

Message from the Officer in Charge of Sustainability Promotion

We will be sincerely engaged in our initiatives for sustainability, regarding it as “a compass that will guide us to where we should be.”

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Thoughts on becoming the Officer in Charge of Sustainability Promotion

Providing high-quality products and services through sustainable designs for housing and lifestyles

I have long been involved primarily in research related to housing for the elderly and consulting in healthcare-related fields. Throughout my career, I have always believed that solving issues related to the rapidly aging society and decreasing population will be one of the important social roles that the Haseko Group will be required to play. With these issues in mind, we have always desired to explore sustainable designs for housing and lifestyles in this era in which more people are living to be 100 years old and beyond, in order to provide even better products and services. Going forward, I will fulfill my duties using the knowledge and experience I have accumulated thus far so that we can conduct corporate activities that live up to society’s needs and sophisticate management that is mindful of contributing to a recycling-oriented society.

While I am the Operating Officer in charge of Sustainability Promotion, I also serve concurrently as the Director. Using this position, I aim to build systems that will enable the Board of Directors to thoroughly carry out sustainability management. I would like to participate directly in discussions at the Board of Directors meetings and horizontally disseminate these discussions to all Haseko Group companies and divisions so that we will be able to promptly and flexibly implement initiatives for promoting sustainability.

As Haseko Corporation’s first female director from within the Company, I would also like to focus especially on the

promotion of diversity and inclusion (D&I). Respecting diversity and drawing on the experience and wisdom of people with different ways of thinking is essential in uncertain times such as the present. I would like to steadily promote D&I while making the most of my position as a female director and operating officer.

Haseko Group’s CSR activities’ strengths and areas for improvement

A proactive perspective is essential to gain further stakeholder endorsement

When capturing an overview of the Haseko Group’s CSR activities as a whole, I feel that the Haseko Group CSR Action Plan is effective in that it sets out initiative items and KPIs for each theme. On the other hand, there is still room for improvement in terms of clearly demonstrating the connection between our CSR activities and the achievement of the “HASEKO Next Stage Plan” (“Plan NS”), our medium-term business plan, as well as the long-term enhancement of corporate value. By addressing these shortcomings, we can further increase stakeholders’ understanding and endorsement of our sustainability management.

In our CSR activities to date, our predominant approach has been to think and act from a reactive perspective, asking questions like, “What must we do to help society?” However, in the future, it will be essential to take a proactive stance and ask, “What do we want to do, or what do we want to change in society?”

Regarding material issues

The cornerstone of all business activities

Material issues are the risks or opportunities in our business strategy when viewed from a medium- to long-term perspective, and are the cornerstone of all our business activities. We view these factors as critical issues in the medium- to long-term, and all our executives and employees are working together to address them.

In response to changes in social conditions and the business environment, we conducted a second review of material issues in 2023. We have redefined material issues from the perspective of two axes of business and society, and have identified four material issues as the most important issues* that will have a significant impact on both the Company and its stakeholders: (1) human capital (D&I and human resources development), (2) response to climate change, (3) respect of human rights, and (4) supply chain management. Furthermore, we have established and disclosed various policies and guidelines for these four material issues to take an appropriate approach regarding each issue while also taking into account the risks and opportunities arising from social issues.

What the Company aims to be for 2030 is a company that “provides safe, secure and comfortable housing,” “provides services to support lives of residents,” and “establishes sustainable growth through CSR management.” In conjunction with the four most critical material issues, we will continue to engage in business activities to realize “sustainable living and sustainable cities,” “product safety (service safety),” “disaster countermeasures and

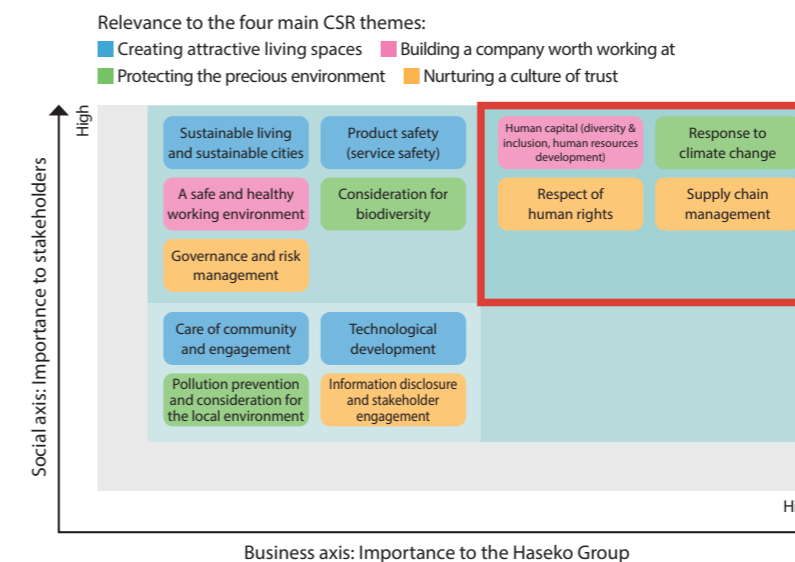
strengthening residential infrastructure,” and “care of community and engagement.”

Message to our stakeholders

Our sustainability initiatives will serve as a compass that will guide us to where we should be

In the event of a social crisis, such as an unknown infectious disease or a large-scale natural disaster, housing, which is the foundation of life and society, plays an extremely significant role in protecting people’s lives, bodies, and property. It is important for us to constantly keep in mind these bare minimum functions that homes must provide in times of unprecedented crises. In order for all Haseko Group executives and employees to fulfill their duties while remaining aware of these basic functions, I believe that our sustainability initiatives will serve as a compass that will guide us to where we should be.

With this mindset, in order to make our sustainability initiatives more fruitful and realize greater long-term value, we need to correctly understand the expectations of our stakeholders and to develop and implement management strategies, business models, and business operations in a manner that is in line with the times. Promoting sustainability is a complex and multifaceted journey of transformation, including addressing ESG challenges. The Haseko Group will work diligently on these issues while deepening its engagement with stakeholders.



Identification of material issues

To enhance the effectiveness of sustainability initiatives, it is important to proceed with clearly defined priorities. From a comprehensive list of social and environmental issues, the Haseko Group reviewed its material issues in light of social conditions and the business environment and newly identified 13 items in May 2023.

*The most critical material issues (human capital, response to climate change, respect of human rights, and supply chain management) are issues for which society has extremely high expectations and which the Haseko Group has recognized as requiring further action in terms of business as well.