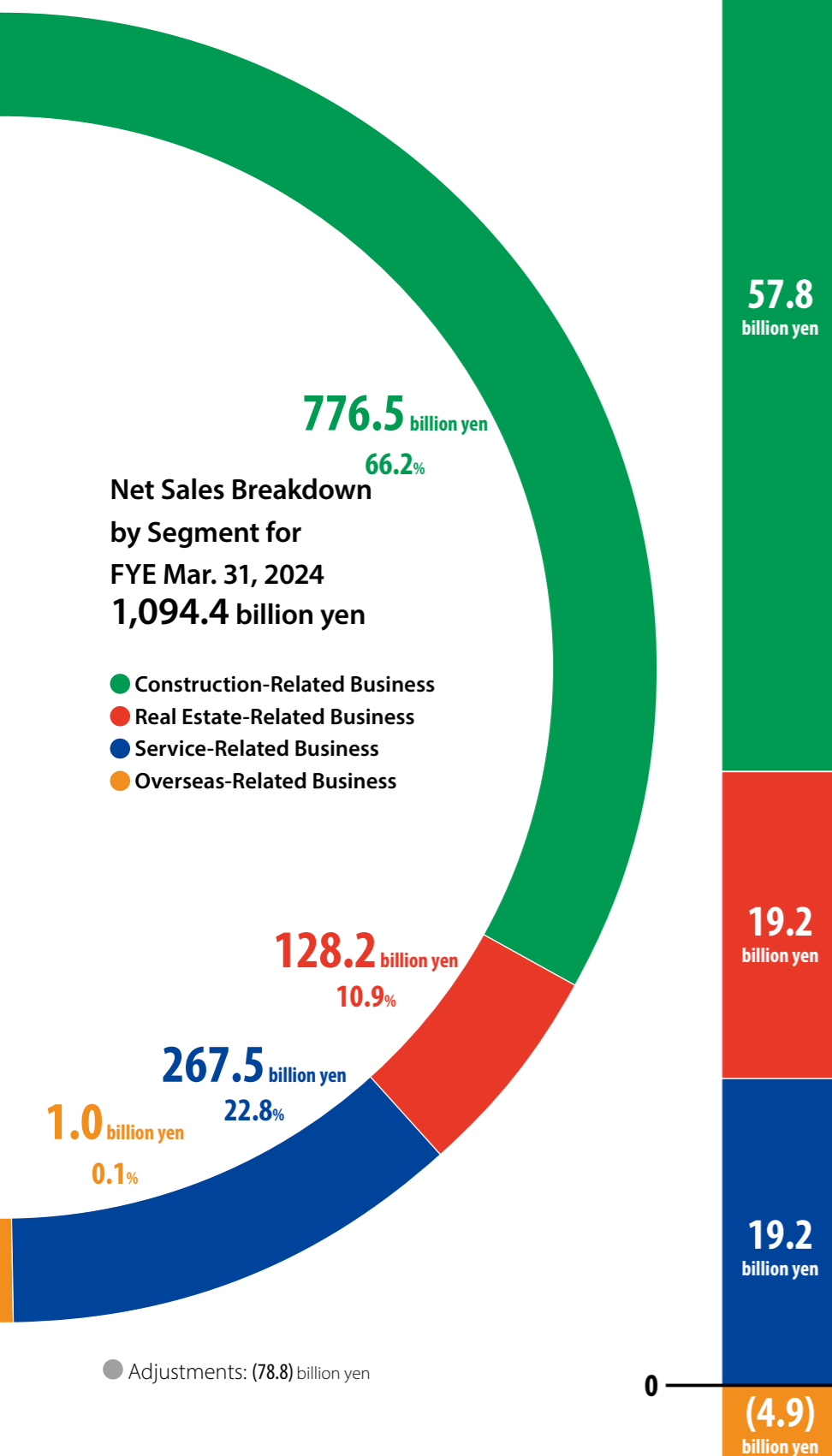


Business Overview of the Haseko Group

Operating Income by Segment in FYE Mar. 31, 2024



Construction-Related Business

Haseko Corporation (or the "Company") is engaged in comprehensive construction services for condominiums and apartments, from planning and design to construction, primarily around Japan's three major metropolitan areas. Orders received totaled 536.9 billion yen on a non-consolidated basis, and the Company boasts the largest share of new housing supply in both the Tokyo metropolitan area and the Kinki region. In addition, Hosoda Corporation is engaged in the construction of detached houses.

Segment net sales	776.5 billion yen
Segment income	57.8 billion yen
Segment assets	383.3 billion yen

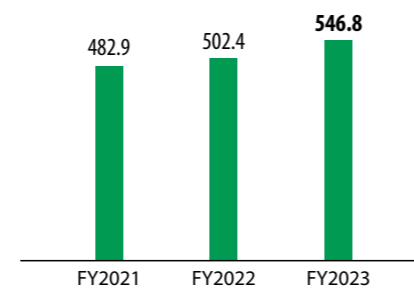
Group companies	Fujikensetsu Co., Ltd., Hasec Inc., Haseko Furnishing Co., Ltd., Hosoda Corporation, etc.
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Number of employees engaged	2,984 persons
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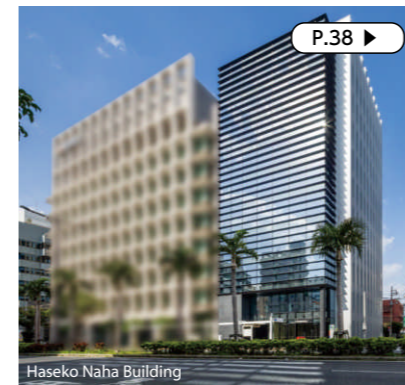
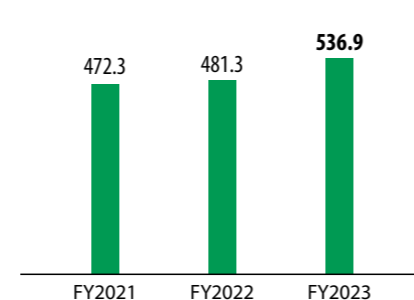
Focused strategies under the medium-term business plan

- Expansion of domain of the Construction-Related Business
- Expansion of redevelopment and reconstruction business/ response to compact cities

Construction contracts (billion yen)



Order Received (Non-consolidated) (billion yen)



Real Estate-Related Business

We are engaged in the business of for-sale condominiums throughout Japan, including its three major metropolitan areas. We offer richness in housing and living spaces by incorporating the data and know-how we have accumulated through our experience as a general contractor that has built a total of 700,000 homes. In addition, Haseko Home, Co., Ltd, a subsidiary of the Company, is engaged in the sales of detached houses.

Segment net sales	128.2 billion yen
Segment income	19.2 billion yen
Segment assets	484.5 billion yen

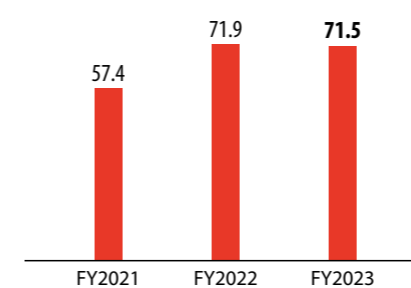
Group companies	Haseko Real Estate Development Holdings Inc., Haseko Real Estate Development, Inc., Sohgo Real Estate Co., Ltd., Haseko Home, Co., Ltd., etc.
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Number of employees engaged	229 persons
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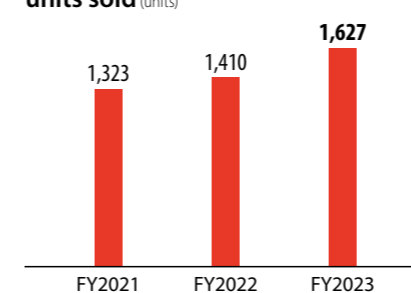
Focused strategies under the medium-term business plan

- Expansion of business areas for condominium sales business
- Rental properties holding and development business

Net sales of for-sale condominiums (billions of yen)



Number of for-sale condominium units sold (units)



Service-Related Business

In addition to sales, management, sales of furniture, brokerage, renovations, and extensive refurbishment associated with for-sale condominiums, we also operate businesses that are closer to consumers, such as management and development of rental properties, corporate housing management agency services, and the management of paid care facilities for the elderly, providing services that are intimately linked to the lives of each and every customer.

Segment net sales	267.5 billion yen
Segment income	19.2 billion yen
Segment assets	273.8 billion yen

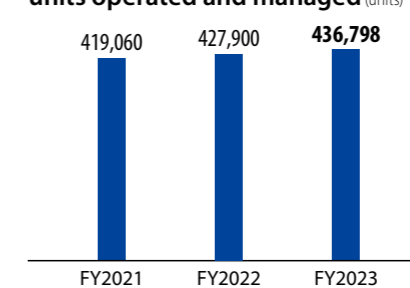
Group companies	Haseko Reform Inc., Haseko Livenet, Inc., Haseko Business Proxy, Inc., Haseko Urbest Inc., Haseko Real Estate, Inc., Haseko Intech Inc., Haseko Systems Inc., Haseko Community, Inc., Haseko Senior Well Design Co., Ltd., etc.
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Number of employees engaged	4,540 persons
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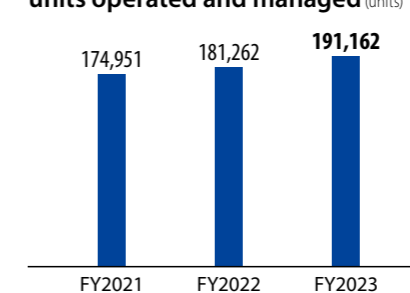
Focused strategies under the medium-term business plan

- Continuation and strengthening of the Service-Related Business
- Expanding our business areas from major metropolitan areas to major regional cities
- Rebuilding business model by introducing advanced technologies
- Fundamental innovation of existing business productivity

Number of for-sale condominium units operated and managed (units)



Number of rental condominium units operated and managed (units)



Overseas-Related Business

Haseko America, Inc., a subsidiary of the Company, and others are engaged in the sales of detached houses and the development of commercial facilities in Hawaii, U.S.A., and the development of rental and senior residences in the continental United States. In addition, in Vietnam we are engaged in the construction and operation of serviced apartments.

Segment net sales	1.0 billion yen
Segment income	(4.9) billion yen
Segment assets	118.0 billion yen

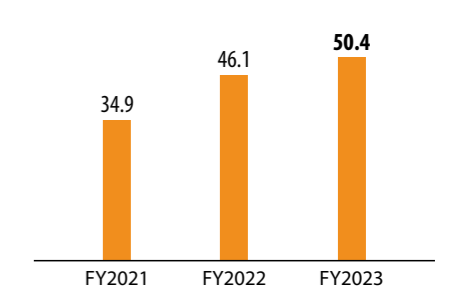
Group companies	Haseko America, Inc., and others
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Number of employees engaged	76 persons
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Focused strategies under the medium-term business plan

- Investment in overseas business
- Reestablishing a revenue base in the United States (Hawaii)
- Establishment of design, construction and production systems in Southeast Asia
- Participation in real estate development projects

Real estate holdings (Hawaii only) (billion yen)



Consolidated Financial and Non-Financial Highlights

Key Financial Data (Consolidated)

Please access additional non-financial information

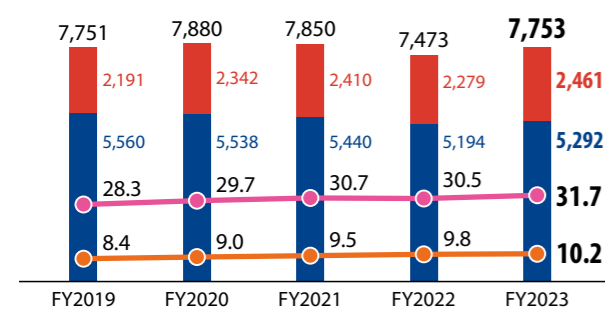
Item		FY2013	FY2014	FY2015	FY2016
		97th term	98th term	99th term	100th term
Orders	(millions of yen)	442,751	539,642	551,445	577,811
Net sales	(millions of yen)	587,571	642,167	787,354	772,328
Operating income	(millions of yen)	28,838	42,698	68,762	89,032
Ordinary income	(millions of yen)	25,405	41,889	67,327	88,827
Net income attributable to owners of parent	(millions of yen)	24,830	28,542	51,226	58,762
Comprehensive income	(millions of yen)	31,207	38,440	44,259	58,116
Net assets	(millions of yen)	119,472	144,089	185,374	238,467
Total assets	(millions of yen)	457,408	476,914	589,993	630,937
Net assets per share	(yen)	346.17	478.45	615.21	791.24
Basic net income per share	(yen)	81.36	94.64	170.41	195.48
Diluted net income per share	(yen)	67.98	92.90	—	—
Equity ratio	(%)	26.1	30.2	31.3	37.7
Return on equity	(%)	21.3	21.7	31.1	27.7
Net cash provided by (used in) operating activities	(millions of yen)	55,267	39,984	65,590	109,536
Net cash provided by (used in) investing activities	(millions of yen)	29,395	△4,067	△30,801	△19,824
Net cash provided by (used in) financing activities	(millions of yen)	△65,425	△40,235	△16,286	△40,213
Cash and cash equivalents at end of the year	(millions of yen)	137,689	133,563	152,115	201,456
Interest-bearing debt	(millions of yen)	147,861	128,245	174,721	141,850

FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
101th term	102th term	103th term	104th term	105th term	106th term	107th term
558,405	568,931	518,847	483,158	546,537	563,474	600,909
813,276	890,981	846,029	809,438	909,708	1,027,277	1,094,421
100,805	98,430	85,925	72,909	82,702	90,162	85,747
100,497	100,369	85,253	71,832	81,871	88,265	83,334
72,289	87,391	59,851	48,258	54,490	59,326	56,038
74,798	86,214	53,040	53,273	57,958	63,316	78,975
296,835	368,051	387,682	394,365	417,667	454,088	511,246
687,706	773,219	799,319	953,659	1,081,907	1,198,105	1,351,231
995.44	1,234.13	1,323.51	1,425.93	1,520.73	1,666.30	1,874.17
241.98	293.87	201.36	168.62	198.32	216.10	205.45
—	—	—	—	—	—	—
43.0	47.5	48.5	41.4	38.6	37.9	37.8
27.0	26.3	15.8	12.3	13.4	13.6	11.6
56,516	33,064	△15,263	31,876	65,448	△51,909	115,023
△16,351	△14,473	△37,222	△35,772	△31,601	△55,446	△39,846
△34,742	△12,379	△8,356	66,799	15,728	50,785	△753
206,866	212,980	151,754	214,299	264,864	208,333	283,493
125,441	120,404	152,262	267,951	311,841	391,500	415,000

Key Non-Financial Data

Number of Group employees/

■ Male ■ Female (persons)
● Female employees (%) ● Female managers (%)
Group: including non-consolidated subsidiaries

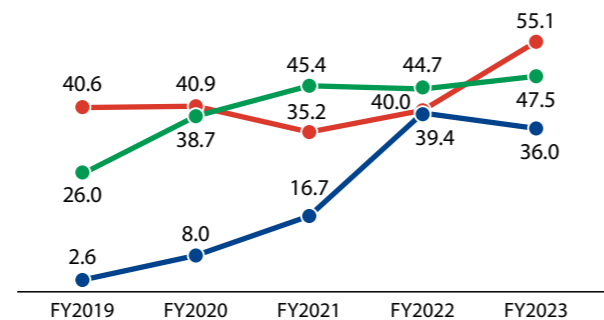


The Haseko Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. We will continue our active recruitment of women, with a focus on fostering and retaining core and key personnel, while promoting the development of female employees and their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

*The scope of aggregation is as follows
FY2019–FY2021: Haseko Corporation and all Group companies in Japan
FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan

Percentage of men taking advantage of parenting-related programs (%)

● Childcare leave ● Spouse maternity leave taken ● Children leave taken



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.

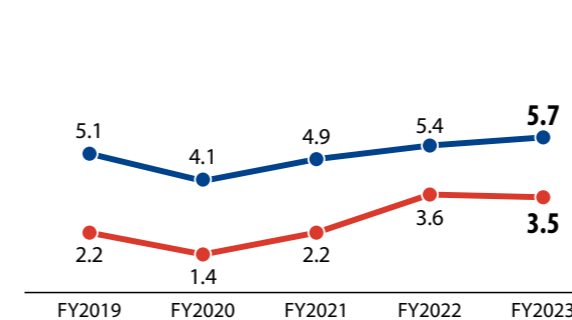
In April 2023, we extended the applicable period for spouse maternity leave, allowing employees to take one-day paid leave within 15 days from the day before the expected delivery date. The adjustments, including this one, aim to create a more accommodating environment for employees to take leave.

*The scope of aggregation is as follows
FY2019–FY2021: Haseko Corporation and all Group companies in Japan
FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan

Annual turnover rate of full-time (%)

● Haseko Group ● Haseko Corporation

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	64.3	57.6	97.4
Haseko Corporation	61.7	61.5	68.6

Gender wage disparities do exist at Haseko Corporation and consolidated subsidiaries in Japan, particularly among full-time workers, but this is influenced by the difference in average years of service between men and women (women: 10.1 years; men: 14.6 years) and the percentage of managers between men and women (10.2% of managers are women). 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.

Consolidated Balance Sheet

	(Millions of yen)	
	As of Mar. 31, 2023	As of Mar. 31, 2024
ASSETS		
Current assets		
Cash and bank deposits	206,644	284,129
Notes and accounts receivable, trade	169,150	148,526
Marketable securities	4,613	2,255
Costs on uncompleted construction contracts	12,061	12,733
Real estate for sale	216,966	266,332
Costs and advances for real estate operations	212,591	253,423
Real estate for development projects	30,315	33,056
Other	16,929	21,367
Allowance for doubtful accounts	(70)	(121)
Total current assets	869,199	1,021,700
Fixed assets		
Property and equipment		
Buildings and structures	98,263	95,784
Machinery, vehicles, equipment and furniture	11,131	13,191
Land	116,645	91,774
Leased assets	1,197	1,062
Construction in progress	18,448	8,251
Other	22	130
Accumulated depreciation	(34,087)	(34,566)
Total property and equipment	211,618	175,625
Intangible assets		
Land leasehold rights	1,896	1,895
Goodwill	2,184	1,981
Other	6,083	7,160
Total intangible assets	10,163	11,036
Investments and other assets		
Investment securities	61,218	91,444
Long-term loans receivable	3,692	3,551
Net defined benefit asset	18,407	29,362
Deferred tax assets	10,751	5,545
Other	13,856	13,925
Allowance for doubtful accounts	(799)	(958)
Total investments and other assets	107,124	142,870
Total fixed assets	328,906	329,531
Total assets	1,198,105	1,351,231

	(Millions of yen)	
	As of Mar. 31, 2023	As of Mar. 31, 2024
LIABILITIES		
Current liabilities		
Notes and accounts payable	93,246	100,694
Electronically recorded obligations	63,896	73,193
Short-term borrowings	31,500	—
Current portion of long-term debt	10,000	10,000
Current portion of bonds	20,000	—
Income taxes payable	19,152	15,853
Advances received on uncompleted construction contracts	28,631	47,167
Advances received for real estate sales	27,245	41,765
Warranty	4,351	4,861
Allowance for losses on construction contracts	506	687
Accrued bonuses for employees	5,515	6,019
Accrued bonuses for directors	180	208
Other	74,580	93,936
Total current liabilities	378,802	394,383
Long-term liabilities		
Straight bonds	100,000	120,000
Long-term debt	230,000	285,000
Provision for loss on litigation	2,819	2,990
Provision for employee stock ownership plan	4,059	4,427
Provision for board benefit trust	491	481
Liability for retirement benefit	1,630	1,777
Deferred tax liabilities	17	11
Other	26,199	30,916
Total long-term liabilities	365,215	445,601
Total liabilities	744,016	839,985
NET ASSETS		
Shareholders' equity		
Capital stock	57,500	57,500
Capital surplus	7,373	7,373
Retained earnings	427,878	461,707
Treasury stock	(37,630)	(37,233)
Total shareholders' equity	455,121	489,347
Accumulated other comprehensive income		
Net unrealized gain on other securities	711	10,452
Translation adjustments	5,241	11,101
Retirement benefits liability adjustments	(6,989)	345
Total accumulated other comprehensive income (loss)	(1,037)	21,899
Non-controlling interests	4	—
Total net assets	454,088	511,246
Total liabilities and net assets	1,198,105	1,351,231

Consolidated Statement of Income

	(Millions of yen)	
	FY2022	FY2023
Net sales		
Construction contracts	502,361	546,841
Design and supervision	11,845	11,776
Leasing and management	86,565	92,083
Real estate sale	408,540	424,269
Others	17,965	19,452
Total net sales	1,027,277	1,094,421
Cost of sales		
Construction contracts	419,087	471,666
Design and supervision	5,460	5,630
Leasing and management	67,237	70,664
Real estate sale	358,615	369,528
Others	15,569	16,323
Total cost of sales	865,968	933,811
Gross profit		
Construction contracts	83,274	75,176
Design and supervision	6,385	6,146
Leasing and management	19,329	21,419
Real estate sale	49,925	54,740
Others	2,396	3,129
Total gross profit	161,309	160,610
Selling, general and administrative expenses	71,147	74,862
Operating income	90,162	85,747
Non-operating income		
Interest income	97	211
Dividend income	374	446
Foreign exchange gains	—	459
Other	1,430	1,529
Total non-operating income	1,901	2,645
Non-operating expenses		
Interest expenses	1,919	2,450
Equity in losses of affiliates	12	456
Incidental expenses for loan	1,486	1,799
Other	380	352
Total non-operating expenses	3,798	5,058
Ordinary income	88,265	83,334
Special income		
Gain on sale of property and equipment	11	19
Gain on sale of investment securities	13	—
National subsidies	—	54
Subsidy income	45	—
Other	—	4
Total special income	68	77
Special losses		
Loss on disposal of property and equipment	104	45
Impairment loss on fixed assets	347	471
Impairment loss on investment securities	500	—
Other	41	54
Total special losses	991	569
Income before income taxes	87,342	82,842
Income taxes – current	29,115	28,347
Income taxes – deferred	(1,098)	(1,544)
Total income taxes	28,016	26,803
Net income	59,326	56,039
Net income (loss) attributable to non-controlling Interests	(0)	1
Net income attributable to owners of parent	59,326	56,038

Consolidated Statement of Comprehensive Income

(Millions of yen)

	FY2022	FY2023
Net income	59,326	56,039
Other comprehensive income		
Net unrealized gain (loss) on other securities	(1,646)	9,741
Translation adjustments	7,421	5,861
Retirement benefits liability adjustments	(1,784)	7,335
Total other comprehensive income	3,990	22,936
Comprehensive income	63,316	78,975
Comprehensive income attributable to:		
Comprehensive income attributable to owners of parent	63,316	78,974
Comprehensive income attributable to non-controlling interests	(0)	1

Consolidated Statement of Changes in Net Assets

(Millions of yen)

FY2022	Shareholders' equity					Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Net unrealized gain (loss) on other securities	Translation adjustments	Retirement benefits liability adjustments	Total accumulated other comprehensive income (loss)		
Balance at April 1, 2022	57,500	7,373	392,149	(34,333)	422,689	2,358	(2,180)	(5,205)	(5,027)	5	417,667
Changes during period											
Cash dividend			(23,597)		(23,597)						(23,597)
Net income attributable to owners of parent for the year ended March 31, 2023			59,326		59,326						59,326
Purchase of treasury stock				(3,532)	(3,532)						(3,532)
Disposal of treasury stock				234	234						234
Net changes in items other than those in shareholders' equity						(1,646)	7,421	(1,784)	3,990	(0)	3,989
Total changes during period	—	—	35,729	(3,297)	32,432	(1,646)	7,421	(1,784)	3,990	(0)	36,422
Balance at March 31, 2023	57,500	7,373	427,878	(37,630)	455,121	711	5,241	(6,989)	(1,037)	4	454,088

(Millions of yen)

FY2023	Shareholders' equity					Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Net unrealized gain (loss) on other securities	Translation adjustments	Retirement benefits liability adjustments	Total accumulated other comprehensive income (loss)		
Balance at April 1, 2023	57,500	7,373	427,878	(37,630)	455,121	711	5,241	(6,989)	(1,037)	4	454,088
Changes during period											
Cash dividend			(22,209)		(22,209)						(22,209)
Net income attributable to owners of parent for the year ended March 31, 2024			56,038		56,038						56,038
Purchase of treasury stock				(5)	(5)						(5)
Disposal of treasury stock		0		402	402						402
Net changes in items other than those in shareholders' equity						9,741	5,861	7,335	22,936	(4)	22,932
Total changes during period	—	0	33,829	397	34,226	9,741	5,861	7,335	22,936	(4)	57,158
Balance at March 31, 2024	57,500	7,373	461,707	(37,233)	489,347	10,452	11,101	345	21,899	—	511,246

Consolidated Statements of Cash Flows

(Millions of yen)

	FY2022	FY2023
Cash flows from operating activities		
Income before income taxes	87,342	82,842
Depreciation	6,179	7,446
Impairment loss on fixed assets	347	471
Amortization of goodwill	203	203
Provision (reversal) of allowance for doubtful accounts	(3)	210
Increase (decrease) in provision for loss on litigation	(28)	(30)
Interest and dividend income	(471)	(657)
Interest expenses	1,919	2,450
Equity in earnings of affiliates	12	456
Loss (gain) on sale of investment securities	(13)	—
Impairment loss on investment securities	500	—
Loss (gain) on disposal of property and equipment	93	25
Valuation loss on inventories	1,631	624
Decrease (increase) in notes and accounts receivable	(21,210)	20,558
Decrease (increase) in costs on uncompleted construction contracts	(682)	(672)
Decrease (increase) in inventories	(97,363)	(41,395)
Increase (decrease) in notes, accounts payable and accrued expenses	15,056	16,717
Increase (decrease) in amounts received for uncompleted construction contracts	3,159	18,536
Increase (decrease) in deposits	(5,367)	17,288
Other, net	(13,671)	23,690
Subtotal	(22,365)	148,766
Interest and dividends received	470	658
Interest paid	(1,888)	(2,379)
Income taxes paid	(28,126)	(32,022)
Net cash provided by (used in) operating activities	(51,909)	115,023
Cash flows from investing activities		
Payments into time deposits	—	(31)
Payment for purchase of securities	(659)	(705)
Proceeds from redemption of securities	659	705
Purchase of property, equipment and intangible assets	(35,447)	(24,158)
Proceeds from sale of property, equipment and intangible assets	60	154
Payment for purchase of investment securities	(18,365)	(15,599)
Proceeds from sales and withdrawal of investment securities	42	482
Loan advances	(16,509)	(20,908)
Proceeds from collection of loans receivable	15,263	20,266
Payments of leasehold and guarantee deposits	(1,123)	(928)
Proceeds from refund of leasehold and guarantee deposits	729	721
Other, net	(96)	156
Net cash provided by (used in) investing activities	(55,446)	(39,846)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	31,500	(31,500)
Increase in long-term debt	50,000	65,000
Repayments of long-term debt	(31,841)	(10,000)
Bonds issuance	30,000	20,000
Redemption of bonds	—	(20,000)
Purchase of treasury stock	(3,538)	(5)
Incidental expenses for loan	(1,469)	(1,819)
Cash dividends paid	(23,597)	(22,209)
Other, net	(270)	(220)
Net cash provided by (used in) financing activities	50,785	(753)
Effect of exchange rate changes on cash and cash equivalents	39	736
Net increase (decrease) in cash and cash equivalents	(56,531)	75,161
Cash and cash equivalents at beginning of period	264,864	208,333
Cash and cash equivalents at end of period	208,333	283,493