

Multi-Stakeholder Policy

We consider that in corporate management, value co-creation with a diverse range of stakeholders—including not only shareholders but also employees, business partners, customers, creditors, and local communities—has become increasingly important. Based on this understanding, we will promote appropriate collaboration with these multi-stakeholders.

Furthermore, we believe that appropriately distributing the revenues and outcomes generated through value co-creation and productivity improvement to multi-stakeholders—such as returning profits to employees and being considerate toward business partners—is essential for maintaining motivation for wage increases and supporting the sustainable development of the economy. Based on this perspective, we will advance the following initiatives.

1. Returning profits to employees

Our Purpose, stated in our corporate philosophy, is “To offer peace of mind through reliable quality and dedicated support,” and it is our employees who support this purpose.

We will focus on sustainable growth and productivity improvement by securing and developing talent that drives business growth, reforming our HR systems, ensuring fair evaluation of diverse personnel, and creating a working environment that promotes both job satisfaction and well-being. Based on the profits and results generated, and taking into account the company’s situation, we will implement comprehensive improvements in treatment—including wage increases—through appropriate methods. At the same time, we will proactively invest in training and development initiatives that enhance employee engagement and foster further growth, thereby ensuring continuous returns to employees.

(Specific Items)

With respect to wage increases, we will consider economic trends, inflation, and the company’s business performance, while emphasizing sincere dialogue between labor and management. Regarding training and development, we will work to create an environment in which employees can maximize their abilities and individuality by establishing internal and external training opportunities and expanding training systems and certification support.

2. Consideration for business partners

We continue to comply with the Declaration of Partnership Building.

If the listing of the Declaration of Partnership Building on the portal site is discontinued, we will voluntarily withdraw the publication of this Multi-Stakeholder Policy.

- URL of the Declaration of Partnership Building: (Japanese)

【<https://www.biz-partnership.jp/declaration/125771-05-08-tokyo.pdf>】

In addition, with regard to transactions with tax-exempt entities, we will refer to the government's published guidance concerning tax-exempt businesses and their trading partners' responses to the invoice system, and work to build appropriate relationships.

3. Other stakeholder-related initiatives

Our corporate philosophy defines our Purpose as “To offer peace of mind through reliable quality and dedicated support.” Based on this purpose, we will strive to build and maintain trusting relationships with all stakeholders—including shareholders—while working toward sustainable growth and improvement in medium- to long-term corporate value.

For further details, please refer to our Integrated Report:

https://www.asahi-yukizai.co.jp/ir_intergrated_report/

We will continue to make steady effort on these issues as we monitor the progress of our initiatives.

January 30 th, 2026
Asahi Yukizai Corporation
President & Representative Director
Kazuya Nakano