

ANA Group's Basic Approach to Employee Working Conditions

The ANA Group has established the "Basic Philosophy Concerning Employees' Working Conditions" for all officers and employees of the Group, and aims to improve basic quality while building a relationship of mutual trust and co-creation between labor and management.

1. We are committed to paying fair and appropriate wages to all employees.

We will regularly survey the cost of living in our community as well as conduct wage surveys of other companies in our industry to maintain appropriate wage levels. By doing so, we aim to ensure that our employees have financial stability and security.

2. We are committed to eliminating unfair wage disparities based on gender.

We will realize equal pay for equal work regardless of gender by conducting evaluations based on job description, skills, experience, and contribution. To ensure this fairness, we will regularly monitor and analyze wage data, disclose the status of wage differences between men and women in our annual report, and take steps to correct any potential disparities.

3. We are committed to establishing regular opportunities for dialogue with labor unions in order to build sound labor-management relations.

We will listen to the opinions and concerns of our employees regarding working conditions, workplace environment, benefits, and other issues, and work together to create a better workplace. Specifically, we hold meetings of the Personnel Specialist Committee, the Wage Specialist Committee, and the Work Specialist Committee for each workplace. Through these dialogues, we aim for corporate management based on transparency and trust.

4. In the event of unavoidable mass layoffs, we promise to consult with employees and their representatives in good faith and to provide a sufficient notice period.

We are committed to providing adequate notice periods.

We will adhere to the following standards

- (1) Prior consultation: Prior to any decision to dismiss, we will hold consultations with the trade union. During these consultations, we will openly and constructively discuss the reasons for, scale of, and timing of the layoffs, as well as alternatives to avoid layoffs (e.g., reassignment, voluntary retirement, etc.).
- (2) Notice period: Allow at least a 30-day notice period before the termination is implemented. This period serves as time for employees to consider their next career plans and prepare for life.

- (3) Transparency and information: During the consultation period, all relevant information will be provided to the trade union to ensure transparency. This will help build mutual understanding of the need for layoffs and establish a fair process.

We are deeply aware of the impact that mass layoffs have on our employees and their families. By adhering to the above standards, we demonstrate our commitment to being a responsible company, and we will give the utmost consideration to all those affected.