

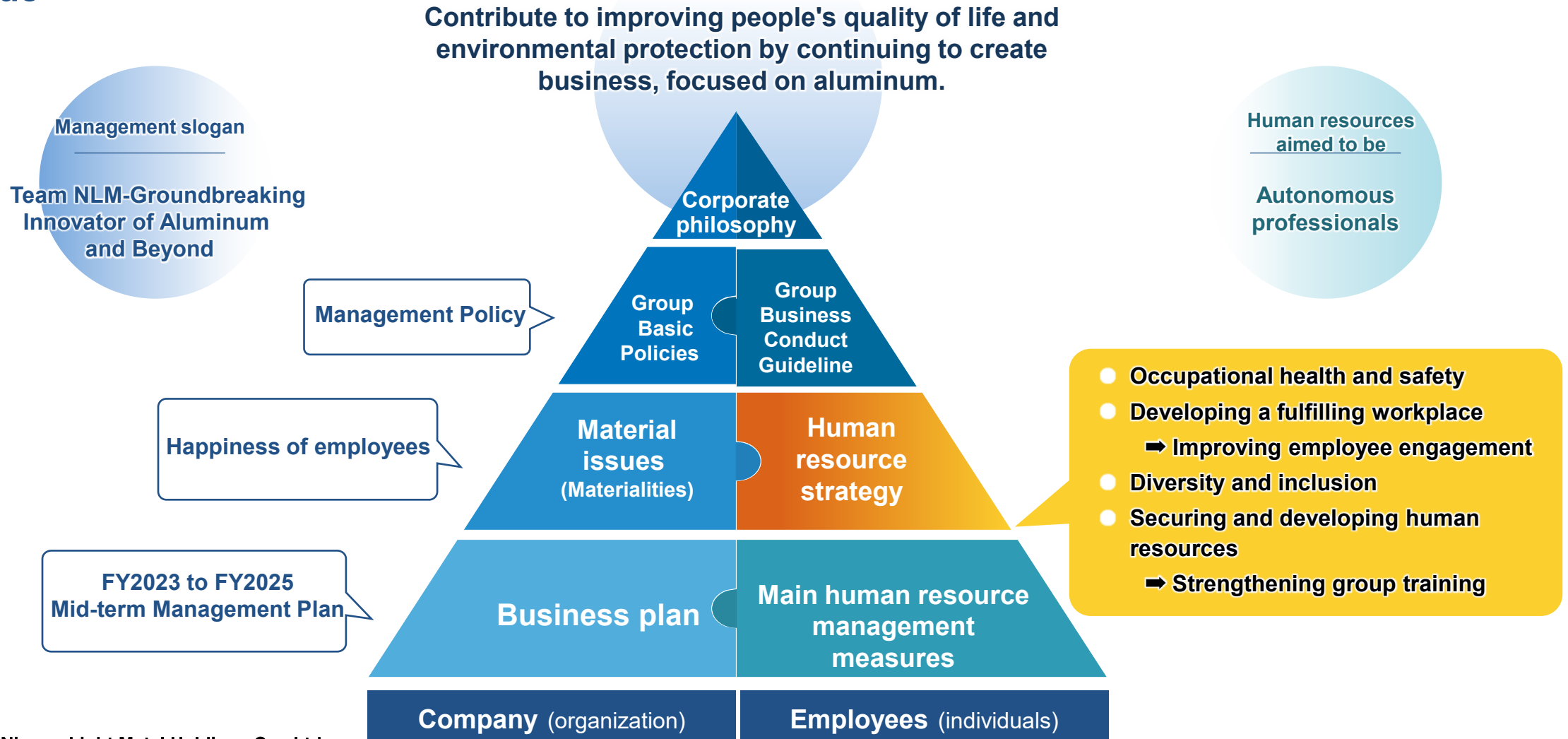
Human Capital of the NLM Group



November 18, 2025
Nippon Light Metal Holdings Company, Ltd.

Human Capital to Support the Management Strategy

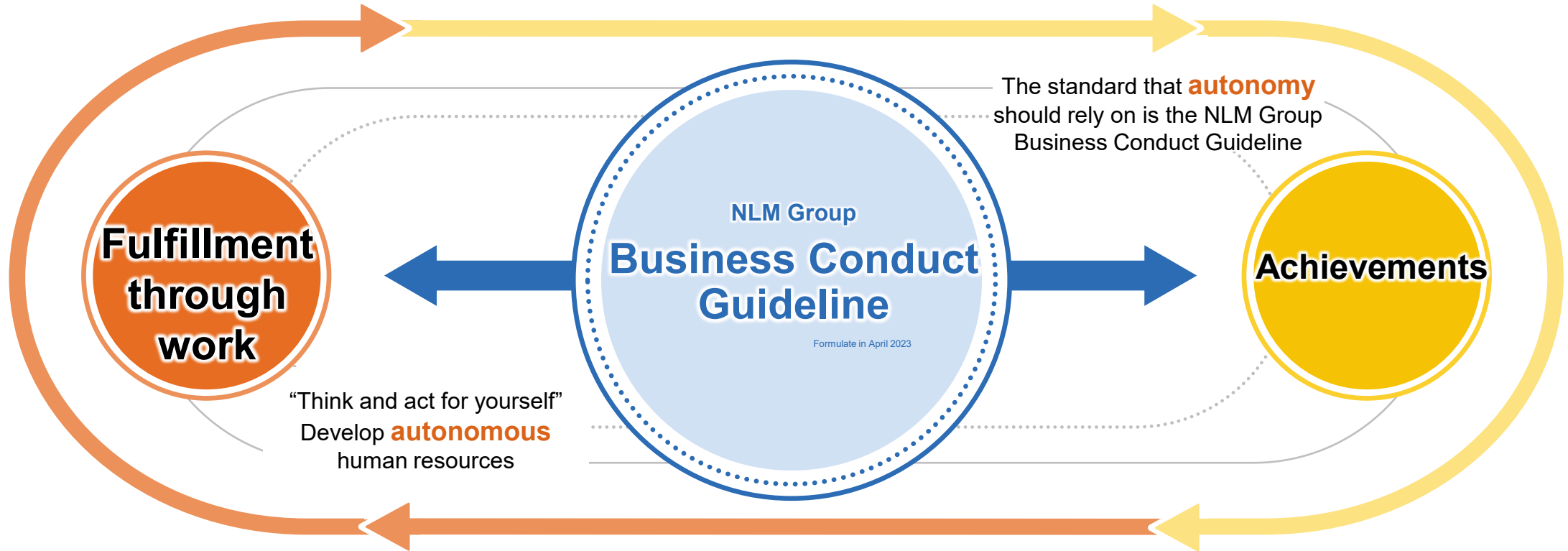
- Human resources are the foundation of all our business activities, **and the greatest asset for creating new value**



Human Capital of the NLM Group

The human resources aimed to be are autonomous professionals

- Diverse employees grow into **autonomous professionals** through their work
- Teams formed of **autonomous professionals** produce results and **enhance fulfillment through work**

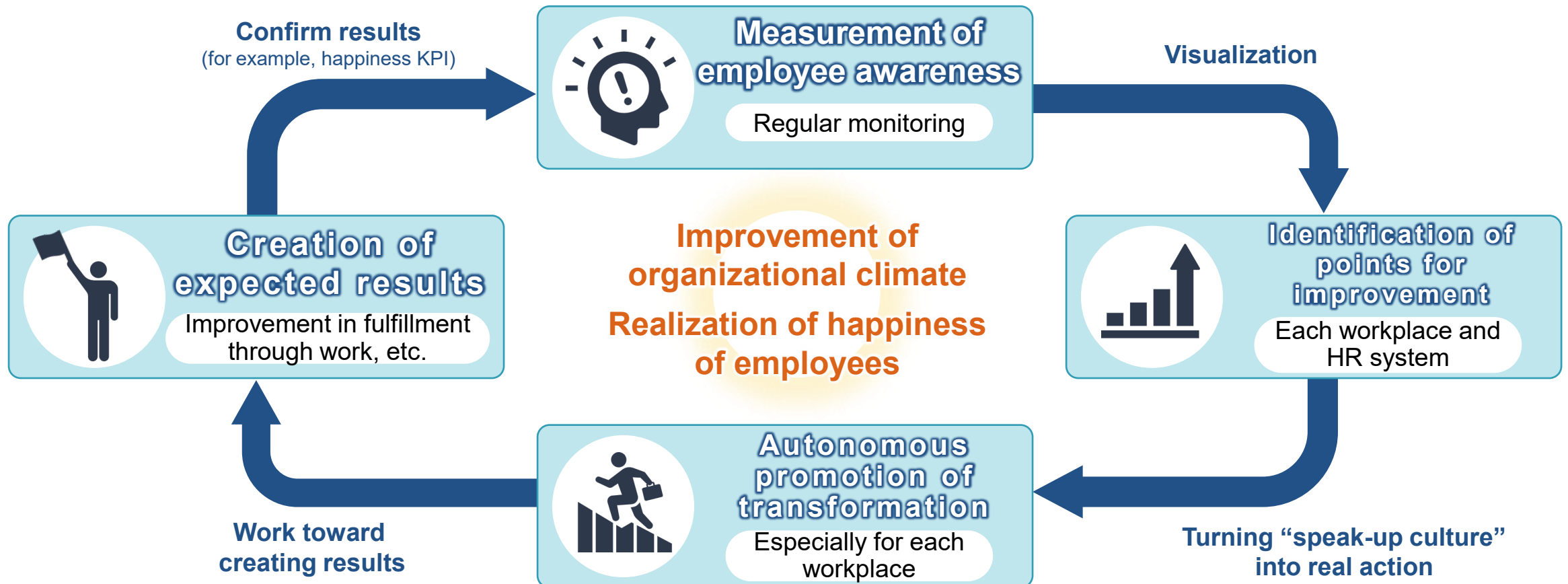


Creating environments for development **where growth through work** can be felt promotes **the happiness of employees**

→ Building a **corporate climate where people can grow**

Consideration of measures to achieve the happiness of employees

- Build **a cycle for improving engagement** starting from regular monitoring of employee awareness (engagement surveys), connecting to **an improvement in organizational climate**



Human Capital of the NLM Group

Consideration of measures to achieve the happiness of employees

- Identify issues from the FY2024 engagement survey results regarding an **HR system that can promote improvements in capabilities**

→ Employee sense of growth → Improvement in engagement → **Enhancement of corporate value**

Improvement measures (partial)	Contents	Implementation sites and target companies	Commencement schedule	
Workplace visits	» Visits by the President and other HD officers to sites and direct discussions with employees	» Group sites	Ongoing	
NLM Pride	» Expansion of social contribution activities (wheelchair rugby) events, etc.	» Companies, sites, etc.	Ongoing	
Unified group training	» Targeted at domestic career-track employees, mandatory attendance (expanded to all companies in the Group)	» Training site, e-learning	Ongoing	From April 2025
	» Instillation of the Group Business Conduct Guideline, etc.			
	» Sustained development and generation of management human resources			
Feedback training	» Group-wide reports, commentary on each company's score sheet, group discussions	» Site Manager Meeting	September 2025	
Deployment of best practices	» Introduction of excellent workplace initiatives	» Internal newsletter "NLM People"	From November 2025	
		» Intranet		
Action plan training	» Workshop training targeted at workplaces aiming to improve engagement	» Shinbashi Head Office	Scheduled for December 2025	
Revision of HR and wage system	» Renewal of the HR and wage system for managerial and regular employees	» Nippon Light Metal Co., Ltd. *Expansion throughout the Group planned	Scheduled for FY2027	

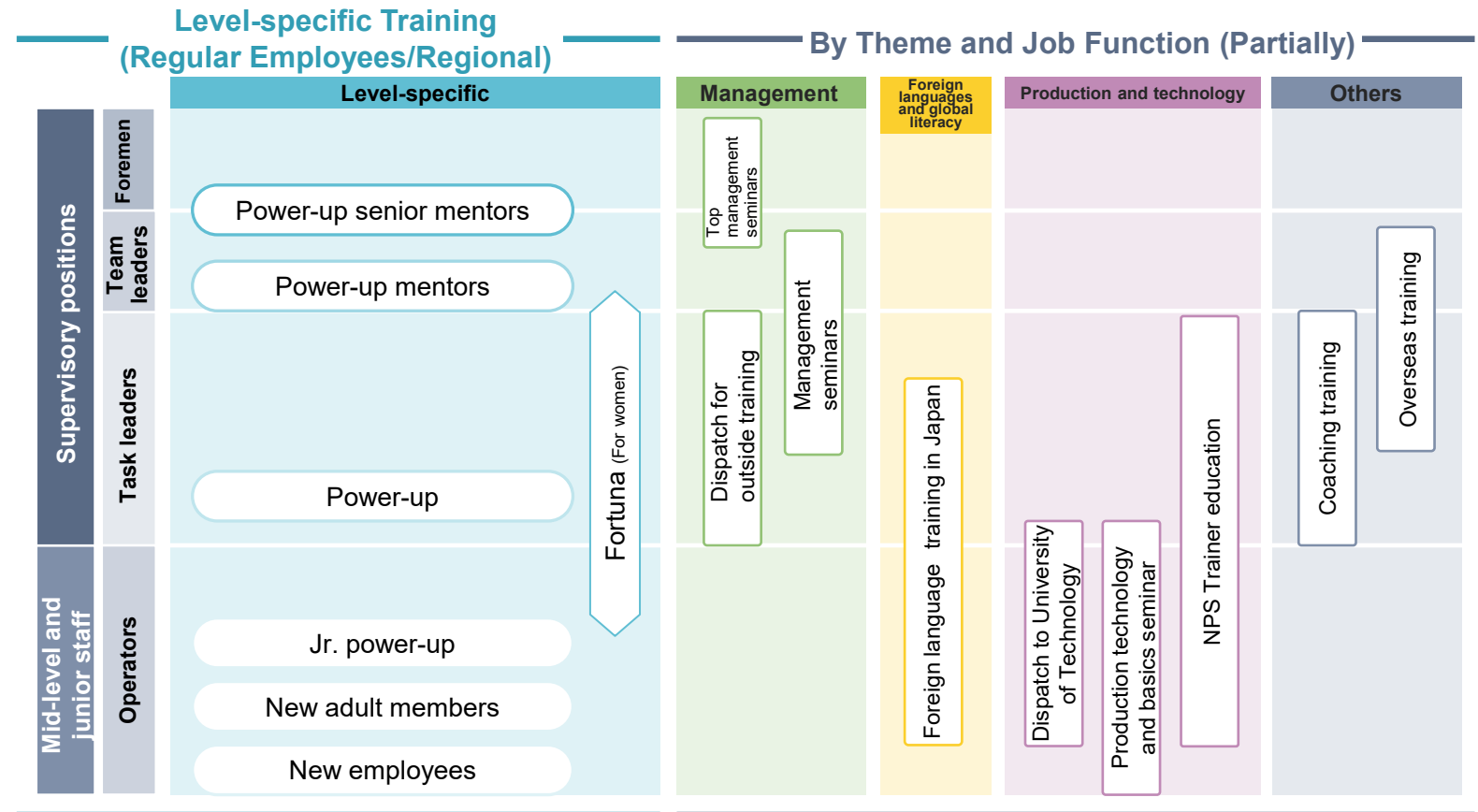
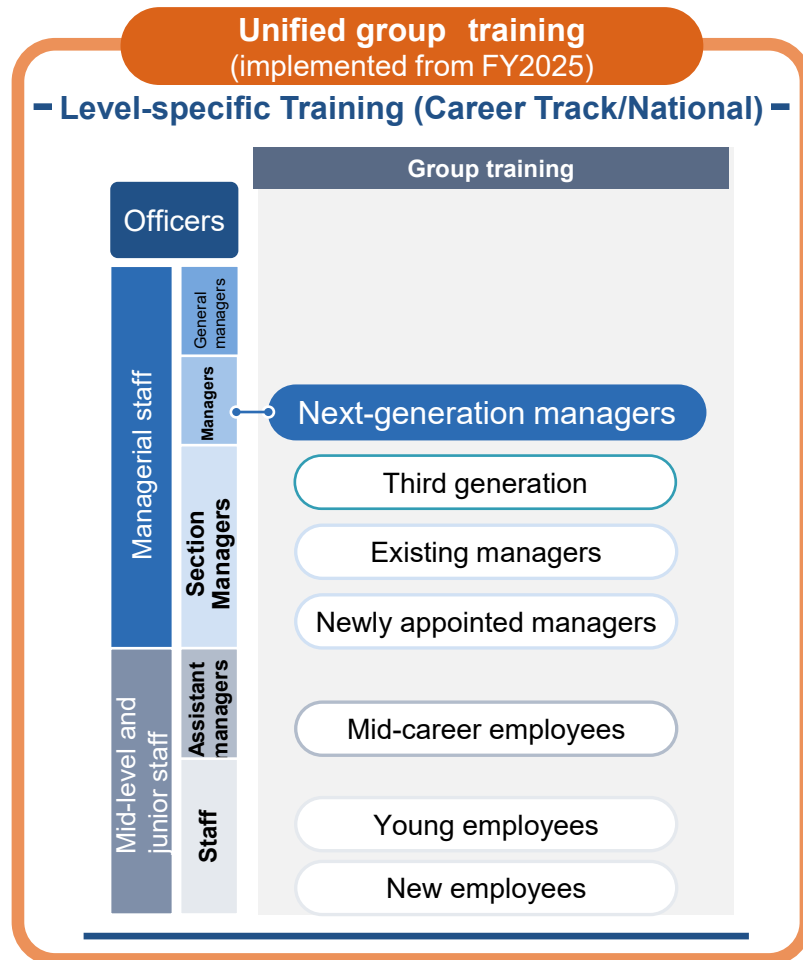
Improvements in capabilities

HR system

Human Capital of the NLM Group

Planned Development of Group Human Resources

- Along with improving individual capabilities, we use this as an opportunity to permeate our Business Conduct Guideline, connecting it to **enhancing cohesion as Team NLM**. Recently, we have been particularly focusing on **the sustainable development and generation of management human resources**.



Human Capital of the NLM Group

Continuous Development and generation of Management Human Resources

- Next-generation manager training: Develop human resources capable of implementing Group cooperation and total optimization
- Started from FY2014 → Produced 53 officers in Group companies

Next-generation manager training

- Purpose** » Develop human resources that hold **a group management perspective** and can execute **Group cooperation and total optimization**
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- Trainees** » Selection by screening (based on department recommendations, decided by the Company's President)
 » Around 50 years old
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- Overview** » For one year, two teams (five to seven employees per team) to engage in group training and a training assignment on proposals for the future of the NLM Group
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- Achievements** » Since the start, **152 employees from 22 Group companies have attended** over a period of 12 fiscal years
 » After the program, **53 employees appointed as officers of Group companies***

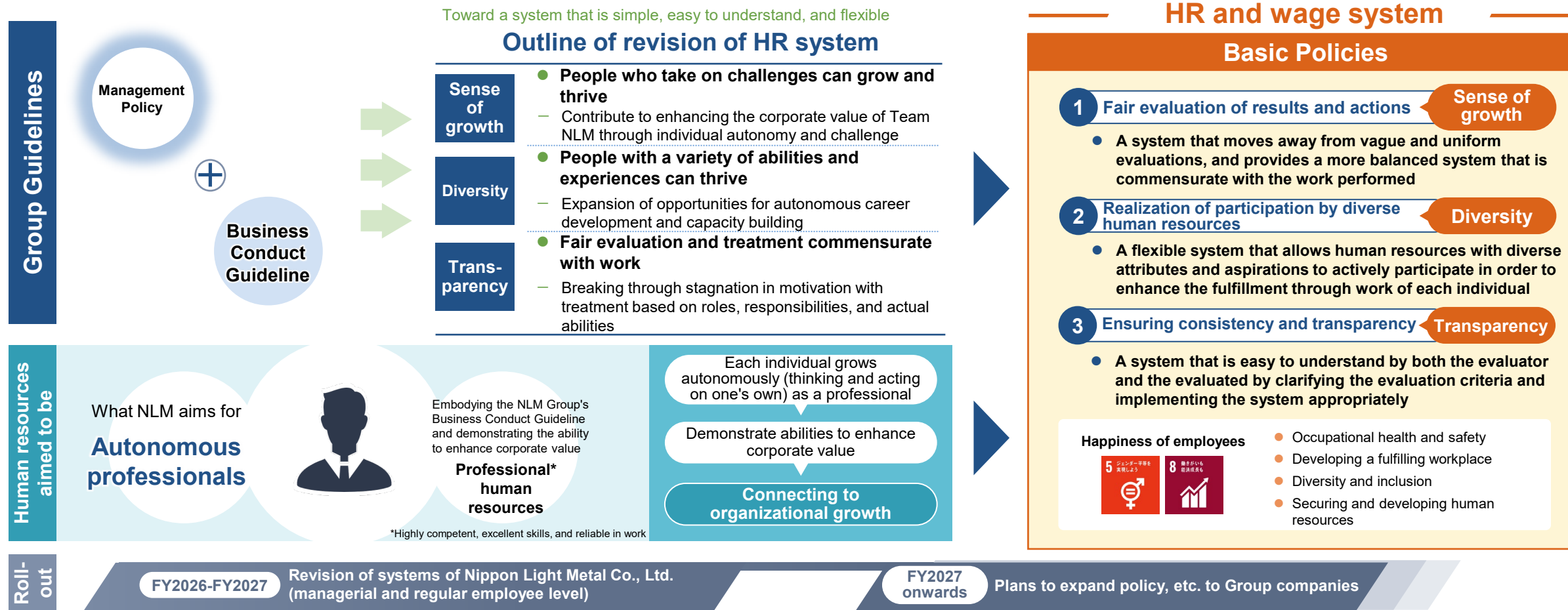
*Including 9 employees who were officers at the time of attendance

Human Capital of the NLM Group

Revision of HR and Wage System → Enhancing Corporate Value Through Human Capital

- Shift to an HR and wage system that encourages proactive career development actions and fosters the circulation of human resources

→ Along with developing Group human resources, **work toward becoming an NLM Group that continues to generate global human resources with co-creation talent**



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2. The forward-looking statements, including future trends and earnings estimates, are not historical facts and involve risks and uncertainties, and therefore do not guarantee future performance. Actual financial results may differ materially from the estimates due to various factors, including unpredictable changes in economic conditions. Significant factors that may affect actual financial results include but are not limited to the economic climate surrounding the Group, social trends, and changes in the Group's relative competitiveness in line with the demand trends for the products and services provided by the Group.
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