

## **Multi-Stakeholder Policy**

Recognizing that value co-creation with a diverse range of stakeholders—not limited to shareholders, but also including employees, business partners, customers, creditors, and local communities—is becoming increasingly important in corporate management, we will strive to collaborate appropriately with multiple stakeholders. From the perspective that appropriate distribution of the profits and results generated through value co-creation and productivity improvement to multiple stakeholders leads to maintaining the momentum of wage increases and the sustainable development of the economy, we recognize the importance of returning profits to employees and considering business partners, and we will advance the following initiatives.

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

We will focus on maximizing added value by working towards sustainable growth and productivity improvement through focused investments of management resources into growth areas, as well as the capability development and skill enhancement of our employees.

Based on the profits and results generated, in accordance with the “Grand Principle of Wage Determination,” we will implement wage increases through appropriate methods tailored to our company’s circumstances. In addition, as part of comprehensive improvements to working conditions, we will actively engage in initiatives centered on education and training that contribute to improving employee engagement and further boosting productivity, thereby aiming for sustainable returns to our employees.

(Individual Items)

Specifically, regarding wage increases, we will comprehensively consider price trends, economic conditions, and our management situation to continuously implement wage increases, including base pay raises. Regarding education and training, to continue protecting food safety and peace of mind while providing high-quality services, we will strive to expand opportunities that 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】](https://www.biz-partnership.jp/declaration/129462-05-24-tokyo.pdf)

Furthermore, regarding business relationships with consumption tax-exempt enterprises, we will refer to the government's published guidelines on how tax-exempt enterprises and their business partners should handle the invoice system, and we will strive to build appropriate relationships.

### **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**