

## Multiple Stakeholder Policy

Our company has established “Our Purpose”—our corporate mission—as contributing to sustainable growth and the realization of a sustainable society through its business activities. In order to fulfill this mission, it is committed to constructive collaboration with a diverse range of stakeholders, including its customers, business partners, shareholders and investors, local communities, and employees.

Building on this, the Company will promote the fair and appropriate distribution of the profits and value generated through the manufacturing activities to its multiple stakeholders, with due consideration for business partners and fair returns to its employees.

### 1. Returns to Employees

The Company has established “Developing Proactive Professional Talent” as its new human resource development policy. Based on the principles of proactive mindset and independent thinking, it is fostering an organizational culture in which each individual actively develops their capabilities. To support this approach, the Company is refreshing its education and training frameworks, implementing a wide range of training programs, enhancing internal systems, and undertaking various initiatives. Through continuous efforts to enhance employees’ capabilities and skills, it aims to achieve sustainable growth and improved productivity, with a focus on maximizing added value. In line with the fundamental principles of wage determination, and with a view to advancing human capital management that enhances employee engagement, the Company seeks to provide sustainable returns to employees, including wage increases, by actively investing in education and training initiatives.

(Specific Initiatives)

Specifically, with respect to wage increases, the Company will work to improve employees’ working conditions through sincere and constructive discussions, built on ongoing dialogue between labor and management. In addition, with respect to education and training, in order to promote the enhancement of digital skills and the cultivation of an innovation mindset among all employees, it will implement digital talent development programs that leverage the latest technologies such as generative AI, design thinking training to foster logical and structured thinking, and innovation talent development programs that encourage collaboration and co-creation through interaction with both internal and external stakeholders.

The Company will continue to enhance the competitiveness of its business activities and provide sustainable benefits to employees.

### 2. Consideration for Business Partners

The Company will continue to make efforts to comply with the contents of the Declaration of Partnership Building. In the event that the Declaration of Partnership Building is removed from the portal site, the Company will voluntarily withdraw the disclosure of its Multiple Stakeholder Policy.

- URL of the Declaration of Partnership Building

<https://www.biz-partnership.jp/declaration/123644-05-23-aichi.pdf>

In addition, with regard to business relationships with consumption tax-exempt businesses, the Company will strive to establish appropriate relationships based on the government's published views and guidelines concerning tax-exempt businesses and their trading partners, including guidance on compliance with the Invoice System.

January 21, 2026

Musashi Seimitsu Industry Co., Ltd.     President and Representative Director Hiroshi Otsuka