

## **Multi-Stakeholder Policy**

Recognizing the importance of value co-creation with a diverse range of stakeholders—including employees, business partners, customers, creditors, and local communities—in corporate management, we will strive to collaborate appropriately with multiple stakeholders. From the perspective that the appropriate distribution to multiple stakeholders of the profits and results generated thereby leads to the creation of new value and the realization of a sustainable society, we will advance the following initiatives for returns to employees and consideration for business partners.

### **1. Returns to Employees**

We will focus on maximizing added value by pursuing sustainable growth and productivity improvement through appropriate investments in management resources, as well as the capability development and skill enhancement of our employees. Based on the profits and results generated, we aim to provide sustainable returns to our employees. We will accomplish this by raising wages through appropriate methods tailored to our circumstances, and by actively engaging in comprehensive improvements to working conditions—primarily through education and training—that contribute to improving employee engagement and further boosting productivity.

Specifically, regarding wage increases, we will comprehensively consider price trends, economic conditions, and our management situation to implement continuous wage increases, including base pay raises. Regarding education and training, in order to continue protecting food safety and peace of mind while providing high-quality services, we will expand opportunities to support our employees' self-directed career development and skill enhancement. In addition to rank-based training, this includes education on culinary techniques and food hygiene, recurrent education, and the strengthening of global responsiveness.

### **2. Consideration for Business Partners**

We will continue our efforts to comply with the commitments of the Declaration of Partnership Building. In the event that the publication 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:

<https://www.biz-partnership.jp/declaration/129462-05-24-tokyo.pdf>

### **3. Other Stakeholder Initiatives**

Through our business activities, such as the manufacturing and provision of in-flight meals, we will deliver the joy of safe and high-quality food to our customers. At the same time, we will contribute to the sustainable development of local communities and the global environment by reducing food loss and utilizing environmentally friendly materials.

We will continue to steadily implement these initiatives while reviewing the progress of our efforts.

March 1, 2026

ANA Catering Service Co., Ltd.

Naoko Nishijima, President and **CEO**