

# Developing a Fulfilling Workplace

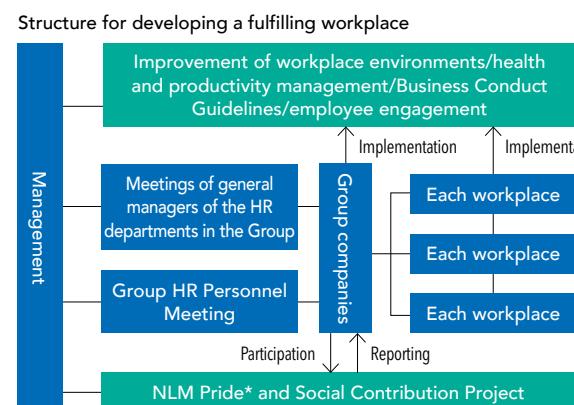
## Policy

At the Group, we have established the Internal Environment Improvement Policy, aiming to make the workplace more fulfilling and comfortable. Under this policy, we actively implement initiatives to improve the workplace environment and enhance each employee's work style and job satisfaction. Moreover, we consider enhanced employee engagement essential to creating a rewarding work experience and are fostering an environment where employees can feel pride and purpose in their roles. Through these initiatives, we aim to foster a culture where employees feel connected to the organization and take a proactive approach to their work.

Internal Environment Improvement Policy (Japanese only)  
<https://www.nikkeiinholdings.co.jp/news/common/pdf/hd13.pdf#page=33>

## Framework

The improvement of the workplace environment and health and productivity management are considered at regular meetings of the general managers of the HR departments of major Group companies. Further, plans and achievements are shared at the Group HR Personnel Meeting held once a year. We are encouraging voluntary participation in NLM Pride and Social Contribution Project activities by continuing to call on Group companies proactively and reporting activities via the internal newsletter and intranet.



\* For more information about NLM Pride, see the Plan section on this page.

## Key Target and Result

KPI	FY2023 results	FY2024 results	Y2030 target
Employee engagement score*	(NLM's reference value) 3.42	3.38	3.6 or higher

\* Source: Results of the FY2024 Employee Awareness Survey of Nippon Light Metal Group (on a five-point scale)  
Question: Are you proud of working for the company?

## Plan, Initiatives, Evaluation, and Future Actions

### NLM Group Business Conduct Guidelines

To ensure the full dissemination of the NLM Group Business Conduct Guidelines across the organization, the Group is working to create an environment where employees can engage with the Guidelines in their daily work and enhance their awareness.

We have newly installed partitions featuring designs inspired by the Business Conduct Guidelines in the cafeteria at our Shinbashi office, creating opportunities for Group employees and customers to encounter these guidelines in their daily activities. Additionally, by actively hosting events in front of these partitions and communicating these initiatives widely both inside and outside the company, we are raising awareness of the Guidelines and fostering greater engagement with them.

While we made progress in raising awareness and understanding of the Business Conduct Guidelines in FY2024, survey results indicate that putting these guidelines into practice represents a challenge moving forward. In FY2025, we plan to create icons based on the visual design of the Business Conduct Guidelines to encourage employees to put these guidelines into practice. By using these in internal documents and presentations, we believe they will encourage employees to be more aware of the guidelines in their daily work and translate them into their own actions.

Moving forward, we will continue to promote understanding and practice of the Business Conduct Guidelines, and work to foster a workplace culture where each employee can feel the significance of their work and thrive with a sense of fulfillment.

	FY2023 results	FY2024 results
Business Conduct Guidelines survey score*	(NLM's reference value) 3.85	3.72

\* Source: Results of the FY2024 Employee Awareness Survey of Nippon Light Metal Group (on a five-point scale)  
Question: "Are you acting with an awareness of the NLM Group Business Conduct Guidelines?"



Interview video featuring athlete Ikezaki (distributed on YouTube)



POP display for the Business Conduct Guidelines event

## Improvement of workplace environments

We consolidate and share information about each Group company's plans for investing in employee welfare to promote a comfortable workplace environment through enhancement of employee welfare. In FY2024, the 18 major Group companies invested 425 million yen in employee welfare, compared with a planned 467 million yen, falling short of the target due to project reviews and other factors. Going forward, we will advance further improvements to our workplace environment, beginning with the reconstruction of the Kambara Training Center, which is scheduled to commence operations in the second half of FY2026. Regarding the investment plan for FY2025, a total of 452 million yen is planned for the 18 Group companies.

### Investment in employee welfare\*

	FY2022	FY2023	FY2024	FY2025
Plan	487	644	467	452
Results	544	354	425	—

\* Total of the major projects of 18 major Group companies in Japan

## Shinbashi office summer social event

In December 2019, the Group consolidated its offices and relocated from Tennouz to Shinbashi. Following the end of the COVID-19 pandemic and the increase in office attendance rates across Group companies, we held a summer social event at the Shinbashi office cafeteria in September 2024 to promote floor-level communication. The event was attended by a total of 400 participants over four days. Going forward, we will continue initiatives in which employees can freely participate and that help strengthen collaboration across the Group.



## Developing a Fulfilling Workplace

### NLM Pride and Social Contribution Project

In FY2024, we organized a new "Family Tour for Adults," held a send-off event for Japanese wheelchair rugby national team member Daisuke Ikezaki ahead of the Paris International Games, and celebrated his gold medal victory. Additionally, we supported regional adaptive sports initiatives, including cooperating in the organization of the "Inclusive Sports Festa in Shimonoseki 2024" hosted by Shimonoseki City, Yamaguchi Prefecture. Going forward, we will continue to expand these activities by increasing the frequency of events and the number of locations, allowing employees to experience the joy of contributing to society and to feel pride and fulfillment in working for the Group (NLM Pride).

\* The NLM Group is an official partner of the Japan Wheelchair Rugby Federation.



Victory celebration for athlete Ikezaki



Family Tour for Adults

### Employee Engagement

The Group conducts Employee Engagement Surveys to identify trends and issues across the Group, company, and workplace levels, allowing us to implement initiatives that further strengthen employee engagement. The Employee Engagement Score for FY2024 was 3.38, lower than Nippon Light Metal's non-consolidated score of 3.42 in FY2023, a difference partly attributable to the survey's Group-wide implementation. Further, an analysis based on employee attributes showed that engagement scores tend to be lower in companies and workplaces with a higher proportion of field workers.

Moving forward, we will strengthen measures tailored to different job categories and workplace environments, including field positions, based on the results of this analysis. Specifically, we plan to conduct workshop-style training designed to address workplace challenges and to share best practices from field sites across the organization. Further, by conducting training sessions to provide feedback on survey results to workplace leaders and deploying these insights throughout workplaces, we will enhance employees' sense of conviction and participation, thereby accelerating the development of fulfilling workplaces.

Additionally, in response to the results of the first survey, Nippon Light Metal introduced an internal job posting system in FY2025, with the aim of enhancing younger employees' willingness to take on new challenges. This provides employees with opportunities to proactively take on new challenges, fostering career development and enhancing engagement.



Training session providing feedback



### Health and productivity management

Recognizing that employees' mental and physical health is fundamental to creating a comfortable workplace and fostering job fulfillment, Group companies are promoting health-oriented management practices.

In FY2024, Toyo Rikagaku Kenkyusho Co., Ltd. obtained recognition as a "Health and Productivity Management Outstanding Organization 2025 (Bright 500, Small and Medium-sized Enterprise category)." Additionally, Nippon Fruehauf Co., Ltd. was also certified as a "Health and Productivity Management Outstanding Organization 2025 (Large Enterprise category)." Going forward, we will continue to promote health improvement initiatives and the achievement of certifications at each business site, positioning health and productivity management as a key management strategy while advancing the creation of ideal workplaces.



### VOICE

#### A First for the NLM Group! Recognized as a "Health and Productivity Management Outstanding Organization – Bright 500"

Since 2022, the Company has positioned employees' health maintenance and promotion as a key management issue and has been working to create a workplace where all employees can work in good health and with peace of mind. Specific initiatives include providing full financial support for employee medical check-ups to promote early detection and prevent diseases, conducting regular health awareness surveys to assess individual needs, and continuously working to reduce physical strain at worksites, such as providing refreshing drinks to prevent heatstroke during the summer. These initiatives also help strengthen our recruitment efforts through external communications via our official social media channels and other platforms. Moving forward, we remain committed to promoting the health and happiness of each individual employee, striving for enhanced productivity and further growth in corporate value.



Teruaki Narisawa  
General Affairs and Human  
Resources Department  
Toyo Rikagaku Kenkyusho Co., Ltd.