration Project for Air-cooled Submersible Motor-Integrated Pumps in Tropical Regions for its WOW TO JAPAN Project, an overseas demonstration project for sewerage technology in FY2024. The WOW TO JAPAN Project is a project promoted by MLIT with the objectives of confirming the suitability and effectiveness of the technology suited to the needs of other countries, fostering understanding of the technology among local officials, and promoting the spread of Japanese sewerage technology.



Air cooling system using a fan

In the selected demonstration test, the joint venture of Torishima and Nihon Techno Co., Ltd. will verify the heat tolerance and cooling performance of pumps and motors at a sewage pumping station in Pakistan, a high-temperature climate that differs greatly from that of Japan. The test will also be used to verify the effectiveness of remote monitoring and maintenance support using DX/IoT technology with Torishima's TR-COM system. In tropical regions, including South Asia, where flooding is common, these pumps are expected to adapt to local conditions and demonstrate reliability through long-term operation.

Educational Loan Repayment Support Program

Torishima started an educational loan repayment support system this past June to ease the financial and psychological burden on employees who are repaying educational loans so that they can work without worries. This program provides support up to a total of 2.7 million yen for up to 15 years to employees who are in the process of repaying loans for education. For employees who received educational loans while in school, repayment over a long period of time is a heavy burden both financially and emotionally. Through this support program, we will create a workplace where our valued employees can work with peace of mind, which will also help us recruit and retain excellent human resources.

Up to 15,000 yen per month for a total of 2.7 million yen over a maximum of 15 years



• Eligible educational loans

- 1) Loans from the Japan Student Services Organization (JASSO)
- 2) Ashinaga Foundation
- 3) Other educational loans deemed appropriate by the Company

Letter of Appreciation from the Japan Shogi Federation

The Japan Shogi Federation, including Koji Tanigawa, the 17th Meijin, and the Takatsuki City Nigiwai Department visited Torishima's head office on May 27 and presented a letter of appreciation. Takatsuki City has teamed up with the Japan Shogi Federation for the Kansai Shogi Hall Construction Project which started in 2021. Torishima is supporting the project through hometown tax payments.

The aim of the project is to relocate the Kansai Shogi Hall, currently located in Osaka City, to Takatsuki City in the fall of 2024. Takatsuki City has been promoting itself as Shogi Town Takatsuki by working to pass on its world-class shogi culture for the next 100 years, such as distributing shogi pieces to first grade elementary school students living in the city, and offering classes by professional shogi players.

We all took a commemorative photo with a piece of card stock with "Seiryu ni kandan nashi" written on it by Tanigawa 17th Meijin.



Seiryu ni kandan nashi: Like a clear stream that flows ceaselessly, one who is constantly active is pure and without stagnation. It is also used to mean applying constant effort.

Agile Development Case Study Sharing Event

Mitsubishi Electric Corporation and Konica Minolta, Inc. were invited to Torishima's Head Office & Works building on May 29 for Agile KANSAI Meetup, an event to share and exchange information on Agile development case studies.

Agile development is the process of developing a single large system in order of priority, with each function developed to form a larger aggregate system. Unlike the development process

where every detail is determined first and then development proceeds at once, the advantage of this method is that the system can be put to use at an early stage before every function is completed, and it can flexibly respond to changes in specifications. Agile is often used in software development, but **the Agile concept is also used for organization, management philosophy, and work processes.**

Torishima created a project team in July 2023 to put Agile development methods into practice. The purpose of this event was to establish a relationship with companies practicing Agile development in the Kansai region by learning from each other beyond organizational boundaries. After each company presented a case study of their Agile development efforts, the participants were divided into several teams to discuss the case studies they wanted to hear more about. "I learned a lot by listening to other companies' case studies and the real voices of practitioners," "I gained new perspectives," and "I am glad to make new connections with new people," were some of the positive comments from participants.



Early Technical Proficiency Test Held

On July 27, 20 employees took the practical examination for the early FY2024 Technical Proficiency Test, which included three machining operations (general lathe operation, numerical control lathe operation, and numerical control milling machine operation) and one finishing operation (machine assembly and finishing), at the Head Office & Works.

On July 21 and August 25, the practical examination for iron casting was held, with five employees taking the test.



Numerically controlled milling machine (front) and numerically controlled lathe (back)

Work-Life Balance Report



1 Seminar for Balancing Work and Nursing Care

A seminar to support employees in balancing work and nursing care was held on June 12, with lectures on how to deal with family nursing care in the future and how to prepare. A total of 56 people attended the seminar, both in person and online.



How to deal with family nursing care in the future

People aged **65** and over who need nursing care:
One in five

The Year **2025** Problem

Number of nursing caregivers leaving the workforce:
100,000 per year

Average length of needing nursing care:
Around 5 years

Nursing care is not just someone else's concern, and it can be a long-term commitment. Balancing this responsibility with work is not easy.

Don't try to manage it with your family alone

Families should focus on overseeing care while relying on nursing care professionals to do the hands-on work. Consider a nursing care environment that makes both the family members receiving nursing care and you, who support the nursing care, happy.

Preparation for nursing care

If you have any concerns, consult with the Community Comprehensive Support Center

- Available in all municipalities
- Available to local residents aged 65 and over and their relatives
- Phone consultation available
- Relevant advice from specialists
- Faster access to support by consulting early

Learn about the company's nursing care support system

- Nursing care leave system (short-term)
- Nursing care leave system (long-term)
- Shortened working hours
- Multi-shift work
- First, consult with the HR Department

Learn about the public and private long-term nursing care insurance

The cost of long-term nursing care varies greatly depending on the needs and the services used. It is important to understand the advantages and disadvantages of each nursing care service, considering the services you would like to receive and the premiums you can currently afford, and then make a decision.

2 FY2023 Childcare Leave Rate

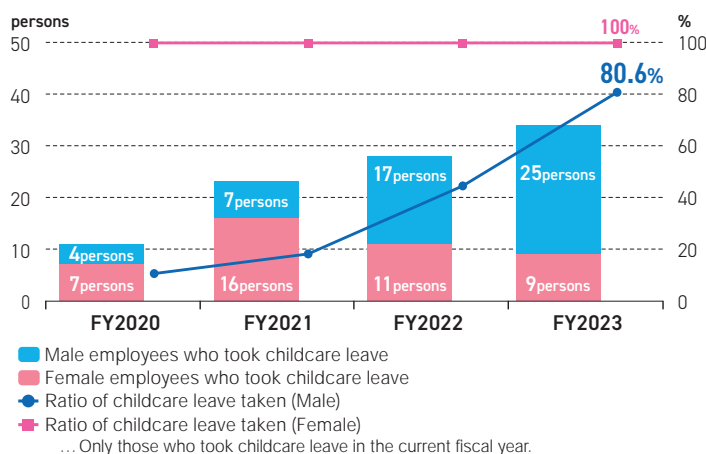
In FY2023, the number of male employees who took childcare leave increased by eight from the previous year, bringing the childcare leave rate to 80.6%. We are aiming for a 100% childcare leave rate for both men and women by the end of March 2030.

Non-financial information



Non-financial information, such as the rate of childcare leave taken, is also available on Torishima's website.

www.torishima.co.jp/en/ir/results/esg/



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