

## Multi-stakeholders Policy

The company has established a vision of *benefiting all stakeholders by developing and implementing industrial machinery and new materials that solve social issues*, and in light of the fact that value creation with such diverse stakeholders as shareholders, employees, transaction partners, customers, and local communities is important for sustainable growth, the company will continue to strive for appropriate cooperation with multi-stakeholders. In addition to that, from the perspective that appropriately distributing to multi-stakeholders the profits and results that are generated by value creation and productivity improvement will lead to the economy's sustainable development, we will promote the initiatives below in light of the fact that it is important to give profits and results back to our employees and to consider our business partners.

### Details

#### **1. Giving profits and results back to our employees**

Based on the purpose of the “Material Revolution<sup>®</sup>, making the world sustainable and prosperous” that was established in 2022, the company is striving to create social value and improve sustainable corporate value. The component that can be the driving force for the company's growth, create innovation, and lead to value creation is diverse human resources, and we believe that investment for the purpose of diverse human resources is a matter to be undertaken with the utmost priority for the purposes of sustainable growth and the strengthening of the company's management base. We will strive to achieve productivity improvement and maximization of added value through proactive investment in human resources, and for the profits and results that are brought about as a result of that, we will maintain not only wage increases but also a workplace environment in which it is easy for employees to work, and we will aim to make sustainable returns of education and training to employees.

(Individual items)

Specifically, concerning wage increases, the company has implemented wage increases thus far, and from now on, we will also continue to consider wage increases based on comprehensive consideration of such external factors as business and economic trends and such internal factors as our own company's performance. We will also strive to create a corporate culture that has open communication and a high degree of psychological safety by promoting human resource investment for education and training, provision and expansion of education and training opportunities, and policies that contribute to flourishing of diverse human resources and enhancement of communication.

#### **2. Consideration for our transaction partners**

The company will continue to strive to achieve compliance with the content of our declaration about building partnerships.

If posting on the portal site of the declaration about building partnerships is canceled, we will voluntarily retract public announcement of the multi-stakeholders policy.

- URL for the declaration about building partnerships:

[\[https://www.biz-partnership.jp/declaration/24738-05-18-tokyo.pdf\]](https://www.biz-partnership.jp/declaration/24738-05-18-tokyo.pdf)

In addition, concerning transaction relationships with businesses that are exempt from consumption tax, we will refer to perspectives related to handling the invoice system for tax-exempt businesses and their business partners that the government has publicly announced and strive to build appropriate relationships.

### **3. Other initiatives related to stakeholders**

The company is aware that, in aiming to simultaneously create social value and improve sustainable corporate value, it is essential to be trusted by all of our transaction partners, employees, and other stakeholders, including shareholders and customers, and we are striving to continuously strengthen corporate governance in order to ensure management's transparency, soundness, and efficiency.

We will confirm the situation of taking initiatives for these items and also promote reliable initiatives.

March 4, 2025

Toshio Matsuo, Representative Director and President

(Name and position)

The Japan Steel Works, Ltd.

(Company name)