

“Multi-stakeholder Policy”

As a member of the INFRONEER Group, our company intends to realize “A world where there is no limit to what can be asked from and what can be delivered by infrastructure services”- a secure, safe and sustainable society where the replacement and optimization of infrastructure services progress -, and view our various stakeholders, including shareholders, employees, clients, customers, creditors, and local communities as our partners for co-creating added values by “venturing together into the future of infrastructure services”(*).

Therefore, from the viewpoint that any added value created through appropriate collaboration with multiple stakeholders should be appropriately distributed to the multiple stakeholders, we will pursue the following approaches in terms of what should be returned to our employees or as consideration for our clients.

(*) The INFRONEER Group defines added values as the sum of operating profit, total personnel expense, depreciation expense, and research and development expense, in order to achieve “spiral-up” of all of the following elements: contribution to society, sales and profit of the Company, salaries of employees, and return to shareholders, connected with each other, instead of having them improve independently.

1. Return to employees

Our company will actively invest in human assets toward sustained growth and productivity improvement, while recognizing that such investment in human assets is the starting point for corporate value improvement, based on the notion that human assets are the driving force for maximizing added values. And, we aim at achieving sustained returns to employees, such as wage raises and human resource investment by realizing the cycle of added value maximization, in which added values created by human assets are connected to distribution to, and investment in, human assets again, creating further added values. To achieve this goal, it is essential to continuously produce value-creating human assets, and we have defined four pillars: “strengthening of the ability to compete for human assets”, “strategic investment in human asset development”, “optimal deployment of human assets”, and “pursuit of ease of work and job satisfaction” as our human assets’ strategy.

In particular, for wage raises, we re-distribute added values to distinctive human assets for their achievements by using value-added productivity as the bonus calculation criterion, in addition to continuously improving the treatment of employees, including base-pay increase, and have started efforts to increase the motivation and productivity of human assets and foster a sense of organizational unity. For human resource investment, we are working to create an environment where various human assets can play active parts through efforts such as promoting re-skilling and talent management according to environmental changes, actively investing in measures to increase the engagement of employees, promoting healthy management, providing support for work-life balance, and introducing a flexible work pattern system.

2. Consideration for our clients

Our company will continue to work on the compliance with the content of our Declaration of Partnership Building.

Further, we have adopted a “MAEDA CORPORATION Master-Meister System”, in which we commend skilled workers who have advanced skills and knowledge, extensive experience, and excellent human qualities in order to improve the treatment of competent skilled workers, in addition to working on efforts to secure human resources and provide educational support while also involving subcontracting companies with the aim of securing and developing skilled workers.

- Date of registration of our Declaration of Partnership Building

[January 13, 2021]

- URL of our Declaration of Partnership Building

[<https://www.biz-partnership.jp/declaration/957-04-00-tokyo.pdf>]

We will move ahead with steady efforts while checking the state of our approach to these agendas.

End

April 13, 2023

Soji Maeda, President and CEO
MAEDA CORPORATION