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「想い」こそが 我々の原動力です

CEO 原田耕太郎

Our Passion Is What Drives Us

Kotaro Harada

Representative Director, CEO

CEO MESSAGE

Happy New Year, everyone. I hope you all enjoyed the nine-day break over New Year's with your family and loved ones. On this first working day of 2026, I would like to talk about the direction we all must take, inspired once again by Shohei Ohtani's evolution over the years.

— Reflecting on Recent Years: Our Journey of Evolution

This year marks the fifth time I have spoken about Ohtani in my New Year address. Just as Ohtani continues to evolve, Torishima too has continued to grow. In 2021, we learned from his attitude the importance of valuing the basics. In 2022, we were inspired to raise our ambitions and strive to become even better. In 2023, he showed us how to enjoy change, taking action with data. And in 2024, he demonstrated the power of teamwork. These lessons have become the driving force behind our progress.

— Lessons from 2025: True Teamwork Built on Mutual Support



Last year, Ohtani made his comeback as a pitcher, and the Dodgers won the World Series for the second consecutive year.

Before that moment of glory, there was a scene that truly moved us. In the final game of the World Series, Ohtani started on the mound but was hit hard. He was on the verge of taking the loss, yet his teammates stepped up and did everything they could to support him. Together, they came back to secure a victory.

This reflects the essence of our work. When someone encounters a major obstacle or is going through a difficult time physically or emotionally, their peers step in. We support one another, overcome challenges together, and grow together. This is the true teamwork we need to strive for.



— Three Keywords for 2026

1. Value Our Passion

Just as Ohtani pushes himself to pitch faster and hit farther, we too must bring the same powerful passion to creating the world's best pumps and delivering joy to our customers. Pumps are essential to people's lives. Whenever we face a challenge, we must return to this passion — the fundamental principle behind everything we do.

2. Teamwork

As I mentioned, no one can do their work alone. We must support one another as a team and take action, always asking ourselves what we can do to deliver the best pumps to our customers.

3. Enjoy

There will always be challenging moments in our work, from meeting goals to managing delivery deadlines. Even so, we should never lose the spirit of finding enjoyment in what we do. Picture the joy our customers feel when they receive our high-quality products, and the excitement we gain from discovering new manufacturing methods or effective sales approaches. Take pleasure in these processes,

and share the growth and sense of achievement that come after overcoming hardship.

— Keyword No. 4:

The World's No. 1 Pump Company

This year, I would like to introduce our fourth keyword. During the postseason, pitcher Yoshinobu Yamamoto declared, "Losing is not an option." That phrase later became the team's slogan. Inspired by those words, we have adopted our own guiding principle: No. 2 is not an option. Stemming from this strong determination, we have adopted our fourth keyword: "The World's No. 1 Pump Company."

We have been strengthening our position in Japan, but we must not become complacent. Pursuing energy efficiency, adapting to new energy sources, and ensuring strong cost competitiveness — In every aspect of our business, we must constantly ask ourselves how we can reach a level that no other company can match, and move toward becoming the world's No. 1 pump manufacturer.

In the years ahead, our pumps are sure to be in high demand for global warming countermeasures and new energy infrastructure. The road to the top may be challenging, but achieving success and growing together will bring tremendous joy. When we overcome challenges, we are building a bright and prosperous future for all of us and our families.

In 2026, let's move forward together and take an even greater leap ahead, enjoying the journey and embracing gratitude toward the customers who support us.

(New Year's Address, January 5, 2026)



Shaping the Future of Energy with Torishima

— Meeting Rising Power Demand in the AI Era while Challenging Global Decarbonization

1 *Global Challenge: Rising Power Demand and Decarbonization*

The world is witnessing an unprecedented increase in electricity demand, primarily fueled by the rapid expansion of AI and the massive data centers required to support it. In the U.S., where AI development is leading the way, there are already over 5,500 data centers in operation, with thousands more planned. Consequently, U.S. power demand is projected to rise by 25% by 2030 and 78% by 2050.*

While the shift toward renewable energy like solar and wind is accelerating to reach carbon neutrality, these sources are weather-dependent and can be unstable. To bridge this gap, reliable “backup” power from high-efficiency thermal plants is essential to ensure a steady energy supply while reducing emissions. Both Japan and the U.S. are now moving quickly to upgrade and modernize these facilities.

*source: ICF International Inc.



2 Japan's Strategy: The Path Opened by "Long-term Decarbonized Power Source Auctions"

In Japan, electricity supply capacity has decreased due to nuclear plant shutdowns and the decommissioning of aging thermal facilities. To address this and ensure a stable future supply, the government launched the "Long-term Decarbonized Power Source Auction" in fiscal 2023. This system provides investors with fixed revenue for 20 years for investments in carbon-free power sources.

The scope is broad, covering new constructions, "replacements" of old facilities with cutting-edge low-carbon technology, and "renovations" for ammonia co-firing. In recent auctions, many projects—including state-of-the-art LNG facilities—have been awarded. As a result, **Torishima is receiving a steady stream of orders for related pumps**, playing a vital role in this energy transition.

Pump Technology

▼ Major Successful Power Source Bids

Auction Round	Operator	Power Plant / Unit	Power Source Type
1st	Chugoku Electric Power	Yanai Power Station New Unit 2	LNG-fired
	Tokyo Gas	Chiba Sodegaura Power Station	
	Osaka Gas	Himeji Natural Gas Power Station Unit 3	
	Hokkaido Electric Power	Ishikariwan Shinko Power Station Unit 2	
	Tohoku Electric Power	Higashi Niigata Thermal Power Station Unit 6	
	Kansai Electric Power	Nanko Power Station Units 1, 2, and 3	
	JERA	Chita Thermal Power Station Units 7 and 8	Renovation of existing plant (for ammonia co-firing)
	Hokkaido Electric Power	Tomatoh-Atsuma Power Station Unit 4	
	Kobelco Power Kobe	Kobe Power Station Units 1 and 2	
	Equis Bioenergy Japan	Tomatoh Biomass Power Station	
2nd	Ishikari Biomass Power	Ishikari Biomass Power Station	Biomass
	Hokkaido Electric Power	Ishikariwan Shinko Power Station Unit 3	LNG-fired
	Shikoku Electric Power	Sakaide Power Station Unit 5	
	Zerowatt Power	Zerowatt Power Ichihara Power Station	
Shikoku Electric Power	Saijo Power Station Unit 1	Renovation of existing plant (for ammonia co-firing)	

3 Growth in the U.S. Market: Responding to Surge in AI Demand

Torishima has a strong 25-year record in the U.S. with over 1,000 pumps delivered to date. The rapid rise of AI is driving the construction of advanced Gas Turbine Combined Cycle (GTCC) power plants, which are ideal for balancing the variable output of renewable energy.

Demand for our core Boiler Feed Pumps (BFP) is growing significantly, with nearly 50 units delivered since 2022 and a 400% increase projected for 2026 compared to 2023. Meanwhile, technical requirements are becoming stricter every year, and it has become essential to meet all specifications, including high efficiency, large flow capacity, and low shut-off pressure.

▼ Number of Torishima BFP Deliveries in the U.S.

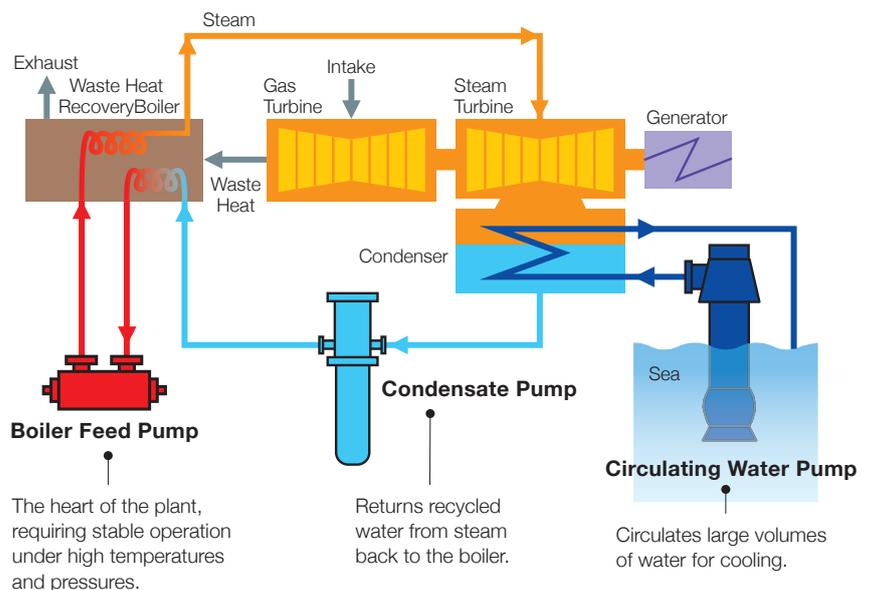


BFP delivered to the Southern U.S. in 2025 (taken at the factory before shipment)
Pump type: MHG; Motor capacity: 9 MW

4 Supporting the Heart of Power Plants: Torishima's Pump Lineup

In power plants, pumps play an essential role where even a momentary stoppage is not permitted. Torishima is one of the few manufacturers in the world capable of manufacturing all the major pumps required for power plants, which allows us to optimize the entire system. Backed by our 106-year history, our technical strength enables us to meet advanced and increasingly demanding requirements every year.

▼ Combined Cycle Power Generation



5 Challenges for Next-Generation Fuels: The Future of Hydrogen and Ammonia

Decarbonization is moving beyond LNG. We have begun the challenge of shifting fuels to hydrogen and ammonia to achieve carbon neutrality by 2050.

■ The Challenge of Ammonia Co-firing

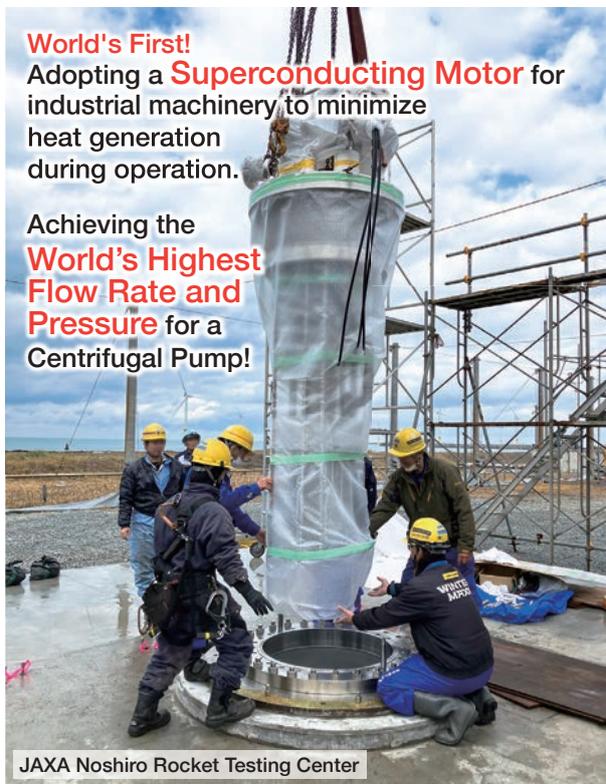
To support ammonia co-firing in existing coal-fired power plants, we developed submerged in-tank pumps to safely handle highly toxic fuel. In February 2025, we conducted operation tests using actual liquid ammonia and successfully confirmed the pump's reliability.



Pump operation tests using actual liquid ammonia at our Indonesian subsidiary

■ Initiatives Toward Realizing a Hydrogen Society

To help build a hydrogen society, Torishima developed liquid hydrogen pumps that handle fluids at -253°C . In December 2025, we received an order to manufacture these pumps for the world's first commercial-scale liquid hydrogen demonstration terminal. (Featured on page 11 of this order)



Operation test using liquid hydrogen at -253°C (March 2024)

Driving the World with Pumps, Creating a Sustainable Future

Torishima responds to the dual challenges of rising power demand and rapid decarbonization through our advanced engineering. With a solid track record in Japan and explosive growth in the U.S. market, we continue to provide world-leading pump technology. Guided by our philosophy, "Passion for our Products and Services, Evolving to meet the demands of an ever changing world," we are committed to increasing corporate value and realizing a clean, stable energy society.

Enhancing Preventive Maintenance for Utility Equipment: Reducing Workload for Simplified Vibration Diagnosis

Daido Steel Co., Ltd.



Daido Steel Co., Ltd. is a comprehensive materials manufacturer mainly focused on the production and sale of specially-alloyed steel. They supply steel and other materials to various sectors including automobiles, industrial machinery, energy, and infrastructure. By making the most of their integrated systems that range from steel manufacturing to machining, the company supports manufacturing industries both in Japan and overseas. Among their facilities, Chita Works is an important hub that is equipped with an electric furnace and produces a wide range of steel products including thick steel plates and round bars. On this occasion, we spoke with staff at Chita Works' Equipment Center.

Establishing a System for Early Detection of Issues in Utility Equipment

Q: Before adopting TR-COM, what kind of challenges did your company face?

At Chita Works, we had implemented online diagnostics for some of our key equipment, but utility equipment only saw simple measurements once a month. We lacked enough data to detect signs of issues, and while we recognized the urgency, we hesitated to implement a solution due to concerns about the burden of the process.

Previously, we used vibration measurement devices without built-in alarms. This meant we would take monthly measurements, return to the office, input the data into our software, and only then notice any issues. The data points were too sparse, so even when unusual values showed up, it was often impossible to understand the reasons behind them.

In Search of a Monitoring System That Is Easy to Use On-Site



Daido Steel Co., Ltd.

Q: When considering a vibration monitoring system, what aspects did you consider to be the most important?

Our top priority was minimizing the burden of ongoing maintenance. Maintenance staff spend most of their time on-site and cannot afford to spend long periods checking data. We needed a system that would allow us to monitor the situation both on-site and at the office.

The main factor for us choosing TR-COM was its ability to conduct inspections and collect data simultaneously via Bluetooth. Our maintenance staff could collect data while monitoring the on-site conditions, making it ideal for our day-to-day operations. The system is simple, with low implementation costs, and comes fully equipped with standard features, so we decided it was the best overall choice.

The Support System Provides Smooth Implementation During the Initial Setup

Q: Please share your impressions on the support provided during and after implementing TR-COM.

I was surprised to find that a comprehensive online manual was already available even before we started using it. Despite being an inexpensive system, the

manuals and videos were so detailed, leaving me with the initial impression that they were surprisingly well-organized.

During the initial set-up, administrators referred to the online manual, while on-site staff were given printed copies to learn how to use the system. What was also good was that it didn't take long to master because actually using it is quite simple.

Preventing Malfunctions Before They Occur and Significantly Reduce Workload for Inspections

Q: What changes have you seen in on-site inspections since implementing TR-COM?

The biggest change I found is the workload needed for the monthly simplified vibration diagnosis. Previously, we had to connect the diagnostic machine to a computer to load the inspection route, bring it to the site, take measurements, and after that return to the office to download the data to the computer, then repeat this process every single time. This series of tasks had been taking up a lot of time, but by bringing in TR-COM, we were able to reduce this work by over 80%.

What's more, the number of data points also greatly increased. Previously, only one data point was collected per month, but now one data point accumulates every hour. The increased volume of data has made it easier to identify unusual trends, enabling us to track conditions with greater accuracy.

Q: Were there any changes in terms of safety?

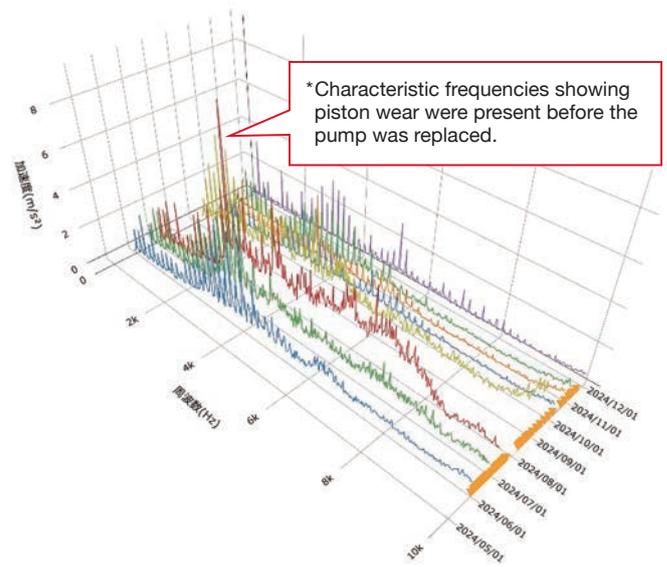
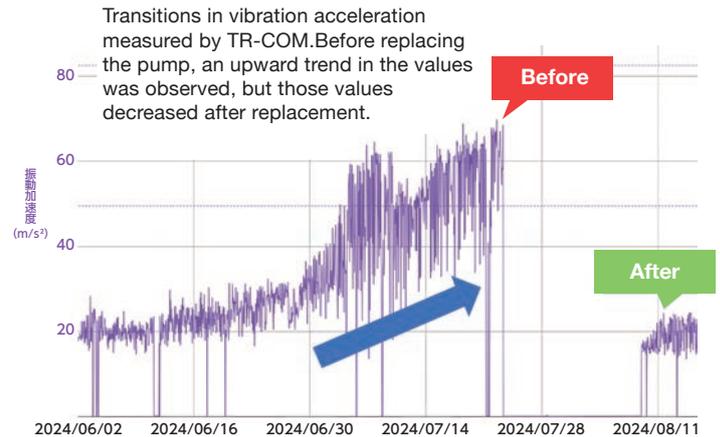
Yes. Since using TR-COM, we've been able to reduce risky tasks, which we consider a huge achievement. Conventional means of taking measurements sometimes required approaching rotating machinery, but TR-COM greatly reduces the need for being close to rotating machinery or working in high places because its built-in sensors automatically collect data, making the working environment much safer.

Q: How did TR-COM help with detecting issues with equipment?

The most significant example was an incident with the hydraulic pump. TR-COM issued an FFT sudden change notification, so we inspected the site and found it to be in the initial stage of an issue occurring. Initially, we were doubtful about the notification, but when we actually inspected it, we did indeed find an issue and were able to address it before it led to a full breakdown.

This hydraulic pump had been breaking down about every two years in the past. If it breaks down, the

line has to be stopped immediately and this has a major impact on production. However, some time after installing TR-COM, we observed an increase in vibration acceleration. FFT analysis also detected characteristics that indicated poor lubrication and piston wear (* see figure below). When we stopped and disassembled the machine due to this, we confirmed that there was indeed poor lubrication in the piston just as TR-COM had detected. As a result, we were able to improve our methods for managing normal lubricant levels and create a system for preventive maintenance.



Q: Were there any changes in lifespan or maintenance cycles?

There were. While we previously replaced the pump every two years, after switching to TR-COM, we can now decide when to inspect or replace it based on the actual condition of the machinery. The ability to monitor conditions via TR-COM has been a major improvement as it significantly reduces the risk of sudden shutdowns and allows for more planned maintenance. We plan to keep scaling up TR-COM in line with on-site requirements in the future.

Project Highlights

01

Renewing 50 Years of Drainage Infrastructure to Secure the Future

Order Received for Immersible Motor Vertical Mixed-flow Pumps for Imado Drainage Pumping Station

The southeastern part of Takatsuki City, Osaka, has long suffered from flooding due to its low-lying terrain along the Yodo River, the biggest river in Osaka. The Imado Drainage Pumping Station was built to protect the safety of this area. For approximately half a century, the station and its two original horizontal mixed-flow pumps have successfully helped reduce local flooding.

Today, however, the equipment is over 50 years old and faces serious aging problems. Additionally, increasingly severe heavy rains caused by climate change require more reliable drainage functions. To meet these needs, Torishima proposed our immersible motor pump technology, which was selected for this project. The key feature of this technology is that the watertight design allows the integrated pump and motor to continue

operating even if the station is flooded. This ensures that drainage functions remain active during emergencies and supports a faster recovery.

We are now moving forward with the manufacture, design, and construction planning for the project, aiming for completion in May 2027. This renewal will enhance the overall reliability of the pumping station and continue to protect the safe and secure lives of local residents well into the future.

Pump Application	Main Pump 1&2
Type & Size	SPV700-SM
Quantity	2 units
Motor Output	150 kW

02

Upgrading Existing Equipment for the Next Generation

Order Received for Renovation of Otsuka Drainage Pumping Station in Yamanashi Prefecture

The Otsuka Drainage Pumping Station is located in Ichikawamisato-cho, Yamanashi Prefecture, a town famous for its great scenic hot springs. For over 45 years, this facility has played a vital role in protecting the lives of local residents and agricultural land.

Originally constructed in 1979, the station is equipped with two 900 mm diameter horizontal mixed-flow pumps to prevent flooding during heavy rains. However, due to long-term operation, the equipment has aged, leading to concerns about future drainage performance. Additionally, recent flooding analysis based on climate change and land development showed that

increasing the drainage capacity is now necessary to meet current environmental demands.

To address these challenges, we conducted a health survey of the pump interiors using 360-degree cameras and endoscopes during the design phase. The results confirmed that the pump bodies remain in good condition. Consequently, we determined that the facility can continue to be used through partial renewals and overhauls rather than a full replacement or rebuilding the concrete foundations, which helps to minimize costs. We also confirmed that by manufacturing new rotors and increasing their rotation speed, we can achieve the

requested increase in discharge volume.

Furthermore, we will convert the pumps from the conventional gland packing system to a mechanical seal system. This modification aims to improve maintainability and reduce the labor required for inspections. In addition to the pumps, this project includes updating the diesel engines, gearboxes, and electrical systems. Since construction will take place while keeping the existing equipment operational, we will proceed with the utmost

Pump Application	Drainage Pump
Type & Size	SP900
Quantity	1 unit
Motor Output	86 kW

care regarding scheduling and safety to ensure that drainage functions remain ready for immediate use during rainfall.



Existing pumps that have provided drainage for many years.

03

Evolving Shipbuilding Dock Drainage Pumps for the Next Generation

Order Received for Main Drainage Pump Renewal at Namura Shipbuilding Imari Shipyard

Namura Shipbuilding Co., Ltd. has been a prominent ship and bridge manufacturer since its founding in 1911. The Japanese shipbuilding industry maintained a high global market share for many years, driven by the demand for large tankers starting in the late 1960s. In 1974, Namura Shipbuilding established its Imari Shipyard to accommodate increasingly large vessels. At that time, Torishima's vertical mixed-flow pumps were selected for the dock's drainage system.

Dock drainage pumps are essential infrastructure for building and repairing ships. By quickly discharging seawater from the dock, they ensure safety and efficiency in the work process. The main drainage pumps delivered to the Imari Shipyard have supported stable operations for approximately 50 years since the shipyard opened.

This renewal project addresses equipment aging after long years of operation. While the original configuration used a gearbox between the motor and pump, we proposed a direct-coupling design that eliminates the gearbox. This simpler configuration is

expected to reduce maintenance labor and lower running costs.

Upgrading to the latest technology improves equipment performance and contributes to a better workplace environment and operational stability. Torishima remains committed to providing optimal solutions by considering the entire lifecycle of the equipment.



Pump Application	No.1 Main Drainage Pump
Type & Size	SPV1350
Quantity	1 unit
Motor Output	470 kW

04

Torishima Wins Order for World's First Superconducting Hydrogen Pumps

Revolutionary Technology Enables Commercial-Scale Liquid Hydrogen Terminal

Torishima has received an order from Kawasaki Heavy Industries, Ltd. (KHI) for high-flow liquid hydrogen pumps using groundbreaking superconducting motor technology. These pumps will serve as the “heart” of the Kawasaki LH₂ Terminal, one of the world's largest liquefied hydrogen facilities.

The terminal is a key component of Japan’s “Commercial Demonstration of the Liquid Hydrogen Supply Chain” project, funded by the New Energy and Industrial Technology Development Organization (NEDO) under its Green Innovation Fund. KHI is designing and constructing the facility through a public-private partnership, with Japan Suiso Energy, Ltd. operating the plant.

This is the world's first commercial-scale liquefied hydrogen terminal*, featuring a 50,000 m³ storage tank, offshore loading and unloading facilities, hydrogen liquefaction equipment, gas delivery systems, and truck loading facilities.

The Engineering Challenge

Moving liquid hydrogen at commercial scale presents a critical technical problem: Heat. Liquid hydrogen must be maintained at -253°C. Even small amounts of heat cause it to evaporate back into gas, creating what’s known as “boil-off loss.” The larger the volume you need to pump, the more powerful the motor required—and conventional

electric motors generate significant heat, even at cryogenic temperatures.

This creates a fundamental barrier: the pumps needed for commercial-scale hydrogen infrastructure would generate so much heat that they’d vaporize a substantial portion of the hydrogen they’re trying to move. You can’t build an economically viable hydrogen supply chain if your pumps are constantly boiling away your product.

The Breakthrough: Superconducting Motors

Torishima has solved this problem by developing the world’s first industrial liquid hydrogen pump equipped with a superconducting motor.

Superconducting materials have zero electrical resistance at cryogenic temperatures. This means the motor generates virtually no heat during operation. By eliminating heat generation, Torishima’s pumps can handle commercial flow rates while minimizing evaporation loss.

The technology combines Torishima’s 100+years of centrifugal pump expertise with high-temperature superconducting technology developed by Kyoto University. Development was supported by NEDO’s “Technology Development Project for Building a Competitive Hydrogen Supply Chain,” adopted in 2023. The design was successfully tested in 2024.

Pump Name	Booster Pump	Loading Pump
Application	Delivering liquid hydrogen from storage tanks to various end-users	Transfer of liquid hydrogen to LH ₂ carriers
Quantity	5 units	1 unit
Flow Rate	up to 51.8 m ³ /h	700 m ³ /h
Total Head	up to 2,400 m	510 m
Rotatating speed	up to 5,300 min ⁻¹	3,350 min ⁻¹
Motor Output	50 kW	105 kW

The loading pump's 700 m³/h flow rate represents a significant scale-up from previous liquid hydrogen pumping technology, enabling rapid ship loading at commercial volumes.



05

Order Received for Power Plant Pumps to Strengthen Brunei's Electricity Infrastructure

High-pressure Boiler Feed Pumps and Condensate Extraction Pumps for Berakas Power Plant (120MW CCGT)

The 120MW Combined Cycle Gas Turbine (CCGT) power plant in Brunei Darussalam is located approximately 7km from Brunei International Airport. It is operated by Berakas Power Company Sdn. Bhd., a wholly owned subsidiary of the government-linked Darussalam Assets Sdn. Bhd. In this project, Jurong Engineering Limited, a major engineering and construction firm based in Singapore, is responsible for the design, procurement, and construction.

In recent years, electricity demand in Brunei has been growing along with its population and domestic gross product. To address this growth, the country established a Power Development Plan (PDP) that includes building new CCGT power plants.

The high-pressure boiler feed pumps and condensate extraction pumps ordered for this project are

essential equipment that supports the stable operation of the power plant.

As a leading company with over 50 years of experience providing pumps for power plants, Torishima will continue to contribute to the ever-expanding demand for electricity by manufacturing and supplying critical equipment to power plants worldwide.

Pump Application	HP Feed Water Pump	Condensate Extraction Pump
Type & Size	MHG 3/14	MML-E 125/10
Quantity	4 units	3 units
Motor Output	450 kW	90 kW

For a Society That Never Stops: Obtained “Resilience Certification”

Torishima has obtained “Resilience Certification” (Certification for Organizations Contributing to National Resilience) from the Association for Resilience Japan. This certification is based on guidelines established by the National Resilience Promotion Office of the Cabinet Secretariat. Under this government-backed system, organizations are certified for their ability to minimize damage, recover quickly, and continue operations even after a large-scale natural disaster.

We were recognized for our “unstoppable supply chain” and “rapid response,” ensuring we maintain operations and supply pumps even during disasters to immediately restore local infrastructure. Our regular, site-led training

allows us to act without hesitation, providing the practical preparedness needed to protect the community through mutual support.



In-house fire brigade training

Torishima's Agile Revolution

Innovating How We Work

Part 3

Fueling the “Positive Spiral” Through the Joy of Work

We interviewed Mr. Taketomi, who transferred from Kyushu Torishima to the Osaka Head Office last year and continues to thrive in his new environment.

From Surprise Candidate to the Main Stage

It all began with an invitation to speak at the “Agile X Conference – Tokyo.” When the scheduled speakers became unavailable, Mr. Taketomi was selected for his constant enthusiasm. Collaborating with Agile coach Mr. Amano from Eiwa System Management, he chose the theme “Nurturing Young Talent,” sharing his genuine experience of finding work incredibly fun every day.

Overcoming an “Away Game” Through Dialogue

He traveled to the Tokyo venue alone, starting the day in an unfamiliar environment without any acquaintances. Despite this “away game” feeling, he strangely felt no sense of isolation. The session was a lively dialogue rather than a simple Q&A, allowing for a natural flow of ideas. His sincere words were vividly captured through



Graphic recording, Making a “cross” with their hands!

“graphic recording,” a visual method of documenting the discussion as it happened.

The Joy of Building Together

Mr. Taketomi’s unique view of work is truly striking: for him, work is the time when he is most focused and having the most fun. He invests so much energy into development and team activities that his private life feels empty by comparison. Previously a solo developer, he now finds his greatest joy in sharing ideas and achieving goals within a Scrum team. His passion for collaboration inspires everyone around him.



A Growing Network and “Positive Loop”

The conference significantly expanded Mr. Taketomi’s professional network outside the company. He is now in a “Positive Loop” — where producing results leads to new opportunities and further personal growth. By embracing teamwork and continuous learning, he is demonstrating how individual enthusiasm can drive organizational progress. He continues to embrace change and chase his dreams with great excitement.

Tell me, Mr. li!



What Is Scrum?

Scrum is an Agile framework where a team works closely together toward a goal, similar to a rugby scrum. The process involves repeating short planning and development cycles of **one to four weeks** to achieve small results while constantly improving. By valuing **flat relationships** where everyone shares ideas regardless of rank, it empowers young employees to take initiative. This flexible approach allows for immediate responses to customer feedback.

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

I'll answer that!



Hideki li

Section Manager
Information System Department

Team Name: **COCONUT TEAM**



Toripon School

Since 2008, Torishima has held outreach classes at local elementary schools to inspire the next generation and to share the rewards of manufacturing. A special team from various departments conducted a three-day program for 119 fourth-grade students at Abuno Elementary School between July and December last year.

Under the theme “Understand pump roles and enjoy manufacturing while asking ‘Why?’”, the students manufactured rope pumps and saw firsthand how they work. This experience allowed children to discover the fun of making things and reminded our members of the importance of passing on their skills and passion.

Day 1 **Learning about Torishima and pumps**
Activity Experience the difficulty of carrying water by hand
Lesson An introduction to Torishima and pumps

Day 2 **Let's make a rope pump**
Activity Make a rope pump and test if water flows out

Day 3 **Transporting water with the pump**
Activity Transport water using the rope pump and confirm how much faster it is than doing it by hand



Comments from the Torishima members

I initially focused on building the team's foundation, but everyone soon took their own initiative. I moved to a supporting role and was most relieved that we finished the program safely without any injuries.

I was anxious at first since I've been with the company for less than a year, but the friendly members made cooperation feel natural. The children's smiles were a great source of encouragement during the difficult moments.

Although the schedule was as tough as I had heard, we managed to get through it by helping each other. Ending the program with smiles and sharing taiyaki with such a great team is a memory I will cherish forever.

I had some concerns about the planning, but I enjoyed the trial-and-error process. Seeing the moment the children understood the pump mechanism was memorable and reminded me of the true joy of making things.

I felt very anxious at first, but I gained confidence through this activity and enjoyed it until the end. Seeing the children's smiles and becoming more comfortable expressing my opinions in public were my biggest achievements.

The program was a challenging task, but we supported each other by using the unique strengths of members from different departments. The children's innocent reactions gave me energy and made the busy schedule fun.

My first priority was ensuring that no one got hurt. I was happy to reach the final day safely, and building connections across different departments was the most valuable part of this experience.

I was nervous being on a team where I didn't know anyone, but we eventually bonded into one team. Seeing the students smile at what we made gave me a great sense of achievement and helped me bridge department barriers.

The Toripon Event is very memorable for me. I really got a new experience to share about the pump and my work with elementary students in Japan. One of the things I am most grateful for is that I have new friends who are united and always help and bring smiles in the Coconut team.



Becoming a “Global Top Player” with Shin Nippon Machinery

A strong partnership to accelerate our goal of being indispensable to society.

On February 10, 2026, Torishima decided to acquire 100% of Shin Nippon Machinery.

We will officially launch as one team on July 1, 2026.

This is more than just growth; it combines Shin Nippon’s advanced technology with Torishima’s global network.

By maximizing our synergy, we will accelerate our vision of being a company that is indispensable to society and establish our position as a “Global Top Player” for the next 100 years.

【 Overview of Shin Nippon Machinery 】

Foundation	November 1, 1973
Business Activities	Manufacturing and sales of steam turbines and process pumps
Capital	JPY 2,408 million
Number of Employees	508 (Consolidated, as of Dec. 2025)
Sales	JPY 19,167 million (Consolidated, FY ended Dec. 2025)
Operating Profit	JPY 2,395 million (Consolidated, FY ended Dec. 2025)



Steam Turbine



Process Pump

Complementary Product Portfolios

We will provide a wider range of solutions by combining Shin Nippon Machinery’s steam turbines and process pumps for the petrochemical and energy sectors with Torishima’s strengths in water and desalination pumps.

Fusing Technology and a Global Network

We will rapidly bring Shin Nippon Machinery’s advanced technology to global markets by leveraging Torishima’s extensive sales and service network.

Establishing a Base for Sustainable Growth

By merging Shin Nippon Machinery’s stable revenue base with Torishima’s business expertise, we will further accelerate our investments for the future.

One Shared Ambition: A New Stage to Support Global Infrastructure

By joining forces, we will secure a future that goes even beyond our “Beyond 110” plan. By respecting our mutual strengths and working together, we will continue our challenge to provide innovative value and excitement to the world.



Torishima Pump Mfg. Co., Ltd.

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