

Multi-Stakeholder Policy

Tokyo Derica Co., Ltd. (hereinafter referred to as Tokyo Derica) understands that co-creating value with diversified stakeholders, including our customers, shareholders, business partners, employees and local communities, is becoming even more important in business management. With this understanding, we collaborate appropriately with multiple stakeholders. Through appropriately distributing profits and gains generated from such co-creation and increased productivity to multiple stakeholders, the salary momentum will be maintained and sustainable economic development will be achieved. From this viewpoint, Tokyo Derica, understanding the importance of rewarding our employees and considering our business partners, will take the following measures:

1. Rewarding our employees

Tokyo Derica concentrates our management resources on growing fields and develops and improves the performance and skills of our employees. Through these, we will work to achieve sustainable development, increase productivity and maximize the added value. With profits and gains being generated, we will increase our employee salaries appropriately for the business conditions of our company. In addition to salary increases, we will also implement comprehensive measures to improve the work conditions of our employees, including actively improving education and training for them, thus enhancing their engagement and further improving their productivity, enabling us to continue to reward them.

(Individual items)

More specifically, we will continue to discuss and consult with the union officials concerning salary increases and other comprehensive measures for improving employees' work conditions. Concerning education and training, we will implement group training programs for all employees in accordance with the annual plans, bringing out the best in each and every employee. With such programs, we will develop our human resources.

2. Considering our business partners

We will continue to adhere to our Declaration of Partnership Building. If we withdraw our Declaration of Partnership Building from the *Declaration of Partnership Building* portal site, we will voluntarily withdraw from publishing our Multi-Stakeholder Policy as well.

Declaration of Partnership Building URL (In Japanese only)

【<https://www.biz-partnership.jp/declaration/88348-10-00-tokyo.pdf>】

Concerning our relationships with business entities that are exempt from consumption taxes, we will consult the government guidelines for transactions with such entities and the invoice system and establish fair and appropriate relationships.

To achieve the above objectives, we will work steadily and regularly check our achievements.

March 25, 2025

Takeshi Kiyama
President, Tokyo Derica Co., Ltd.