Multi-Stakeholder Policy

In corporate management, the Company will pursue appropriate collaboration with multiple stakeholders, reflecting the importance of value co-creation with a variety of stakeholders, including not just shareholders, but also employees, business partners, customers, creditors, and local communities. Furthermore, we will implement the following initiatives in view of the importance of providing returns to employees and giving due consideration to business partners, as appropriately distributing the profits and results generated through value co-creation and productivity improvement to multiple stakeholders will help maintain the momentum of wage increases and lead to sustainable economic development.

1. Returns to employees

The source of the Company's strength is creativity, i.e., people, and we will continue to invest in human resources, our most important asset. Through systems that enable employees to develop their skills and careers and to choose their own workstyles, we will create an environment that supports the activities of diverse employees, strive for sustainable growth and productivity improvement, and focus on maximizing added value. And based on the profits and results generated, we will raise wages in an appropriate manner based on "fundamental principles on deciding wages," and more comprehensively, i.e., in other aspects of treatment, we will aim to provide sustainable returns to employees by actively investing in people through education and training so as to contribute to improving employee engagement and further raising productivity.

(Specific matters)

Specifically, regarding wage increases, in FY2024, we revised the personnel system to link evaluation and compensation to competence and results, and we will continue endeavoring to improve the treatment of employees based on balanced assessments of their abilities, contributions, and results, regardless of their age or years of experience. And in the area of education and training, we will strive to equip each individual with the competence to develop their own career independently. To that end, we will present possible career paths, run career development seminars, and provide career opportunities through, for example, internal open recruitment. Through such initiatives, we will endeavor to make employees more conscious of their careers and to support them in proactively taking on challenges.

2. Consideration to business partners

The Company will continue working to comply with the content of its Declaration of Partnership Building.

Should the Declaration of Partnership Building be removed from the portal site, we will voluntarily rescind public disclosure of the Multi-Stakeholder Policy.

- Date of registration of Declaration of Partnership Building
  April 28, 2025
- (URL of Declaration of Partnership Building)
  【 https://www.biz-partnership.jp/declaration/95117-09-00-tokyo.pdf 】

We will also work to build proper relationships with business partners that are exempt from consumption tax based on the government's published views on approaches to the invoice system for tax-exempt entities and their business partners.

With respect to the matters presented above, we will steadily implement measures while continuing to monitor progress.

March 27, 2025

(Updated on May 23, 2025 to reflect change in URL of Declaration of Partnership Building)

Tomokuni Tsuji, President and CEO, Sanrio Co., Ltd.