

We have been continually working on quality improvement, and 16 domestic and overseas companies of our Group have the ISO 9001 certification. For safety, a Safety and Health Secretariat is assigned to each production site and the Group Safety Management Team serves as the center of the management. This allows the Head Office and the production sites to work together to implement activities for occupational safety and health. In addition, in order to fulfill our responsibilities for the quality and safety of the contractors that support us, we actively support their quality patrols and on-site safety attendance for leased facilities, while still respecting their autonomy, working to prevent accidents and troubles outside the production sites of our Group. We will continue to comply with social norms and strive to further improve quality and safety, aiming to be a Group that is even more trusted by customers.

C S R
Key Challenge 4

Quality and Safety

Promoting proactive safety measures to prevent risks before they occur

Saruwatari: Under the permanent theme of eradicating the risk of serious accidents and disasters that could seriously affect the Company's survival, in fiscal 2023 we focused on promoting safety activities by utilizing the leadership of top management at our business sites. In fiscal 2024, we have been focusing on risks arising from changes and modifications, and are working to further raise the safety awareness of team leaders and other middle-level employees at each workplace to create a system that will enable them to promote safety activities on their own. The Shiga Plant of Toyo Aluminium Ekco Products Co., Ltd. has been proactively working on safety measures led by Plant Manager Sato, and has achieved 3,000 days without a lost-time injury.

Sato: 3,000 days without a lost-time injury is just a milestone, and safety measures need to be continued. Press machines are one of the main pieces of equipment at the Shiga Plant, and they in particular could lead to a serious accident should a mishap occur. In addition, in recent years the production of paper products has increased compared to that of aluminum products, increasing the risk of fire during the heating process. We recognize that promoting the creation of a safe and secure workplace is a fundamental prerequisite for plant operation. Risks arising from changes and modifications, a key theme for fiscal 2024, also applies to changes in workers, changes in materials handled, and the degradation of equipment over time. We will continue to promote activities in cooperation with the Group Safety Management Team and other business sites, and promote "aggressive safety measures" to ensure that each and every employee is aware of risks and prevents accidents from occurring.

Group Safety Management Team Leader
Masataka Saruwatari

Toyo Aluminium Ekco Products Co., Ltd.
Production Unit, General Manager, Shiga Plant
Kei Sato

Safety Activities to prevent past serious disasters from being forgotten

The Group Safety Management Team, which reports directly to the President, focuses on reducing the risk of serious accidents, such as fatal accidents and occupational accidents that result in permanent disabilities such as blindness or an amputation. In the unfortunate event of a serious accident, all concerned parties in the workplace must work together immediately after the accident to formulate and implement various countermeasures with a strong determination to prevent the same accident from ever occurring again. However, over time, employees with direct knowledge of the accident may be replaced, and there is a risk that their preparedness and resolve will be forgotten, leaving the measures established after the accident a mere formality. Measures that become a mere formality may lead to the recurrence of a similar accident. As part of our efforts to prevent occupational accidents from being forgotten, we are creating videos to share examples of past serious accidents with all employees. In fiscal 2023, we created videos related to cases of being

caught in a press machine, full body burns, accidents caused by insufficient oxygen, and fires. In the videos, we interview employees who were familiar with the situation when the accident occurred, and asked them to describe the situation and their feelings at the time. Employees who watched the videos commented that they did not want to go through the pain of such an accident, nor have anyone else suffer such hardship, and also stated that they must make sure serious accidents such as those never happen again. The videos were a good opportunity to strengthen safety awareness. To ensure that safety awareness remains high, each business site also holds events to review past accidents and to confirm that post-accident measures are still being taken. In July 2024, the President personally visited the sites of accidents to express his condolences to the employees who lost their lives in the workplace and to pledge never to allow such tragic accidents to occur again. We will continue to work together as a company, each and every one of us with a strong desire to prevent serious accidents from occurring, to ensure safety.

Quality Safety and Quality are the Life of the Company

Under the slogan "Safety and Quality are the Life of the Company," we have been promoting business activities with the goal of zero serious quality accidents, and we were able to achieve this goal in fiscal 2023. We believe this is the result of our focus on change control, learning from past serious quality incidents and strengthening our efforts to prevent recurrence. To ensure change control, it is necessary to determine if there is a significant difference in quality before and after the change. Having human capital who can not only collect the necessary quality data but also statistically verify and analyze the information obtained is vital to the Company, and we have been systematically developing such employees. In fiscal 2024, we are expanding the number of eligible employees and continuing to strengthen the development of human capital who can understand statistical quality control methods. The key to

preventing recurrence is corrective action that identifies the true cause of the defect. To this end, we provide guidance and support to divisions where defects occur so that they can acquire the habit of grasping the facts based on the "three actuals;" the actual site, actual product, and actual situation, and analyzing factors based on principles and rules. Remembering that effective corrective action records are an asset to the Company, we will continue to improve the level of our corrective actions using *Gogen Shugi* (three actuals + principles and rules). It is the awareness of each and every employee, including executives, that protects the quality of products and the safety of employees, both of which are extremely important in the manufacturing industry. In order to deliver products that our customers can rely on, we will continue to work together to foster quality awareness and ensure compliance.

TOPICS

The Toyol Group has created a Group-wide logo that incorporates the words "Safety and Quality are the Life of the Company," which reflects the thoughts of President Kusumoto. By expressing the President's thoughts on safety and quality in just a few short words and incorporating them into the logo, we made it easy to catch the attention of employees and to gain familiarity with the idea.

