PHILOSOPHY AND BELIEFS

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Foreword

Why our founder, Bill Totten, wrote "Ashisuto: Philosophy and Beliefs."

Why our founder, Bill Totten, wrote "Ashisuto: Philosophy and Beliefs."

In 1983, one decade after he founded Ashisuto, Bill Totten wrote "The Second Decade," which later was revised under the title, "Philosophy and Beliefs." He wrote the document because he felt there was a need to clarify Ashisuto's values and thus put into writing Ashisuto's corporate philosophy.

From its founding in 1972 until around 1983, the company grew to just under 100 employees. They spent many hours together, working face-to-face in the same office and learning much about each other, such as each person's name and personality, the work each person did, and what each person thought. In that environment, as leader, Bill felt no need to spend time putting in writing what was expected of employees and what he wanted them to do.

As business opportunities grew from around 1984, the number of employees started to increase dramatically, and it became increasingly difficult to interact with each employee on a person-to-person basis.

It was then that Bill wrote "The Second Decade," in which he put into writing Ashisuto's corporate philosophy. When he finished the draft, he had other board members read the document. Together they discussed it until all were convinced nothing was lacking and all approved of its directionality. They then had all employees read it. Reflecting feedback from the employees, it was revised to become the first version of "Philosophy and Beliefs."

Writing and revising "Philosophy and Beliefs" took much time, but when completed, it clearly stated Bill's beliefs as founder and served as a means for all employees to evaluate, criticize, and debate its contents in their own way.

Bill felt that if employees could not agree with the document, it was their responsibility to convince him to revise it. If he was not convinced, and if the employees still did not agree with the content of "Philosophy and Beliefs," Bill made clear that he expected them to resign from Ashisuto.

This "Philosophy and Beliefs" document is a product of multiple revisions and reflects the myriad changes that have occurred in the Information Technology industry. Even though the original version was written by Bill Totten, the current version is the culmination of many debates and exchanges of opinion and thus reflects the "Philosophy and Beliefs" of all Ashisuto employees.

PREFACE: What Is "Philosophy and Beliefs"?
By Bill Totten

Sometimes Ashisuto employees refer to "Philosophy and Beliefs" as Ashisuto's Bible or gospel. As its original writer, I consider it to be the corporate philosophy and ethics of Ashisuto. No matter what it is called, this "Philosophy and Beliefs" presents the fundamental ideas that all at Ashisuto should follow.

I request that all Ashisuto employees, and all who will become Ashisuto employees, to not look at "Philosophy and Beliefs" as constraining. Although it is our "corporate philosophy" and the norms that should be followed, please revise it in the future as necessary, just as it has been revised several times until now.

》》 Foreword

What Is Most Important

I am confident that so long as we follow what is written in this "Philosophy and Beliefs" when conducting business, Ashisuto will be able to continue as a great company for many decades, perhaps even in perpetuity.

With that as the aim, please continue to do good work by following these three objectives:

1. **Become the best company from which customers can purchase software.**
2. **Become the best company for people who work in the software field.**
3. **Become the best company for our suppliers and partners.**

No matter how much technology progresses or how often society changes, I think customers will always want to do business with people who are honest, sincere, competent, and considerate. As we aim to be such people, we should continue to be an Ashisuto that "assists" people.

31 January, 2024
Bill Totten
Chairman
K.K. Ashisuto

For Release of 2024 Version

History of "Philosophy and Beliefs"

As noted, "Philosophy and Beliefs" has been revised several times. The first version that Bill wrote, entitled "Second Decade," was released on June 22, 1983. It was significantly revised in October 1985 and became "Ashisuto: Philosophy and Beliefs" (first edition). After further revisions some years later, the second edition was released on June 30, 1993. The document was again revised and released as the third edition on June 14, 2002.

This fourth version is being released publicly on 31 January, 2024.

Many changes have occurred not only in the business environment surrounding Ashisuto, but also in the way we work. Those changes far exceed the changes that occurred in the past. Moreover, the very nature of society, particularly the way people work and interact with each other, continues to undergo major changes, as expressed in the word "diversity." To ensure that Ashisuto can properly respond to these changes in the future, we formed a group called "The Philosophy and Beliefs Revision Project" to define what revisions were needed. The revisions proposed by the group were reviewed by management and all employees and are incorporated into this fourth edition of "Philosophy and Beliefs."

Revisions to the fourth edition are listed at the document end, under "Contents of Main Revisions."

01   Introduction

This section describes the purpose and reason for writing "Philosophy and Beliefs," and how each employee should implement the information.

The purpose of this document is fourfold:

- **To ensure that employees deeply understand Ashisuto's corporate philosophy.**
- **To stimulate each employee to have interest in and think about Ashisuto's philosophy and beliefs.**
- **To encourage employees to talk with each other about our philosophy and beliefs.**
- **To achieve consensus among all Ashisuto members about the philosophy and beliefs of Ashisuto through this process.**

What Ashisuto requests of all employees.

In accordance with the above-noted objectives, each of you is requested:

1. **To read and thoroughly understand "Philosophy and Beliefs."**
2. **Give serious thought to the contents of this document.**
3. **Discuss with other employees any doubts or opinions you have. If, after doing so, you still have doubts, please discuss them with the president.**

When the above three actions are performed, we can achieve the internal consensus necessary for Ashisuto to realize its objectives. Whether the work environment at Ashisuto is good or bad depends on its employees. If employees have opinions or questions about, or disagreement with, anything written here, they should first discuss those matters with co-workers, then try consulting with their supervisors. After doing so, if an employee still thinks it necessary to revise something, that employee should make a proposal to the president.

02   Ashisuto: Who We Are

This section defines what Ashisuto is and what its fundamental objectives are. Please note that the word "Ashisuto" in "Ashisuto's Philosophy and Beliefs" refers to all divisions and organizations within the Ashisuto Group.

Ashisuto sells software and services to individuals and organizations that need software and supports them to maximize their effectiveness.

1. **Ashisuto's fundamental business is the sale and support of software products. In principle, we do not develop software products. We sell software developed by other companies and offer services that promote the use of such software products.**
2. **By selling software products and providing consulting, education, development, and support services, Ashisuto helps customers achieve their corporate objectives.**
3. **Ashisuto deals only with business software products that improve customer productivity and decision-making. We do not deal with game software, or any software affiliated with amusement and entertainment.**

We believe the business of selling software will continue to be one of the most interesting and attractive businesses in the world for a long time. Ashisuto will continue to concentrate on business software and will not venture into other areas until achieving the objective of becoming the best software company we can be, or until a better business emerges.

03 What Our Goals Are

Ashisuto has three simple goals. We strive to become:

> **1. The best company from which customers can purchase software.**
> **2. The best company for those working in the software field.**
> **3. The best company for our suppliers and partners.**

Please note the emphasis on the word "best." Our objective is to become the best in all aspects of our business, not merely in a single aspect such as size, profitability, product quality, service quality, or working environment. Further, the context of our becoming the best is relative to ourselves, not in competition with others. We strive simply to become the best we possibly can be.

Each goal should be considered in the following order of priority:

1. Becoming the best company from which customers can purchase software.

We believe the role of all companies should be to contribute to society by providing products and services that are useful and beneficial to other members of society. Ashisuto provides its products and services honestly and competently, always striving to ensure that the value our customers receive from us exceeds the cost of what they pay.

2. Becoming the best company for those working in the software field.

We aim to be the best company that can offer employees challenging work and provides incentives and a sense of accomplishment. We aim to offer career paths that enable employees to develop themselves to their fullest potentials professionally and personally. We also encourage employees to become responsible members of society: that is, to become the best citizens and employees they possibly can be.

3. Becoming the best company for our supplier and partners.

The term "partners" here refers to all persons, companies, and organizations that collaborate with us, including software development companies, business partners, office and building real estate agents, providers of facilities, various kinds of equipment and office supplies, banks, consultants, lawyers, accountants, and all others who collaborate to provide us with the products and services necessary to do business. Ashisuto aims to become the best company for every such partner, always interacting with them sincerely and honestly.

We must never forget the priority listed above: our customers always come first -- before employees and partner companies. We must treat each customer as king because it is our customers who keep us in business. If we always strive unfailingly to help them, they will reciprocate and give Ashisuto the chance to do business.

04 How We Can Achieve Our Goals

We believe there are two things we must do to achieve these goals:

> 1. **Individually, each of us must strive to become the best person in the software field.**
> 2. **Collectively, we must strive to become the best organization in the software industry.**

The best people

Everything Ashisuto does involves people. We acquire the rights to sell products from people.
Customers to whom we sell our products are people working in companies, not the companies per se. Our employees cooperate with people in other companies to help them accomplish their work objectives with the software we sell them. We support people who use our products and services, and we rely on other people who provide products and services indispensable for Ashisuto's business.

We believe people will always want to buy from, supply to, and work with people they like and respect.

(Note: See Addendum 1: Our HITO ("People") badge)

Accordingly, the first thing that must be done for us to achieve our goals is for each person in Ashisuto to strive to become the best person in the software industry; in other words, to become:

● **The friendliest and most considerate person,**
● **The most helpful person,**
● **The most honest person,**
● **The most competent and knowledgeable person, and**
● **The hardest working person.**

Each of us should remember that prospective customers purchase software from us for the following reasons:

> 1. **First, customers consider whether they like, respect, and trust the Ashisuto employee with whom they have contact.**
> 2. **Second, if customers like and trust that person, they will evaluate whether they can like and trust the company the employee works for.**
> 3. **Next, customers consider the products being offered. In most cases, customers who already like and trust Ashisuto employees and Ashisuto as a company will be inclined to buy the products they need from us.**
> 4. **Fourth, after a product is purchased, the more customers use the product and receive Ashisuto's support and services, the more they will get to know Ashisuto. The more customers trust Ashisuto, the more likely they will be to do even more business with us.**

Thus, the foundation of our business is not the relationship between a person and a product or between a person and a service; the foundation of our business is the relationship between individuals in our company and individuals in our customers' companies. This can be said not only of relationships with customers, but also our product suppliers, with new we hir, as well as with banks, media, and everyone having any interaction with Ashisuto.

How We Can Achieve Our Goals

The best organization

The second thing we must do to realize our goals is to continue to maintain and strengthen our position as the best organization in the industry, in other words, to be the best company. To do that, we must:

- **Hire the best people, train them, and motivate them.**
- **Acquire the rights to sell the best software.**
- **Adapt such products as necessary to best fit our customers' needs.**
- **Create the best documentation.**
- **Provide the best support and service.**
- **Sell and provide service more enthusiastically and honestly than any other company can.**

To accomplish these goals, we must constantly be aware of the ever-changing problems and needs of our customers, developers, and employees, and we must work harder than any other company in the software field to address those needs and solve those problems.

The most important aspects for our business are: who we are, how we treat others, and how we work together as a team. The products and services we provide are of secondary importance.

05 Our People

People are Ashisuto's most important asset. Ashisuto provides an environment that enables motivated, enthusiastic individuals to realize their full potentials through their own efforts. Ashisuto is for people who desire growth and opportunities rather than for those who are content to seek stability and easy jobs. We believe that in the long run, a company that provides a stimulating environment for enthusiastic people is the company that offers the most secure and rewarding jobs to its employees.

Ashisuto has four main objectives regarding its people:

1. **To seek talented, enthusiastic people.**
2. **To train and educate them.**
3. **To motivate and inspire them.**
4. **To reward them as much as possible, both mentally and financially.**

1 Seeking Good People

Ashisuto seeks to work with individuals who are:

1. **Capable, motivated, and proactive; people who desire self-improvement over stability and ease.**
2. **Polite, considerate, thoughtful, helpful, and honest.**
3. **Active leaders rather than passive followers; people motivated to improve themselves, and to improve their team and the company, rather than waiting for instructions from others.**
4. **Team players rather than individualists; people who like working with others and who believe that the success of their team brings the greatest profit to themselves.**

5. **"Results oriented;" people who want to be measured and rewarded based on their contribution to their team's performance.**
6. **Interested and committed to our company's success in the software business.**

2 Training and Educating Our People

Ashisuto trains its people in the specific technical skills required for our software business, educating them comprehensively to become effective employees.

Our company strives to provide the best training programs and facilities for all employees. In return, we expect every employee to take maximum advantage of such opportunities to improve their skills. Further, we expect all employees to exert constant effort to fully develop their potential.

3 Motivating and Inspiring Employees

We believe the best way to help people grow and enjoy their work is to provide a stimulating environment while also immediately evaluating how well they handle challenges. This approach works very well in sports. Sports teams practice every day as a team to win games. The results are known immediately. Winning brings not only joy and satisfaction, but also provides incentives for results-oriented people to work even harder to win the next game.

Like in sports, Ashisuto organizes groups of employees into teams, assigns challenges to motivate them, and promptly provides constructive feedback to help them succeed. Specifically, all Ashisuto employees are assigned important tasks that contribute to success of the team. Employees are also given the responsibility and authority necessary to carry out their tasks and are rewarded handsomely when they achieve their goals. Employees at Ashisuto are compensated as team players rather than as individuals pursuing separate objectives.

⟫⟫ Our People

4 Rewarding Our People, Both Mentally and Financially

To the greatest extent possible, Ashisuto offers its employees interesting and motivating work in the software industry and pays them high salaries. Ashisuto believes that employees should be paid not for how much time they spend at work, but for achieving results. If we were to do otherwise, inefficient workers might be unfairly rewarded more than those who performed their work efficiently.

Ashisuto has established a work environment in which employees are not restricted by rules requiring them to perform exactly as instructed. Rather, we have built an organization in which each employee is challenged frequently by new tasks and is incentivized to make accomplishing each task a success. Further, employees learn immediately if their results are positive or not.

Ashisuto compensates employees monetarily for their contributions. We do not believe money is the only way to motivate people, but we do believe that rewarding employees for their contributions is extremely important. It is the employees who make Ashisuto successful. That means the people who should be rewarded most for that success are our employees. For this reason, ever since Ashisuto was founded in 1972, it has maintained a results-oriented bonus system. Nearly all profits, except those needed for improving customer service and maintaining business continuity, are distributed to the employees who produced them.

Ashisuto offers this results-oriented bonus system in two ways:

First, team performance at Ashisuto is valued more than individual achievement. Ashisuto's bonus system allocates bonuses according to how well each team meets its goals and how much that team contributes to company-wide goals.

Second, at Ashisuto, we place more emphasis on an individual' s contributions to the team than on an individual' s endeavors for personal benefit. Accordingly, each team leader determines each employee's bonus amount based on that employee's contribution to the team.

Ashisuto does not attempt to provide a stable and comfortable environment for employees. Instead, we strive to provide interesting, challenging, satisfying, and highly rewarding work to those who seek it. In other words, rather than stability, Ashisuto provides work with unlimited opportunities. We do not guarantee our employees' success; their success depends on how well they take advantage of the opportunities we offer.

06 Salespersons and Managers

Every Ashisuto employee must be both a salesperson and a manager. The reason for this is explained below.

Sales

Every Ashisuto employee has influence on prospective customers' decisions to purchase software products and services from Ashisuto.

- **For instance, suppose Ashisuto receives a telephone inquiry from a customer regarding an invoice, a contract, or a product. Or perhaps the customer visits an Ashisuto office in person.**

  If the Ashisuto employee who talks to or meets with the customer is warm, honest, knowledgeable, and enthusiastic, the customer will be inclined to do business with us. Otherwise, it will be difficult to sell the products we offer.
- **When a customer reads documents created by Ashisuto, such as promotion fliers, website contents, or user manuals, if the documents are well thought-out, and full of beneficial information, the customer will be inclined to buy our products. Otherwise, our products will not sell.**
- **If an Ashisuto salesperson visits a customer to discuss business and that salesperson is kind, helpful, honest, competent, knowledgeable, and enthusiastic, the customer will probably buy the products offered. Otherwise, customers will not buy from Ashisuto.**
- **When an Ashisuto representative visits a customer to install software, or to provide product support or education, if that representative is kind, honest, competent, and knowledgeable, the customer will want to buy from Ashisuto again. Otherwise, our products will not sell.**

Thus, all Ashisuto employees have an important influence on our customers' decisions about whether to buy products from us.

What must be emphasized is that every Ashisuto employee is involved in sales. The way employees treat customers can make the difference between Ashisuto receiving additional orders or ending potential transactions. Again, every Ashisuto employee is a salesperson, and our actions at any time can either help or hinder Ashisuto's reputation.

Managers

Ashisuto believes it is desirable to have an organization that minimizes the number of people whose main job is to manage. To create such an organization, all employees must take responsibility for self-management so they can contribute to their team and to Ashisuto overall.

Being employees who can self-manage means being people who can:

- **Study on their own and apply what they have learned to become the most competent and helpful people in the software industry.**
- **Recruit, train, and motivate the best people for Ashisuto.**
- **Acquire for Ashisuto the marketing rights to sell the world's best software products.**
- **Successfully match software that is appropriate for our customers' needs.**
- **Honestly sell software products that our customers actually need.**
- **Provide the best support and value to customers who purchase our products.**

If all Ashisuto employees manage themselves, there is little need to have others manage them. All employees are expected to be both regular employees and their own managers. We believe it is wasteful to have productive people spend time managing others, and humiliating for employees capable of self-management to have to be managed by others.

07 Specialists

Although every Ashisuto employee is involved in sales, some employees are specifically assigned to be "salespersons." Because members of this group spend most of their time visiting customers and prospective customers, we do not expect them to do other tasks such as answering phones, creating documents, installing software, or training and supporting users.

During Ashisuto's first decade, most employees were in sales positions. Sales activities were their most important work. Initially, Ashisuto had no dealings with any companies, so our biggest job was getting companies to buy our first products. Almost all revenue came from sales to new customers; there were very few additional purchases from existing customers.

At that time, the only things that set Ashisuto apart from its competitors were being able to offer the best products and Ashisuto's very strong sales efforts. Now, however, many Japanese companies are using Ashisuto's products and services, and we can differentiate ourselves from other companies by providing the highest quality, most prompt, and the most thorough support. Moreover, performing this critical support daily for an extended period provides a great opportunity to show that we are the most sincere, honest, and knowledgeable people in the software industry. If we can clearly demonstrate this to our customers, we believe they will want to do more business with us and will recommend Ashisuto and the products we offer to other companies.

With the changing times, Ashisuto also has changed. In terms of job categories, of our current 1,283 employees, there are 234 dedicated "salespersons" (as of April 2023). Our other employees are specialists who primarily do work such as supporting sales activities, providing technical assistance, installing software, conducting market research, planning new products and services, conducting user training, providing user support, offering consulting, and directing marketing. We also have specialists who provide services to the entire company, such as in the areas of accounting, general affairs, human resources, IT systems, and public relations. Without these roles, Ashistuo would not be able to deliver the best products and services to our customers.

Thus, at Ashisuto, becoming a specialist in a particular field is now just as important and attractive as becoming a salesperson. We want every employee to become a specialist with excellent skills and specialized knowledge in one or more areas of work performed by Ashisuto. What is important here is that every employee strive to become the best specialist no matter what the job is, and for every member of Ashisuto to contribute to our sales, to our corporate activities, and ultimately to society.

08   Value and Service

We understand that what Ashisuto customers need is not just software per se. What they need are the benefits that good software can provide. Beyond software, what Ashisuto strives to provide are services that ensure our customers get the results they seek.

When proposing a software product, it is more important to emphasize the benefits that can be obtained using the product rather than focus on its technical features. For example, presenting numerous customer case studies to indicate results that can be achieved using the software can serve as an effective tool to demonstrate how to extract maximum benefit from Ashisuto products.

If everyone at Ashisuto always strives to provide the best possible service to help our customers achieve the best results, customers will be happy and satisfied to have a relationship with Ashisuto. Further, they probably will want to buy more from us and be more likely to recommend Ashisuto and our products to colleagues and to other companies. Business can be effortless and bring much satisfaction if it is done correctly.

09   Growth

Increasing sales is not the goal of Ashisuto. As indicated earlier, Ashisuto has only the following three objectives:

1. **Become the best company from which customers can purchase software.**
2. **Become the best company for people working in the software field.**
3. **Become the best company for our suppliers and partners.**

We believe that Assist will continue to grow simply by achieving the above goals. There are three reasons for this.

1. **Customers want to buy products from the best sales companies.**
2. **People want to work for the best companies.**
3. **Software development companies want to do business with the best sales agents.**

If we can achieve these goals, the best people will join Ashisuto, the best software development companies will request that Ashisuto sell their software, and customers will want our products. In sum, Ashisuto will continue to grow almost automatically.

10   How to Achieve Growth

We must always remember that Ashisuto's goal is not growth of the company. Rather, our goal is to become the best company, and only when we achieve that objective will the company grow. Again, growth itself is not the main goal. We must not give in to the temptation to make growth the main goal of our company.

Especially, we must never forget the following three points.

1. Ashisuto must always value and take care of our existing customers first.

Trying to sell to other markets will distract us from our efforts to become the best company we can be for our existing customers.

2. Ashisuto must always be sensitive to the opinions of our customers.

Of course, we must strive to be the best sales agent for our development company partners. However, if a divergence arises between our customers' requirements and the requirements of developers, Ashisuto must give precedence to our customers' positions. For Ashisuto, our customers are more important than developers. We believe that in the long run, prioritizing customers also benefits development companies. Always putting customers first affirms Ashisuto's standing with customers, which in turn benefits development companies over the long term.

3. We should not pursue business fields that do not motivate and meet the aspirations of our employees.

The only exception to this policy would be when it is necessary to engage in new businesses to help our existing customers. That endeavor may require higher priority than the usual work assignments for Ashisuto employees. We must keep in mind that it is our customers and our employees who contribute most to Ashisuto's success. They should be rewarded for their contributions. We should not undertake any new businesses until we are confident that we are the best company for our customers and for Ashisuto employees.

11   What Ashisuto Expects of All Employees

There are five things that Ashisuto wants and expects from all its employees:

1. **Please read this document carefully and understand it thoroughly.**
2. **If there is a section you don't understand, please discuss it with other employees. You should also consult with your superior. If you still do not completely understand, please ask the company president. It is the obligation of every Ashisuto employee to fully understand this document.**
3. **After understanding this document, if there is anything you disagree with, you should discuss it with the company president. Even if you already have discussed it with other employees, if you still disagree with anything, you are urged to discuss it with the president. It is your obligation to ensure that the president fully understands any doubts or objections you may have about anything in this document.**
4. **To help employees understand the document, the president will answer questions and discuss objections, and when satisfied that he understands their concerns, he will prepare a revised draft and ask all employees to review it again.**
5. **If, however, you are unable to explain your proposed changes to this document to the president and persuade him to accept them, there are two possible options: Either you change your mind and agree to what is written in "Philosophy and Beliefs," or unfortunately, you may have to leave Ashisuto.**
   You should expect as much cooperation from Ashisuto as Ashisuto expects from you. If all of us at Ashisuto work together, Ashisuto will become the best company in the software industry.

OUR HITO ("People) Badge

This message was issued by founder Bill Totten to all employees when our HITO ("People") badge was adopted:

The reason we established a company emblem and created a badge was to remind each of us every day that "Ashisuto is a company that values people."

- **People are Ashisuto's most important asset.**
- **Only by employees mutually cooperating and helping each other will the company succeed.**
- **We conduct our business on a people-to-people basis.**

We do not sell products to companies; we sell to the people who work in those companies. We believe they probably progress through the following stages when purchasing products from us:

> 1. **They have a good impression of our salesperson.**
> 2. **They trust our company.**
> 3. **They decide our products can satisfy their needs economically.**

The important point is that the buyer first has a good impression of Ashisuto's employee, then trusts the company, and finally chooses the product. In other words, it is through our people that our customers become interested in our company and the products we offer.

If representatives at a client company choose our product, they will convince their company to purchase Ashisuto's product. Thus, we do not sell products to companies. Instead, representatives of client companies sell our products for us to their own companies. This is only because they like and trust us. We cannot let them down!

Similarly, when dealing with development partners, we can say that we interact based on personal relationships with people who run those companies or work at them. Why is this? It is because they like and trust us. We cannot let them down!

The same can be said about bank transactions. The reason Ashisuto can borrow funds from banks is because Ashisuto representatives have established good relations with people at banks. When the person in charge at a bank trusts Ashisuto, that person will persuade the bank to lend to Ashisuto when necessary. We have always worked hard not to betray the trust of bank representatives.

Another example is articles about Ashisuto in newspapers and trade magazines. Such articles are written not by newspaper and magazine companies, but by reporters; that is, by "people." The impression we convey to them can greatly affect the content of their articles.

The reason we spend money on corporate communication magazines is because we want to be useful to the people who work at the companies that have purchased or will purchase our products. The reason we require our sales representatives to make 15 sales calls per week, attend user meetings, hold seminars, and host salons is to build better human relationships with our customers. When people buy products, they want to buy from people they know and like. Even if it doesn't directly lead to sales, by visiting and having a pleasant time with customers, we demonstrate that we like and value them.

From the above, you can see that how well you deal with people and get along with them is just as important as the service and quality of our products. If we can go directly to a customer's site and quickly resolve any issues, we should not have to request that they send documents by mail.

How phone calls are handled is also very important. When making phone calls, we must always be mindful of how the content of what is being said is received by the person on the other end of the line.

We will prosper if, and only if we strive to:

- **Build good relationships with people.**
- **Become people others trust.**
- **Always consider what kind of impression is made on other people when we act.**

If each employee strives to achieve the above, there is no doubt that Ashisuto, and all of you, will be successful. We must never forget that people are very important in our lives, and that how we interact with them is the key to our success and happiness in every way. Every time you put on your Ashisuto HITO ("People") badge and every time you look at it, you should remember this.

| Addendum 2 | # Thinking about the World around Us and Acting Responsibly |

Ashisuto's goal is to realize and deliver the "three bests" : for our customers who need software, for people working in the industry, and for partner companies we work with. To achieve these "best three" goals, it is necessary that the earth on which we live continue to exist and for "society" to be healthy. To maintain our principle of "customer first," the earth and society—the bedrock of our business—must be healthy or we can achieve nothing.

Since its establishment in 1972, Ashisuto has developed and grown thanks to the benevolent support of many customers and partner companies. At first, we strove to become the best by being sincere and honest with customers, with employees, and with partner companies that directly support Ashisuto. Now that it is a half century later—that is, 51 years since our founding—we must reevaluate the way we operate as a company and think about the social responsibilities we must bear in the future.

Now, regardless of the size of the company, it is essential that every company act responsibly toward the environment and support a sustainable society. In the future, Ashisuto as a company, and each employee who works there, must pay attention to the world and the global environment. Each of us must consider what we can do to meet these challenges responsibly.

31 January, 2024
K. K. Ashisuto

Contents of Main Revisions

1. Revisions from the period of "Second Decade" (June 22, 1983) to the first edition of "Philosophy and Beliefs" (October 19, 1985)

　○Deletion of numerical goals
　○Deletion of parts that change over time

2. Revisions from the first edition of "Philosophy and Beliefs" (October 19, 1985) to the second edition (June 30, 1993)

　○Changes in business domain:
　　Considering the influence of downsizing and the handling of PC software, we expanded from the business domain that centers on the market of large corporations to one that includes individuals and changed the expression to "Ashisuto sells software to any individual or organization that needs it."
　○Changing priorities:
　　In accordance with beginning to handle open-source systems such as Unix, Ashisuto was able to offer customers multiple choices from different suppliers in the same sector; we were no longer the exclusive sales agent for particular suppliers but took the position of being a general agent. In addition, in terms of offering employment, Ashisuto changed the priority of its objectives from giving precedence to suppliers to maintaining a larger responsibility for our own employees. Thus, Ashisuto's priorities changed from "customer, supplier, employee" to "customer, employee, supplier."

3. Revisions from the second version of "Philosophy and Beliefs" (June 30, 1993) to the third version (June 14, 2002), under "What our Goals Are":

　○Added the following wording to the objectives:
　　"Further, the context of our becoming the best is relative to ourselves, not in competition with others."
　○Deleted gender references of "his/her", "men/women," etc.
　○Related to the handling of PC software, deleted the addendum "the era of one computer per person has arrived."
　○Deleted descriptions of specific sofware products.

4. Revisions from the third version of "Philosophy and Beliefs" (June 14, 2002) to the fourth version of 31 January, 2024)

　○Confirmed meaning of "Philosophy and Beliefs" and unified references to it as Ashisuto's "corporate philosophy."
　○Changed from "The Philosophy and Beliefs of the Founder, Bill Totten" to "Philosophy and Beliefs of Ashisuto" (revised the expression overall based on the premise that although the founder Bill Totten wrote the original, today the document represents the philosophy and beliefs of all Ashisuto employees).
　○Reviewed descriptions of "development" and added the term "development" to the products and services provided by Ashisuto.
　○Revised references to employee roles with respect to political correctness:
　　("salesman" → "salespersons"; "enthusiastic young people" → "enthusiastic "people";
　　"ordinary people" → "general people")
　○Revised terminology and expressions from previous usage to current usage:
　　("computer software" → "software"; "journalists" → "media")
　○Revised ("Addendum 1: Our HITO badge"), clarifying that it was a message sent to employees by Bill Totten, founder of the company, at the time the HITO Badge was created.
　○In "07: Specialists," removed some descriptions of the historical era when it was first written.
　○Clarified the corporate philosophy of the Ashisuto group overall.
　○In item 5, under "11: What Ashisuto Expects of All Employees", changed wording from "…You will have to resign from Ashisuto," to " we have revised to "… unfortunately, you may have to leave Ashisuto."
　○Added "Addendum 2" on social contributions.