

# H.U. Group ESG Conference 2023

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March 14, 2024

**H.U. Group Holdings, Inc.**

(TSE: 4544)

- H.U. Group's Sustainability Management
- Environmental Initiatives
- Initiatives for Sustainable Procurement
- H.U. Group's Human Capital Management
- Wrap-up

# H.U. Group's Sustainability Management

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**Shigekazu Takeuchi**  
**Director, Chairman, President and Group CEO**  
**H.U. Group Holdings, Inc.**

# H.U. Group Management Philosophy

## Mission

Create new value in healthcare and thereby contribute to human health and the future of medical care.

## Vision

With our deep involvement in human health, we aim to be a group that contributes to the development of healthcare through trust and innovation.

## Values and Traits

### Customer Centricity

- Respond to medical care and healthcare needs, exceed customer expectations

### Creation of New Value

- Strive for global value creation first and foremost; take risks to challenge and innovate
- Think and execute with global perspective
- Lead with result-orientation, speed and efficiency

### Sincerity and Trust

- Be sincere and trustworthy, act with transparency
- Communicate openly and constructively, beyond the boundaries
- Gain and maintain trust from all stakeholders

### Mutual Respect

- Respect diverse values, experience, expertise and teamwork
- Praise and celebrate challenges and successes
- Grow and help others to grow

# H.U. Group Sustainability Roadmap

## Two-Year Targets (FY2023–2024)

### Environmental

- CO<sub>2</sub> emissions : -12.6% (base: FY2021)
- Waste plastic recycling rate : 82%

### Social

#### Human Capital

- Percentage of female managers : 22%
- Percentage of male employees taking parental leave : 90%
- Percentage of employees answering “Satisfied with my jobs” to the questionnaire : 55%
- Maintaining White 500 status
- Average annual training\*<sup>1</sup> time per employee : Over 30 hours

#### Supply Chain Management

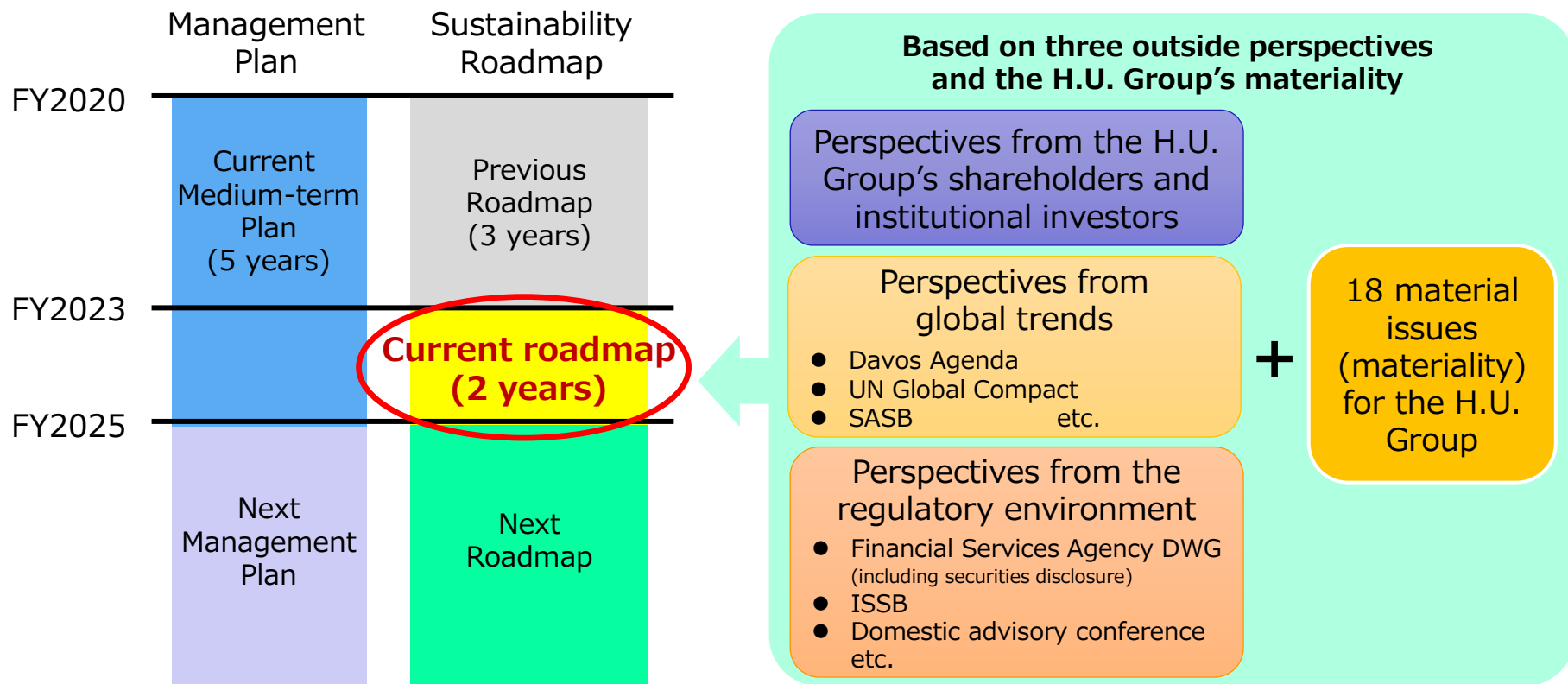
- Excellent response rate (A) on UNGC Self Assessment tool : 75%\*<sup>2</sup>
- Meetings with our suppliers to exchange opinions on sustainability : 30 companies\*<sup>2</sup>

### Governance

- Incorporation of non-financial indicators into compensation for directors and executive officers
- Internal directors will not have a dual role on the Nominating Committee

\*1 Including DX trainings    \*2 FY2022-FY2024

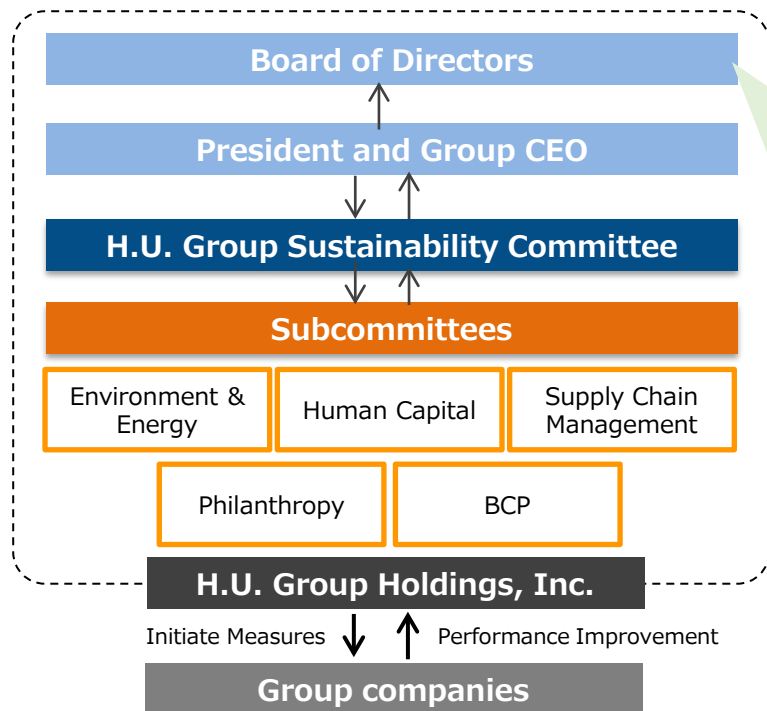
# Concept of Current Sustainability Roadmap



# H.U. Group's Organizational Structure for Promoting Sustainability

**Board of Directors** ⇔ **Sustainability Committee (Chaired by President)** ⇔ **Subcommittees**

**H.U. Group's organizational structure for sustainability**



## Sustainability-related discussions at board meetings this fiscal year

- Review and update of materiality (addition of "Human resource development")
- Formulation of FY2023 - FY2024 Sustainability Roadmap
- Revision of the Environmental Policy
- Upward revision of Long-term Environmental Goals
- Holding workshops and opinion exchange meetings about the environment, human capital and sustainability governance, inviting outside experts

# H.U. Group's Organizational Structure for Corporate Governance

- Adopted company with committees system in 2005 (now company with three committees system)
  - ✓ Seven of the nine directors are independent external directors
  - ✓ Two of the nine directors are women
  - ✓ Nominating, Audit and Compensation Committees are all composed of outside directors



Inside Directors	Outside Directors		
Shigekazu Takeuchi, Chairman, President and Group CEO (7 years)	Shigehiro Aoyama (5 years)	Futomichi Amano (6 years)	Sachiko Awai (Newly elected)
Naoki Kitamura, Managing Executive Officer (5 years)	Ryoji Itoh (9 years)	Moegi Shirakawa (1 year)	Keiji Miyakawa (2 years)
	Hitoshi Yoshida (Newly elected)		

\*1 Red font indicates outside director

\*2 Number of years in parentheses indicates years in officer as of June 2023

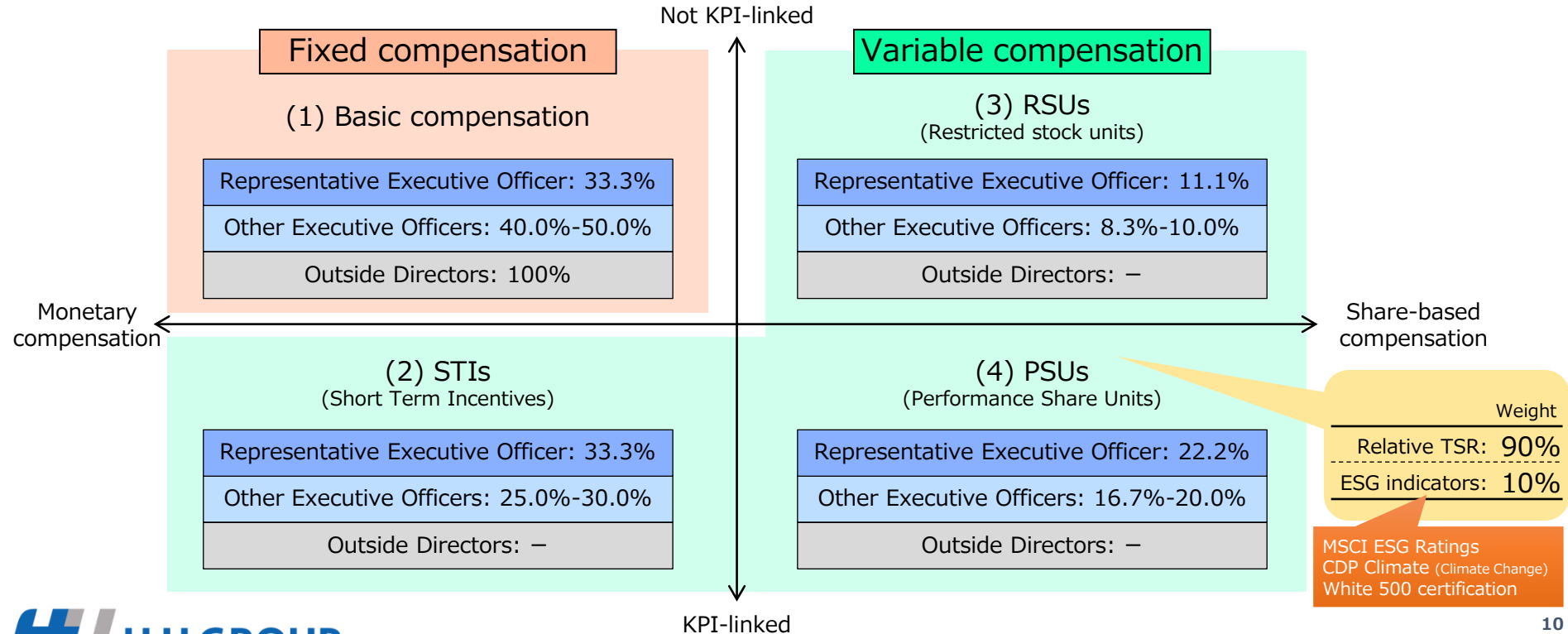


## Basic Principles of Executive Officer Compensation

- Encourage all executive officers to work together to develop and implement measures to sustainably increase the Company's market capitalization
- Strongly motivate executive officers to aggressively expand business on the premise of global expansion by emphasizing the concept of pay-for-performance in the compensation system, system design, and operation
- Appropriately reflect the assessment of non-financial initiatives in contributing to the realization of a healthy and prosperous society through our business, which is the cornerstone of the Company's sustainability
- Continually deepen shared interests with all stakeholders and enhance long-term trust in the Company by strengthening continued ownership of the Company's shares

# Revision of Compensation System for Executive Officers and Directors – II

**The ratio between variable compensation and share-based compensation has been reviewed** and **relative TSR and ESG indicators** have been added.



# Environmental Initiatives

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**Hiroaki Kimura**  
**Executive Officer,**  
**H.U. Group Holdings, Inc.**

# Progress on the Sustainability Roadmap in the Environment and Energy Area

- Shift from the intensity basis, which were used in FY2022, to the total emissions basis and refine data through third-party verification.
- The figures in FY2023 are expected to be smaller YoY because of the progress in the elimination and consolidation of business sites around the country and energy-saving activities.

KPI				Base year	Results	Target	Forecast	Target
Major Category	Subcategory	Item	Unit	2021	2022	2023	2023※	2024
Climate change	CO <sub>2</sub> reduction	Total of Scope 1 + 2 emissions (Total volume)	kt-CO <sub>2</sub>	41.5	46.1	38.0	△	36.2
			%	(Base Year)	+11.1	-8.4		-12.6
		Scope 3 (Total volume)	kt-CO <sub>2</sub>	456.4	484.6	433.5	Being calculated	422.1
			%	(Base Year)	+6.2	-5.0		-7.5
Marine plastic waste (Formation of a recycling-oriented society)	Circular, effective use of resources	Total recycling rate of waste plastic	% (Recycled amount / total amount)	75.7	85.7	79.0	○	82.0

※ Estimated from the April - November 2023 results

# Specific Initiatives for Emission Reduction of Scope 1 and 2



## Energy-saving activities

- Further strengthening energy-saving activities at business locations centered on the H.U. Bioness Complex.
- Continue to promote consolidation of business bases nationwide.



## Raise the renewable energy percentage

- Purchase green electricity, etc.
  - ※ Relocate the new head office to a renewables-based building in FY2023.
- A further purchase plan is under discussion for FY2024.

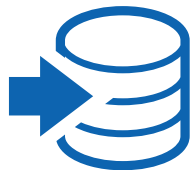


## Carbon offset

- Non-fossil fuel certificate purchase, etc.
- ※ Already purchased in FY2023.

# Specific Initiatives for Emission Reduction of Scope 3

- We confirmed that each business partner is engaged in CO<sub>2</sub> reduction activities.
- We recognize the need for further efforts from our group to tier 1 suppliers, and from tier 1 suppliers to tier 2 suppliers.



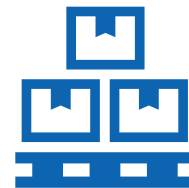
## Use our in-house format to gather information

- Develop a scheme to gather quantitative data and centralize its management.



## Further strengthening cooperation through close information exchange with business partners

- Explanation of the system and structure of H.U. Group activities.



## Promote reduction activities for category 1 and 4\* Scope 3 emissions

- Promoting activities focused on building a supply chain oriented toward the recycling of disposable materials and improving logistics.

# Revision of the H.U. Group's Environmental Policy and formulation of "Our Approach to Biodiversity"

## The revised H.U. Group's Environmental Policy

The H.U. Group recognizes the connection between diverse business characteristics and the environment. We engage in environmental preservation, contributing to a sustainable society.

1. We strive for environmentally friendly business activities, providing services and products to society that are friendly to both people and the environment.
2. We engage in energy and resource conservation, the reduction of greenhouse gas emissions, the proper control of chemicals, waste reduction, recycling, the protection of water resources and the **conservation of biodiversity**, striving to **reduce our environmental impact**.
3. We comply with laws, regulations, and agreements on the environment. We also strive for ongoing improvements in our environmental management systems and environmental performance.
4. We communicate our environmental policies and other environmental initiatives to employees and all others involved in our business activities. We also disclose these policies and initiatives externally.

## Our Approach to Biodiversity

The H.U. Group's business activities are dependent on forests, soil, water, the atmosphere, biological resources and other ecological services generated by natural capital. However, the burden that our business activities places on the environment considerably impacts natural capital.

For this reason and based on the H.U. Group's understanding that contributing to the maintenance and conservation of biodiversity is an important issue, the relationship between biodiversity and the H.U. Group's business activities is summarized in the following biodiversity relationship diagrams to make it easier to understand what is happening in the value chain.

The H.U. Group promotes activities for achieving nature positivity (nature reconstruction) to reduce its negative impact on biodiversity and to increase its positive impact.

# Biodiversity Relationship Diagram (LTS)

Usage guide

Value chain process

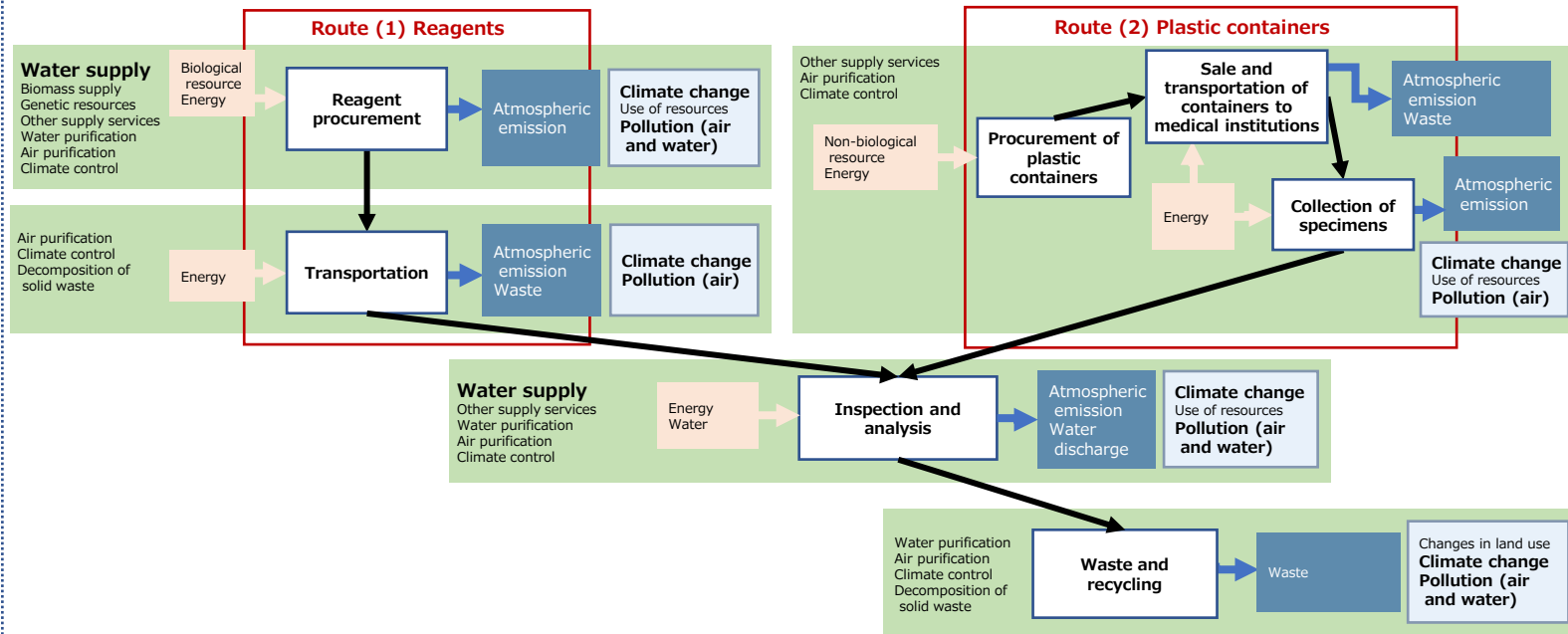
Ecological service that is depended on

Input

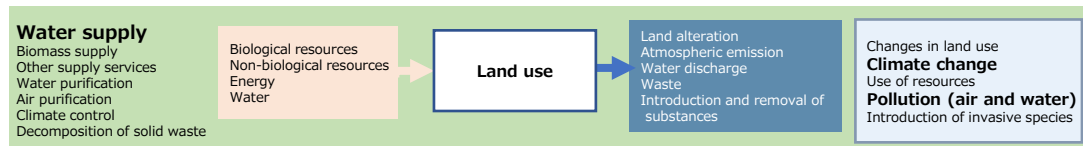
Output

Impact that changes nature

## Business activities



## Place of operation





# Biodiversity Relationship Diagram (IVD)

Usage guide

Value chain  
process

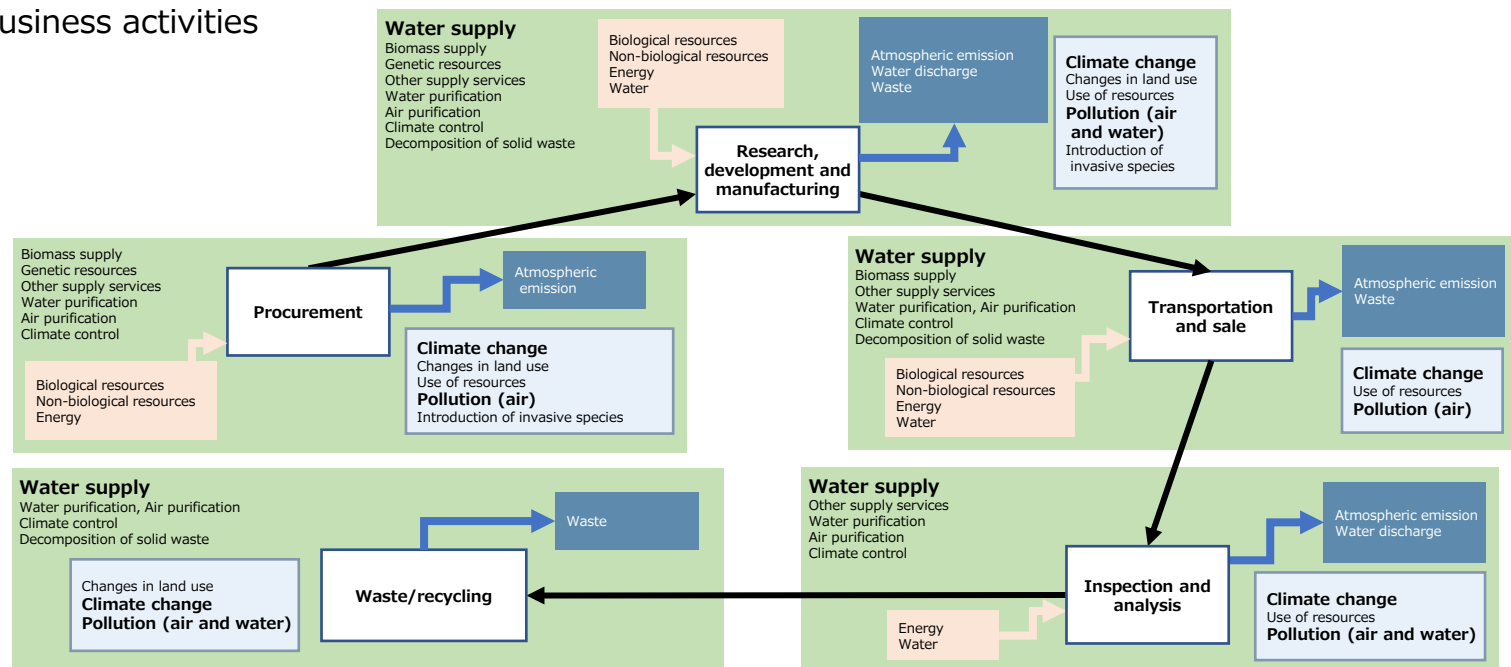
Ecological  
service that is  
depended on

Input

Output

Impact that  
changes  
nature

## Business activities



## Place of operation



# Initiatives for Sustainable Procurement

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**Isao Tada**

**General Manager of the Procurement Division,  
H.U. Group Holdings, Inc.**

# Meetings with Business Partners to Exchange Opinions about Sustainability (Targets and Results)

- ✓ In FY2023, meetings were held with 11 business partners for the exchange of opinions.
- ✓ Using the SAQ\*<sup>1</sup> score on human rights and the environment, we invited upper- and lower-level business partners to attend meetings in an effort to accumulate advanced initiatives and expertise and raise the base level of activities through support and advice. In this way, all of our supply chains have been elevated to a higher level.
- ✓ Considering the importance of GHG\*<sup>2</sup> monitoring and human rights due diligence, the Q&A was focused on these topics.

[Criteria for selecting the companies to meet with] Based on their SAQ scores, we select the companies that we will hold meetings for exchanging opinions from among the 145 business partners that have direct transactions with the H.U. Group that respond to the SAQ we distribute to them.

KPI				Results		Target
Major Category	Subcategory	Item	Unit	2022	2023	2022-2024
Promotion of Sustainable procurement for Tier 1	Hold meetings to exchange opinions	Number of companies we held meetings with	companies	10	11	30

## Utilizing SAQ (finding facts)



Stay up to date on business partners' situations using SAQs at three-year intervals.

Identify the business partners whose initiatives are progressing and those who are in need of help (identify risks).



## Holding meetings to exchange opinions (elevate their activities to a higher level)






Focused on human rights, the environment and human capital.

Learn about the practices of business partners with advanced sustainability activities and apply them in H.U.'s activities.  
Advice may be given to business partners in need of help.

\*1 SAQ: Self-Assessment Questionnaire  
\*2 GHG: Greenhouse Gas

# Meetings with Business Partners to Exchange Opinions about Sustainability (Issues and Future Initiatives)

- ✓ All companies introduce common initiatives for health management, actions to prevent human rights infringements (e.g., harassment) and the in-house reduction of GHG emissions.
- ✓ It looks like the intensity of the actions related to human capital vary depending on the size of the company. Future discussion will also look at support for initiatives.
- ✓ Approaching suppliers beyond Tier 2 is an ongoing issue.

Item	Discussion Items and Practices (Excerpts)	Issues	Towards the Future
 <b>Human capital</b>	<b>1) Health management</b> <b>High recognition — Many companies are actively motivated to implement these initiatives.</b> 2) Human resource development Active educational activities in and outside the company. Small and medium-sized companies will start working on this in the future. 3) Diversity All companies value the percentage of people in managerial-level positions that are women. 4) Work environment Flextime without core hours, telecommuting, side jobs, dual employment and the comeback program	<ul style="list-style-type: none"> <li>• Many companies have started working on health management. However, many of these companies have yet to review their results (some have yet to set a roadmap).</li> <li>• Many small and medium-sized companies say they need to improve their regular employees training. Support for voluntary initiatives is also required.</li> </ul>	(1) Explanation of the system and structure of H.U. Group activities <ul style="list-style-type: none"> <li>– System for human resource development and details</li> <li>– Harassment check system</li> </ul> (2) For the reduction of GHG emissions, provide standardized quantitative formats and materials based on survey and management of forecasts versus actual results. In addition, a scheme for providing information should be established and relationships should be built. At the same time, we will encourage Scope 3 Category 4 reductions by improving the logistics for procured products.
 <b>Human rights</b>	<b>1) Understanding laws and the global situation</b> Obtaining information from local subsidiaries and external sources (certified social insurance labor consultants) <b>2) Harassment check</b> <b>Questionnaire surveys and hotlines (external)</b> 3) Considerations for childbirth and childcare Fewer work hours before and after taking childbirth/childcare leave and a unique program for salary compensation 4) Responsible procurement of conflict minerals Utilization of CMRT (Conflict Minerals Reporting Template) in surveys	<ul style="list-style-type: none"> <li>• The measures to prevent various kinds of harassment vary significantly depending on the size of the company. Some small and medium-sized companies do not conduct regular checks (e.g., questionnaire surveys).</li> <li>• Many companies are still far from encouraging their male employees to take childcare leave.</li> </ul>	(2) For the reduction of GHG emissions, provide standardized quantitative formats and materials based on survey and management of forecasts versus actual results. In addition, a scheme for providing information should be established and relationships should be built. At the same time, we will encourage Scope 3 Category 4 reductions by improving the logistics for procured products.
 <b>Environment</b>	<b>1) Reduced GHG emissions</b> <b>Activities in accordance with ISO 14001 and active introduction of renewable energy</b> 2) Waste reduction Improvement activities for the reduction of product loss (also contributing to the improvement of profitability) 3) 3R activities Thorough waste separation and reuse of materials destined for disposal 4) Biodiversity conservation Improvement of wastewater quality (water quality level: better wastewater quality in comparison with when the water was taken in)	<ul style="list-style-type: none"> <li>• Many companies have yet to start engaging with business partners and beyond (upper supply chain: Scope 3) despite understanding the status of their in-house GHG emissions.</li> <li>• The companies endeavor to reduce waste (paperless operations and the use of returnable packaging materials) but struggle with setting targets and managing forecasts versus actual results.</li> </ul>	(3) For the reduction of waste, we will join our suppliers in building recycling-oriented supply chains for disposable materials consumed at our in-house bases, including laboratories and factories, and discuss greater contributions to reducing the environmental impact.

# H.U. Group's Human Capital Management

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**Koji Yamamoto**  
**General Manager of the Human Resources Division,**  
**H.U. Group Holdings, Inc.**

# H.U. Group's Basic Stance on Human Capital Management

**Based on our personnel philosophy, build an environment that enables each employee to embody the Group's values and traits every day, grows and achieves our mission and vision.**

## Mission

Create new value in healthcare and thereby contribute to human health and the future of medical care.

## Vision

With our deep involvement in human health, we aim to be a group that contributes to the development of healthcare through trust and innovation.

## Values and Traits

### Customer Centricity

- Respond to medical care and healthcare needs, exceed customer expectations

### Creation of New Value

- Strive for global value creation first and foremost; take risks to challenge and innovate
- Think and execute with global perspective
- Lead with result-orientation, speed and efficiency

### Sincerity and Trust

- Be sincere and trustworthy, act with transparency
- Communicate openly and constructively, beyond the boundaries
- Gain and maintain trust from all stakeholders

### Mutual Respect

- Respect diverse values, experience, expertise and teamwork
- Praise and celebrate challenges and successes
- Grow and help others to grow

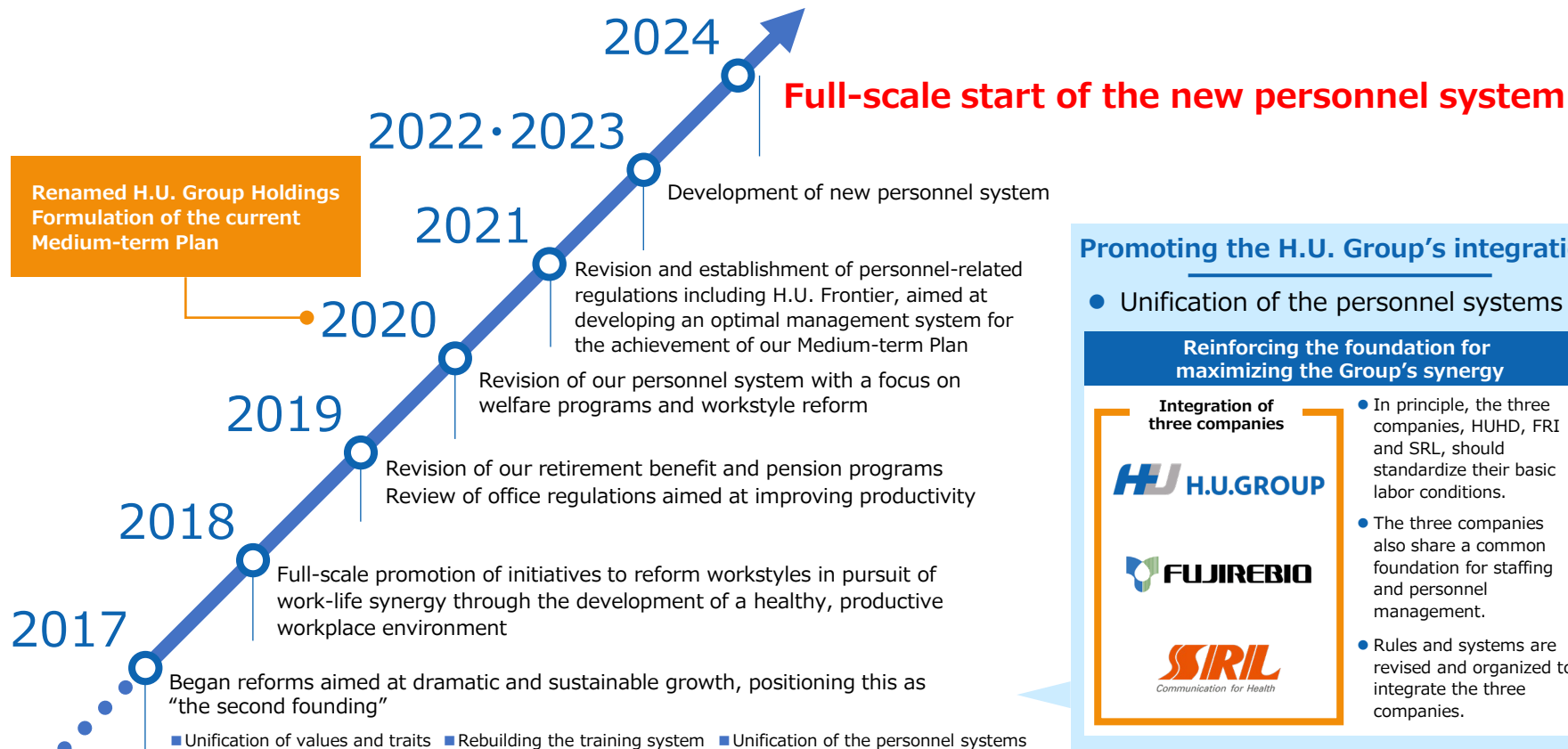
## Personnel Philosophy:

**The power of the Company is the sum total of the power of its individual members**

# Organizational Structure for Promoting Human Capital Management



# History of Human Resources Strategy



## Promoting the H.U. Group's integration

- Unification of the personnel systems

### Reinforcing the foundation for maximizing the Group's synergy

#### Integration of three companies

**H.U.GROUP**

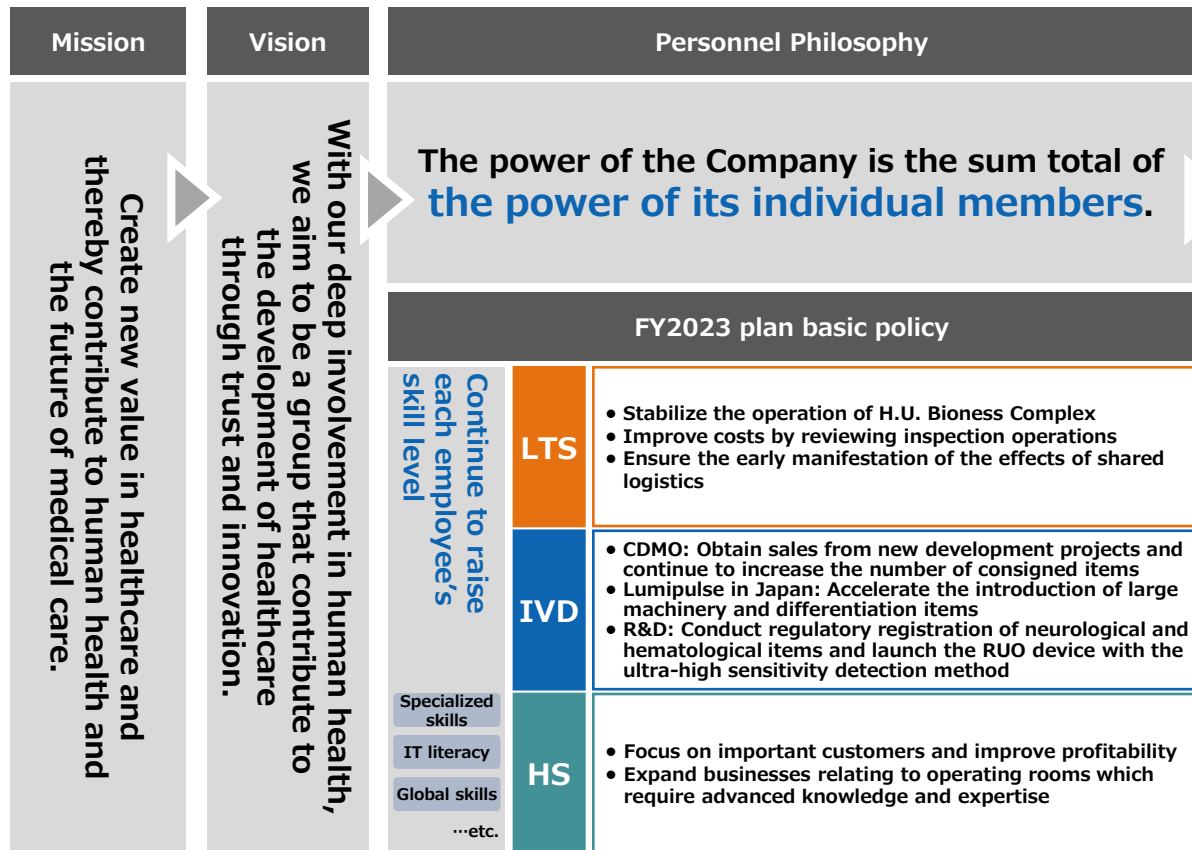
**FUJIREBIO**

**SIRIL**  
Communication for Health

- In principle, the three companies, HUHD, FRI and SRL, should standardize their basic labor conditions.
- The three companies also share a common foundation for staffing and personnel management.
- Rules and systems are revised and organized to integrate the three companies.



# Concept of the New Personnel System



## Concept of the New Personnel System

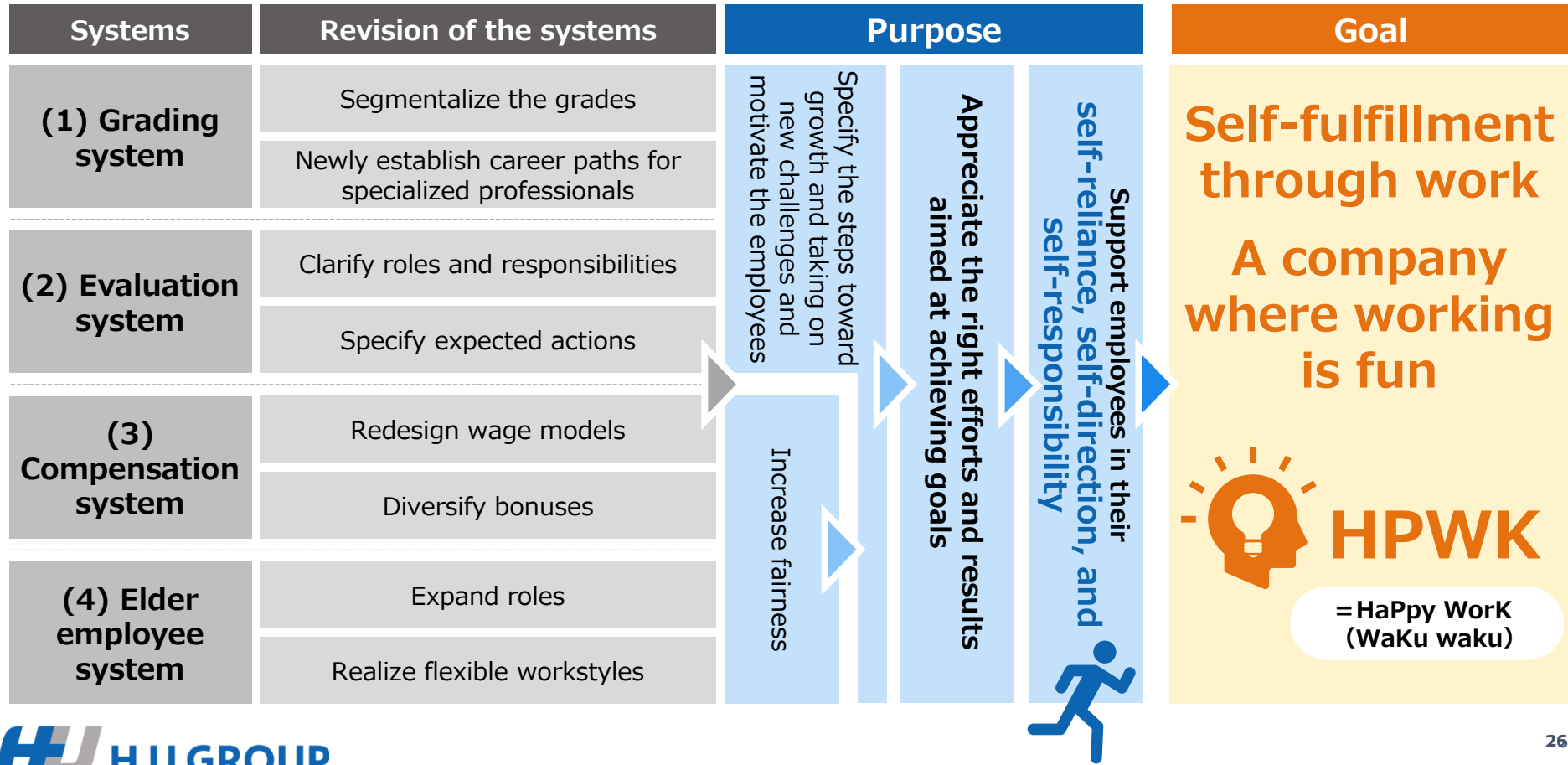
A fair personnel system that promotes employees' **self-reliance, self-direction, and self-responsibility** and enhances their individual capabilities

### Further strengthening of management capabilities



**Transformation of personal awareness and behavior**

# Purpose and Goal of the New Personnel System



# Measures to Support Employees' Career Development

**Offer opportunities for growth and learning based on self-reliance, self-direction, and self-responsibility, the Training and Development Policy**

Measures  
(representative  
examples)

**CAREERSHIP educational platform** (learning management system)

**Public invitation-based education program, the H.U. Business College**

**DX education program, Program for the Development of Human Resources to Promote DX**

**In-house career change system, AdCareer**

Overview

In addition to mandatory and job-class-specific training programs, build an environment that enables employees to learn freely, including the more than 160 business skill courses.

The public invitation-based educational program allows employees to learn the basics of business by attending a total of 20 lectures in a one-year period

Provide all employees with basic training aimed at improving their digital literacy. In addition, start developing human resources with advanced expertise

While our employees are permitted to apply for publicly advertised positions in-house, we have a “free agent” system that enables employees to voluntarily market themselves

End of  
FY2023  
results

Raising the base level of employee business literacy  
Developing employees' career awareness

Development of leader candidates

Digital reskilling  
Acquisition of basic DX knowledge

Realization of diverse careers  
Organizational revitalization

Goal

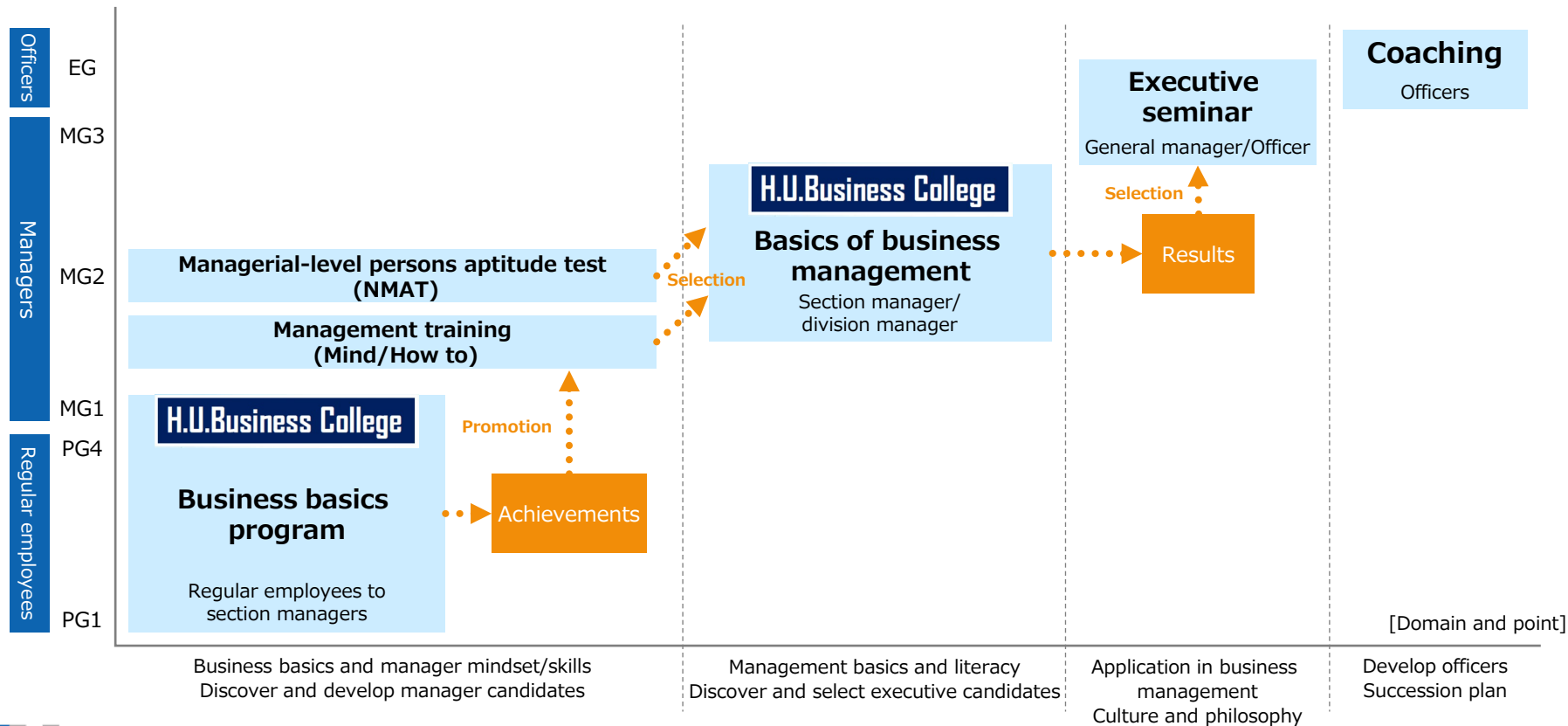
KPI

**Average annual training\* time per employee : Over 30 hours** continued until the end of FY2024

**Each employee achieves their career goals and increases their engagement through self-directed career development**

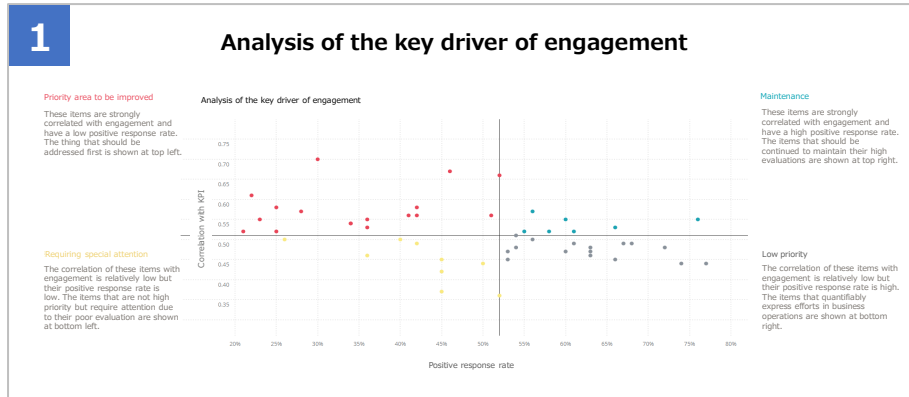
## Development of Leadership and Successors by Job Level

[Job position, HUGG]



# Establishing a PDCA Cycle Using Employee Engagement Surveys

- Improve employee engagement (KPI) through the process of analyzing the situation, identifying issues, formulating action plans and implementing the plans



## 1 Prioritizing issues

Compare results with the previous survey and check correlations with important indexes, etc. to identify issues

## 2 Verification based on experience and feeling

Verify and confirm hypotheses to see if the issues shown by the data are regarded as issues within the organization

## 3 Discussion of actions for improvement

Solve the issues by identifying and implementing actions that are divided across companies and organizations

### Room for improvement

Impact

Q5 Superiors' ability to listen

Improvement

● 54% Your score  
● 54% Entire company

2

Create more opportunities to communicate with subordinates one-on-one

3

Superiors are encouraged to make proactively talking to subordinates a habit in case their subordinates are poor at initiating communication with their superiors. Do this regularly and your subordinates will have opportunities to learn what they should report to their boss to receive advice. Subordinates will gradually begin to seek advice from their superiors on topics that they have been unable to discuss. Furthermore, superiors will learn more and increase their insight.

#### Method for Improvement

- Make more time to communicate with your subordinates on a weekly or monthly basis.

#### Next Steps

Create an action plan in which recommended actions and resources are automatically entered. Customize it for the convenience of your team and improve it.

Close

Create an action plan

# Result of Employee Engagement Survey and Future Actions

	FY2021	FY2023
<b>Response rate</b>	88%	98%
<b>Employee engagement indicator (overall)</b>	71%	74%
<b>Identification with the corporate philosophy</b> I identify with "Healthcare for You", the H.U. Group's statement	90%	90%

\* Percentage of employees whose employee engagement survey responses were other than disapproving

## Future Action

- Based on the FY2023 results, the companies will start improvement actions in and after April 2024
- In and after 2024, an employee engagement survey will be conducted every year (in December)

# Promotion of Diversity

**Place importance on respecting individuals based on the concept, “Imagine people and create the future.”**

**The H.U. Group is committed to promoting diversity to:**

**Develop an environment and climate that enables all employees to work in their own ways**

Each employee should be able to maximize their potential and develop a unique career by working in their own way without being constrained by their attributes

**Ensure the continued growth of the companies and strengthen global competitiveness**

Maximize the capabilities of all of the individuals from diverse backgrounds and contribute to corporate activities, thereby innovating and creating new value

## **H.U. Group's Diversity Policy**

1

We create systems that provide career path support and reward employees according to their contributions to ensure every employee can express their full potential, regardless of personality or personal attributes.

2

We will provide an environment that hires, promotes to management, improves rates of return from childcare leave, and engages in other measures to encourage women to work longer careers within the H.U. Group to create a society in which women can express their individuality and demonstrate their abilities (promoting women's participation and advancement).

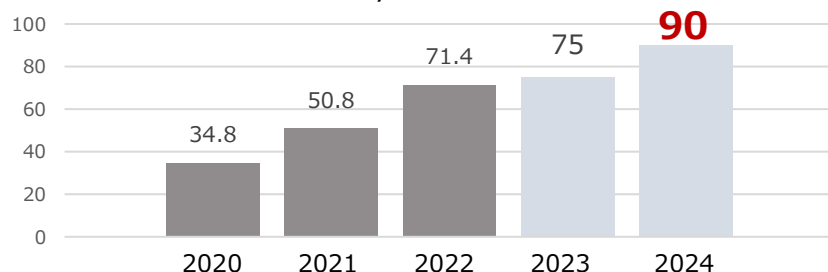
3

We engage in creating rewarding work for people with disabilities, actively hiring such individuals and providing a comfortable working environment that respects individuality.

# Specific Initiatives to Promote Diversity

## Changes in the percentage of male employees taking extended leave or leave for childcare: FY2024 target 90%

Many different measures will be taken to achieve the target of having 90% of the Group's male employees taking extended leave or leave for childcare by the end of FY2024



Publish handbook for male employees taking childcare leave



Implementation of mindset training



Childcare support: Introduce childcare leave and support systems

## FY2023 results and future efforts

Expand measures based on the theme “knowing” and value understanding knowledge and communicating in workplaces, with a focus on the Diversity Promotion Section

Increase understanding of issues in greater detail (e.g. nursing care, disabilities) and encourage workplaces to implement measures from FY2024

### FY2023

- Develop the group-wide education program on the basics of diversity
- Develop the diversity management education program
- Organize diversity-related events
- Revise LGBTQ-related regulations



### FY2024

- Continue the group-wide education program on the basics of diversity
- Continue the diversity management education program
- Organize diversity-related events
- Form in-house communities
- Review LGBTQ-related systems and their operation



# Wrap-up

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**Atsuko Murakami**  
**Executive Officer and CFO,**  
**H.U. Group Holdings, Inc.**

# Progress of H.U. Group Sustainability Roadmap

## Two-Year Targets (FY2023–2024)

			Progress
Environmental	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions : -12.6% (base: FY2021)</li> <li>Waste plastic recycling rate : 82%</li> </ul>		△ ○
Social	Human Capital	<ul style="list-style-type: none"> <li>Percentage of female managers : 22%</li> <li>Percentage of male employees taking parental leave : 90%</li> <li>Percentage of employees answering “Satisfied with my jobs” to the questionnaire : 55%</li> <li>Maintaining White 500 status</li> <li>Average annual training*<sup>1</sup> time per employee : Over 30 hours</li> </ul>	○ ○ ○ ○ ○
	Supply Chain Management	<ul style="list-style-type: none"> <li>Excellent response rate (A) on UNGC Self Assessment tool : 75%*<sup>2</sup></li> <li>Meetings with our suppliers to exchange opinions on sustainability : 30 companies*<sup>2</sup></li> </ul>	○ ○
Governance	<ul style="list-style-type: none"> <li>Incorporation of non-financial indicators into compensation for directors and executive officers</li> <li>Internal directors will not have a dual role on the Nominating Committee</li> </ul>		Achieved Achieved

# Major Domestic ESG Evaluations

## ESG evaluations

### NIKKEI Smart Work

★★★★ 2024

#### Nikkei Smart Work Management Survey

✓ In 2023: 4-star rating

### NIKKEI SDGs

経営調査 2023 ★★★★★

#### Nikkei SDGs Management Survey

✓ In 2023: 3.5-star rating



#### Toyo Keizai CSR Survey

(In 2023: 1,712 companies)

✓ CSR Ranking :  
Overall : 196<sup>th</sup> (204<sup>th</sup> in 2022)  
Industry : 5<sup>th</sup> (6<sup>th</sup> in 2022)



#### White 500 Certification

administered by METI\*

✓ Selected for three consecutive years



**2024 Health & Productivity Stock Selection** administered by METI\*  
✓ Selected for the first time in March 2024



**2023 Digital Transformation Stock (DX Stock)** administered by METI\*  
✓ Selected for the first time in 2023



**Digital Transformation Certification** administered by METI\*  
✓ Selected for the first time in 2023

## ESG index



**SOMPO Sustainability Index**  
✓ Selected for three consecutive years

\* METI : Ministry of Economy, Trade and Industry

# Major Global ESG Evaluations

## ESG evaluations



### MSCI ESG Ratings

- ✓ Maintain **AAA rating** (top) from 2022



**CDP** : responses in 2023

- ✓ Climate: **A-** (Selected for **three consecutive years**)
- ✓ SER\*: **A-**



### Sustainalytics

- ✓ Maintain **Low Risk** (second highest rating) from 2020



### ISS ESG Corporate Rating

- ✓ Maintain **Prime** status from 2022

\* The Supplier Engagement Rating

## ESG indexes



**FTSE Blossom Japan Index**

### FTSE Blossom Japan Index

- ✓ Selected for **the first time in 2023**



**FTSE Blossom Japan Sector Relative Index**

### FTSE Blossom Japan Sector Relative Index

- ✓ Selected for **two consecutive years**

2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

### MSCI Japan ESG Select Leaders Index

- ✓ Selected for **seven consecutive years**

2023 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

### MSCI Japan Empowering Women Index (WIN)

- ✓ Selected for **five consecutive years**



### S&P/JPX Carbon Efficient Index

- ✓ Selected for **six consecutive years**

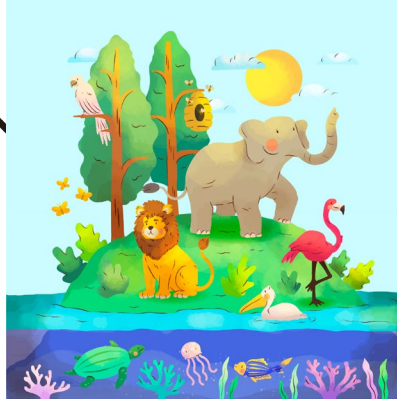
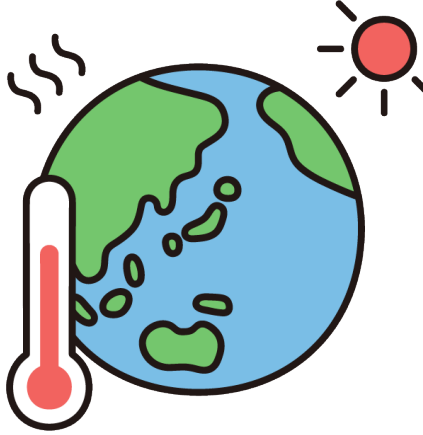


Japan ex-REIT Gender Diversity Tilt Index  
TOP CONSTITUENT 2024

### Morningstar Japan ex-REIT Gender Diversity Tilt Index

- ✓ Selected for **the first time in 2023**

# Manifestation and Increased Complexity of Diverse Sustainability Issues



Mission

Vision

**HU** H.U.GROUP

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# Contacts:

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### **Disclaimer regarding forward-looking statement:**

The performance forecast provided in this document is prepared by the management based on currently available information and various hypotheses and ideas including significant risks or uncertainties. Please be aware that the actual performance may turn out to be different from the forecast as a result of various contributing factors.

Factors affecting the performance include, among others, aggravation of the economic situation, fluctuation of the exchange rate, change of regulatory, statutory, and administrative requirements, delayed launch of new products, pressures from the product strategies of competitive companies, and decline of the sales potential of existing products.