

# Consolidated Financial and Non-Financial Highlights



Please access additional non-financial information by scanning the QR code.

## Key Financial Data (Consolidated)

| Item                                                |                   | FY2012    | FY2013    | FY2014    | FY2015    |
|-----------------------------------------------------|-------------------|-----------|-----------|-----------|-----------|
|                                                     |                   | 96th term | 97th term | 98th term | 99th term |
| Orders                                              | (millions of yen) | 349,402   | 442,751   | 539,642   | 551,445   |
| Net sales                                           | (millions of yen) | 558,919   | 587,571   | 642,167   | 787,354   |
| Operating income                                    | (millions of yen) | 24,329    | 28,838    | 42,698    | 68,762    |
| Ordinary income                                     | (millions of yen) | 19,976    | 25,405    | 41,889    | 67,327    |
| Net income attributable to owners of parent         | (millions of yen) | 13,064    | 24,830    | 28,542    | 51,226    |
| Comprehensive income                                | (millions of yen) | 17,346    | 31,207    | 38,440    | 44,259    |
| Net assets                                          | (millions of yen) | 113,805   | 119,472   | 144,089   | 185,374   |
| Total assets                                        | (millions of yen) | 460,864   | 457,408   | 476,914   | 589,993   |
| Net assets per share                                | (yen)             | 259.89    | 346.17    | 478.45    | 615.21    |
| Basic net income per share                          | (yen)             | 41.72     | 81.36     | 94.64     | 170.41    |
| Diluted net income per share                        | (yen)             | 32.52     | 67.98     | 92.90     | —         |
| Equity ratio                                        | (%)               | 24.7      | 26.1      | 30.2      | 31.3      |
| Return on equity                                    | (%)               | 12.1      | 21.3      | 21.7      | 31.2      |
| Net cash provided by (used in) operating activities | (millions of yen) | 38,231    | 55,267    | 39,984    | 65,590    |
| Net cash provided by (used in) investing activities | (millions of yen) | 14,843    | 29,395    | △4,067    | △30,801   |
| Net cash provided by (used in) financing activities | (millions of yen) | △24,115   | △65,425   | △40,235   | △16,286   |
| Cash and cash equivalents at end of the year        | (millions of yen) | 118,239   | 137,689   | 133,563   | 152,115   |
| Interest-bearing debt                               | (millions of yen) | 182,430   | 147,861   | 128,245   | 174,721   |

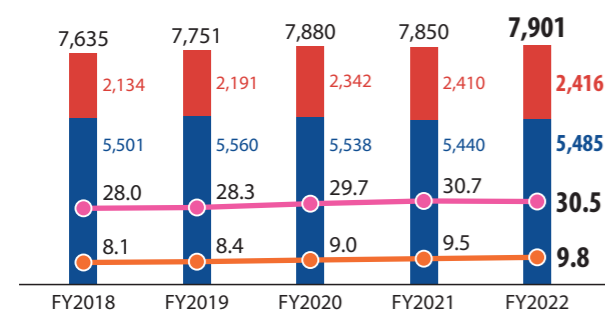
| FY2016     | FY2017     | FY2018     | FY2019     | FY2020     | FY2021     | FY2022           |
|------------|------------|------------|------------|------------|------------|------------------|
| 100th term | 101st term | 102nd term | 103rd term | 104th term | 105th term | 106th term       |
| 577,811    | 558,405    | 568,931    | 518,847    | 483,158    | 546,537    | <b>563,474</b>   |
| 772,328    | 813,276    | 890,981    | 846,029    | 809,438    | 909,708    | <b>1,027,277</b> |
| 89,032     | 100,805    | 98,430     | 85,925     | 72,909     | 82,702     | <b>90,162</b>    |
| 88,827     | 100,497    | 100,369    | 85,253     | 71,832     | 81,871     | <b>88,265</b>    |
| 58,762     | 72,289     | 87,391     | 59,851     | 48,258     | 54,490     | <b>59,326</b>    |
| 58,116     | 74,798     | 86,214     | 53,040     | 53,273     | 57,958     | <b>63,316</b>    |
| 238,467    | 296,835    | 368,051    | 387,682    | 394,365    | 417,667    | <b>454,088</b>   |
| 630,937    | 687,706    | 773,219    | 799,319    | 953,659    | 1,081,907  | <b>1,198,105</b> |
| 791.24     | 995.44     | 1,234.13   | 1,323.51   | 1,425.93   | 1,520.73   | <b>1,666.30</b>  |
| 195.48     | 214.98     | 293.87     | 201.36     | 168.62     | 198.32     | <b>216.10</b>    |
| —          | —          | —          | —          | —          | —          | —                |
| 37.7       | 43.0       | 47.5       | 48.5       | 41.4       | 38.6       | <b>37.9</b>      |
| 27.8       | 27.1       | 26.4       | 15.9       | 12.3       | 13.4       | <b>13.6</b>      |
| 109,536    | 56,516     | 33,064     | △15,263    | 31,876     | 65,448     | △ <b>51,909</b>  |
| △19,824    | △16,351    | △14,473    | △37,222    | △35,772    | △31,601    | △ <b>55,446</b>  |
| △40,213    | △34,742    | △12,379    | △8,356     | 66,799     | 15,728     | <b>50,785</b>    |
| 201,456    | 206,866    | 212,980    | 151,754    | 214,299    | 264,864    | <b>208,333</b>   |
| 141,850    | 125,441    | 120,404    | 152,262    | 267,951    | 311,841    | <b>391,500</b>   |

## Key Non-Financial Data

### Number of Group employees/

- Male (blue bar)
- Female (red bar) (persons)
- Female employees (%) (pink circle)
- Female managers (%) (orange circle)

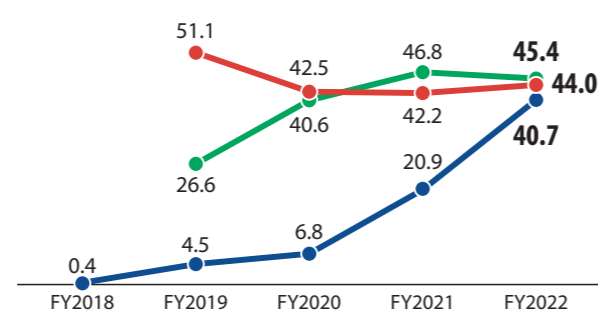
Group: including non-consolidated subsidiaries



The Haseko Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. We will continue our active recruitment of women, with a focus on fostering and retaining core and key personnel, while promoting the development of female employees and their proactive appointment to manager positions in line with our human resources development policy.

- Childcare leave taken by male employees (%) (blue circle)
- Spouse maternity leave taken (%) (red circle)
- Children leave taken (%) (green circle)

The figures are non-consolidated data of Haseko Corporation.



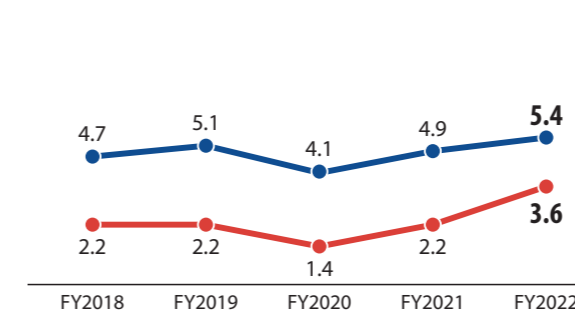
We are working to increase the percentage of male employees taking childcare leave, guided by the *Iku-Boss* Declaration (a statement of commitment by management members in charge of business units to supporting employees in balancing work and family). We further promote this effort by featuring those who have taken such leave in the company newsletter, and other means. Furthermore, in fiscal year 2019, we introduced new paid leaves as our own systems: spouse maternity leave and children leave, which allows employees to attend nursery school events and more.

In April 2023, we extended the applicable period for spouse maternity leave, allowing employees to take one-day paid leave within 15 days from the day before the expected delivery date. The adjustments, including this one, aim to create a more accommodating environment for employees to take leave.

### Annual turnover rate of full-time (%)

- Haseko Group (blue circle)
- Haseko Corporation (red circle)

Group: including non-consolidated subsidiaries



The turnover rate among the younger generation is on the rise due to increased mobility in the labor market. We regard retaining young and mid-level employees, who will lead the Group in the future, as a top priority. In addition to our workplace Brother-Sister mentoring system, experienced employees outside the workplace (commonly referred to as "Nexter"), together with the Personnel Department, provide support and coaching to ensure personnel retention through a three-pronged approach.

### Gender wage disparities within the labor force (%)

\*Gender wage disparities = (Average annual salary of female workers ÷ Average annual salary of male workers) × 100%

|                                                           | All workers | Full-time workers | Part-time and fixed-term workers |
|-----------------------------------------------------------|-------------|-------------------|----------------------------------|
| Haseko Corporation and consolidated subsidiaries in Japan | 63.3        | 59.4              | 95.5                             |
| Haseko Corporation                                        | 61.3        | 61.1              | 71.7                             |

The gender wage disparities in the Company can be attributed to the average years of service among career-track employees (male: 17.5 years; female: 9.8 years) and the percentage of female managers (4.3%). With the ongoing active recruitment efforts and the expected increase in the percentage of female employees, we believe that the gender wage disparities will diminish. This will be facilitated particularly through creating pleasant workplaces and proactively appointing female managers.