

Multi-stakeholder Policy

We strive to collaborate appropriately with diverse stakeholders, including not only shareholders but also employees, business partners, customers, creditors, and local communities, given that creating value together with diverse stakeholders is important in corporate management. Moreover, we understand that appropriate distribution of profits and results generated by value co-creation and productivity improvement to diverse stakeholders leads to sustaining the momentum of wage increases and sustainable economic development. Based on this idea, we will proceed with the following initiatives, with a focus on returns for employees and consideration for our business partners.

1. Return for employees

We will work to grow sustainably and to improve our productivity and commit ourselves to maximizing added value through focusing company resources on growing sectors, developing employees' abilities, and improving their skills. In addition, we aim to achieve sustainable returns for employees by using generated profits and results to raise wages in an appropriate manner that reflects our situation in line with the Main Principles of Wage Setting, while providing active education and training for employees as other comprehensive improvements in working conditions to help improve employees' engagement and further productivity.

(Individual items)

Specifically, in view of social conditions, the business environment, and financial results, we will raise wages as the sustainable and appropriate return that leads to employees' growth and motivation. Regarding education and training, based on our policy to "learn from failures, modify actions, and try again," we strive to create a workplace that allows every employee to work with passion, and to enrich human resource development in order to help employees to further grow through various measures, including regular in-house training for all employees, support for obtaining qualifications, covering the costs of job-related books, and creating a favorable working environment.

2. Consideration for our business partners

We will continue to comply with the Declaration of Partnership Building. In the event that our Declaration is removed from the web portal for this declaration, we will voluntarily withdraw the publication of our Multi-Stakeholder Policy.

- The URL of the Declaration of Partnership Building:
<https://www.biz-partnership.jp/declaration/110285-09-00-hyogo.pdf>

*This page is written in Japanese only.

We will build appropriate business relationships with tax-exempt business entities, referring to guidelines released by the government for approaches to the invoice system for tax-exempt business entities and their business partners.

We will steadily move forward with the above measures while monitoring the progress.

September 1, 2025
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