

Multi-Stakeholder Policy

In recognition of the growing importance of collaborative value creation with various stakeholders—including shareholders, employees, business partners, customers, creditors, and local communities—in corporate management, ESPEC CORP. is committed to appropriate collaboration with all stakeholders. We also believe that the appropriate distribution to stakeholders of profits and results generated through collaborative value creation and improved productivity is crucial for maintaining the momentum of wage increases and contributing to sustainable economic development. With this in mind, we will promote the following initiatives while continuing to focus on employee benefits and considerations for business partners.

1. Returns to Employees

One of ESPEC's most important issues (materialities) is "securing and cultivating diverse human resources." By providing employees with opportunities for growth and support while also creating an environment that accommodates diverse work styles, we aim to improve productivity, maximize added value, and achieve sustainable growth. Based on the profits and results generated, we will implement appropriate wage increases based on the company's overall situation, and we will actively engage in education and training to improve employee engagement and further enhance productivity to provide sustainable returns to ESPEC employees.

(Individual goals)

Regarding wage increases, we will specifically conduct sincere discussions with the labor union to implement regular salary increases and base pay adjustments while also working to improve welfare benefits and other labor conditions. Moreover, with regard to education and training, we will provide comprehensive support through programs such as the Executive Training System for helping individuals acquire the necessary skills and insights required for management executives, including support for obtaining university-level qualifications; the Global Trainee Program, which sends employees to overseas group companies for a set time to develop a global mindset and broader perspectives; and the Career Development Program to support employees' self-directed, proactive career development. We will also continue to strengthen our efforts toward maximizing ESPEC's human resources.

2. Consideration for Business Partners

We will continue our efforts at ESPEC to comply with the terms of the Declaration of Partnership Building. In the event that the publication of the Declaration of Partnership Building is stopped, the publication of the Multi-Stakeholder Policy will be automatically stopped as well.

Declaration of Partnership Building URL

[【https://www.biz-partnership.jp/declaration/47149-05-21-osaka.pdf】](https://www.biz-partnership.jp/declaration/47149-05-21-osaka.pdf)

We will also work on establishing appropriate relationships regarding transactions with tax-exempt businesses by referring to the government's published policies on tax-exempt businesses and their partners and their approach to compliance with the invoice system.

3. Other Stakeholder Initiatives

To continue being a company that contributes to society, we value engagement with our stakeholders. To this end, ESPEC has published its "Pledges" to our stakeholders. Based on these pledges, we are focusing on dialogue with each stakeholder and are working daily to vitalize communication through a variety of opportunities and mechanisms. ESPEC will continue to construct relationships with all stakeholders through collaboration that benefits both sides. Detailed information is available on the ESPEC website.

Stakeholder Engagement URL

[【https://www.espec.co.jp/english/sustainability/stakeholder_engagement.html】](https://www.espec.co.jp/english/sustainability/stakeholder_engagement.html)

We will continue to actively promote efforts toward the above while regularly checking the status of our current efforts.

March 12, 2025

ESPEC CORP.

Company Name

Satoshi Arata, Representative Director and President

Name and Title of Representative