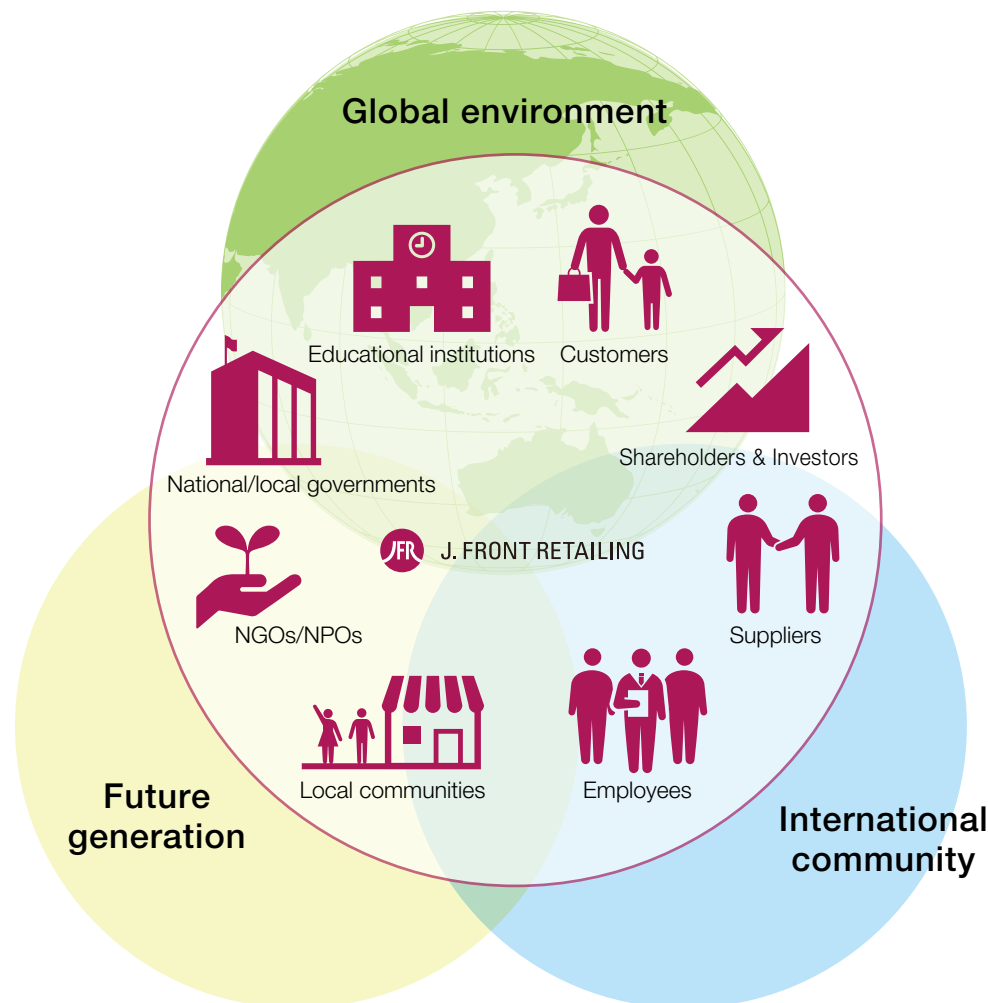


Stakeholder Engagement

The JFR Group strives to understand the opinions and requests of its stakeholders through proactive information disclosure, dialogues, and surveys, and to reflect them in its business activities



Stakeholder	Major ways of dialogue/communications
Customers We will provide genuine satisfaction that captures the hearts of our customers by proposing new value	<ul style="list-style-type: none"> ● Daily sales activities ● Customer surveys ● Inquiries to Customer Service Office
Shareholders & Investors We will increase corporate value over the long term through highly profitable and highly efficient management	<ul style="list-style-type: none"> ● Annual Shareholders Meetings ● Financial results briefings ● ESG briefings ● Integrated Report, Sustainability Report ● IR website
Suppliers We will build relations of trust by working hard together and aim to grow together	<ul style="list-style-type: none"> ● Meetings to explain the Principles of Action for Suppliers ● Daily communications with suppliers ● Supplier initiative meetings
Employees We will create workplaces in which employees are fairly evaluated on their performance and contribution and can demonstrate their ability and realize growth and job satisfaction	<ul style="list-style-type: none"> ● Employee training ● Employee surveys ● Internal portal site, internal social media ● Labor-management consultations ● JFR Group Compliance Hotline (including supplier workers in our stores) ● Harassment Consultation Desk
Local communities We will contribute to community development and promote environment-friendly business activities as a good corporate citizen.	<ul style="list-style-type: none"> ● Social contribution activities in local areas ● Collaboration with local communities such as local malls and local companies
NGO・NPO We will gain a deep understanding of the demands of society based on dialogue and collaboration and strive to solve global environmental and social issues through business activities.	<ul style="list-style-type: none"> ● Awareness raising events ● Fund raising activities ● Food drive activities
National/local governments We will participate in government organizations related to our business and exchange opinions. At the same time, we will cooperate with local governments in solving social issues.	<ul style="list-style-type: none"> ● Local comprehensive partnership agreements ● Participation in industry groups ● Provision of opinions to governments through industry groups
Educational institutions We will mutually collaborate in the fields of culture, industry, education, and academia and contribute to the development of local communities and the cultivation of human resources.	<ul style="list-style-type: none"> ● Comprehensive partnership agreements ● Industry-academia joint projects ● Education support for future generations, collaboration with educational institutions