

Promoting dialogue with investors including shareholders

Basic policy for IR and SR activities

The basic policy of Duskin is to proactively engage in a variety of investor relations (IR) and shareholder relations (SR) activities for the purposes of earning trust in the company's management, receiving a proper evaluation of the company and achieving sustained business growth as well as medium- to long-term improvement in corporate value. Furthermore, we work to build trust in the capital market by disclosing management information required for investment judgments in a timely and appropriate manner as well as by actively providing an environment that facilitates dialogue with shareholders and investors.

Dialogue with shareholders and investors in FY2023

1. Overview of shareholders and investors participating in dialogue and our main respondents

Duskin designates the chief of the Investor Relations section of Corporate Planning department as the liaison responsible for IR matters. The section conducts all sorts of IR and SR activities.

As a general rule, the Investor Relations section chief evaluates requests for interviews with Duskin's senior management and Board Directors based on their relevance to the aforementioned purposes and the executives and Board Directors actively respond to the approved requests.

Dialogues in FY2023 (April 2023 to March 2024)

	Shareholders and investors participating in dialogue		Main respondents
Financial results briefings	Domestic and overseas institutional investors	Fund managers Analysts	Representative Director, President and CEO Board Director and CFO Operating Officer; Manager, Corporate Planning
	Sell-side analysts		
Individual IR meetings	Domestic and overseas institutional investors	Fund managers Analysts	Section Chief, Investor Relations, Corporate Planning
	Sell-side analysts		
Individual SR meetings	Domestic and overseas institutional investors	Person in charge of proxy voting	Representative Director, President and CEO All Board Directors including Outside Directors Operating Officer; Manager, Corporate Planning
		Person in charge of ESG	
Company information sessions	Individual investors		Representative Director, President and CEO Section Chief, Investor Relations, Corporate Planning

2. Major dialogue subjects

Major dialogue subjects and topics of interest for shareholders

Business strategy	Progress of our Medium-Term Management Policy 2022
	Costs of RFID electronic tags adoption and its effects
	Growth strategy and progress for each business segment (Direct Selling Group, Food Group, Overseas and other businesses)
	Checks on the progress of business alliances with the companies whose shares Duskin has acquired
Individual business	Response to demand trends and environment changes in each business
	Price pass-through due to higher living costs

Financial strategy	Implementation of a management conscious of stock prices and capital costs (through measures such as setting an ROE target)
	Shareholder return policy
Governance and other	Approach to strategic shareholdings and progress in reduction initiatives
	Performance-based compensation
	Identification and leverage of the skills matrix
	Sustainability initiatives and their disclosure, structure of the Sustainability Committee

3. Feedback to the Board of Directors

The information as well as market evaluations and opinions gained through IR and SR activities are reported by the Operating Officer overseeing Investor Relations to the Board of Directors twice a year and are reflected in management as necessary.

4. Feedback incorporated into management

- Creation of a skills matrix for all members of the Board of Directors including Audit and Supervisory Board Members (provided in the Convocation Notice of the Ordinary General Meeting of Shareholders held in June 2024)
- Launch of the Environmental Vision 2050 Project in addition to the already announced Duskin Green Target 2030
- Audit and Supervisory Board Members, who were also members of the Sustainability Committee, now serving as observers for said committee