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Taking Action in Uncertain Times

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困難でも世界の人々を幸せにする道、
トリシマがこれからも歩み続ける道です。

CEO 原田 耕太郎

Torishima will continue to forge ahead to bring happiness to people worldwide,
no matter what challenges lay in our path.

Kotaro Harada

Representative Director, CEO

CEO MESSAGE



Order acquisition activities are progressing very smoothly across all three divisions, Public-sector, Private-sector, and Overseas (TGT). This demonstrates our firm grasp of the robust demand within society, industry, and the world.

In the domestic Public-sector Division, notable growth is being seen in immersible motor pumps designed for disaster mitigation against torrential downpours, and vortex control pumps that provide high flow rates. In the domestic Private-sector Division, projects for pumps handling liquefied ammonia and liquefied hydrogen, fuels that emit no CO₂, have finally entered the order stage. This represents one of our

contributions supporting the transition to a decarbonized society. In the Overseas Division, orders are increasing to meet not only strong water demand but also the massive power requirements for AI and data centers, particularly in the United States. The steady order intake is largely attributable to the new technologies and products we have developed without interruption. Your tireless efforts are the foundation of this success.

Our management plan, Beyond 110, sets out course to our 110th anniversary in the year 2029. Our stated goals are “1.10.100.1000.” This vision is to grow to 100 billion yen in sales, 10 billion yen in operating profit, and achieve an ROE of 10% or higher, becoming the world’s No. 1 pump manufacturer. Driven by robust demand in Japan and around the world, numerous new pumps are being shipped globally. As these pumps enter operation, significant growth is also anticipated in our service business. With these two powerful pillars of new products and services operating at full capacity, there is already a clear path to the target sales figure of 100 billion yen.

While we can see the path to achieving our sales targets, our greatest challenge this term is to enhance our manufacturing capability to support that goal. To overcome this challenge, we have launched a front-loading system. This system captures needs as close to the customer as possible and promptly finalizes specifications that ensure satisfaction. Securing specifications reliably and at the earliest possible stage directly eliminates internal rework and ensures flexibility in later processes. Our goal is to build the manufacturing capability needed to reduce overall workload while meeting continuously growing demand. We are also steadily strengthening our machining capacity, which has been a bottleneck. In the first half of FY2025, machining companies in South Korea and the UK joined the Torishima family. Additionally, investment in a new machining plant at our Indian subsidiary is scheduled for completion in the second half.

While “1.10.100.1000” represents our targets for 2029, this is not Torishima’s ultimate goal. It is merely a stepping stone toward Beyond 110, a period of leaps extending beyond our 110th anniversary to 2050. Our true aspiration is to become **an indispensable company for society**. The value of company’s existence lies in serving the world and bringing satisfaction to its customers.

Our growth directly contributes to solving humanity’s major social issues. These challenges include

reducing CO2 emissions to combat global warming, transitioning from fossil fuels to new energy sources, responding to extreme weather events like torrential rains and droughts, addressing water and food shortages driven by population growth, and tackling aging infrastructure and service systems in developed nations. The pump industry is a highly rewarding industry that can contribute to solving many of these social issues. Indeed, Torishima has no option to be satisfied with stable, status-quo business levels. **We choose the path that brings happiness to the world, even if it is difficult.** We are committed to the creation of a society where our families and future generations can live as safely and happily as possible.

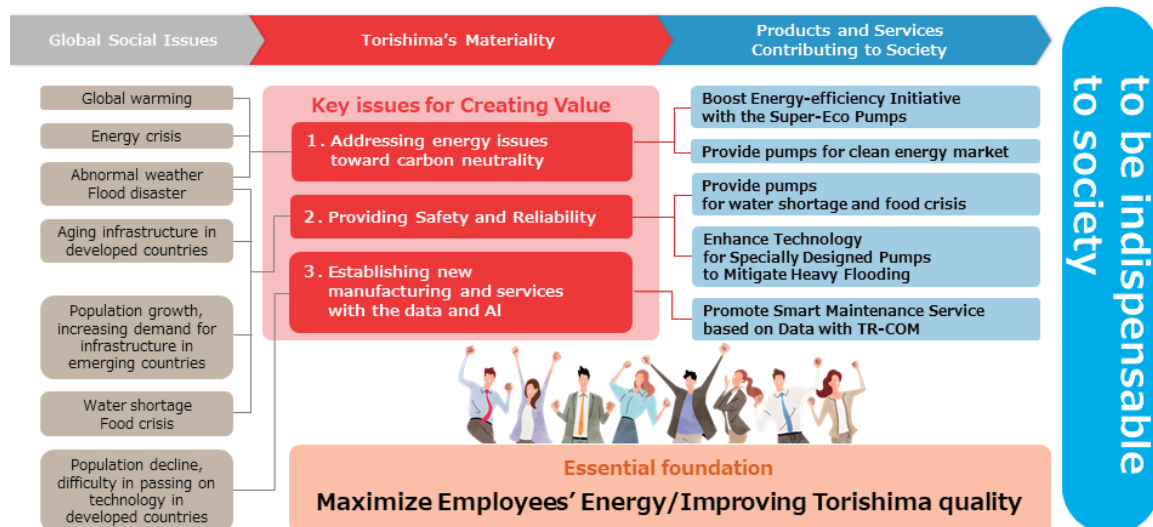
Through our pumps, we help solve social issues and strive to be **an indispensable company for society**. This is not just an overly ambitious dream. It is **a grand dream** that can be made fully real through relentless effort.

Let us all clearly reaffirm the issues Torishima prioritizes (materiality) and continue to walk forward together fearlessly, so that we may become indispensable to future society.

At the Second Half Management Policy Meeting
on September 25, 2025

Torishima’s Prioritizes (Materiality)

We aim to be indispensable to society by helping to solve social issues with our pumps.



COO MESSAGE

Acta Non Verba : Taking Action in Uncertain Times

Alister Flett Director, COO

As we move into the second half of 2025, I want to share powerful insights from our recent TGT meeting in Scotland and a global IT conference I attended. These experiences reinforced a critical mindset captured in Gerry's TGT message: **Acta Non Verba – Action Not Words.**

Opportunity in Uncertainty

The 2025 World Uncertainty Index shows global CEOs rate current conditions as worse than the Lehman Shock and COVID-19. When faced with such challenges, it's natural to worry and talk about difficulties. Our motivation can waver.

Today's Opportunity: The Conventional Power Market

The Power Market is experiencing unprecedented growth in Japan and overseas, driven by AI infrastructure demand, growing populations, and the global need for stable power generation. This aligns perfectly with our 2025 business plan and our 2029 visions of 1.10.100.1000.

Already, this year our Power Market sales are strong and we must maintain this momentum, delivering the highest quality Boiler Feed Pumps, Cooling Water Pumps, and Condensate Pumps – on time, every time.

Deepening Our Roots While Reaching Higher

As we seize market opportunities, we must strengthen our foundation. Remember our “bamboo philosophy”? Bamboo develops extensive roots before rapid growth.

At the IT conference, I learned that successful AI transformation requires three critical “roots”: reliable data,

people who understand technology and business, and infrastructure for long-term innovation. This mirrors our six of our key investment areas: human capital, quality, innovation, productivity, digital transformation, and green initiatives. AI has potential but we must invest in key roots and take action to make it a reality.

The Future Is Automation

At AES Seals in the UK, I witnessed automation throughout their manufacturing – from design to production. They're doing it, not just talking about it.

At Torishima, our automated Procurement Payment System manages over 400 vendor payments monthly. But this is just the beginning.

World Uncertainty Index 世界不確実性指数 GDP weighted average GDP加重平均



Source: World Uncertainty Index, National Bureau of Economic Research (NBER)

But when things are beyond our control, we must focus on what we can control – and then act. **Acta Non Verba.**

Our Track Record: Actions Speak Louder

This is proven Torishima DNA.

- During the Global Financial Crisis (2008-2010), we started TSS.
- During COVID-19 (2020-21), we expanded into Egypt and grew our desalination business, producing record numbers of pumps.

We transformed obstacles into opportunities through action.

I challenge each of you: Where can automation help in your area? What actions can you take?

Our Call to Action

I trust each of you will embrace Gerry's TGT message:

Acta Non Verba, Action not Words.

Despite global uncertainty, let's maintain our

confidence. If we act rather than just talk, Torishima will continue to grow and expand customer satisfaction globally. The power market opportunity is before us. Our foundations are strong. Our vision for 2029 is clear.

Now is the time to act.

行動こそがすべて — 不確実な時代における「Acta Non Verba」

取締役共同COO Alister Flett

2025年下半期を迎えるにあたり、先日スコットランドで開催されたTGT会議と、私が参加したグローバルITカンファレンスで得た重要な学びを皆さんと共有したいと思います。これらの機会ですべて実感したのは、Gerald Ashe副CEOのメッセージに込められた精神 — 「Acta Non Verba (言葉ではなく行動を)」という姿勢です。

不確実性の中にあるチャンス

2025年版『世界不確実性指数 (左表)』によると、世界のCEOたちは現在の経済環境をリーマンショックやコロナ禍よりも深刻だと見ています。このような状況では、不安や困難を語りたくないもので、モチベーションが揺らぐこともあります。

しかし、重要なのは「自分たちがコントロールできること」に集中し、行動に移すことです。 — これこそが Acta Non Verba です。

行動が語るトリシマのDNA

トリシマでは過去にも行動によって困難をチャンスに変えてきました。世界金融危機 (2008-2010年) の際には、ドバイにサービス工場Torishima Service Solutionsを設立しました。コロナ禍 (2020-2021年) の際には、エジプト市場への進出と海水淡水化事業拡大により、ポンプ生産台数は過去最高を達成しました。まさに「行動が言葉よりも雄弁」であることを体現してきました。

新たな成長機会 — 発電市場の拡大

AIインフラ需要の拡大や人口増加、安定的な電力供給への世界的なニーズを背景に、電力市場は国内外で力強い成長を見せています。これは、2025年度経営計画および2029年度目標「1・10・100・1000 (業界No.1、営業利益率10%、営業利益100億円、売上高1,000億円をめざす)」達成に向けた道りと合致しています。

すでに、今年度の電力市場における売り上げは好調です。この勢いを維持し、世界中のお客様に、最高品質のボイラ給水ポンプ、冷却水ポンプ、復水ポンプを、納期通りに提供することに全力を尽くしましょう。

竹のように — 根を張り、高く伸びる

市場のチャンスをつかむためには、同時に「足元を固める」ことも重要です。2025年初頭に「竹は勢いよく伸びる前に、地中に広く根を張る」ことを話しました。

ITカンファレンスでは、AI変革の成功には、次の3つの「根」が不可欠であると学びました。1つ目は「信頼性の高い正確なデータ」、2つ目は「テクノロジーとビジネスの両方を理解する人財」3つ目は「長期的なイノベーションを支えるインフラ」です。

これは、私たちの6つの主要な投資分野「人財、品質、イノベーション、生産性、デジタル変革、環境対応」とも一致しています。AIの可能性を現実のものとするためには、これらの「根」への投資と行動が欠かせません。

未来は自動化 (オートメーション) にあり

英国のAES Sealsを訪問してきましたが、同社では設計から生産に至るまで、製造プロセス全体で自動化が進んでいるのを目の当たりにしました。彼らは言葉だけではなく、行動しているのです。

トリシマでも、購買支払システムを自動化し、毎月400件以上の取引先への決済を処理しています。しかし、これは始まりにすぎません。

自動化によって、あなたの仕事のどんな部分が効率化できますか？ そのために、どんな行動を起こせるでしょうか？

行動への呼びかけ

Gerald Ashe副CEOのメッセージ、「Acta Non Verba — 言葉ではなく行動を」を胸に刻みましょう。

世界が不確実な状況にある今こそ、私たちは自信をもち、語るのではなく「行動する」ことで、さらなる成長と顧客満足の向上を実現できます。発電市場におけるチャンスは、目の前にあります。私たちの基盤は強固であり、2029年に向けたビジョンも明確です。

今こそ、行動の時です。

A Key Facility Protecting Urban Areas from Flooding

Kogushi Pumping Station, Ube City, Yamaguchi Prefecture

The Kogushi Pumping Station is a drainage facility that protects Ube City's urban areas from flood damage. Located in western Yamaguchi Prefecture, the watershed of the Majime River had poor drainage. This made the area highly susceptible to inland flooding during typhoons and torrential rains. The pumping station was developed to protect the lives and property of local residents.

The area surrounding the Kogushi Pumping Station is vital to citizens' lives, supporting major arteries and the JR (Japan Railway) Ube Line. It includes residential areas, the Yamaguchi University Kogushi Campus and the University Hospital, and Ube Technical High School. Since the pumping station became operational, flooding damage within the city has significantly decreased. It continues to fulfill its role today, safeguarding the safety and comfort of Ube citizens' living environment.

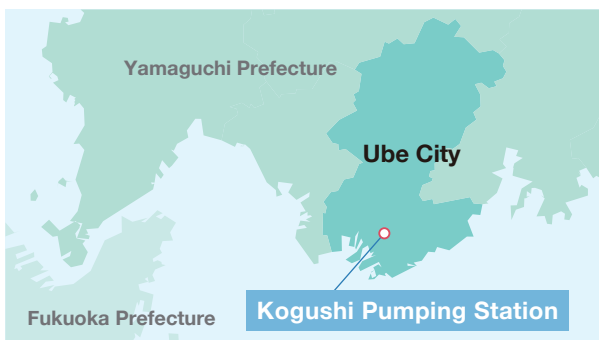
The pumping station houses three Torishima vertical mixed-flow pumps. Specifically, it includes one motor-driven pump and one engine-driven pump,



Exterior of Kogushi Pumping Station

both 1,350 mm diameter, and one engine-driven pump with a 2,200 mm diameter. When rain falls, the motor-driven pump automatically starts first and then the engine-driven pumps start sequentially as rainfall intensifies. This ensures the drainage capacity matches rainfall levels, keeping running costs low relative to operating time and maximizing high maintainability and economic efficiency.

Maintenance and management are carried out through close collaboration between Ube City Office and the pumping station operator. Mr. Tomosue, Mr. Imura, and Mr. Kawano from the City Office, whom we interviewed this time, strive for swift responses, such as preemptively starting pumps when heavy rain is forecasted based on rainfall predictions, driven by their mission to protect the lives and property of citizens. They also ensure the equipment operates reliably by diligently conducting regular inspections to maintain its proper functioning. These daily efforts support the safety and security of the community.



The Pumping Station Protects Ube City's Rich Way of Life

The Kogushi Pumping Station is more than just disaster prevention infrastructure. This facility safeguards the City of Greenery, Flowers, and Sculptures cherished by its citizens, along with its rich culture and way of life itself. Ube City features sculptures placed throughout the town, making the entire city feel like an art museum. Immediately next to the Kogushi Pumping Station stands the sculpture Big Head III. The large dog's head gazing into the distance seems to watch over both the community and the facility. The city is also famous as the birthplace of Hideaki Anno, director of the popular anime Evangelion. The city uniquely integrates local culture and tourism resources through Evangelion-related events and wrapped buses.

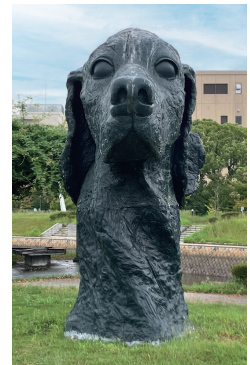
Ube Ramen, a well-known local specialty, is also very popular. Whenever I visit Ube, I always savor this ramen, enjoying it together with the local charm.

The Kogushi Pumping Station will continue to fulfill its role as the unsung hero supporting the safety



Interviewees, from left: Mr. Kawano, Mr. Tomosue, Mr. Imura

and security of citizens through stable operation and proper maintenance, thanks to the ongoing efforts of the Ube City Office and the operating management company, keeping watch over the rich lives of Ube City.



The impressive large dog sculpture Big Head III installed next to the pumping station



Engine-driven 2,200 mm diameter pump



Engine and reducers

Project Highlights

01

Owada Pumping Station Renovation Project —Preparing for Future Disasters

Received an order from Kobe City to renew pumps of Owada Pumping Station

In Kobe City, nestled between Mount Rokko and the Seto Inland Sea, the risks of storm surges and torrential downpours due to recent climate change are increasing. To protect the safety and security of its citizens, the city is stepping up the maintenance and enhancement of coastal protection facilities. As part of these efforts, this renovation project was planned to renew and increase the capacity of the aging Owada Pumping Station, whose equipment has been in service for over 50 years.

Located at the end of the Shinkawa Canal, this pumping station closes the Owada Floodgate and uses pumps for forced drainage when tidal levels rise and natural flow becomes impossible. This renovation will renew the pumps and increase discharge capacity by 120%.

To counteract the potential for increased submerged and surface vortex formation that adversely affect pump performance within the intake basin, the vortex preventing ring and double-suction bellmouth, Torishima's vortex countermeasure technologies, will be installed on the pump bodies to ensure stable operation.

Torishima will continue contributing to society with cutting-edge technology and extensive experience as part of infrastructure development supporting regional safety and security in preparation for future disasters.



Owada Pumping Station exterior

Pump Application	No. 1 to 3 Drainage Pumps
Type & Size	SP1400 (Horizontal mixed-flow pump with vortex preventing device)
Quantity	3 units
Total Head	4.0 m
Discharge Rate	307 m ³ /min
Motor Output	280 kW

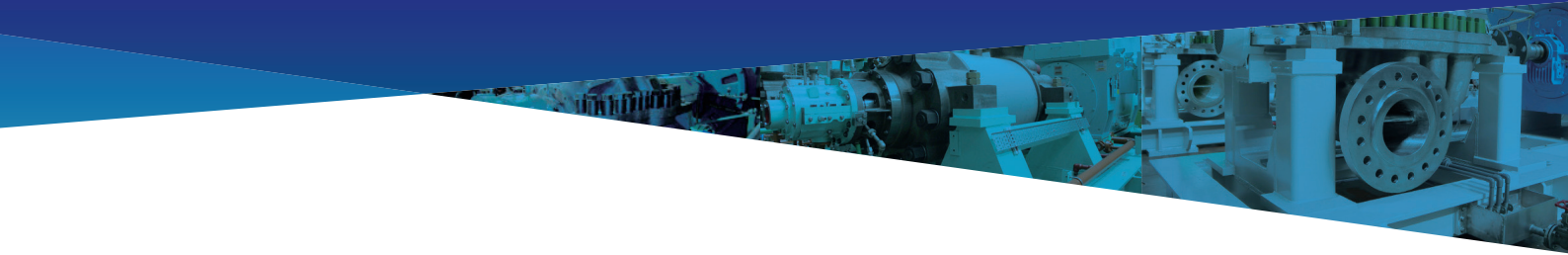
02

Shonai Sewage Treatment Plant Rainwater System Pump Capacity Expansion Project Nears Completion

Received an order for large pumps for FY2025 Shonai Sewage Treatment Plant System 2 Rainwater Pump Facility Renewal Project from Toyonaka City Waterworks Bureau

The Shonai Sewage Treatment Plant is located on the right bank of Kanzaki River at the southern tip of Toyonaka City, Osaka Prefecture. Following the

modernization of Amagasaki Port after the Meiji era, factories were successively built along the rivers in Toyonaka City, forming a heavy chemical industrial zone



by the early Showa era. During the period of high economic growth, pollution from household and industrial wastewater severely degraded the Kanzaki River, to the point it was called the River of Death. Groundwater extraction for industrial water use also caused land subsidence, leading to recurring flood damage during high tides and heavy rains. This prompted strong demands from local residents for the construction of a sewage treatment plant.

Responding to these demands, the first phase of the plant’s construction began in 1970, with operations commencing in 1973. The second phase was completed in 1980, finalizing the majority of the overall plan. The water quality of the Kanzaki River improved significantly, recovering to a state where diverse organisms could thrive. Flood damage in the area was also reduced, allowing residents to live with peace of mind.

In recent years, frequent torrential downpours caused by sudden heavy rains and stationary linear rainbands have led to concerns about flooding damage. To counter these natural disasters, Toyonaka City is implementing a Spare Pump Conversion Initiative to enhance the reliability of its facilities. This involves increasing the drainage capacity of each individual rainwater pump while maintaining the total number of pumps. This ensures that even if one pump fails, the

pump station as a whole can still maintain its drainage capacity.

For example, in a station with five pumps each capable of discharging 1 m³/s (total discharge capacity of 5 m³/s), increasing each pump’s capacity to 1.25 m³/s means four pumps can maintain the total discharge capacity of 5 m³/s.

This project is also part of the Spare Pump Conversion Initiative. Since 2018, four of the five rainwater pumps have been progressively overhauled and modified, with this being the final phase of work.

Currently, plans for the pump design, manufacturing, and construction are progressing, aiming for completion in May 2027. The renovation and renewal of the pump facilities are expected to further enhance the overall reliability and functionality of the facility, contributing to the creation of a safe and secure environment for people living in the watershed.

Pump Application	Rainwater Pumps
Type & Size	CFV1500 (Vertical mixed-flow volute pump)
Quantity	1 unit
Motor Output	1,350 kW

03

Received an Order to Replace Boiler Feed Pumps Manufactured by Another Company through an Aging Renewal Proposal

All boiler feed pumps at Daio Paper Kani Mill are now manufactured by Torishima

Daio Paper Corporation’s Kani Mill is a major production base second only in scale to the Mishima Mill, where the company’s headquarters are located. It is a vast factory covering approximately 300,000 m². It manufactures pulp from plantation wood chips and recycled paper, producing a wide range of paper

products through integrated manufacturing, from everyday household items to industrial-use papers. Daily production capacity is approximately 1,200 tons of pulp and 1,010 tons of paper. It produces the largest volume within the group of Elleair brand tissues and toilet paper.

Project Highlights

The mill generates approximately 80% (about 60,000 kWh) of the electricity required to operate its production equipment through on-site power generation, driven by two recovery boilers (2RB and 3RB), one sludge boiler (4SB), and one biomass boiler (6BB).

The boiler equipment (2RB), for which the renewal of the boiler feed pump has been ordered, recovers and reuses black liquor (a mixture of chemicals and wood components) generated during the pulp cooking process*, to efficiently reuse the heat from steam and waste liquid and achieve high energy efficiency.

The existing pumps manufactured by another company had progressing component aging due to long-term operation, leading to frequent breakdowns and troubles, as well as increased maintenance costs. In response to this situation, Torishima made a renewal proposal, which led to this order.

In addition to the two boiler feed pumps of 2RB No. 1 and No. 2 from this project, the mill already uses other boiler feed pumps manufactured by Torishima that

receive regular maintenance. The trust of the customer was built by Torishima's service representatives (SV) and high evaluation of our products and support, as well as the introduction of the vibration monitoring system TR-COM. This trust contributed to the selection of Torishima pumps for this project. As a result, all boiler feed pumps at the Kani Mill will now be Torishima products.

We will continue to contribute to stable mill operations through high-quality products and services, striving to meet our customers' expectations.

* Pulp cooking process: The process of boiling wood chips with chemicals to extract fibers for producing pulp, the raw material for paper.

Pump Application	2RB No. 1, 2 Boiler Feed Pumps
Type & Size	MHD100/7F
Quantity	2 units
Motor Output	430 kW

04

Received an Order for Hot Well Pumps for Large-Scale Geothermal Power Plant in Indonesia

Received an order for hot well pumps for the Muara Laboh Unit 2 Geothermal Power Plant in Indonesia from Fuji Electric Co., Ltd.

The Muara Laboh Geothermal Power Plant is operated by PT. Supreme Energy Muara Laboh, a private power producer in Indonesia, and is located in South Solok County, West Sumatra. Unit 2 (80 MW) will be constructed adjacent to Unit 1 (85 MW), which commenced commercial operation in December 2019. Upon completion, the plant will become a large-scale geothermal power plant with a total generating capacity of approximately 170 MW.

Indonesia has approximately 130 active volcanoes and possesses the world's second-largest geothermal energy resources. Current geothermal power generation capacity stands at about 2,400 MW,

ranking third globally. However, the country has set a policy goal to expand capacity to 5,800 MW by 2030, aiming for the world's top position.

At this power plant, steam exceeding 200°C extracted from underground magma drives turbines, generating electricity via directly connected generators. Geothermal power generation is gaining attention as a renewable energy source with extremely low CO₂ emissions, contributing to sustainable energy supply. The hot well pump, one of the key components of this geothermal power plant, circulates the hot water condensed from geothermal steam after passing through the turbine from the condenser to the cooling

tower. To meet the severe suction conditions, an integrated vertical barrel (suction pit) structure and a low-NPSH impeller are employed. Geothermal steam is highly corrosive, so special stainless steel with high durability is used for wetted parts.

Torishima's geothermal hot well pumps have been delivered to over 30 power plants worldwide, including locations in Japan, Indonesia, Türkiye, the Philippines, Mexico, Kenya, and New Zealand, and all are operating smoothly. Our extensive track record, product quality, and comprehensive after-sales service system were highly evaluated, leading to this order.

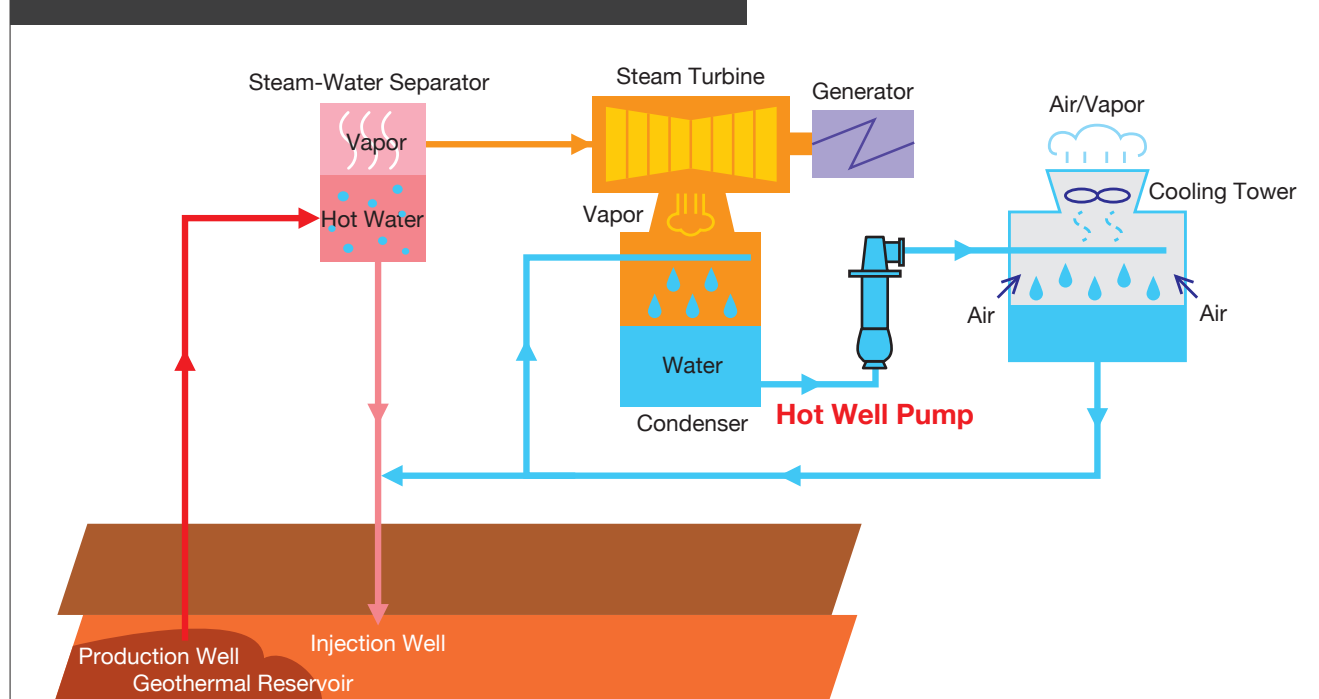
In this project, Fuji Electric Co., Ltd. manufactures key equipment such as geothermal steam turbines and generators, while Japanese companies also provide technical support for financing institutions and well

drilling. This project truly represents the combined strength of Japanese technology, project execution capabilities, and financial resources.

Torishima will continue to strengthen its trust-based relationships with Asian countries through the high-quality infrastructure partnership promoted by the Japanese government. We will also contribute to realizing a sustainable energy society through our pump technology.

Pump Application	Hot Well Pump
Type & Size	SPTV1100
Quantity	2 units
Motor Output	980 kW

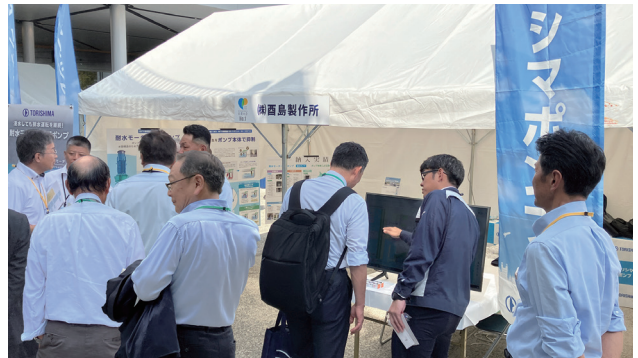
General Geothermal Power Generation Flow Chart



Exhibited at the National Land Improvement Convention in Saga

On October 15, 2025, the 47th National Land Improvement Convention was held at the SAGA Arena. As the agricultural sector faces serious challenges such as labor shortages and an aging population, maintaining a stable food supply has become more important than ever. This annual event brought together approximately 4,000 industry stakeholders to discuss the sustainable development of agriculture and rural communities.

Given Torishima's strong historical ties to Saga Prefecture, we participated in the event with an exhibition booth. We showcased technologies designed to improve productivity, enhance efficient facility management, and build disaster-resilient farming infrastructure, including immersible motor pumps, vortex-preventing pumps, and remote monitoring systems.



Exhibited at the Takatsuki Industry Festival



On November 8, the Takatsuki Industry Festival was held at Ama Site Park to showcase the diverse products and technologies of businesses within Takatsuki City to people of all ages. Blessed with fine weather, the event attracted a record-breaking 14,000 visitors.

At the Torishima booth, we distributed Toripon paper crafts, which families enthusiastically assembled together. We engaged in lively conversations with local residents—some recognized us from the “Torishima Hall” at the Takatsuki City Arts Theatre, while others remembered our previous exhibits. Toripon also appeared at the mascot character event, attracting many children and allowing us to further deepen our ties with the community.

Indonesian Subsidiaries Renamed and Relocated

Following the dissolution of our joint venture with local partner P.T. GUNA ELEKTRO, our three Indonesian subsidiaries have become wholly owned by Torishima. Consequently, two companies have been renamed.

Old: P.T. Torishima Guna Indonesia (TGI: Pump Manufacturing)
⇒ New: [P.T. Torishima Pump Mfg. Indonesia](#)

Old: P.T. Torishima Guna Engineering (TGE: Pump Maintenance Service)
⇒ New: [P.T. Torishima Services Indonesia](#)

New Address: Kawasan Industri MM2100, Jalan Selayar II Blok H-12, Cikarang Barat, Telajung, Bekasi, West Java

Note: There are no changes for P.T. Geteka Founindo (GTK: Foundry).



FY2025 Outstanding Employee Award Recipients

From the Osaka Chamber of Commerce and Industry

This award recognizes individuals with exceptional professional knowledge and skills who have contributed to business improvements through their creativity and experience, as well as demonstrated strong leadership in mentoring the next generation.



Naoki Yamada
Service Operation Dept.

From the Osaka Prefectural Manufacturing & Industrial Association

This honor is given to exemplary employees respected by their peers for excellent performance. It recognizes contributions to product development and technological advancement through innovation, as well as dedication to mentoring others and driving the company's growth.



Yingkang Pan
R&D Dept.



Atsushi Tanaka
Tokyo Private-sector Sales Dept.



Yasukazu Kimura
Tokyo Private-sector Sales Dept.

From the Takatsuki Chamber of Commerce and Industry

This award honors individuals who have served for many years at businesses in Takatsuki City, contributing to the company's development and performance through their efficiency and strong work ethic.



Hidenori Kuwahara
Pump Mfg. Dept.



Megumi Inoue
HR Dept.

FY2025 Early Technical Proficiency Test Held



機械組立仕上げ作業

On August 24, practical examinations for the early FY2025 Technical Proficiency Test were conducted at our Head Office. Ten employees took the machining and finishing tests, while five took the iron casting test, all tackling the challenge with serious determination. Written exams followed on August 31 and September 7, resulting in seven successful candidates.

The Technical Proficiency Test is a vital system for officially certifying engineering skills. Torishima actively supports qualification acquisition, respecting our employees' desire to learn and grow. By providing an environment where engineers can continuously refine their craft, we are dedicated to human resource development and passing on essential skills to support the future of manufacturing.

Honored for Contributions to Blood Donation

Torishima has been honored by the Ministry of Health, Labour and Welfare for our distinguished service to blood donation. This award recognizes the active and ongoing cooperation of our employees in blood donation activities, which has been highly commended as a valuable contribution to the local community.



Thank you
for your continued support!



Torishima's Agile Revolution

Innovating How We Work

Part 2

Experiencing New Ways of Working in Agile Training

Yoko Matsumoto and Hideki Ii, who lead our Agile training, shared their insights.

What Kind of Training Is It?

This experiential program, provided by Eiwa System Management, aims to make work enjoyable and productive. It is open to all employees, not just IT staff, and approximately 350 people have participated since July 2023.

The training uses an “Origami Game” to teach Scrum methodology. Participants learn practical skills such as using Kanban boards and executing the cycle of planning, doing, checking, and acting. The game simulates projects where planning is difficult, helping participants understand how repeated cycles improve accuracy. They also experience the psychological aspect of teamwork when facing unexpected changes, realizing how collaboration boosts motivation and unity.



Hideki Ii
Section Manager
Information System Dept.



Yoko Matsumoto
General Affairs Dept.



Agile Training Session

Our Thoughts as Trainers

Watching teams cooperate across departmental boundaries reminds us of the importance of teamwork. We also emphasize “taking action first” and “enjoying change” as essential mindsets for major challenges. This involves breaking big goals into smaller pieces and adjusting methods based on quick feedback.

We believe the Agile approach is powerful for daily improvements and creating new services. By sharing goals across diverse teams, we can achieve great things. We hope to see more employees unafraid to take on valuable challenges, as this culture is what will carve out our future.

Tell me, Mr. Ii!



Is Agile Fun?

Working in short cycles to solve problems together fosters a strong sense of unity and accomplishment. We also prioritize psychological safety, creating an environment where mutual respect and open communication further boost motivation.

Interested in Agile? Contact me! I'd love to hear from people both inside and outside the company.

2025 Sports Event, Luncheon, Saga Product Fair

On November 8, under a perfect blue sky, we held our 2025 Sports Event, followed by a luncheon and the Saga Product Fair.



The morning began with employees divided into six color-coded teams. Everyone worked together in events like tug-of-war, jump rope, and relays. The venue was filled with excitement as teams competed with full energy amidst loud cheers.

During the awards ceremony, cheers erupted as the Pink Team was crowned the winner. The champions received a trophy and prizes, celebrating their victory surrounded by warm applause from the entire crowd.

Sports Event

Let's work together!



Ready, set, go!



Almost at the finish line!



Luncheon

Lunch featured BBQ and food stalls serving Japanese favorites like frankfurters and fried noodle, alongside Halal options such as bean curry and kebabs. Many employees toasted with cold beers in the warm weather, enjoying the perfect combination of great food and sunshine.



Beer! Beer!

Heave, ho!



Heave, ho!

Saga Product Fair

We held a Saga Product Fair at the entrance in collaboration with Saga Prefecture. Specialties like seaweed, tea, and Saga beef curry were on sale, with many employees and their families enjoying shopping during the luncheon.



Grand Lucky Draw

The day concluded with our annual grand lucky draw featuring luxury prizes like travel vouchers, a Nintendo Switch, and home appliances. Cheers and laughter rang out through the venue every time a winning number was announced.

Yay, I got it!



It was a wonderful day that successfully brought together sports, delicious food, and cultural exchange with Saga Prefecture.



On-Site Training in India

\ 3 nights and 5 days /

Ten selected employees participated in this year's 3-night, 5-day training tour to India, visiting our service plant, TPIPL (Torishima Pumps India Private Limited). The purpose of this training tour is to see how the company's products are used locally and to interact with local staff, ultimately to feel the rewards of their work. As part of the "Next Generation Leader Training," the program was conducted in three stages —

Preparatory Training, **On-Site Training**, and **In-House Debriefing** — providing a short but deeply inspiring learning experience.

On-Site Training



Oct.
27 **Departure**

28 **First day** **Self-introductions and Office/Plant Tour at TPIPL**

29 **Second day** **Visiting a customer**

The participants visited TK Halli Pumping Station located on the outskirts of Bengaluru.

30 **Third day** **Training (Learning about TPIPL)**

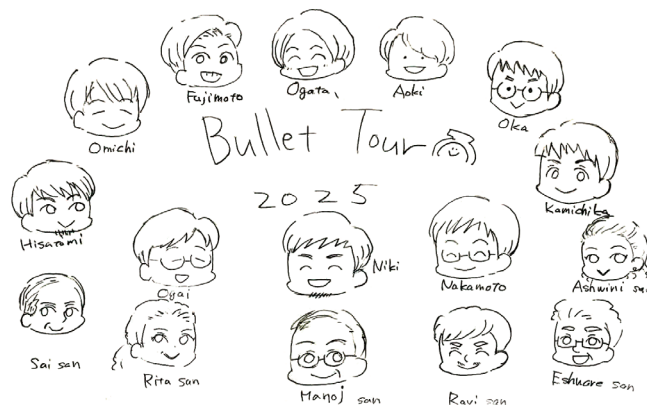
★ Briefing by Mr. Manoj
Explanation of the new machine and Photo session

31 **Return to Japan**



In-House Debriefing

As in the previous year, participants reported on the on-site training based on the achievement of their action lists created in advance. They also presented how they will change their daily actions moving forward.



Impressions of the on-site training

Although anxious about my first overseas trip, the TPIPL team's warm welcome and support put me at ease. Despite struggling with English, I was glad to finally express my gratitude to the staff by presenting them with a portrait.

I was amazed by the local energy and the massive scale of the pumping stations. Witnessing our global reach renewed my pride in supporting people's lives through manufacturing.

Access to clean water is a given in Japan, but a struggle for many other nations. This training made me realize how our work contributes to the stability and development of countries facing these challenges.

The constant honking and bustling streets, where skyscrapers rise unexpectedly, made for a truly "spicy" and stimulating experience beyond just the food. Amidst this energy, the warmth of the TPIPL staff helped me feel a deep connection as fellow Torishima members. I am sincerely grateful to my colleagues and family for their support in making this trip possible.

Despite initial anxiety about the language barrier on my first overseas trip, it turned out to be an invaluable experience. Touring the TPIPL plant and seeing the pumps in action gave me a fresh perspective on my daily factory work. I am committed to bringing these insights back to help elevate my team's performance.



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