

Torishima's Sustainability

Torishima's PURPOSE for Society

**Drawing on Torishima's Strengths and Technology,
We will Contribute to a Sustainable Society
by Connecting Lifestyles, Lives, and the Future.**

Updated April 2025

Contents

CEO Message	3
Our Credo.....	4
Sustainability Policy.....	6
Torishima's Value Creation.....	8
Initiatives to Achieve the SDGs	9
Environment	14
Climate Change Measures (TCFD)	14
Environmental Policy (ISO14001).....	23
Protecting a Sustainable Planet	25
Society	30
Quality • Supply Chain Management (ISO9001)	30
HR Management (ISO45001).....	34
Social Contribution	47
Governance	52
Compliance	52
Corporate Governance Structure	59
Directors and Executive Officers.....	60
BCP	65

CEO Message

As the world faces various challenges such as climate change, demographic issues, water and food shortages, energy crises, infectious diseases, poverty, and conflicts, initiatives to solve social issues are gaining momentum, including the Sustainable Development Goals (SDGs) that have been adopted by the United Nations and ESG management.

In response to these challenges, we have redefined what Torishima can do and what it exists for, and we call it “Torishima’s Purpose for Society.”



Kotaro Harada
Representative Director, CEO

Torishima’s Purpose for Society :
Drawing on Torishima’s strengths and technology, we will contribute to a sustainable society by connecting lifestyles, lives, and the future.

Since its founding in 1919, Torishima has continued to provide the heart of society, pumps, for more than 100 years to Japan and more than 100 other countries worldwide. Just like the human heart, pumps are not visible from the outside, but they are constantly moving and play an important role in facilities such as water and wastewater facilities, irrigation facilities, stormwater drainage facilities, power plants, and other water and electricity infrastructure that is essential to human life.

Meanwhile, it is estimated that as much as 30% of the energy used in Japan is consumed by pump operations, which highlights the importance of addressing energy saving with pumps to build a carbon-neutral society. Since its founding, Torishima has consistently pursued the manufacture of highly efficient pumps. Since FY2009, the company has continued to promote energy efficiency with pumps under our Go Green with Pumps initiatives.

The global energy market is undergoing a paradigm shift, where thermal power plant fuels are shifting from coal to next-generation energy sources that do not emit CO₂. To accelerate this trend, Torishima has begun research and development of new pumps for next-generation energy sources and took part in a demonstration project of ammonia co-firing at a thermal power plant in 2022. Looking even further ahead, we are now working proactively to develop hydrogen pumps.

We believe that in either area, it is people who can solve these issues, so we have set “maximize employees’ energy: human resource development and DE&I” as one of our key management issues (materiality).

As a company that will continue to evolve and become an indispensable part of society, Torishima will strive to achieve sustainable growth in the global market.

Our Credo

The Corporate Philosophy

Never lose the public trust, even if monetary loss proves unavoidable.

The Torishima Group has consistently accorded highest priority to winning and maintaining the customer's solid trust – a commitment etched in the Company's business creed. Trust is something that is built up over time. Unlike financial debts that can be repaid and allow the recommencement with a clean slate, once a customer's trust is lost, it takes years to restore; and in some instances it may be beyond recovery altogether, thereby serving a fatal blow to a company's survival.

The Mission

**Passion for our Products and Services.
Evolving to meet the demands of an ever changing world.**

The Vision

TEAMWORK
DIVERSITY
PROFESSIONAL
CLARITY
ENTHUSIASM
INNOVATION
EVOLUTION



1. Teamwork

Combining our skills to achieve our common goal

2. Diversity

Embracing diversity to achieve success and maximize our global presence

3. Professional

Fulfill our duties and responsibilities to provide the best service possible

4. Clarity

Working with integrity, transparency and sense of social
Responsibility

5. Enthusiasm

Our success is linked to our passion and enthusiasm throughout our organization

6. Innovation

Never stop challenging to provide creative solutions to our customers

Sustainability Policy

The Torishima Group (hereinafter referred as "We", "Torishima" or "Group") has established our "Mission" and "Vision" based on our "Corporate Philosophy", which is the cornerstone of our corporate activities, and is promoting these with the keyword "EVOLUTION". In addition to this, we have established a Sustainability Policy, summarized below, with the aim of developing, together with all stakeholders, the realization of a sustainable world through conservation and giving all due attention to protecting the global environment through our business activities.

While playing an active role in building a sustainable society, as noted by the United Nations Sustainable Development Goals (SDGs), we will continuously expand our corporate values through the supply of products and services that solve social issues with a final objective of being an "indispensable company to society".

November 12, 2021
Torishima Pump Mfg. Co., Ltd.
Board of Directors Resolution

1. Efforts to address social issues through business

We will work on important issues, common to all, such as environmental conservation and the creation of a safe and secure living infrastructure. We will also focus on global warming and water pollution by promoting energy saving designs and disaster prevention mitigation technologies. To do this, we will continue to develop high efficiency pump products & implement smart maintenance technology, resulting in overall energy conservation.



2. Fostering trust from society

The trust of society is gained through consistent corporate activities that meet social demands, such as legal compliance, fair competition, quality products and maintenance procedures. We also focus on appropriate information disclosure, ensuring information security, and establishing a crisis management system. We will continue to carry out our business in accordance with our "Compliance Code of Conduct," which are the guidelines for the aforementioned activities to maintain society's trust. We will



also strengthen our corporate governance and management foundation, to demonstrate that we are fully committed to maintaining society's trust.

3. Respect for human rights

We will respect the human rights of all stakeholders regardless of individual attributes such as age, gender, nationality, and social status. We will strive to create a work environment that is rewarding for our entire staff, no matter where they are located. Employee safety is of paramount importance to our management team.



4. Contribution to the local community

We will maintain active and open communication with our local communities and endeavor to provide those activities to contribute to them, such as; education and cultural projects, environmental conservation, and support for employees' volunteer activities.



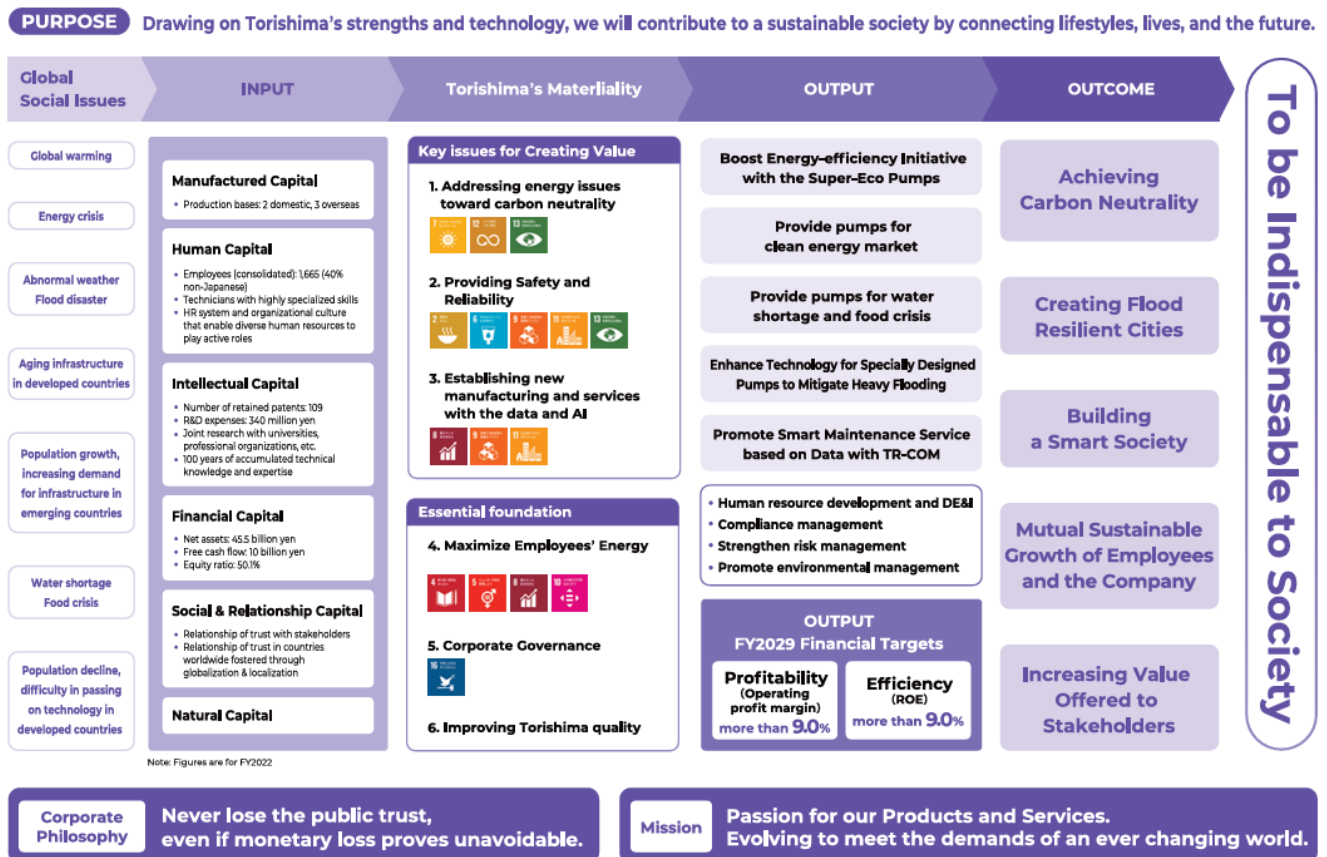
5. Human resource development

The source of corporate sustainability is "people", and the growth of each individual is the foundation of the Torishima's future. Through the implementation of various training and educational projects, we are committed to developing the skills of our employees. We will also undertake CSR training to raise awareness of compliance in these areas. In order for our employees to continuously improve and maintain motivation, we will strive to develop a fair and transparent personnel system to maximize the potential of our employees.



Torishima's Value Creation

Torishima's Value Creation Process



Initiatives to Achieve the SDGs

At Torishima Group, we are committed to achieving the SDGs as part of creating a sustainable world. From among the 17 goals and 169 targets, we have identified and are actively pursuing issues in our business domain.




About SDGs



The SDGs, referred to as the Sustainable Development Goals, are a set of common goals for international society. Adopted in 2015 through unanimous consent of 193 members of the United Nations, the SDGs are comprised of 17 goals and 169 targets to be achieved worldwide by the year 2030. It aims to realize a sustainable, diverse, and inclusive society where no one is left behind.

Torishima Group's Initiatives




Addressing environmental issues through business

Sustainable Development Goals	Torishima Group's Initiatives	
	Activities	Products and Services
 End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	We contribute to sustainable food production by providing agricultural pumps and building stable and efficient irrigation systems.	<ul style="list-style-type: none"> • Pumps for water pumping, drainage etc. (irrigation, agriculture)


Addressing environmental issues through business

Sustainable Development Goals	Torishima Group's Initiatives	
	Activities	Products and Services
 <p>Ensure availability and sustainable management of water and sanitation for all</p>	<p>We contribute to forming a sustainable water cycle through the supply of pumps for water infrastructure.</p> <ul style="list-style-type: none"> • Water purification plants (intake water from rivers, lakes, groundwater, etc., and treat it to drinking water levels) • Water pumping stations (pump clean water to municipalities and households) • Sewage treatment plants (treat sewage from households, factories, etc., to a safe state and discharge into rivers and the ocean) • Seawater desalination plants (intake seawater and pass it through reverse osmosis (RO) membranes using high-pressure pumps to produce fresh water) <p>Torishima, partner of UNESCO's World Engineering Day for Sustainable Development 2025</p>	<ul style="list-style-type: none"> • Pumps for water intake, transfer, distribution, supply etc. (water works) • Pumps for sewage transfer, sludge etc. (sewage treatment plants) • Pumps for rainwater drainage (rainwater drainage facilities) • Pumps for seawater intake, filtered water, RO high pressure, seawater intake, water transfer (desalination plants) • Recognized as a GNT (Global Niche Top) company for RO high pressure pumps
 <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<ul style="list-style-type: none"> • Our high technological capability allows us to offer a full lineup of pumps for thermal power plants and pumps for renewable energy (geothermal, biomass). In addition, we develop pumps for ammonia and hydrogen, which are expected to be next-generation energy sources, and enhancing the functionality of our products to contribute to a stable supply of power plants. • For all pumps, the latest CFD (computational fluid dynamics) analysis is applied to improve pump efficiency, thereby reducing power consumption and CO2 emissions. 	<ul style="list-style-type: none"> • Pumps for boiler feed, boiler circulation, condensate, cooling water etc. (power plants) • Go Green with Pumps Japan's Minister of Economy, Trade and Industry (METI) Prize in the Energy Conservation Grand Prize for Go Green with Pumps


Addressing environmental issues through business

Sustainable Development Goals	Torishima Group's Initiatives	
	Activities	Products and Services
 <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<ul style="list-style-type: none"> • We contribute to infrastructure building by providing EPC and pumps for water and wastewater facilities, as well as pumps for power plants and seawater desalination. • Using proprietary technologies, we have developed pumps to combat climate change and contribute to building cities more resilient to flood damage. • We provide IoT and AI-based smart maintenance services to address the issues of population decline and technology succession at pump facility sites. 	<ul style="list-style-type: none"> • METI Recommended TR-COM: Rotating Equipment Monitoring System TR-COM
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> • Through energy efficiency measures and the use of green power in our factories and offices, we aim to achieve carbon neutrality by FY2029. • We will strive to reduce the carbon footprint of our entire supply chain by calculating and reducing supply chain emissions (Scope 1, 2, and 3). We will also concurrently informing suppliers of our environmental policy and seeking their understanding and support. • Our manufacturing operations strive to conserve resources, minimize waste, recycle, and properly manage chemical substances. • We comply with environmental laws, regulations, and other requirements to which we agree, as well as establish and follow internal rules and regulations. • We constantly seek to improve our environmental management system to enhance our environmental performance. 	<ul style="list-style-type: none"> • Double-suction bellmouth and vortex prevention ring, Pump with integrated submersible motor etc.
 <p>Ensure sustainable consumption and production patterns</p>		



Addressing environmental issues through business

Sustainable Development Goals	Torishima Group's Initiatives	
	Activities	Products and Services
 <p>Take urgent action to combat climate change and its impacts</p>	<ul style="list-style-type: none"> • We contribute to measures against climate change through our Go Green with Pumps activity, informing people that they can significantly reduce power consumption and CO2 emissions by reviewing the specifications of their pumps. • We are developing new pumps for clean energy sources that do not emit CO2, such as ammonia and hydrogen. • We contribute to disaster prevention and mitigation by offering pumps for climate change countermeasures to protect stormwater drainage pumping stations from flooding. 	<ul style="list-style-type: none"> • Received Japan's Minister of Economy, Trade and Industry (METI) Prize in the Energy Conservation Grand Prize for Go Green with Pumps



Building public trust

Sustainable Development Goals	Torishima Group's Initiatives
 <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> • Strengthening corporate governance • Ensuring compliance • Strengthening risk management • Strengthening supply management


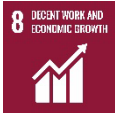
Respect for human rights

Sustainable Development Goals	Torishima Group's Initiatives
 <p>Ensure healthy lives and promote well-being for all at all ages</p>	<ul style="list-style-type: none"> • Company cafeteria (meals provided by dietitian) • In-house medical clinic • Support for various medical examinations • Infection control measures
 <p>Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> • Promotion of female activities • In-house childcare center • Creating a comfortable workplace for all, including maternity leave, childcare leave, family support, and shortened working hours for childcare

Contribution to local communities

Sustainable Development Goals	Torishima Group's Initiatives
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<ul style="list-style-type: none"> • We offer visiting classes to elementary schools in the surrounding areas.
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> • Using proprietary technologies, we have developed pumps to combat climate change and contribute to building cities more resilient to flood damage.

Human resource development

Sustainable Development Goals	Torishima Group's Initiatives
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<ul style="list-style-type: none"> • Internal education program • Providing DX training to all employees
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<ul style="list-style-type: none"> • Promoting work-life balance • Creating an environment considerate of the religious beliefs of employees (setting up prayer rooms and providing halal food) • Creating a comfortable workplace for all, including maternity leave, childcare leave, family care leave, and shortened working hours

Partner of UNESCO's WED

As a global leader in pump technology, Torishima is proud to be an official partner of UNESCO's World Engineering Day (WED) for Sustainable Development 2025. This year-long campaign celebrates the vital role of engineering in shaping a sustainable future and achieving the 17 SDGs. In particular we focus, for this case, on SDG 6 and our actions in relation to supporting access to clean water.

- WED Official Website: <https://worldengineeringday.net/partner-stories/>
- WED Official Website (Torishima): <https://worldengineeringday.net/partner-stories/torishima/>



Environment

Climate Change Measures

Climate change is a very critical issue facing us today. Torishima has long been committed to reducing its environmental impact and addressing climate change in our business operations and the products and services we supply. Furthermore, one of the key issues (materiality) in our Medium-Term Management Plan, Beyond 110, is addressing energy issues while working toward carbon neutrality.

Compliance with the recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD)



In May 2023, Torishima concurred with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Under the TCFD recommendations, companies are encouraged to disclose climate-related information that has potential financial impacts on their company in four pillars: Governance, Strategy, Risk Management, and Metrics and Targets. Torishima will continue to enhance its climate change-related information disclosure and conduct business operations in an even more environmentally friendly manner, thereby contributing to realizing a sustainable society and further increasing its corporate value.

Governance

Corporate governance structure

Corporate governance structure



Torishima believes that addressing climate change issues through our pump business is not only an important social demand but also an opportunity to create new business. To achieve this, we have created a system in which the Board of Directors meets once a year to discuss key issues (materiality) regarding sustainability and receive reports from the executive side on decisions made and the implementation status of the business plan

As the highest consultative body on the executive level, the Executive Committee, led by the COO (Chief Operating Officer), is composed of Executive Officers and other members and serves as a forum to discuss the status of the development of environmentally friendly products and new market development in each business segment to address our important business challenges: addressing energy efficiency issues to realize a decarbonized society, building a safe and secure society, and building new manufacturing and services through the use of data and AI, as well as to monitor the implementation of the business plan approved by the CEO.

During the Executive Committee meetings, the Executive Officer in charge of the Corporate Division provides information on climate-related laws, regulations, and other disclosure requirements to form a consensus on selecting and prioritizing items to be addressed. As targets, metrics, and risk management related to environmental management are cross-departmental matters, the Sustainability Promotion Team, established under the Executive Officer in charge of the Corporate Division, examines such matters and submits them to the Executive Committee for deliberation through the Executive Officer in charge of the Corporate Division.

The Environment Committee mainly discusses policies to reduce CO₂ emissions and rationalize electricity consumption at factories, gives instructions and shares the development status of environmentally friendly products with the Sustainability Promotion Team, and then receives reports from the team.

Meeting bodies

Meeting body	Leading members	Key roles in climate change	Frequency of meetings
Board of Directors	Directors (including outside directors)	<ul style="list-style-type: none"> • Deliberations on selection of key issues • Supervising the implementation of business strategies 	In principle, once a month
Executive Committee	Director and COO (Chief Operating Officer), all Executive Officers * CEO attends as an observer.	<ul style="list-style-type: none"> • Discussing important matters for deliberation, including strategies, major action plans, and risk management measures • Proposal to President and CEO 	Approximately once a week
Environment Committee	Division managers (Executive Officers) and department managers of production, development design, and sales divisions * CEO and COO attend as observers.	<ul style="list-style-type: none"> • Verifying implementation status of environmental activities at factories and sharing target values (Reducing CO₂ emissions, improving energy efficiency for electricity, etc.) • Sharing the development status of environmentally friendly products 	Twice a year
Sustainability Promotion Team	Division manager (Executive Officer) of corporate division, department managers and section managers of legal, HR, and environmental departments * Finance and business department managers attend depending on the matter.	<ul style="list-style-type: none"> • Identifying relevant regulations and customer behavior trends • Identifying disclosure requirements, etc., of external review organizations • Reporting to the Executive Committee 	Approximately once a month (Held as needed)

Strategy

Scenario analysis process

Torishima carries out scenario analysis using the following steps, aiming to assess financial and business impacts under different scenarios and evaluate our strategy's resilience to climate-related risks and opportunities.

Classification	Scenario overview	Major reference scenarios
1.5°C/ Below 2°C scenario	A scenario where policies and regulations are implemented to achieve a decarbonized society that limits the global temperature increase from the pre-industrial era to less than 2°C. Transition risk is high, but physical risk is low compared to the 4°C scenario.	<ul style="list-style-type: none"> • IPCC RCP2.6、SSP1-2.6 • IEA NZE 2050
Below 4°C scenario	A scenario that assumes that the announced targets, such as national targets in the Paris Agreement, will be achieved. No new policies or regulations will be introduced, leading to a continuous increase in global energy-derived CO2 emissions. Transition risk is low, but physical risk is high.	<ul style="list-style-type: none"> • IPCC RCP8.5、SSP5-8.5 • IEA WEO 2022 STEPS

Scenario analysis steps

Step.1

Identifying and parameterizing critical climate-related risks and opportunities

- Identify climate-related risks and opportunities
- Assess critical risks and opportunities
- Set parameters related to critical risks and opportunities



Step.2

Setting climate-related scenarios

- Taking into account the information in Step1, identify scenarios that are closely related to existing scenarios
- Establish climate-related scenarios(societal vision)



Step.3

Assessing the financial impact of each scenario

- Analyze the financial impact of each scenario established in Step2 based on the key climate-related risks/opportunities and related parameters specified in Step1



Step.4

Assessing the resilience of the strategy to climate-related risks and opportunities and consider further measures to address them

- Assess the resilience of Torishima's strategy to climate-related risks and opportunities
- Explore further measures to address.

Financial impact associated with climate-related risks/opportunities and Torishima's actions

1. Transition Risk

Classification	Details	Time frame ^{*1}	Business impact		Torishima's action/Resilience
			1.5°C/ Below 2°C	4°C	
Policy and Legal	Increase in costs associated with application of carbon taxes and other carbon pricing	Short to long term	Medium	Medium	<ul style="list-style-type: none"> • Reduce CO₂ emissions by reducing electricity use, introducing solar power generation, and increasing the ratio of purchased electricity generated from renewable energy sources • Collaborate with suppliers to reduce CO₂ emissions in the future
Market	Decrease in demand for existing products due to growing demand for low-carbon and decarbonized products	Short to long term	Medium	Medium	<ul style="list-style-type: none"> • Expand orders for biomass and geothermal power generation as substitutes for thermal power generation
Reputation	Decrease in order opportunities due to selective behavior of customers caused by inadequate response to climate change	Medium to long term	Medium	Medium	<ul style="list-style-type: none"> • Reduce CO₂ emissions by reducing electricity use, introducing solar power generation, and increasing the ratio of purchased electricity generated from renewable energy sources

*1 Short-term: less than 5 years; Medium-term: 5 to 10 years; Long-term: more than 10 years

2. Physical Risk

Classification	Details	Time frame ^{*1}	Business impact		Torishima's action/Resilience
			1.5°C/ Below 2°C	4°C	
Acute	Profit decrease due to damage to production facilities and delays in material procurement and construction work triggered by the frequency and severity of extreme weather phenomena, such as torrential rains and large-scale typhoons	Short to long term	Small	Small	<ul style="list-style-type: none"> • Diversify the supply chain as a measure against procurement risks associated with extreme weather conditions, etc. • Enhance wind and flood damage resistance by implementing BCP measures for the head office building and repairing and reinforcing aging factory buildings • Enter into an agreement with fellow pump manufacturer for disaster relief production

^{*1} Short-term: less than 5 years; Medium-term: 5 to 10 years; Long-term: more than 10 years

3. Opportunity

Classification	Details		Time frame*1	Business impact		Torishima's action/Resilience
				1.5°C/ Below 2°C	4°C	
Products and Services	Increase in demand for decarbonization, renewable energy, and energy-efficient technologies due to changes in the energy mix as per government policy	Increase in demand for pumps for biomass power plants and high-efficiency waste incineration plants	Short to medium term	Medium	Small	<ul style="list-style-type: none"> • Supply boiler feed pumps to biomass power plants (Japan) • Supply hot water pumps to geothermal power plants (Japan and overseas) • Introduce Eco-Pumps to the market, offering world-leading efficiency • Develop pumps for high-efficiency waste incineration plants
		Increase in demand for pumps for ammonia and hydrogen power plants	Medium to long term	Medium	Medium	<ul style="list-style-type: none"> • Promote initiatives through participation in Japan's first 20% ammonia co-firing power generation • Develop new products through industry-academia collaboration and partnerships with cutting-edge technology companies • Acquire British and Australian service companies to enter new markets
Market	Increase in demand for pumps for seawater desalination plants due to water shortages		Medium to long term	Large	Large	<ul style="list-style-type: none"> • Conduct sales activities for new areas with potential demand growth in the future • Establish differentiation through the development of high-efficiency, high-performance pumps

*1 Short-term: less than 5 years; Medium-term: 5 to 10 years; Long-term: more than 10 years

Classification	Details	Time frame ^{*1}	Business impact		Torishima's action/Resilience
			1.5°C/ Below 2°C	4°C	
Resilience	Increase in demand for pumps that integrate disaster mitigation technology as social infrastructure resilience is strengthened	Short to long term	Small	Small	<ul style="list-style-type: none"> • Contribute to disaster prevention and mitigation through proprietary technologies such as pumps with a double-suction bellmouth and vortex preventing ring^{*2} and pumps with an integrated submersible motor^{*3} • Expand pumps that address climate change to the overseas market

*1 Short-term: less than 5 years; Medium-term: 5 to 10 years; Long-term: more than 10 years

*2 Pumps capable of lowering water levels and increasing drainage volume as a measure to increase drainage volume in a short period during torrential rains, etc.

*3 Pumps that can operate even in the event the pumping station is flooded

Risk Management

In response to climate change issues, the Risk Management Committee receives reports from the Sustainability Promotion Team established in the Corporate Division and identifies risks such as legal regulations surrounding climate change issues (e.g., carbon tax). The executive officer in charge of the Corporate Division then reports to the Executive Committee, which carries out risk assessments.

For matters deemed high-risk by the Director and COO, who chairs the Executive Committee, the officer in charge of the relevant department formulates an action plan and executes it in their department. With the support of the Sustainability Promotion Team, officers self-inspect whether the risk measures are functioning effectively on a practical level and periodically report on the progress to the Executive Committee.

Metrics and Targets

Targets for reducing greenhouse gas emissions

FY2029

Scope 1 and 2: Virtually zero for the entire group (Scope 3 target values are under consideration)

[Overview of reduction measures]

- Reducing power consumption in factories (electric furnace for casting, compressor, and test power)
- Increasing ratio of purchased electricity generated from renewable energy sources
- Updating electrification of facilities using fossil fuels

ICP (ICP on capital investment)

Currently under consideration for introduction by the end of FY2023

「ESG Data」

URL : <https://www.torishima.co.jp/en/ir/results/esg/>



Environment

Environmental Policy(ISO14001)

Torishima Environmental Policy

Philosophy

Through Torishima pumps and other eco-friendly products, we supply environmentally sustainable systems that are engineered to enrich living environments everywhere. We conduct production activities so as to be in harmony with environmental demands, and we offer products that have minimal environmental loads. In this way, we are working to bring about developmentally sustainable societies that can support a healthy global environment well into the future.

Activities

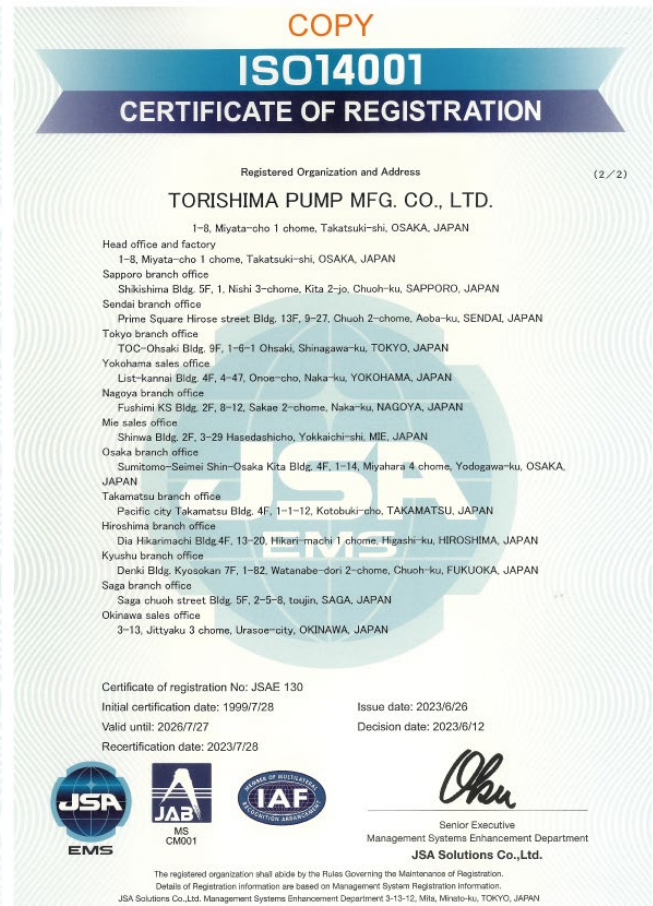
To put the foregoing philosophy into practice, we undertake the following activities:

1. We develop and supply highly efficient, environmentally friendly pumps and provide maintenance services for them in order to contribute to customers' energy savings.
2. We develop and supply wind power and hydropower generation systems that use natural energy sources. This contributes to a reduction of CO2 emissions.
3. We aim to be carbon neutral by fiscal 2029 through the use of energy saving methods and green power in running plants and offices.
4. We seek to preserve natural resources, reduce waste, recycle, and properly manage chemical substances throughout our production activities, based on environmental assessment results.
5. We strive to reduce our carbon footprint throughout the entire supply chain by informing suppliers of our environmental policy and obtaining their understanding.
6. We comply with environmental laws, regulations, and other applicable obligations. We also formulate and comply with our own in-house rules.
7. We continually strengthen our environmental management systems in order to raise environmental performance.

1st April 2021
TORISHIMA PUMP MFG. CO., LTD.
Representative Director,CEO
Kotaro Harada

ISO14001

Since 1999, Torishima has been seeking to preserve the environment by proactively acquiring ISO 14001 (Environmental Management System) certification for branch offices and subsidiaries as well as the headquarters.



Environment

Protecting a Sustainable Planet

Efforts to Address Climate Change

With the advance of global warming, the world is now faced with extreme heat waves, frequent torrential rains, and rising sea levels to the point where it cannot maintain its current state. An international plan, the Paris Agreement, was adopted in 2016 to “hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.”

In October 2020, Japan also announced its Carbon Neutral Declaration, aiming for decarbonization by 2050. Torishima, as a socially responsible company, is also working to reduce its environmental impact and address climate change, both in our business operations and the products and services we provide.

1. Torishima’s initiatives in business operations

At Torishima’s Head Office & Works building located in Takatsuki City, Osaka, we are working to reduce emissions of (1) carbon dioxide, (2) industrial waste, and (3) Class I Designated Chemical Substances in our production operations. Regarding resource and energy input, we are monitoring our use of energy, as converted to crude oil equivalent, and water and working to reduce our consumption of both.

For detailed figures, please refer to [ESG Data](https://www.torishima.co.jp/en/ir/results/esg/)
<https://www.torishima.co.jp/en/ir/results/esg/>



Torishima also attained the ZEB Oriented rating standard for our Head Office & Works building, with 100% of the electricity used originating from renewable energy sources.

Since October 2022, Kyushu Torishima, which manufactures Eco-Pumps, has also been using green power for both manufacturing processes and all electricity used in the office. Eco-Pumps are high-efficiency pumps that are distinct from general-purpose pumps, and their basic concept is to contribute to energy efficiency in manufacturing processes by significantly reducing both power consumption and CO2 emissions.



Procuring 100% Renewable Purchased Power



This factory building is powered 100% (approx. 1.25 kWh) by renewable energy sources such as biomass, wind, and solar power generation, which is supplied through the Renewable Energy ECO Plan provided by the Kansai Electric Power Company, Incorporated.

Achieved ZEB Oriented Certification

BELS



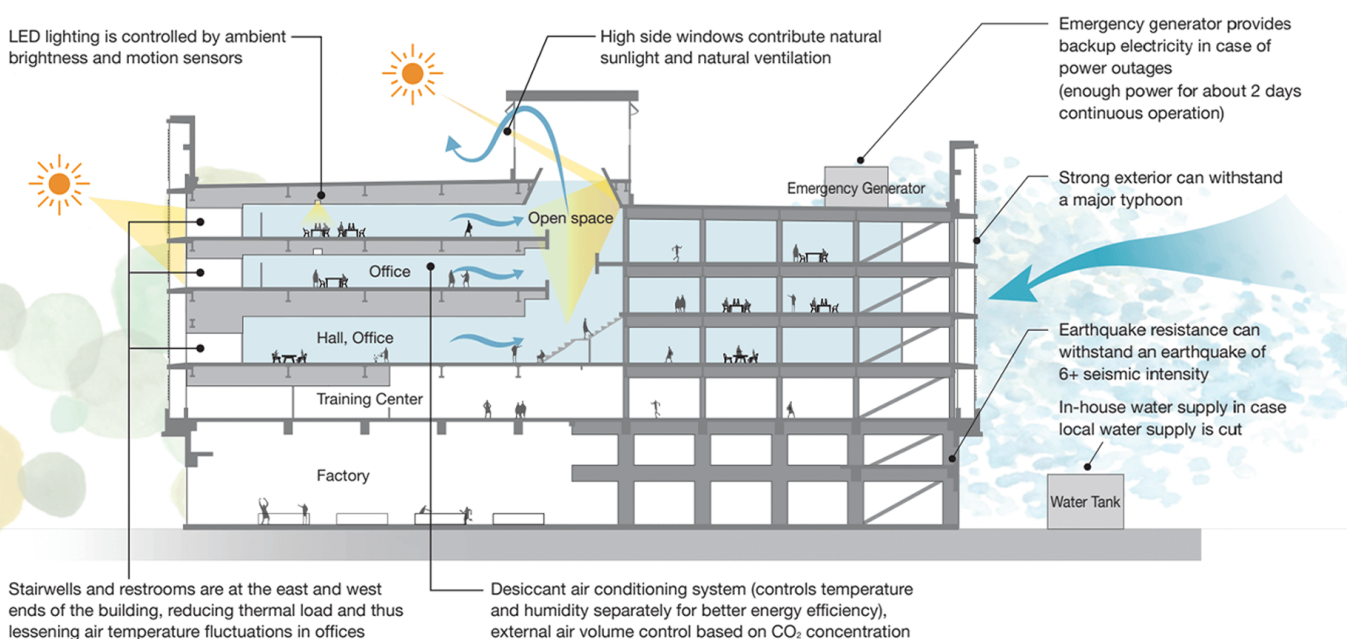
この建物のエネルギー消費量 **41%** 削減
2021年1月25日交付 国土交通省告示に基づく第三者認証

Design Primary Energy Consumption of this building: 41% reduction

Issued January 25th 2021 Third party certification based on notification by the Ministry of Land, Infrastructure and Transport.

A ZEB (Net Zero Energy Building) aims to provide a comfortable room environment while also achieving net zero energy consumption for its annual primary energy input and output. With recent developments such as the focus on SDGs (Sustainable Development Goals) and the need to further reduce energy consumption, the definition of ZEB has been expanded to include a new class of building called ZEB Oriented. ZEB Oriented refers to buildings with a total floor area of 10,000 m² or more that have achieved an energy efficiency rate for their specific application but that use unevaluated technologies. The head office factory uses ingenious ways to reduce energy consumption by more than 40%. It achieves this through building plans such as eaves on the south side and stairwells, restrooms, and storage at the east and west ends of the building where air

temperatures fluctuate most. It also adopts state-of-the-art technologies such as external air volume control based on CO₂ concentration, a natural ventilation system, and a desiccant air conditioning system



2. Torishima's initiatives in products and services

"Go Green with Pumps" initiatives to reduce energy consumption and environmental impact

Pumps play an indispensable role in people's lives and industrial development, but they also account for a large percentage of energy consumption due to the significant number of units in operation and their operating hours. They reportedly consume about 30% of all electricity used in Japan.



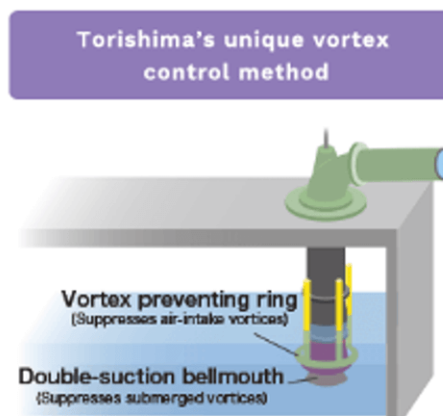
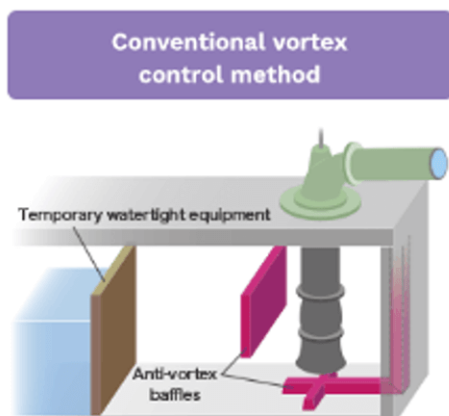
Therefore, we have been carrying out "Go Green with Pumps" initiatives with our Eco-Pumps since fiscal 2009 to communicate that energy consumption can be reduced in pumping operations. In fiscal 2014, Torishima received the Minister of Economic, Trade, and Industry Prize (Business Model Category), the most prestigious award in the Energy Conservation Grand Prize (Product and Business Model Category) for our "Go Green with Pumps" initiatives.

Providing flooding countermeasures, disaster prevention, and mitigation

Climate change has led to frequent heavy rains that cause extensive damage. Torishima's unique pumping technology helps prepare against the frequent torrential rains caused by extreme weather.



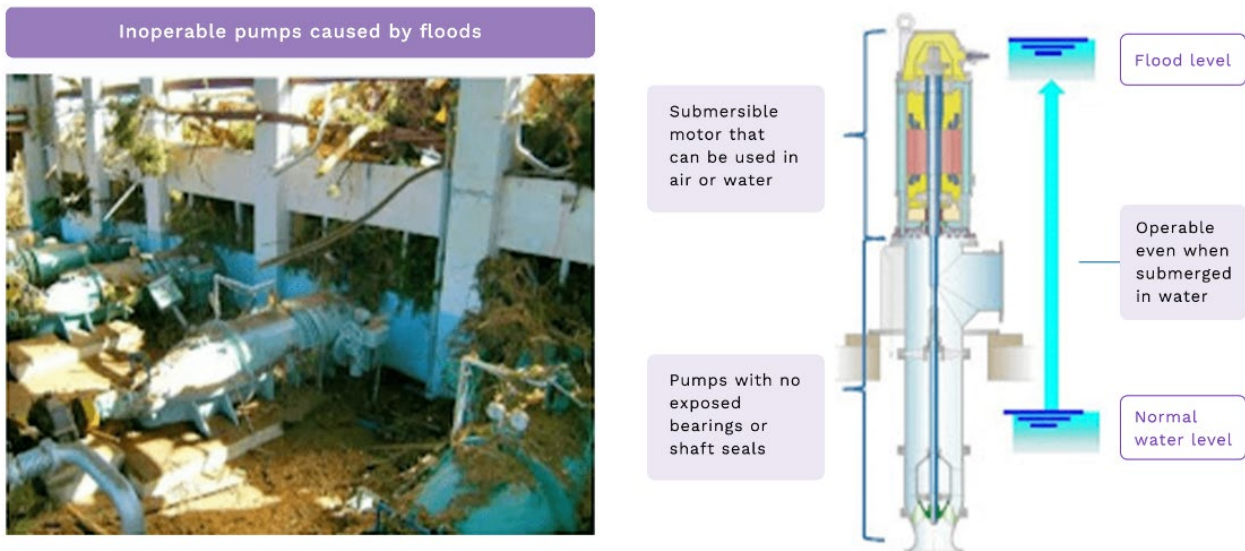
When torrential rain hits, drainage pump stations are subjected to large volumes of rainwater flow over short periods. As a result, more pumps are being replaced or added to increase capacity. However, if pumping volume increases without changing the shape and dimensions of existing pump sumps, the water flow within the sump will increase, causing vortices that can damage the pumps. Torishima's vortex prevention technology is more effective than conventional anti-vortex



baffles (civil engineering) This new technology can suppress vortex within the pump, so it eliminates the need to install the conventional anti-vortex baffles and reduces civil engineering costs.

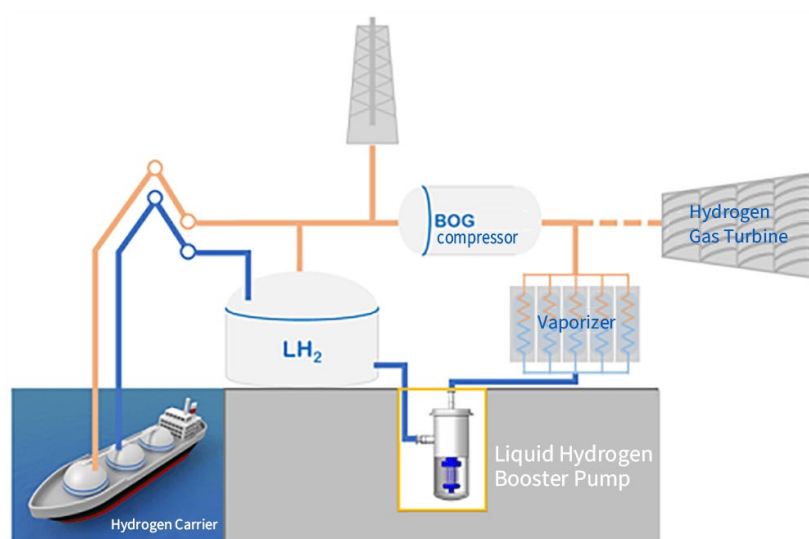
Pump with integrated submersible motor

In recent years, record-breaking torrential rains and large typhoons have flooded pumping stations, rendering pumps inoperable and increasing the damage caused by floods that the stations are meant to protect against. Torishima supplies pump and motor integrated into one unit. Even when flooded, the pumps can operate underwater and continue providing drainage. By integrating the pump and motor into a single unit, installation is simplified and earthquake resistance is improved.



Development of pumps dedicated to ammonia, hydrogen, and other next-generation energy sources

Leveraging our advanced technologies cultivated through the manufacture of pumps for thermal power generation, we also manufacture and supply a large number of pumps for renewable energy applications such as geothermal and biomass power generation, both in Japan and overseas. In particular, boiler feed pumps for biomass power generation are highly competitive, accounting for approximately 90% of the domestic market share.



Since FY2021, public and private sectors have been jointly promoting an ammonia co-firing demonstration project as a CO2 reduction technology for thermal power plants, in which Torishima is scheduled to supply pumps. There are high expectations for next-generation energy sources such as ammonia and hydrogen, which do not emit CO2, and large centrifugal pumps play an indispensable role in transporting large volumes of liquefied ammonia/hydrogen. As one of the top manufacturers, Torishima is committed to this mission and plans to conduct Japan's first performance test of pumps for hydrogen using actual liquids by the end of FY2023.

In June 2023, we proposed "Development of Large-flow, High-pressure, and High-efficiency Liquefied Hydrogen Boosting Pumps" to NEDO's* "Development of Technologies for Large-scale Hydrogen Supply Chain Establishment" program, which was accepted. We are leading the way by moving forward with full-scale product development for commercialization.

* NEDO: New Energy and Industrial Technology Development Organization

Development of fish-friendly pumps

The European eel has a long history as an edible fish since ancient times, but in recent years it has been listed as an endangered species. While major factors include over-harvesting and disturbance of ecosystems due to industrialization, the population decline is also said to be partly due to eels being sucked into pumps at pumping stations along their migratory route. In response, Torishima has developed a fish-friendly pump with modified impellers that allow eels to swim straight out of the pump even if they are sucked in. As a result, more than 90% of eels sucked into these pump are able to pass through alive.



Society

Quality · Supply Chain Management (ISO9001)

Quality Management System

Basic Quality Philosophy

Earning customer trust, providing satisfaction

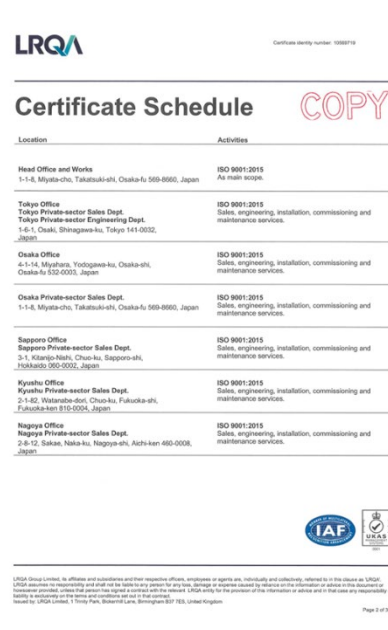
Quality Policy

1. We place top priority on abiding by laws, regulations, and rules, and on giving customers safety and reliability.
2. In order to provide customers with products and services of value, we make proposals and respond with a clear understanding of customers' needs and expectations.
3. We clarify and execute all items stipulated in contracts with customers.
4. We constantly create and improve on quality in all processes.
5. We set quality targets, and plan and implement the concrete measures to realize these targets.
6. To ensure that non-conforming products and customer complaints never happen, we conduct thorough design review and initial-product quality control.
7. In the case of non-conforming products, we respond appropriately and thoroughly.
8. In the case of non-conforming products or customer complaints, we analyze them from a range of viewpoints to ensure they never happen again.
9. We systematically develop employees' capabilities as part of fostering them into self-directed individuals.
10. We constantly improve our quality management system to ensure its maximum effectiveness.

1st April 2020
TORISHIMA PUMP MFG. CO., LTD.
Representative Director, CEO
Kotaro Harada

ISO9001

Torishima has been certified as ISO 9001 compliant, the international standard for quality management systems, since 1997. This assures our customers that we deliver high quality products, and engineering and maintenance services that satisfy their needs and earn their trust. While maintaining ISO 9001 certification, we are also constantly working to improve Torishima's quality management system.



Procurement Policies

Torishima Pump Mfg. Co., Ltd. and the Torishima Group have established the Sustainability Basic Policy to play an active role in building the “sustainable society” that is the aim of the SDGs and to increase corporate value through global environmental conservation activities, contribution to a safe and secure living infrastructure, and sound business activities.

In order to fulfill these responsibilities, we need smooth coordination and cooperation throughout our supply chain, and thus it is essential to ensure that we work together with our business partners toward common goals.

Based on this idea, we have established “Torishima Group Procurement Policies” to define our basic ideas and stance. We will continue to provide products and services that satisfy our customers while improving our social responsibilities by strengthening our business partnership on a basis of mutual understanding.

Procurement Policies

1. Transparent and impartial transactions

- 1) In accordance with the principles of the SDGs, we will provide all business partners with opportunities for competition in a transparent and impartial manner if it is judged to be reasonable from the perspectives of laws, safety, rights protection, quality, delivery periods, costs, management stability, etc.
- 2) In the selection of business partners, we will make fair judgments based on economic rationality.
- 3) We will work together with our business partners for mutual harmony and benefit on an equal basis. We will not force them to undertake unfair trading practices by abusing a dominant bargaining position.

2. Compliance

- 1) We will comply not only with relevant domestic laws and regulations but also with relevant overseas laws and regulations that are applicable to Japan and our company, take measures against noncompliance such as disuse of conflict minerals, and protect the human rights of all people including workers.
- 2) We will protect the personal information, intellectual property, and trade secrets of all stakeholders.
- 3) We will continue the system improvements and education to prevent injustice and inequality in our transactions. Whether it is legal or not, we prohibit our employees from having inappropriate relationships and contacts with our business partners that violate social norms.
- 4) We will not have any relationship with antisocial forces.

3. Coexistence, co-prosperity, and sustainable development

- 1) We will give priority to recycled products and products with low environmental impact in our selection of materials with the aim of promoting green procurement. We will also actively accept proposals for products and services that help us cultivate harmonious relationships with society and local communities or that contribute to the environmental protection activities of our stakeholders.
- 2) We will actively select business partners who not only provide quality products or services but also willingly work to improve the quality of their products. To that end, we will discuss the price and delivery date of products and services based on reasonable judgment.
- 3) We will place importance on the costs incurred in maintenance and management after procurement and the environmental impact, as well as the price.
- 4) We will sincerely respond to proposals for products and services that improve the safety and health of employees in our company and yours.

Requests to Our Business Partners

1. Compliance with laws and social norms

Our business partners are requested to comply with the relevant laws, regulation, and social norms in the countries and regions where they conduct business activities, including the following:

- 1) Thorough compliance with relevant laws and regulations (antitrust laws, commercial laws, subcontract laws, foreign exchange laws, personal information protection laws, copyright laws, etc. of each country and region)
- 2) Prohibition of bribery to any interested party (offering illegal gratuities, payoffs, consideration, monetary or non-monetary benefit)

2. Respect for human rights and occupational health and safety

Our business partners are requested to observe the following policies in order to respect basic human rights and make efforts to provide safe and, clean working environments. With regard to the handling of conflict minerals, our business partners are requested to follow our guidelines separately specified.

- 1) Prohibition of forced labor, inhumane treatment (slavery included), human trafficking, child labor, and discrimination
- 2) Payment of decent wages, management of working hours, respect for employees' right to organize, etc.
- 3) Provision of safe, clean working environments.

3. Environmental considerations

Our business partners are requested to regard the environmental efforts as an important management issue, to promote the creation of products in harmony with the environment, and to promote the following initiatives.

- 1) The consolidation of and improvement in environmental conservation systems (control and reduction of company emissions of CO2 and hazardous chemical substances, etc.)
- 2) Procurement of parts and raw materials with low environmental impact, which reduces the use of hazardous chemical substances (green procurement)
- 3) Promotion of environmental conservation activities (formulation of environmental policies, system maintenance, environmental education, etc.)

Procurement Department,
Torishima Pump Mfg. Co., Ltd.

Society HR Management

Diversity and Inclusion

Human Rights Policy

We, Torishima Group consisting of Torishima Pump Mfg. Co., Ltd and its subsidiaries, are committed to act in accordance with our Sustainability Policy as a member of civil society. We fully recognize that respecting human rights is a major responsibility of a company. We are aware and in agreement that it is obvious that all business enterprises are expected to create an environment in which individual human rights and personality are respected.

To ensure that the human rights of all people affected by the business activities of the Torishima Group are not violated, we herewith establish this Human Rights Policy. We will promote all efforts to adhere to international human rights standards.

◦

1. Principle

We adhere to the principles of the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We also respect and adhere to the following;

- the United Nations Guiding Principles on Business and Human Rights and the Ten Basic Principles of the UN Global Compact Human Rights.
- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights

2. Scope of the Human Rights Policy

This policy applies to all officers and employees of the Torishima Group. In addition, we will continue to encourage Torishima's business partners to respect and be aware of our policy.

3. Important Human Rights issues

We will respect basic human rights, promote diversity, and strive to develop and utilize diverse human resources.

We do not discriminate based on race, religion, age, gender, disability, ideology, etc.

We do not accept modern slavery, regardless of its form, such as forced labor or child labor.

We do not tolerate acts that cause physical or mental pain, such as harassment of any kind.

We respect individual privacy and handle personal information with the utmost care.

In each region where we conduct business activities, we will comply with the domestic laws and regulations of each country.

4. Human Rights Due Diligence

By building a system of human rights due diligence, we will identify issues and make efforts to prevent and mitigate thereof.

5. Whistle-blowing system

We have established a whistle-blowing system available for all employees. This ensures that any and all instances that violates or is likely to violate laws and regulations is discovered quickly and can be dealt with appropriately. In addition, we protect the anonymity of whistleblowers ensuring they can be treated fairly.

6. Dialogue with Stakeholders

In promoting this Policy, we will engage in dialogue and consultation with stakeholders.

7. Awareness and Education

We will inform all officers and employees of this Human Rights Policy and provide them with appropriate education so that the Policy shall be clearly implemented.

November 10, 2022
Torishima Pump Mfg. Co., Ltd.
Board of Directors Resolution

Basic Policy for Environmental Improvement

Respecting each individual's personality, individuality, and diversity, Torishima recognizes the importance of creating an environment that encourages employees to take on challenges without fear of failure and continue to grow to the full extent of their abilities. Taking the utmost care to protect the privacy of our employees, we will ensure a safe workplace free of harassment, a safe working environment free from hazards and harmful substances, and a healthy and energetic work environment that will maximize employees' energy.

November 10, 2022
Kotaro Harada
Representative Director, CEO
Torishima Pump Mfg. Co., Ltd.

Work-Life Balance

Aiming to promote a healthy work-life balance, Torishima is committed to thoroughly managing employee working hours and offers various programs, support, and learning opportunities.

Initiatives for the Next Generation Act and the Act on Promotion of Women's Career Advancement

1. Act for Measures to Support the Development of the Next Generation (Next Generation Act)

The Act stipulates the duties of the national government, local governments, companies, and the public in order to create an environment in which children who will lead the next generation can be born and raised in healthy environments.

2. Act on the Promotion of Women's Participation and Career Advancement in the Workplace (Act on the Promotion of Women's Career Advancement)

The Act clarifies the responsibilities of the national government, local governments, and general employers to encourage them to implement the active participation and advancement of female workers in the workplace.

3. Initiatives by Torishima Pump Mfg. Co., Ltd.

Based on the Next Generation Act and the Act on Promotion of Women's Career Advancement, Torishima has formulated a general employer action plan to create a workplace environment where all employees can fully demonstrate their individuality and abilities.

System for Balancing Work and Childcare



In-house childcare center

We have an in-house day-care center in the company housing. The nursery can take care of children from 6 months to 5 years old, and is also linked with a nearby kindergarten.

Maternity leave

Prenatal leave may be taken from 6 weeks (14 weeks for twins or more) prior to the expected date of delivery.

Childcare leave

Those who live with and care for a child under one year of age may take childcare leave. In addition, those who meet certain conditions may take childcare leave for the required number of days until the child reaches the age of two.

Family support

Employees may take special paid leave in units of one day or half a day for up to eight days per year to provide care or support for a family member (within the second degree of kinship, regardless of whether they live together or separately).

Child nursing care leave

Employees who are taking care of a child up to the end of the third grade of elementary school may take up to five days (10 days for two or more children) of unpaid leave per year, in addition to annual paid leave, for the child's injury, illness, immunization, medical checkups, etc.

Multi-shift work system

A flexible working hours system allows employees to adjust their start and end times to suit their family situations. We support a balance between work and childcare/nursing care, providing an environment where employees can continue working sustainably and without undue stress.

Shorter working hours for childcare

Employees raising children up to the end of the sixth grade of elementary school may work shorter hours.

Telecommuting system

With the aim of promoting more flexible balancing of work and family/personal life (childcare, nursing care, etc.), those who meet certain conditions may work from home.

Spousal maternity leave

Up to three days of special paid leave in the event of the birth of a child by a spouse.

Acquisition of "Kurumin" Certification from the Ministry of Health, Labour and Welfare

On July 19, 2017, Torishima Pump Mfg. Co. Ltd. acquired "Kurumin" certification from the Osaka Labour Bureau of the Ministry of Health, Labour and Welfare as a company that provides an environment that allows our employees to work and



raise children. Torishima has not only established an environment that makes it easy for employees to take childcare leave in addition to leave before and after childbirth, but has also established a daycare on company premises and is proceeding with other child-rearing support initiatives. We will continue to be a company that understands and respects the importance of work-life-balance for each and every one of our employees.

System for Balancing Work and Nursing Care

Nursing care leave

Employees caring for family members who require nursing care may take up to three periods of nursing care leave, totaling up to 93 days, for each family member requiring nursing care.

Nursing care leave (without pay)

Employees who care for or otherwise take care of a family member in need of nursing care are entitled to take unpaid leave, in addition to annual paid leave, up to five days in a year for one family member or up to ten days for two or more family members.

Shorter working hours for nursing care

Employees who care for a family member in need of nursing care may work shorter hours.

Telecommuting system

With the aim of promoting more flexible balancing of work and family/personal life (childcare, nursing care, etc.), those who meet certain conditions may work from home.

Nursing care leave compensation

Employees who care for family members requiring long-term care are eligible for an insurance program that compensates for income lost due to nursing care leave or reduced working hours for a total of two years.

Multi-shift work system

A flexible working hours system allows employees to adjust their start and end times to suit their family situations. We support a balance between work and childcare/nursing care, providing an environment where employees can continue working sustainably and without undue stress.

Family support

Employees may take special paid leave in units of one day or half a day for up to eight days per year to provide care or support for a family member (within the second degree of kinship, regardless of whether they live together or separately).

Society HR Management

Employee Education and Training

Basic Policy for Human Resource Development

Our human resources are the greatest asset we have to solve social issues through our business. Guided by our Mission, “Passion for our Products and Services. Evolving to meet the demands of an ever-changing world,” we will strive to foster human resources capable of self-growth by practicing our Vision, EVOLUTION (Teamwork/Diversity/Professional/Clarity/Enthusiasm/Innovation), in a self-directed manner.

As a part of our efforts to develop human resources, Torishima offers various training programs, including job rotation to foster employees with diverse experience, innovative thinking, and exceptional adaptability, rank-based training to acquire necessary knowledge and skills, and specialized training. To ensure sustainable growth of corporate value, we believe it is important for all employees to experience growth and to have a sense of fulfillment and pride in their work. To this end, we will continuously work to ensure that both the company and our employees thrive together.

November 10, 2022

Kotaro Harada

Representative Director, CEO
Torishima Pump Mfg. Co., Ltd.

Employee Education and Training

Torishima actively offers wide-ranging educational opportunities to our employees, such as technical training about pumps and on-the-job training for new employees, as well as distance learning, e-learning, and seminars to improve employees’ skills. We also help employees obtain national qualifications including Professional Engineer qualifications.



Descriptions of in-house education initiatives (Excerpts)

Education category		Overview
Level-based education		Developing education programs according to position classifications, such as new employee education and new manager training
Qualifying examination	Technological education	Helping employees acquire engineer qualifications including Professional Engineer qualifications
	Skill education	Providing annual courses in preparation, mainly for written and practical tests for proficiency examinations
Other education	ESG training	Providing all employees with education on laws and regulations including antitrust laws, subcontract laws, insider trading regulations, and information security laws
	DX education	Develop DX leaders by equipping them with the knowledge and skills necessary to become digital innovators
	Pump Classes at Elementary Schools	Organizing local elementary school visits to give a class about pump
	Overseas On-Site Training	Visiting the Torishima Group's overseas business sites

Society HR Management Health Management

Health Management

Torishima traditionally regards human resources as “valuable assets” and applies continuous effort to create comfortable, safe, and healthy working environments for our employees.

1. Physical health support

- ① Established an in-house medical office
- ② Conduct regular health checkups and comprehensive medical examinations, and provide health guidance by industrial physicians
- ③ Provide nutritionally balanced lunches planned by registered dietitians at low prices in the head office cafeteria
- ④ Completely separate smoking areas from non-smoking areas (Strict smoking ban inside the head office)
- ⑤ Established an occupational health and safety management system based on ISO 45001
- ⑥ Raise awareness of accident prevention through cardiopulmonary resuscitation (AED) workshops and traffic safety seminars

2. Mental health support

- ① Conduct annual stress checks for all employees
- ② Provide telephone consultation services through a mental health consultation desk

3. Work/life balance

- ① Thoroughly control working hours
- ② Introduce hourly paid leave system, and make efforts to improve the utilization rates of annual paid leave, family support, maternity leave, and childcare leave
- ③ Support for balancing work and childcare or nursing care

4. Creating comfortable workplaces

- ① The workplace environment was dramatically improved with the temperature, humidity, and CO2 management upgrades in the head office factory building which were completed in March 2021.
- ② In the head office factory building, the split-level, no-wall floor plan has eliminated interior walls between departments to facilitate inter-floor movement and interaction between people,

and the newly introduced free address seats and cafe areas also foster an enhanced sense of unity and communication among employees.

- ③ Staggered working hours have been introduced to the sales department of the head office
- ④ Paperless practices, information sharing, and online meetings have enabled working practices that are not bound by the location such as free address seating and telecommuting.

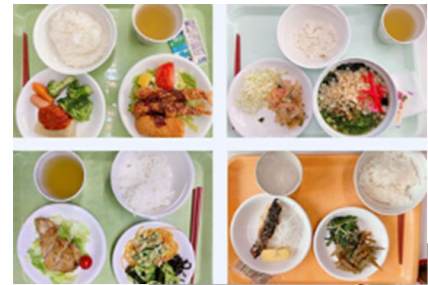
5. Infection control measures

- ① Workplace vaccination for employees and their families at the head office
- ② In the head office cafeteria, thorough hand disinfection with alcohol-based agent, sitting every other seat, and taking lunch breaks at different times by department
- ③ Utilization of work from home and online meetings

Systems for a Healthy Mind and Body

Company cafeteria

We have a company cafeteria at our headquarters plant to provide our employees with affordable, delicious meals that are nutritionally balanced. We also provide halal meals in consideration of Muslim employees. For locations other than the headquarters plant, we provide a meal allowance.



In-house clinic

There is a medical clinic in the head office building that can be used at any time. An industrial physician also makes regular house calls.



Various medical checkups (physical examination subsidies)

Company subsidies are provided for various medical examinations, such as periodic health checkups and physical examinations.

Society HR Management Work Environment (ISO45001)

Safety and Health Policy

Basic Philosophy

Torishima contributes to society through business activities that include the development and manufacture of pumps and related products. At the same time, we regard creating a safe, healthy environment—one where employees can work free of worries and where their health is maintained or even enhanced—as the basis of our QCD (quality, cost, and delivery) actions. We have thus formulated a basic policy on safety and health and are building a culture of safety and health that aims for a virtuous cycle. And we seek to be a vibrant company that continues to grow forever.

Basic Policy

1. We are building an occupational safety and health management system based on ISO 45001 and aim to raise the level of safety and health through ongoing improvement activities.
2. We identify hazardous factors in the workplace through risk assessments and take countermeasures on an ongoing basis so that we can reduce risks to an absolute minimum.
3. We comply with all safety and health-related laws and regulations and company standards in an effort to further our safety and health management.
4. We seek to create a comfortable workplace for everyone concerned by ensuring effective communication among Torishima employees and among other people working at Torishima sites.
5. We strive to prevent incidents and aim for zero accidents and disasters by raising employees' awareness of safety and health through education and training.
6. In executing safety and health activities, we invest the appropriate management resources and implement effective improvements on an ongoing basis.

1st April, 2022

Kotaro Harada

Representative Director, CEO

Michihiko Ohie

OHSMS General Manager

ISO45001

Torishima has been certified for the ISO 45001 occupational health and safety management standard so that it can work with employees and other relevant personnel to build a safe work environment.

ISO 45001 CERTIFICATE OF REGISTRATION	ISO 45001 CERTIFICATE OF REGISTRATION
<p>Registered Organization and Address (1/2)</p> <p>TORISHIMA PUMP MFG.CO.,LTD. 1-8, Miyata-cho 1 chome, Takatsuki-shi, OSAKA, JAPAN</p> <p>The Scope of the Registration</p> <ol style="list-style-type: none"> 1) Development, engineering design, manufacturing, sales, installation work, and maintenance services for pumps (including parts), pump facilities, mechanical seals, instrumentation devices and other pump-related equipment. 2) Development, engineering design, manufacturing, sales, installation work, and maintenance services for water treatment facilities including environmental equipment. 3) Development, engineering design, manufacturing, sales, installation work, and maintenance services for renewable energy power generation equipment. <p>JSA Solutions Co.,Ltd. registers the Occupational Health & Safety Management System of the above organization, which conforms to</p> <p>JIS Q 45001:2018, ISO 45001:2018</p> <p>Certificate of registration No: JSAO 049 Initial certification date: 2019/4/19 Valid until: 2028/4/18 Recertification date: 2025/4/19</p> <p>Issue date: 2025/2/18 Decision date: 2025/2/10 Transfer date: 2020/7/13</p> <p>Note: This organization was transferred from JISHA Management System Audit to JSA-SOL and registered.</p> <p>  Senior Executive Management Systems Enhancement Department JSA Solutions Co.,Ltd.</p> <p><small>The registered organization shall abide by the Rules Governing the Maintenance of Registration. Details of Registration information are based on Management System Registration information. JSA Solutions Co.,Ltd. Management Systems Enhancement Department 5-11-28, Mita, Minato-ku, TOKYO, JAPAN</small></p>	<p>Registered Organization and Address (2/2)</p> <p>TORISHIMA PUMP MFG.CO.,LTD. 1-8, Miyata-cho 1 chome, Takatsuki-shi, OSAKA, JAPAN</p> <p>Head office and factory 1-8, Miyata-cho 1 chome, Takatsuki-shi, OSAKA, JAPAN Sapporo branch office Shikishima Bldg. 4F, 1, Nishi 3-chome, Kita 2-jo, Chuoh-ku, SAPPORO, JAPAN Sendai branch office Prime Square Hirose street Bldg. 13F, 9-27, Chuoh 2-chome, Aoba-ku, SENDAI, JAPAN Tokyo branch office TOO-Ohsaki Bldg. 9F, 1-6-1 Ohsaki, Shinagawa-ku, TOKYO, JAPAN Yokohama sales office List-kannai Bldg. 4F, 4-47, Onoe-cho, Naka-ku, YOKOHAMA, JAPAN Nagoya branch office Fushimi KS Bldg. 2F, 8-12, Sakae 2-chome, Naka-ku, NAGOYA, JAPAN Mie sales office Shinwa Bldg. 2F, 3-29 Hasedashicho, Yokkaichi-shi, MIE, JAPAN Osaka branch office Sumitomo-Seimei Shin-Osaka Kita Bldg. 4F, 1-14, Miyahara 4 chome, odogawa-ku, OSAKA, JAPAN Takamatsu branch office Pacific city Takamatsu Bldg. 4F, 1-1-12, Kotobuki-cho, TAKAMATSU, JAPAN Hiroshima branch office Dia Hikarimachi 4F, 13-20, Hikari-machi 1 chome, Higashi-ku, HIROSHIMA, JAPAN Kyushu branch office Denki Bldg. Kyousoukan 7F, 1-82, Watanabe-dori 2-chome, Chuoh-ku, FUKUOKA, JAPAN Saga branch office Saga chuoh street Bldg. 5F, 2-5-8, toujin, SAGA, JAPAN Okinawa sales office 3-13, Jittiyaku 3 chome, Urasoe-city, OKINAWA, JAPAN</p> <p>Certificate of registration No: JSAO 049 Initial certification date: 2019/4/19 Valid until: 2028/4/18 Recertification date: 2025/4/19</p> <p>Issue date: 2025/2/18 Decision date: 2025/2/10 Transfer date: 2020/7/13</p> <p>  Senior Executive Management Systems Enhancement Department JSA Solutions Co.,Ltd.</p> <p><small>The registered organization shall abide by the Rules Governing the Maintenance of Registration. Details of Registration information are based on Management System Registration information. JSA Solutions Co.,Ltd. Management Systems Enhancement Department 5-11-28, Mita, Minato-ku, TOKYO, JAPAN</small></p>

Improving Health and Safety Standards

As part of our efforts to improve safety and health standards (to prevent industrial accidents at our factories), Torishima carries out safety patrols, near-miss activities, 5S initiatives, safety and health education, safety measures based on risk assessments, and in-house safety and health conventions. Torishima also holds a monthly Partner Company Safety and Health Conference to enhance safety and health activities with partner companies stationed at the Torishima Head Office & Works building. Our sales offices also hold District Safety Conferences with partner companies. Working together with our subcontractors, we are striving to improve our technical expertise and raise awareness of safety and health issues.

Specific initiatives

Near-miss activities

As demonstrated by Heinrich's Law of 1:29:300, behind every serious accident are 29 minor incidents and 300 near-miss unsafe behaviors and unsafe conditions. In FY2022, initiatives to properly address near-misses were implemented to make risks more visible. Improvements and upgrades have been put in place based on these initiatives, ensuring safer workplaces and improved operations.

Added centerline to aisle



Before

Frequent near-misses involving collisions occurred during simultaneous forklift transport operations.



After

Traffic lines for forklifts have been established and they also serve as guides when backing up trailers, so accidents have been prevented and workability has been substantially improved.

Safety measures based on risk assessment

Our safety measures are designed to prevent accidents by identifying risks that could lead to hazards or harmful outcomes from factory equipment and operating procedures.

By installing forklift markers, workers can easily see how deep the forks are inserted under the load to prevent the load from collapsing. Illuminating the area around the forklift during operation alerts workers in the vicinity, preventing them from coming into contact with the forklift.



Example of forklift safety measures

Protective fences have been installed around assembly robots to prevent contact with workers, and interlocks have been installed to automatically stop machines if the doors are unintentionally opened.



Example of safety measures for processing machinery

Safety and health education

Torishima is committed to improving safety and health standards by implementing not only technical measures, such as maintenance and improvement of equipment and work environments, but also human resource measures, such as acquisition and improvement of skills and knowledge through training, employee education, and awareness programs.

In FY2022, an on-site examination for forklift loading and unloading certificate sponsored by the Land Transportation Safety & Health Association was conducted at the Head Office & Works building. After obtaining the forklift certificate, we continue to set an example of safe operation and improve our instructor skills.



2D code-based health checks and protective equipment inspection records

Torishima has introduced 2D codes that can be scanned with a company-issued smartphone so that health checks and inspection records of protective equipment can be easily and quickly conducted as part of a daily routine.



Society

Social Contribution

As a corporate citizen, Torishima is actively involved in social contribution activities to create a sustainable society and to ensure harmony with local communities and society as a whole.

Local Contributions

Torishima Hall: An Arts and Culture Theater in Takatsuki

Torishima's head office is located in the municipality of Takatsuki in Osaka Prefecture. In March 2023, the city opened the Takatsuki Arts Theater, a new culture center to replace the former Citizen's Hall. The centerpiece of this facility, and destined to become a household name among local residents, will be a 1,500-seat main theater called Torishima Hall, following our company's selection under a naming rights agreement.



Takatsuki Arts Theater

In addition, as a Takatsuki-based company, we organize factory tours for local people, co-sponsor the Takatsuki City Half Marathon and Takatsuki Citizens' Sports Day, and run a booth at the Takatsuki Industry Festival so as to promote culture, art, and sports in local communities.



Takatsuki City Half Marathon

Roadside greening and cleanup

When we constructed our new head office factory, we also improved the perimeter walls by planting trees and shrubs along them. This has created a more pleasant path for locals who travel daily along the roads around our facility. After the COVID-19 pandemic, we resumed our environmental patrols around the Head Office & Works building, which had continued for over a decade. We inspect



BEFORE

AFTER

for illegal dumping that could damage the cityscape, and our employees clean the area twice a month.

Yodo River (Takatsuki City area) and Akuta River cleanup

The Yodo River, which flows from Lake Biwa, runs through Osaka and empties into Osaka Bay. As part of the Yodo River Basin Integrated Beautification Action, we take part in cleanup activities along the Yodo River (Takatsuki City area) and Akuta River. Held every year before the natural ayu runs upstream, this event helps to conserve the waterfront environment and improve public manners.



Saga Prefecture—The Morikawakaito Project

Torishima is closely associated with Saga Prefecture as the birthplace of the late Ryuhei Harada, the patriarch of the company. In Saga Prefecture, the heavy damage caused by the 2017 torrential rains in northern Kyushu sparked the launch of the Morikawakaito Project to raise awareness of environmental conservation among residents of the prefecture and to reevaluate the relationship between forests, rivers, oceans, and people. In 2022, Torishima signed an Agreement on the Development of Mountain Forests and Environmental Preservation as part of the project. Over the next 10 years until 2032, a 1,015-square-meter plot of land in the 21st Century Prefectural Forest (Fuji Town, Saga City) will be designated as Mount Torishima for forest conservation activities such as planting broadleaf trees and clearing undergrowth. At the agreement signing ceremony, Saga Prefecture Governor Yoshinori Yamaguchi expressed his support for the project, commenting that “it is the very aim of the project to have companies that play a role in flood prevention of rivers and other areas in the prefecture to take part through forests.



Sendai City—Hirose River 10,000 People Project

With the aim of making it so that many citizens can enjoy the Hirose River, the symbol of Sendai, activities to protect the natural environment are being developed with the concept that “10,000 people represent 1% of the one million population of Sendai. As a member of the organizing committee, Torishima participates in cleanup and other activities.

In addition, as Miyagi Smile Supporters, we also take part in activities such as cleaning Miyagi Prefecture-managed facilities (roads, rivers, beaches, parks, etc.) and greening work, playing a role in community development with the participation of local residents to increase the sense of affection and pride in the community in which we live.



Education Support

Visiting classes for elementary and junior high school students

Torishima offers visiting classes for elementary and junior high school students each year in neighboring areas of our branch offices. Entitled Learning about Pumps, elementary school students visit various regional pumping stations to observe pumps in action and learn about the importance of pumps and water.

We also collaborate with junior high schools as a part of a career learning program. Our aim is to provide students with an experience that they would not normally receive in the classroom, covering everything from gathering information to organizing, analyzing, and presenting information, while familiarizing them with the role of pumps and cultivating their communication and exploration skills through teamwork.



Educational workshop about pumps for elementary school students at a drainage pumping station where Torishima pumps are in operation

Support for Disaster-Affected Areas

Volunteer Activities in Disaster Areas

In recent years, we have witnessed an increase in the number of disasters caused by large-scale earthquakes, typhoons, torrential rain, etc. that result in the loss of human lives and enormous damage to social life. As part of our support activities for the disaster-stricken areas, Torishima dispatches employee volunteers. In addition, when water infrastructure facilities are damaged by

disasters such as typhoons and torrential rain, we make all-out efforts to quickly determine the extent of damage to pump facilities and restore them.



Restoration work at a flooded drainage pumping station after torrential rain

Local Contributions by Overseas Group Companies

Our overseas group companies also recognize the importance of CSR together with their business operations, encouraging employees in their respective regions to take initiative in social contribution activities.

Education support and disaster relief volunteer work in Indonesia

Torishima Indonesia invites nearby orphanages twice a year, during Ramadan (the fasting month of the Islamic calendar) and on employee training trips, to donate school supplies and provide academic support so that all members of the local community can receive an education. In the event of a major earthquake or other disaster, we dispatch volunteers to assist those affected and provide medical supplies, food, clothing, and other necessities.



Visiting an orphanage



Support for the areas affected
by the 2022 earthquake in Cianjur, West Java

Education support in India

Recognizing that education of people experiencing poverty is the best CSR, Torishima India has been repairing and donating school supplies to schools attended by the deprived and schools for linguistic minorities. Although those schools receive partial government funding, it is insufficient to ensure sustainability. Since 2016, Torishima India has begun repairing and donating to schools and is now working with its sixth school, with further plans to support more schools.



Donation of playground equipment for elementary schools. The smiles on the children's faces were the best gift we could receive.

Governance Compliance

Compliance Code of Conduct

Torishima Pump Mfg. Co., Ltd. (hereinafter referred to as “the Company” or “we”) has been promoting its business under the Corporate Philosophy “Never lose the public trust, even if monetary loss proves unavoidable.” It is vital to our organization that we never lose the trust of society. If this trust is ever lost it can take a long time to recover and could result in severe damage to our organization. Therefore, the spirit inspired by this philosophy leads us to ensure compliance.

I. Purpose

Our officers and employees are fully committed to embracing our Code of Conduct. We hereby revise this Compliance Code of Conduct in order to transform our Vision (a.k.a. “EVOLUTION” stipulated to commemorate the 100th anniversary of our founding) into concrete actions in line with the spirit of this “Corporate Philosophy”.

II. Business Activities

Based on our Sustainability Policy, we respect human rights and work on social issues as a corporate entity that is trusted by all stakeholders, including local communities. We are focused on contributing towards a sustainable society by utilizing our human resources that support these activities and we will contribute to a peaceful global environment wherever possible.

1. We (executives and employees of the Torishima Group) comply with environment-related laws and regulations as well as our Environmental Policy in our business activities, and act with a sense of self awareness. At each stage, from sales to design, procurement, production, distribution, and service, we consider the impact on the environment and work to reduce environmental impact and prevent pollution. We set appropriate environmental objectives and targets for the environmental impact of our business activities and products. We regularly review those objectives and targets in order to make continuous improvements to create a sustainable cultural living environment.

2. In the course of our research and development, pump design and pump station design, our technology and approach always considers the environmental impact and therefore, we strive to be as environmentally friendly as we possibly can be. We respect intellectual property rights and strive to achieve customer satisfaction by accurately and fully understanding the needs of our customers.
3. At sites such as manufacturing and plant facilities, we strive to continuously improve product quality and provide better products in accordance with our Quality Policy. We also focus on giving top priority to safety and preventing occupational accidents. We work to properly treat industrial waste and reduction thereof, and give due consideration to the surrounding environment.
4. When conducting sales, we act in good faith from the other party's point of view. We strive to provide information to customers, understand their needs, and make every effort to obtain customer satisfaction. We negotiate appropriate terms & conditions when concluding contracts and adhere to these contract conditions to complete our projects to the satisfaction of our customers.
5. When procuring materials, etc., we engage in fair transactions with our business partners, aiming for coexistence and co-prosperity from a fair standpoint in accordance with our Procurement Policy. We also aim, where possible, for green procurement in order to conserve the global environment through the reduction of greenhouse gasses as well as ensuring there is no infringement on fundamental human rights.
6. In logistics and import/export, we optimize the logistics system, work on environmental measures, and optimize cost management.

III. Relationship with stakeholders

1. The Company's executives faithfully perform their duties to shareholders and promote management with an awareness of the legal functions and responsibilities of the General Meeting of Shareholders, the Board of Directors, and the Audit and Supervisory Committee. We value investor relations (IR) with our shareholders and other investors, and strive to earn trust by disclosing information in an appropriate and timely manner regarding management policies, business activities, products, etc., while handling insider information carefully. We endeavor to promote understanding of our management and business activities through appropriate and timely disclosure of information.
2. In conducting our business activities, in a spirit of sincerity and fairness we treat our customers respectfully and strive to provide products and services that meet the legitimate needs of our customers. We also value appropriate communication with business partners so that such communication will contribute to the development of society.
3. We value appropriate communication with local residents and communities, and actively promote social contribution activities such as supporting employee volunteer activities. We strive to contribute to the development of society through appropriate interaction with local communities.

4. We recognize that "people" are an integral part of a company's composition. We therefore value diversity of human resources, and invest management resources to develop employees' capabilities that can lead to strengthening competitiveness as a corporate entity. Based on the policy of human resource development and environmental improvement thereof, we aim to be a business entity where all employees can work safely, energetically and with peace of mind, regardless of gender, race, religion, age, or values. We fully encourage our employees to demonstrate their abilities and achieve self-realization, and to maximize the vitality of our employees through our business activities.
5. In accordance with our Human Rights Policy and through dialogue with all stakeholders inside and outside the Company, we strive to respond appropriately to any negative impacts on human rights that our business may cause.

IV. Fair, Transparent and Free Competition

1. We conduct business activities based on the principle of fair, transparent and free competition within the market economy. In our business activities, we comply with relevant laws and regulations such as the Anti-Monopoly Act and Fair Competition Code, and engage in fair and free competition in the market. Furthermore, we comply with the following:
 - a. We do not engage in collusion, cartels, or other arrangements with competitors that may affect the selling price of our products. In addition, we do not participate in any groups or meetings that may make such arrangements on unreasonable restraints.
 - b. Against parties to whom we provide technology or engage in joint research and development, we do not unreasonably limit the business activities of such parties except when we pursue our legitimate purpose including legitimate exercise of our intellectual property rights, etc., and protection of our confidential information.

V. Elimination of Relationships with Anti-Social Forces

1. We do not have any kind of relationship whatsoever with anti-social forces and groups that threaten the order or safety of civil society.

VI. Corporate Accounting and Assets

1. In corporate accounting, we accurately perform, record, and maintain our transactions in accordance with generally accepted accounting principles and practices. In addition, we comply with the Companies Act, Financial Instruments and Exchange Act, Foreign Exchange Act, Corporate Accounting Principles, and other laws and regulations related to accounting.
2. We use management accounting methods to analyze our business performance, and strive to grasp the actual financial status, control actual versus budget progress, prevent fraudulent accounting, and improve the accuracy of business plans.

3. We use our funds, goods, and other assets only for the performance of our assigned duties. In addition, we do not take or use them for ourselves or for third parties. In addition, we do not make unreasonable expense claims or use our official authority to provide convenience to ourselves or third parties.
4. We follow applicable internal procedures in using and preserving the Company assets.
5. We always are aware of and comply with tax laws in our business activities.

VII. Intellectual Property

1. We recognize that the results (including inventions, utility models, designs, copyrighted works, trademarks, know-how, technical information, etc.) generated from research and development and other work are valuable assets (intellectual property) of the Company and comply with the following:
 - a. We record and protect the results properly, and they are not disclosed to anyone without following the prescribed procedures and follow all legal guidelines. In addition, we do not use the results that belong to the Company for the interest of ourselves or third parties, regardless of during our tenure of office or after resigning.
 - b. If we obtain results that fall within the scope of our business, we handle them appropriately and promptly, such as notifying the Company without delay. In addition, we seek the grant of a patent or any other form of intellectual property rights based on the results that belong to the Company and proceed with designated application and register procedure appropriately and promptly.
 - c. We respect the intellectual property rights of others; we do not obtain the results or confidential information of others by illegal means, nor do we illegally use them for our research / development and other business. Neither do we use them without the consent of the rights holders, even if the results nor relevant information were legitimately obtained.

VIII. Information Security Control

1. The Company's executives establish an information security control system in order to prevent insider trading, leakage of personal information, and leakage of confidential information of the Company, etc.
2. We comply with insider trading regulations stipulated in the Financial Instruments and Exchange Law, and if we come to know material facts related to the business of the Company, our subsidiaries, or our business partners in the course of our duties, etc., we do not, either personally or in the course of business trade such securities until they are publicly announced through certain procedures. We do not disclose any undisclosed material facts subject to insider trading regulations, or confidential information such as business and technical information of the Company or our subsidiaries to outside parties. Even within our

organization, we handle such undisclosed information on a need to know basis for business purposes.

3. In accordance with the personal information protection regulation of the Company, we treat the personal information of our executives, employees, customers, etc. confidentially, and do not disclose it to anyone outside the Company without their consent. Also, even within our organization, we handle such information on a need to know basis for business purposes.
4. If a third party offers to provide information that is considered to be confidential information of a person other than the third party, we do not receive such information unless we can confirm that; the third party is the rightful owner of the information, and their action to obtain or disclose the information is not fraudulent.
5. We promote the proper and effective use of our computer equipment and other internal information processing systems, and do not use them for illegal purposes. In addition, we properly control electronic information and prevent the leakage, theft, destruction, virus infection, and other damage of confidential information. In case any possible damage is likely to be incurred, we address the case in accordance with internal procedures and report it to our IT Control Office and local police office where appropriate depending on the seriousness of the incident.

IX. Conflicts with Personal Interests

1. The Company's executives comply with regulations regarding restrictions on competitive transactions, self-dealing, and transactions with conflicts of interest stipulated in the Companies Act without seeking personal greed. We comply with regulations on stock trading by executives and employees as stipulated by the Financial Instruments and Exchange Act.
2. We do not treat our customers (including business partners) and their personnel favorably or inappropriately on the grounds of special relationships with ourselves, other executives, employees, or their relatives. In cases where we suspect any special interests with them, we consult with our supervisor in advance and take the best action for the benefit of the Company.
3. We handle personal affairs in a clear and fair manner including but not limited to hiring, evaluation, transfer, promotion, additional education, etc. We do not treat individuals favorably on the grounds of special relationships. All personnel are treated fairly and equal.
4. We maintain fair relationships with customers and other companies in the same industry, and we do not illegally nor unfairly receive, request or promise benefits (money, goods, entertainment, conveniences, etc.) by taking advantage of our official position or authority.

X. Legal Compliance and Document Control

1. We comply with not only the laws of Japan, but also the laws and regulations of each region of our overseas group bases, as well as the contents of international laws applicable to our businesses, etc.

2. In addition to laws and regulations and this Code, we abide by rules and ethical compliance standards voluntarily enacted by the Tokyo Stock Exchange and other public bodies, our articles of incorporation established through appropriate procedures, the Company's internal rules (regulations, codes, operational procedures) and manuals, etc.
3. When concluding contracts or making any kind of agreement with customers, business partners, or other parties, we properly examine and negotiate terms based on relevant laws and regulations as well as the perspective of fairness and reasonableness.
4. We conclude contracts in accordance with the relevant regulations by following proper procedures. We properly create, handle, store or dispose documents (including those recorded on electromagnetic recording media) in accordance with the relevant regulations.
5. At each of the Overseas Group Companies' Bases we implement this Code in accordance with applicable local laws.

XI. Whistle-Blowing System to Ensure Compliance

1. In case we discover an act that violates or may violate laws and regulations and thus breach this Code and the Company's internal regulations, we promptly report it through the chain of command, or consult and report to the contact windows inside and outside the Company as stipulated by the Whistle-blowing system, then conduct fact finding and take appropriate corrective measures by our own initiative.
2. Under no circumstances do we retaliate against or treat unfairly any person who consults or reports in good faith. We ensure to protect such persons while we take appropriate punishment/disciplinary action against those who commit violations in accordance with applicable laws etc. and employment regulations.
3. In the unlikely event that an act that conflicts with compliance takes place, we promptly correct it, take measures to prevent recurrence, disclose information, and fulfill our accountability to stakeholders.

Supplementary provision

1. Definition

"Torishima Group": Refers to Torishima Pump Mfg. Co., Ltd. and its subsidiaries.

"Overseas Group Companies' Bases": Corporations or branches established under foreign laws.

"Whistleblowing system": In Japan, it is a system that is mandated by the Whistleblower Protection Act (revised and enforced on June 1, 2022) and is operated based on the Company's "Whistle-blowing Regulations". In the context of whistleblowing in the Overseas Group Companies' base, it refers to the whistle-blowing system established based on the local laws of each site and operated in accordance with the internal rules established by each base.

2. Effective date This code was issued on April 1, 2003.
This code was partially revised on September 1, 2007.
This code was partially revised on December 1, 2021 (deletion of referrals, etc.).
This code was partially revised on December 14, 2022 upon the resolution of the Board of Directors. (content update)

Compliance Structure

Torishima has established a Compliance Committee to carry out the following duties

1. Develop legal and ethical compliance systems for Torishima and its subsidiaries, which together make up the Torishima Group.
2. Provide guidance and advice to business execution divisions regarding the results of internal audits of corporate ethics.
3. Provide guidance and advice regarding educational planning and activities related to corporate ethics.
4. Provide guidance and advice to the internal consultation service regarding whistle-blowing.

Governance

Corporate Governance Structure

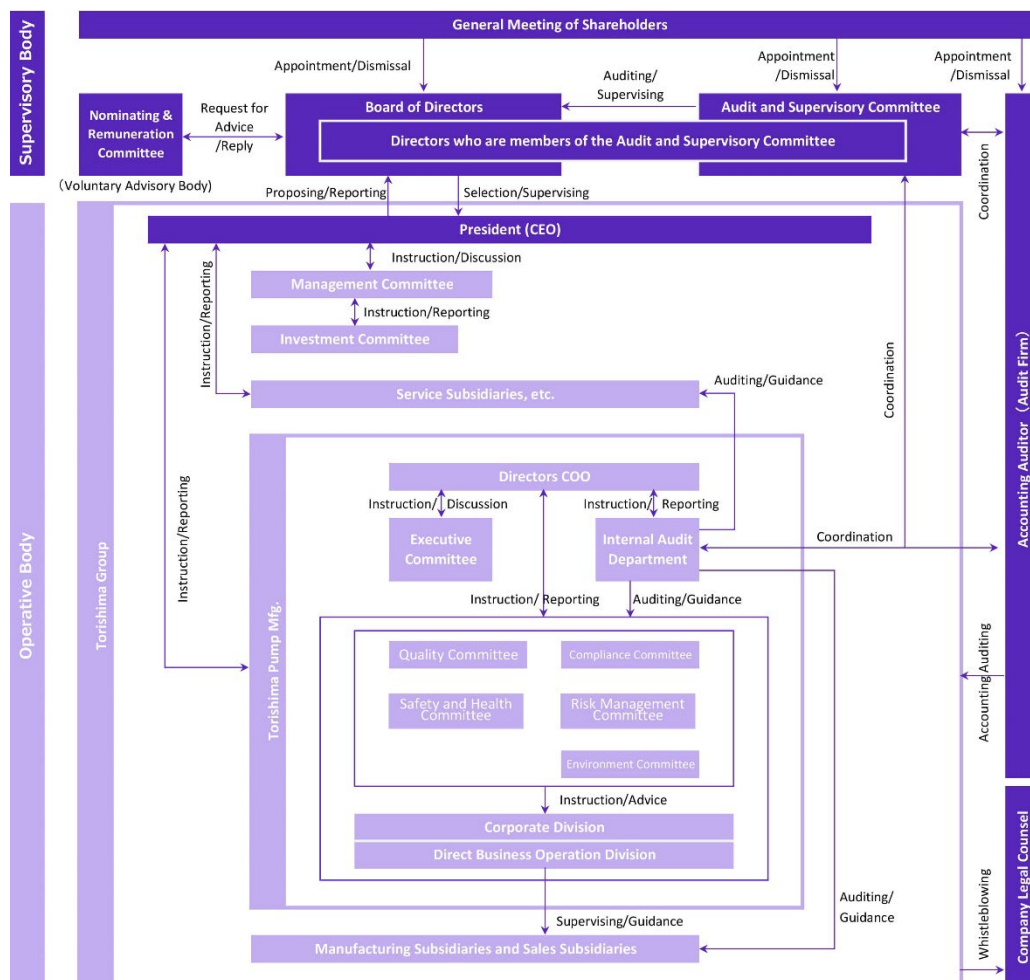
Corporate Governance Structure

Effective from FY2023, Torishima has reorganized its management structure, separating managerial and executive duties under the CEO/Co-COO structure and strengthen the governance structure of the entire Torishima Group.

By welcoming female and non-Japanese members to the Board of Directors, we strive to oversee management from diverse perspectives.

The Audit & Supervisory Committee has a majority of Outside Directors serving as Audit & Supervisory Committee members, who cooperate with the accounting auditors and the Internal Audit Department to conduct appropriate audits.

Various committees, such as the Nomination and Remuneration Committee and the Compliance Committee, also support the Board of Directors by providing professional advice and other assistance. Under the new management structure, we will pursue appropriate corporate governance adapted to the globalized business environment.











Governance



Directors and Executive Officers

Directors

As of 28th June 2023

Representative Director CEO	Kotaro Harada		Since being appointed president and representative director in June 2006, Mr. Harada has demonstrated strong leadership at the core of Torishima's management. He plays an indispensable role in raising corporate value over the medium and long term.
	Gerald Ashe		Mainly engaged in business operations relating to the overseas business, Gerry Ashe has worked to strengthen the Company's global business. He contributes to the improvement of the mid- and long-term corporate value of the Company Group utilizing his experience and knowledge to support the CEO in overall management as a Director.
Director, Deputy CEO	Alister Flett		Mainly engaged in sales at the overseas business, Alister Flett has worked to strengthen the Company's global business. Since April 2023, he has been promoting the Company's global business through overseas transactions and strengthening production systems as CO-COO.
	Koichiro Hamu		Besides his main duties in engineering, Mr. Hamu was in charge of planning and developing new products, boosting Torishima's overseas marketing capabilities, and establishing the Company's foundation as head of areas including R&D, global sales, and administration. Since April 2023, he has been leading mainly domestic market development and quality improvement as CO-COO.

Outside Director	Toshimasa Iue 	<p>Having worked in top management positions including managing director and possessing a wealth of experience and knowledge in running companies and a vast network of personal connections, Mr. Iue provides the Torishima Group with valuable opinions and advice on management. As a member of the Nomination and Remuneration Committee, he is involved in the selection of the Company's executive candidates and the determination of executive remuneration and other matters from an objective and neutral standpoint.</p>
	Rieko Ueda 	<p>As a business owner, Rieko Ueda has been working on the promotion of work-life balance and women's activities. She provides valuable opinions and suggestions on the management of the Company Group as an outside Director. As a member of the Nomination and Remuneration Committee, she is involved in the selection of the Company's executive candidates and the determination of executive remuneration and other matters from an objective and neutral standpoint.</p>
Director (Member of Audit and Supervisory Committee)	Haruhisa Sumi 	<p>Mr. Sumi has mainly worked in the Administration Division and in a support role for Audit and Supervisory Committee members. Utilizing his experience and knowledge, he contributes to raising corporate value over the medium and long term as a director and member of the Audit and Supervisory Committee.</p>
Outside Director (Member of Audit and Supervisory Committee)	Hiroshi Akiyama 	<p>As a lawyer, Mr. Akiyama possesses expertise and broad experience in corporate law and governance. From an objective perspective, independent of Torishima's management members, he provides sound proposals and advice to the company's Board of Directors. As chairman of the Nomination and Remuneration Committee, he is involved in the selection of the Company's executive candidates and the determination of executive remuneration and other matters from an objective and neutral standpoint.</p>

	<p>Soji Yamamoto</p> 	<p>With a wealth of experience and specialized knowledge in taxes, finance, and accounting garnered through years as a certified public accountant, Mr. Yamamoto brings an objective, outside perspective to the Company and provides valuable proposals and advice. As a member of the Nomination and Remuneration Committee, he is involved in the selection of the Company's executive candidates and the determination of executive remuneration and other matters from an objective and neutral standpoint.</p>
	<p>Yuji Abe</p> 	<p>Mr. Abe has expert knowledge and abundant experience of finance cultivated while working for many years as a banker. He has also held positions as General Manager of a Compliance Division and as an Outside Auditor. The Company expects that he will provide us with useful proposals and advice at the Company's Board of Directors meetings from an objective standpoint being independent of the management. Therefore he was selected as Outside Director who is a member of the Audit and Supervisory Committee.</p>

Directors' Skills Matrix

1. Directors who are not members of Audit and Supervisory Committee

Name	Corporate Management	Manufacturing Engineering	Global Business	R&D	Sales Marketing	HR/Labor HR Development	Finance Accounting	Remuneration and Remuneration Committee Legal Governance	Nomination and Remuneration Committee
Kotaro Harada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			<input type="radio"/>		<input type="radio"/>
Gerald Ashe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				<input type="radio"/>	
Alister Flett	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>					
Koichiro Hamu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			<input type="radio"/>			
Toshimasa Iue	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>				<input type="radio"/>
Rieko Ueda	<input type="radio"/>			<input type="radio"/>	<input type="radio"/>				<input type="radio"/>

2. Directors who are members of the Audit and Supervisory Committee

Name	Corporate Management	Manufacturing Engineering	Global Business	R&D	Sales Marketing	HR/Labor HR Development	Finance Accounting	Remuneration and Remuneration Committee Legal Governance	Nomination and Remuneration Committee
Haruhisa Sumi						<input type="radio"/>		<input type="radio"/>	
Hiroshi Akiyama		<input type="radio"/>				<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Soji Yamamoto							<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yuji Abe				<input type="radio"/>			<input type="radio"/>	<input type="radio"/>	

Executive Officers

As of 1st April 2025

Chief Operating Officers	Alister Flett	
	Koichiro Hamu	
Managing Executive Officers	Yoshinori Hirusawa	General Manager of Private-Sector Division
	Mitsuhiko Ohie	General Manager of Production Division
Executive Officers	Takuya Ono	General Manager of Global-Sector Division
	Takashi Hara	General Manager of Engineering Division
	Akifumi Ishizaki	General Manager of Public-Sector Division,
	Koichiro Hirata	General Manager of Administration Division,
	Takuaki Tasaki	General Manager of Production Management, Production Division
	Koichi Takenaka	General Manager of Pump Manufacturing Department, Production Division
	Akihiro Wada	General Manager of Quality Management Department
	Masaki Cho	General Manager of Procurement Department, Production Division
	Tomohito Miura	General Manager of Research & Development Department
	Katsuhiko Tanaka	General Manager of Osaka Branch, Public-Sector Division
	Hideki Inoue	General Manager of Tokyo Private-sector Sales Department, Private-Sector Division
	Hitoshi Ushida	General Manager of Information System Department

Governance

BCP

Business Continuity Plan (BCP)

To fulfill our social responsibility as a company, Torishima is developing a business continuity plan (BCP) to ensure business continuity and early recovery in the event of a natural disaster or other unforeseen event.

Integrated disaster drills in preparation for a large-scale disaster



Large-scale disaster (earthquake and fire) emergency drills are conducted annually in November. To ensure the safety of employees in the event of a large-scale disaster, to verify the initial response system, and to strengthen cooperation with the local fire department, all departments at the Head Office are actively engaged in drills.

Safety verification system introduced

As work styles diversify, emergency procedures for action are changing. In 2022, we introduced a system at Group companies in Japan to simultaneously collect and compile employee safety status information in the event of a disaster or other such emergency. This system allows employees working from home, on business trips, or at construction sites to quickly and efficiently identify where they are and whether there is any damage, thereby preventing information confusion. In 2022, a comprehensive disaster drill at our Head Office incorporated training that included the use of the safety verification system.

State-of-the-Art Building Is Green and Disaster-Ready

As the nerve center of Torishima, the head office factory was designed to keep people safe and secure: to protect employee lives and property in times of disaster and ensure that we continue supporting our customers' business at all times. For example, earthquake resistance is such that facilities can continue operating even in the event of an earthquake registering 6+ on the Japanese seismic intensity scale. The building exterior is also strong enough to withstand a major typhoon. And with backup water and electricity supply facilities, the head office factory can continue functioning fully during disasters. As well, the head office factory is powered 100% by renewable energy sources. Our new head office factory has therefore achieved carbon neutrality.

