

Diversity & Inclusion

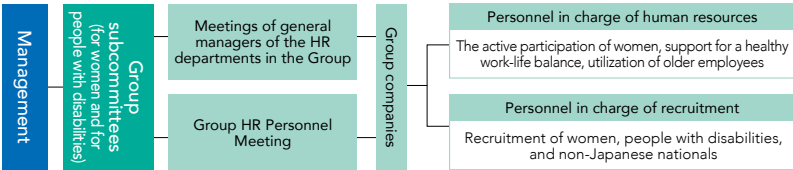
Policy

We recognize that leveraging diversity as a strength of the Group is important for enabling the Group to continue to create new value. In line with our Group's basic policies, we respect the individuality and values of each employee and are working to build an organization where diverse talent can thrive.

Framework

The tasks aimed at increasing the diversity of the Group's human capital and promoting their active participation are shared, and relevant policies are discussed at regular meetings of HR department general managers across the Group and at annual meetings of HR practitioners. Additionally, we have set up dedicated subcommittees for women's advancement and the employment of people with disabilities, where we discuss initiatives based on frontline feedback and share best practices across the Group.

Diversity & Inclusion Framework



Key Target and Result

KPI	FY2023 results	FY2024 results	FY2025 results	FY2030 target
Percentage of regularly hired career track workers that are women (NLM)	19.2%	12.8%	26.5%	20% or higher
Percentage of managers that are women (consolidated)	5.8%	6.1%	—	10% or higher
Childcare leave taken by male employees (Japan)	68.2%	80.3%	—	100%
Diversity & Inclusion score*	(NLM's reference value) 3.34	3.31	—	3.6 or higher

* Source: Results of the FY2024 Employee Awareness Survey of Nippon Light Metal Group (on a five point scale)
Question: Does your workplace have an atmosphere where diverse ways of thinking and values are accepted?

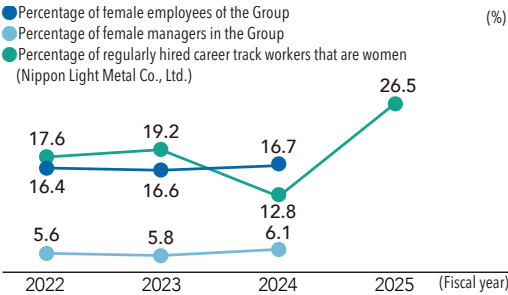
Plan, Initiatives, Evaluation, and Future Actions

Women's advancement

Toyo Aluminium Ekco Products Co., Ltd. obtained Eruboshi (2-star) certification in FY2024. The percentage of regularly hired career track workers that are women at Nippon Light Metal Co., Ltd. was 26.5% in 2025, a significant increase from the previous year. We believe that the key factors include obtaining the Eruboshi and Kurumin certifications, as well as the increased uptake of paternity leave. The ratio of female managers across the Group in FY2024 was 6.1%, and we recognize the need to accelerate our efforts to reach the 2030 target.

To achieve this goal, Nippon Light Metal Co., Ltd. established a "D&I Community" in FY2024, composed of 13 young and mid-career employees, and plans to hold awareness-raising events from FY2025 onward. At the Group level, we conduct lectures and external site visits through the Group subcommittee to strengthen each company's initiatives.

Changes in the proportion of women among employees, managers, and regularly hired staff (consolidated)



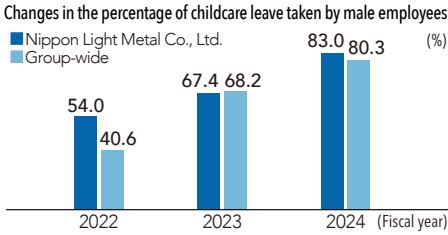
D&I Community lunch meeting

Work-life balance support

In FY2024, Nippon Light Metal Co., Ltd. received the "Platinum Kurumin" certification and is working to encourage more male employees to participate in childcare. As a result, the percentage of male employees taking childcare leave across the Group reached 80.3% in FY2024. Going forward, we will promote workplaces where all employees who wish to participate in childcare can do so, aiming to increase the above percentage.



Further, the Group companies have set targets and initiatives tailored to their individual circumstances, aiming to achieve a 100% male childcare leave utilization rate by 2030.



Employment of people with disabilities

The Nippon Light Metal Group is considering extending Nikkeikin OhLiS Co., Ltd.'s special-purpose subsidiary system across the entire Group to promote the employment of people with disabilities in a long-term and planned manner. In FY2024, we formulated an operational policy for the application of the system starting in FY2027. As of June 2025, Nippon Light Metal Co., Ltd.'s employment rate of people with disabilities stood at 2.70%, exceeding the legally mandated employment rate.

Additionally, Nikkeikin OhLiS Co., Ltd. obtained the Monisu certification in FY2024 and continues to promote employment across the entire Group through measures such as establishing Group subcommittees.



VOICE

Bringing safety and trust to our customers!

I deliver sodium hypochlorite produced at Kambara Chemical Plant to customers by tank truck. Handling chemicals requires great care, and daily training is essential to learn the basic procedures. As one of the team leaders appointed for each chemical solution, I make it my priority to ensure that my colleagues can work safely. Although operating large vehicles requires careful attention to detail, we have an environment where anyone can thrive regardless of gender, and colleagues are always willing to offer support when needed. I am often encouraged by the warm words of our customers, which gives me a strong sense of fulfillment in my daily work. I will continue to dedicate myself to ensuring that the company can entrust us with the transport of chemical solutions with complete confidence.



Chie Kudo
Chemical Sales Office, Kambara Branch
Nikkei Logistics Co., Ltd.