

## **Multi-stakeholder Policy**

Toagosei Co., Ltd. recognizes that in corporate management it is important not only to collaborate with shareholders but also to create value together with diverse stakeholders including employees, suppliers, customers, creditors and local communities. Accordingly, the Company will strive to appropriately collaborate with multiple stakeholders. In addition, the Company sees the appropriate allocation to multiple stakeholders of the profits and results produced by collaborating to create value and improving productivity as leading to maintaining the momentum of wage raises and sustainably developing the economy. From this perspective, the Company understands the importance of giving back to employees and giving consideration to suppliers, and will proceed with the following initiatives.

### **1. Giving Back to Employees**

The Company will focus its efforts on maximizing added value by working to achieve sustainable growth and productivity improvement through various efforts. Those efforts include the prioritized investment of management resources in growth fields, and employee ability development and skill improvement. In addition, the Company will raise wages in an appropriate manner taking into account its situation in accordance with the Basic Principles for Wage Determination based on the profits and results produced. At the same time, the Company will aim to sustainably return those profits and results to its employees by proactively working with a focus on education and training to help improve the engagement of employees and to further raise productivity as other comprehensive improvements in working conditions.

#### Individual Items

Specifically, the Company will hold sincere discussions between labor and management about raising wages and strive to continuously return profits and results appropriately. The Company has established a system in which employees meet with internal and external career counselors qualified as career consultants as a part of education and training. The aim of this system is to allow each employee to come up with his or her own career vision and to then provide support to achieve that. The Company will work to develop human resources capable of working overseas, human resources who can create new value from interactions with those in different industries and human resources who can advance operational reforms by using digital skills.

## **2. Giving Consideration to Suppliers**

The Company will continue to work on complying with the contents of the Partnership Building Declaration. In the event that publication on the portal site of the Partnership Building Declaration is discontinued, the Company will voluntarily withdraw the publication of this Multi-stakeholder Policy.

- URL of the Partnership Building Declaration [Japanese only] :  
【<https://www.biz-partnership.jp/declaration/22146-05-08-tokyo.pdf>】

In addition, with respect to transactions with tax-exempt business operators, the Company will also refer to the government's published views on the response of tax-exempt business operators and their business partners to the invoice system, and will work to build appropriate relationships.

December 12, 2025

Hidegori Kobuchi, President and Representative Director and COO, Toagosei Co., Ltd.