

## Multi-Stakeholder Policy

Guided by its mission of “creating value to share with society,” the Company seeks to earn the trust and empathy of a wide range of stakeholders—including employees, business partners, customers, shareholders, creditors, local communities, and government and public institutions—while contributing, through our business activities, not only to the enhancement of corporate value but also to the realization of a sustainable society. Recognizing that our business is supported by the resources and contributions provided by these diverse stakeholders, we are committed to appropriate collaboration with our multi-stakeholder community through fair and transparent information disclosure and dialogue. From the perspective that the appropriate distribution of profits and outcomes generated through value co-creation and productivity improvements contributes to the realization of a sustainable society, we recognize the importance of returning value to employees and giving due consideration to business partners, and we are advancing initiatives accordingly.

### 1. Returns to Employees

The Company will pursue sustainable growth and productivity improvement by strategically allocating management resources to growth areas and by enhancing employees’ capabilities and skills, thereby focusing on maximizing added value. Based on the profits and outcomes generated through these efforts, we will implement appropriate wage increases that take into account the Company’s business conditions and the broader social environment. In addition, as part of comprehensive improvements to overall employee compensation, we will actively implement a range of initiatives, including education and training, to enhance job satisfaction and further improve productivity, with the aim of providing sustainable returns to our employees.

(Specific initiatives)

With regard to wage increases, we will engage in sincere discussions between labor and management, taking into account the Company’s business performance and social conditions, and will seek to provide continuous and appropriate returns so that each employee, an important management asset, can work with peace of mind, find fulfillment in their work, and thrive over the long term. With respect to education and training, we will continue to strengthen support systems that enable each employee to enhance their professional knowledge and capabilities and to fully realize their potential.

### 2. Consideration for Business Partners

The Company will continue to comply with the commitments set forth in its Partnership Building Declaration.

Should the declaration cease to be published on the Partnership Building Declaration portal site, the Company will voluntarily withdraw the disclosure of this Multi-Stakeholder Policy.

- Partnership Building Declaration URL (Japanese only)  
[\[https://www.biz-partnership.jp/declaration/91434-05-08-tokyo.pdf\]](https://www.biz-partnership.jp/declaration/91434-05-08-tokyo.pdf)

In addition, with respect to business relationships with tax-exempt enterprises under Japan's consumption tax system, we will work to build appropriate relationships by referring to the government's published views and guidance on the actions to be taken by tax-exempt enterprises and their business partners under the invoice system.

We will steadily advance these initiatives while monitoring the status of our efforts.

January 20, 2026

Yoshinori Isahaya, Representative Director, President  
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