

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

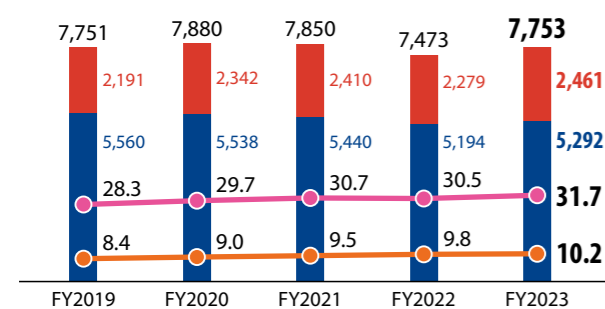
FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
101th term	102th term	103th term	104th term	105th term	106th term	107th term
558,405	568,931	518,847	483,158	546,537	563,474	600,909
813,276	890,981	846,029	809,438	909,708	1,027,277	1,094,421
100,805	98,430	85,925	72,909	82,702	90,162	85,747
100,497	100,369	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 (persons)
- Female (persons)
- Female employees (%)
- Female managers (%)

Group: including non-consolidated subsidiaries

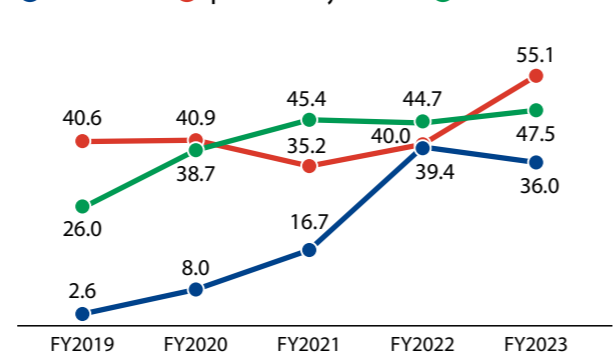


The Haseko Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. We will continue our active recruitment of women, with a focus on fostering and retaining core and key personnel, while promoting the development of female employees and their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

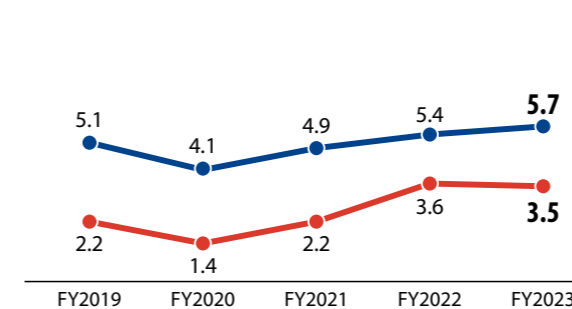
In April 2023, we extended the applicable period for spouse maternity leave, allowing employees to take one-day paid leave within 15 days from the day before the expected delivery date. The adjustments, including this one, aim to create a more accommodating environment for employees to take leave.

*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.

Building a Company Worth Working At

The collective capabilities of the Haseko Group rest on the employees of the Group and those of cooperating companies.

We are striving to create a pleasant working environment by developing supportive structures and systems at the company level so that each and every one of them can fully demonstrate their abilities and skills.

For more information, please visit ▶

ESG Date ▶

Related SDGs



Material Issues of Building a Company Worth Working At

Human capital (diversity & inclusion, human resources development)

Under the key theme of “getting the most out of their qualities”, we will promote the creation of an environment that respects the diversity of employees who work in the Haseko Group and enables each and every employee to make the most of his/her individuality at work, thereby creating new value.

A safe and healthy working environment

We are endeavoring to enhance the health of all persons involved in our business by giving consideration to safety and health at the workplace so that they can play an active role by demonstrating their capabilities.



Masaru Naoe
Haseko Corporation
Operating Officer
Corporate Management Div.
Responsible for Personnel,
Public Relations and Haseko
Condominium Museum
Management

Message from the officer in charge of personnel

The collective capabilities of the Haseko Group rest on the individual abilities of employees of the Group and those of cooperating companies. The expertise and experience of our employees, as well as their ingenuity and vitality in creating new value, are our assets and the source of the Group's growth. By creating an environment where all employees can play an active role, we will encourage each and every employee to proactively take on new opportunities for growth and help them to reach their full potential. We will continue to work on developing people and organizations so that the growth of individuals leads to the growth of the Group.

Policy for human resources development and corporate environment improvement

The Group has formulated the Personnel Plan linked to the medium-term business plan, based on the HR basic philosophy of further enhancing corporate value through investment in and utilization of human assets. We seek to build an optimal portfolio of human resources in order to enhance the effectiveness of our business strategy and achieve sustainable growth. As a business serving a broad range of consumers, the Group formulate personnel recruitment plans that reflect the management plan and its progress, future changes in the business environment and personnel composition, in order to build a portfolio of diverse talent combining new graduates and mid-career hires.

In the Plan NS launched in the fiscal year ended March 2021, the Group has expanded its investment in human resources development and corporate environment improvement based on the focused strategies set forth in the Personnel Plan. In FY2024, we implemented a significant increase in starting salaries and overall pay levels in order to secure and retain the human resources who will lead us into the future. Going forward, we are committed to continue investing in diverse human resources to remain a company that is worth working for for its employees and attractive to all stakeholders.

The Haseko Group Personnel Plan

HR basic philosophy To further enhance corporate value through investment in and utilization of human assets

Group HR planning

- Seeking to create autonomous human resources and build organizations capable of opening up new boundaries for the Group
- Evolving the Haseko-version of workstyle reform and diversity in its own unique way

Priority themes

- I. Further strengthening the Group's management foundation
—Reinforcing the competitiveness of each company and deepening the intra-group cooperation
- II. Promoting workstyle reforms and improving the workplace environment
—Increasing operational efficiency, and maintaining and enhancing organizational vitality
- III. Developing human resources and organizations that continue to grow, evolve, and take on challenges autonomously
- IV. Promoting diversity to fully leverage human assets
—Promoting the active participation of all employees, starting with women and senior employees
- V. Business performance and working conditions under the Plan NS
- VI. Promoting health management and improving the quality of employee welfare programs



Governance

The Group has formulated the Personnel Plan linked to the medium-term business plan, and its progress and results, as well as issues and countermeasures, are reported annually by the officer in charge of human resources for discussion at the Board of Directors' meetings. The Group has also stipulated authorization rules for rules and systems related to personnel affairs with a view mainly to their impact on the management. Matters of high importance are submitted to the Board of Directors for deliberation after preliminary discussion at the Management Council.

The information on rules and systems for officers and employees is posted on the internal portal site or sent to those concerned, to ensure that the systems are well communicated and carefully implemented. Information on personnel affairs of

officers and employees is also managed and updated on a timely basis through the Group's centralized system.

Aiming to enhance the effectiveness of the organizational structure of personnel affairs, the Company has set up Personnel Divisions in Tokyo and Osaka, which respectively oversee offices in eastern and western Japan, and also allows each division to have its own personnel function. The Group's policy for personnel affairs is to improve the personnel base as a group by implementing common measures, while also pursuing the unique characteristics of each affiliate company. In addition, efforts are underway to reinforce collaboration and functions of the Group's personnel affairs through personnel rotations and regular information sharing between the Personnel Divisions of the Company and those of each division and affiliate companies.

Risk management

We believe it is essential to consistently hire and retain a diverse human resources in order to achieve continued business growth. Given the increased mobility of human resources in the labor market, we view as risks the possibilities that the Company may not be able to recruit sufficient number of diverse talent as planned, and that organizational strength may decline as a result of employee turnover. To reduce the turnover of female employees, we target a turnover rate of 3% or below, and are working under the D&I Promotion Office to strengthen measures to promote women's active participation and to develop a pleasant working environment. We also identify risks such as employees' absenteeism (absence from work due to injury or illness), or

presenteeism (poor work performance due to health problems) stemming mainly from working hours and the work environment.

We strive to reduce the risks by developing an environment where employees can positively play an active role, through appropriate working hour management based on the above governance system and job system, the understanding of the workplace environment and individual employees through self-reporting and interviews, the realization of job satisfaction through work, the utilization and appointment of employees based on their career aspirations, and the realization of employment conditions through appropriate appraisal system operation.

Metrics & targets

The Group uses the following metrics for its policy on human resources development, including ensuring the diversity of human

resources, and its policy on the improvement of the corporate environment. Targets and results for these metrics are as follows.

Working toward even greater participation of women

Metrics	Targets	Results (FY2023)
Percentage of female employees	30% or more	31.7%
Percentage of women among new graduates hired*	30%	Haseko Corporation: 21.6% Consolidated: 37.1%
Percentage of female managers	Above the previous year's result (9.8% in the previous year)	10.2%
Percentage of childcare leave taken by male workers*	3% or less	Haseko Corporation: 5.3% Consolidated: 8.2%

Supporting dual-income, co-parenting households

Percentage of childcare leave taken by male workers	50%	36.0%
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Active participation of diverse employees

Percentage of disabled persons employed	2.3%	2.38%
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*Targets of the Haseko Corporation

Working style reform and health and safety at construction sites

Metrics	Targets	Results (FY2023)
Implementation rate* of system with 8 days off every 4 weeks (104 days off annually)	100%	81%
Fatal and serious accidents/disasters*	None	2
Frequency rate of occupational accidents*	0.60 or less	0.14
Severity rate of occupational accidents*	0.01 or less	0.51

Promoting health management

Percentage of employees undergoing health checks	100%	100%
Percentage of employees taking stress checks	100%	98.2%
Implementation rate of the specific health guidance	50%	44.1%

Certification under the Health & Productivity Management Outstanding Organizations Recognition Program
Achievements: Haseko Corporation and associated companies certified as "White 500" companies

*Targets of the Haseko Corporation



The human resources portfolio of the Haseko Group

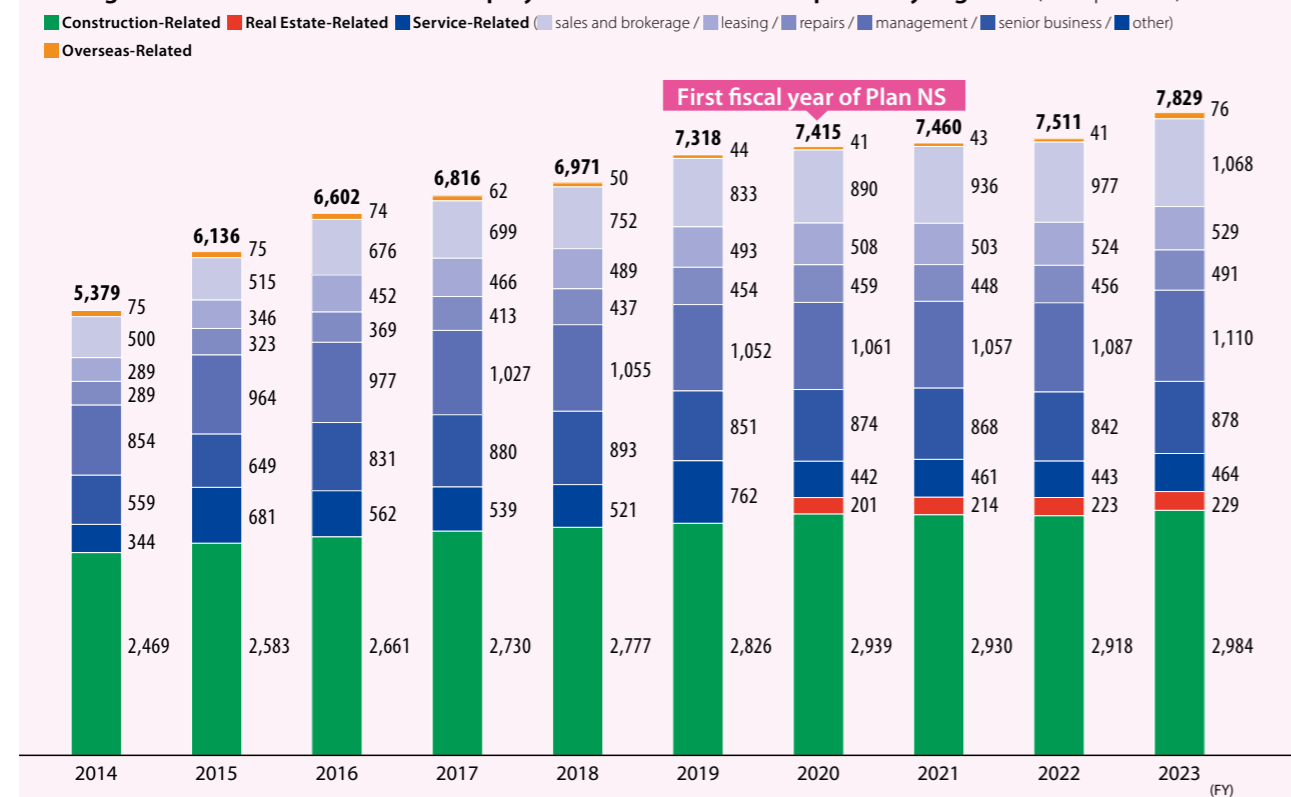
The Haseko Group is a "corporate group for housing to create great living" that is involved in a wide range of businesses, including the construction of condominiums, its principal business, and the sale, management, repair and rebuilding of for-sale condominiums, as well as the operation of rental condominiums, detached houses and facilities for the elderly.

Under our medium-term business plan (Plan NS) that launched in FY2020, in order to respond better to the rapidly changing times, we have been working to strengthen the earnings base in our core businesses, including our service-related businesses. Our aim is to restructure our business model

that centers on the construction-related and real estate-related businesses that have hitherto served as the source of the Haseko Group's profits.

Despite the challenges facing the construction industry as a whole, such as a shortage of manpower and rising costs, we are focusing our efforts on recruiting the human resources we need to secure orders and production systems for the construction of high-quality condominiums and expand the business of the entire Group, as well as developing talent that can create new businesses for the future.

Changes in the number of full-time employees of consolidated companies by segment (unit: persons)

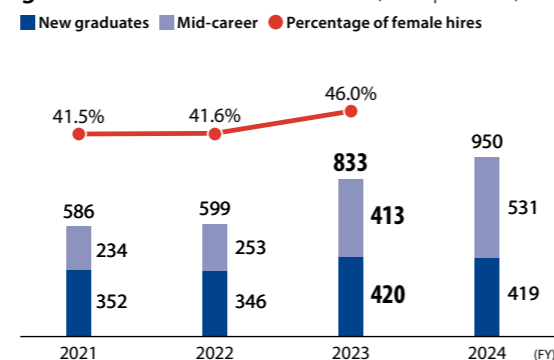


*Prior to FY2020, the Service-Related segment included the Real Estate-Related Business segment and part of the Construction-Related Business segment.

Building a human resources portfolio rich in diversity

With the aim of leaping farther forward as a "corporate group for housing to create great living" from both a hardware and software perspective, we are working to build a diverse human resources portfolio that will form the foundation for business growth. To this end, we will be actively recruiting mid-career professionals with specialized skills and knowledge, in addition to strengthening our personnel structure that has thus far been based on the recruitment of new graduates. The collaboration between our robust human resources system and the diverse talent within it is a driving force behind achieving one of the Plan NS goals of reaching 30 billion yen in ordinary income for consolidated subsidiaries ahead of schedule.

Consolidated companies in Japan: Trends in new graduate and mid-career hires (unit: persons)



*The number of mid-career hires for FY2024 is a planned value

Aiming for the further improvement of products and services

With the aim of providing high-quality products and services in each business area, we are working to develop highly specialized human resources.

On the basis of knowledge backed up by qualifications, we have honed our practical skills through dialogue with our customers. We share the feedback we receive from our customers within the Group, using it to create new added value that meets a wide range of needs. In addition, we are working to obtain Associate Hospitality Coordinator certification so that we can enhance the hospitality that is unique to the Haseko Group.

Furthermore, as part of our efforts to prepare for emergencies, we are encouraging employees to obtain the qualification of "Emergency Risk Discriminator," who assess the danger level of buildings in disaster areas after an earthquake.

The Haseko DNA (our corporate culture)

We conduct an annual questionnaire survey of employees to ask about their careers and the workplace culture, and report the results to the top management of each company to identify issues and work on improvements. The workplace culture survey asks respondents to evaluate 15 items related to workplace culture that Haseko Corporation considers important along a five-point scale. The top three items in the FY2023 survey were as shown below. We believe that these elements comprise the core of our corporate culture and form the basis of the strong identity that we have carefully passed down since the Company's founding.

At the same time, the figures for "a spirit to take on new challenges" had decreased compared to the previous year. We will create a workplace environment that contributes to the creation of new value, such as by actively hiring external talent and providing opportunities for innovative training.

Number of employees with specialist qualifications

First-class architect	First-class building construction management engineer	Real estate transaction agent
749 persons	1,259 persons	3,132 persons
Licensed representatives of condominium management companies	Legal licensed condominium manager	Property manager
1,009 persons	232 persons	469 persons
Emergency risk discriminator	Certified care worker	Associate hospitality coordinator
605 persons	401 persons	443 persons

Pass rates of major licensing examinations in fiscal year 2023

	Real estate transaction agent	First-class architect	First-class building construction management engineer
Haseko Corporation	90.9%	47.6%	87.5%
The entire Haseko Group	79.8%	44.8%	78.4%

Workplace culture survey: Top 10 items



Human resources development

The present and future direction of the Haseko Group

As is

Under the slogan of “continuously produce autonomous human resources and nurture a diverse workforce that will shape the future of Haseko,” we are implementing a broad range of initiatives such as fostering autonomous human resources and career development; developing the next generation of managers, executives and operational leaders with an eye to sustainable growth; developing innovative human resources and global human resources from the perspective of nurturing human resources to realize new strategies; and DX education.

To be

In order to build a diverse and robust human resources portfolio, we will work to foster a culture of independent learning and mutual learning, as well as reskilling, including DX. In addition, we believe that expanding programs to support management-level employees, whose expected roles and level of difficulty continue to increase, will have a direct impact on the success of a diverse range of human resources, and will also lead to the development of management personnel who will play a key role in the future.

Enhancement of job-specific practical education

We are working to develop the young employees who hold the keys to sustainable growth to make them work-ready at an early stage through company- and department-specific curricula that are tailored to the practical work.

Our administrative career-track employees experience on-the-job sales training at the Group's sales companies to better understand the customers' voices and needs and apply them to business planning. First-year employees in design positions receive construction on-the-job training to acquire design capabilities based on the actual conditions of construction sites. We are working to improve the knowledge and collaboration of construction management staff through training in practical work in related other occupations, such as training in construction drawings.

Linking the autonomous human resources development program with career development

We hold training programs by job level for all job types in order to develop autonomous human resources who can think and act on their own and create their own future in the first 10 years after joining the Company.

For employees in their 10th and 20th year of employment, career plans are formulated based on dialogues with supervisors. Progress is monitored at fixed points every three years (CAP 10 System).

Believing that retaining young employees is a top priority, we promote the Be3 system (Be-Cube; a system where younger workers are given support and coaching from their seniors inside and outside the workplace during the first three years of employment).

Manager training

We provide management training for newly appointed section managers with the aim of developing their subordinates and creating a workplace conducive to the development of autonomous human resources, as well as guidance for new evaluators who can set and evaluate appropriate goals. In addition, we will establish D&I training from the fiscal year ending March 2025, and we will support the managers who are working to create a workplace and culture where each employee can find fulfillment in their work.

Systematically producing candidates for management executives, and formulating plans for the development and appointment of the next management team (succession plan)

In order to develop management executive talent, we hold selection-based Executive Leader Development Program for employees at each level. In recent years, particular efforts have been made to nurture female executives. Approximately 70 female executives (including 20 female officers) are actively serving in the Group.

In addition, newly appointed operating officers are provided with training that systematically teaches them the knowledge required of corporate managers, while newly appointed senior operating officers are provided with training to facilitate their awareness and behavioral change as managers through dialogues with lecturers.

For the purpose of selecting the next management of the Company and its affiliates, we have prepared a Group-wide list of candidates, and formulated a succession plan through discussions with the officers of our Company and its affiliates. The candidates for the Company's officers are selected based on the discussions at the Nomination and Remuneration Committee, which is comprised of five outside directors and representative directors, etc.

Haseko Business College (self-learning support programs)

Starting in June 2020, we launched the Haseko Business College based on the concept of lifelong learning. Offering 202 correspondence courses available for selection, the program aims to encourage each employee to develop their career by voluntarily learning what they want to learn.



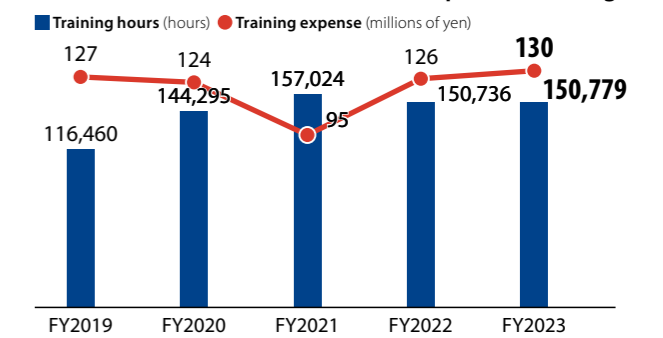
Nurturing and allocating human resources to implement the new strategies

To develop human resources capable of enhancing productivity through operational reforms and creating new businesses, we have started the DX Academy with effect from fiscal year ended March 2022 in collaboration with Dean and Professor Ken Sakamura of Toyo University's Faculty of Information Networking for Innovation And Design (INIAD) under the leadership of the Company's President. In the first round of the course, DX training through e-learning to all Group employees (8,000 participants took the course) was delivered, and in the second round, 80 DX promotion leaders were selected from all Group companies. In the third round, which was implemented in the fiscal year ending March 2024, "DX literacy course" for all general managers in the Group was delivered.

Anticipating the future expansion of the overseas business, we have openly solicited applications for English language education programs in collaboration with external institutions since the fiscal year ended March 2017. More than 100 employees have taken the courses thus far.

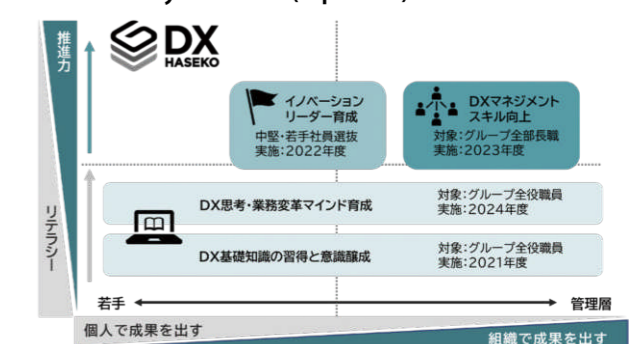
Furthermore, to realize the long-term vision for 2030 and the Plan NS, we conduct joint training with leaders from different industries and innovation education through cross-boundary learning.

Education on human resources development (Training)



The figures are non-consolidated data of Haseko Corporation. *Training expense in fiscal year 2021 decreased from the previous year, mainly because the training was switched from on-site to online amid the COVID-19 pandemic.

DX Academy overview (Japanese)



Haseko Corporation's education system in the fiscal year ending March 31, 2025

<Education slogan> Continuously produce autonomous human resources and nurture a diverse workforce that will shape the future of Haseko. Bringing together individual learning and challenges, we will move to a new stage through organizational collaboration

	Executive Leader Development Program	Manager training	Career Development	DX human resources; innovative and global human resources
Officers	New Managing Executive Officer Training Course New Officer Training Course	Management training D&I training for managers	Training Workshops for 60-year-old Employees C A P・10	DX human promotion resources Selection program
Executive General Manager	School of New Corporate Management	Mental health line care course	Progress verification every 3 years	Innovative human resources ALIVE OutSight
General Manager	Corporate Management Course	Guidance for new evaluators		
Senior manager/Manager	School of Junior Corporate Management		10th Year Career Training	Global human resources
Mid-level engineer employees	Practical education		7th Year Career Planning	English training
	Sales/Staff	Construction management	4th Year Career Planning	
Young Employees	Practical training on the real estate/condominiums market	Professional engineer	Be ³ system (Be-Cube) Nexter System (NX) Brother-Sister Mentoring System (BS)	
	Technical education for Group Sales rep.	First-class structural/MEP design architect		
All Employees	Haseko Business College (self-learning support programs)	DX Academy	Training in risk, compliance, human rights, D&I, hospitality, etc.	



Improvement of the corporate environment

The present and future direction of the Haseko Group

As is

We have taken measures and worked to raise awareness of officers and employees in order to create pleasant workplaces where diverse human resources can thrive while demonstrating their individual characteristics. Viewing the engagement of officers and employees as well as the maintenance of their physical and mental well-being as critical elements that form the foundation of human capital, we strive to create pleasant workplaces and promote safety and health of employees and health management across the Group.

To be

In order to create a corporate culture that promotes employees "getting the most out of their qualities," we will implement D&I training for managers and disseminate information through internal portals and other channels. We will also implement initiatives to confirm the results of these efforts through surveys and other means, and then use the results to create a PDCA cycle that will lead to further improvements, with the aim of creating a workplace that is both comfortable and fulfilling to work at.

Promotion of diversity & inclusion

For more information, please visit ▶

Promotion of diversity & inclusion

In April 2023, D&I Promotion Office was established to further pursue the ongoing initiatives including promotion of women's active participation in the workplace and to create an environment where many employees can work with enthusiasm and satisfaction under the key theme of "getting the most out of their qualities."

Initiatives for promoting active participation of women

The Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. To meet the needs of female customers, who tend to play a leading role in home-buying decisions, our female employees are involved in all phases of the business, from acquisition of land information to business planning, design and construction, sales, management, and refurbishments, while sharing and giving shape to their aspirations for housing and living. This has been the driving force behind our sustained competitiveness, and in turn led to the increased corporate value. We continued to proactively hire women even after the enactment of the Act on Promotion of Women's Participation and Advancement in the Workplace in

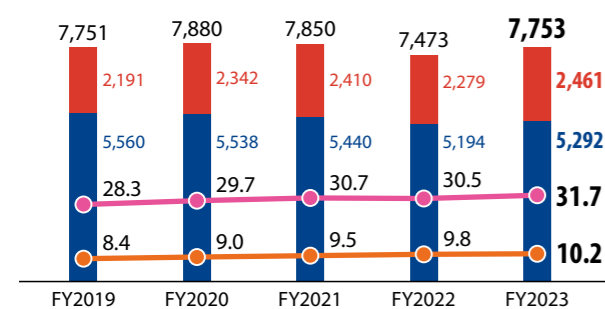
2015, focusing on fostering and retaining core and key personnel.

The percentage of female employees has increased to exceed 30% since fiscal year 2021. While it will take a little more time for those we actively recruited to be promoted to managerial positions, the percentage of female managers has been steadily increasing, reaching 10.2% in fiscal year 2023.

The number of female executives in the Group (General Managers and higher position) has steadily risen to approximately 70, including 20 female officers. In June 2023, the Company was able to produce its first female director, while the Group company Haseko Intech produced its first female president. We will continue our active recruitment of women, aiming to further raising the current ratio of female managers, while promoting the development of female employees and their proactive appointment to managerial positions in line with our aforementioned human resources development policy. Other initiatives to support women's active participation include hosting gatherings of female employees, holding training sessions on health issues peculiar to women, and providing them with follow-up and other programs before and after they give birth and then return to work.

Number of Group employees/ Male Female (persons)

Female employees (%) Female managers (%)



*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



(Left) Haseko Corporation Director and Operating Officer Naoko Yoshimura (the first female inside director of the Company)
(Center) Haseko Corporation President and Representative Director Kazuo Ikegami
(Right) Haseko Intech Inc. President and Representative Director Misako Kaneko (the first female president in the Haseko Group)

Active participation of diverse employees

As part of our investment in overseas business, mainly in the United States and Vietnam, we are promoting the appointment of foreign nationals. In the United States (Hawaii), most of the officers and core managers are locally hired foreigners who manage the organization. Also in Vietnam, locally hired foreigners are playing a key role in driving the business forward. Foreign personnel are also active in the fields such as the senior and human resource placement businesses of the Group.



Active participation of foreign human resources
(Left) Human resource placement business (Right) Senior business

We have been continuously recruiting mid-career workers in preparation for the focused strategies of Plan NS: expansion of domain of the Construction-Related Business, expansion of redevelopment and reconstruction business, and expansion of investment in the Real Estate-Related Business. Currently, approximately 40% of our mid-career hires are in managerial positions, and many of them serve as officers and other core personnel in their respective fields.

We were one of the first to work on the active participation of experienced senior personnel, having raised the mandatory retirement age from 60 to 65 in 2005. Currently, 321 employees are actively working even after mandatory retirement (including those reached the mandatory retirement as of March 31, 2024).

On the front lines of construction sites, they are active as site managers, drawing on their many years of experience. In the condominium management business, many senior employees with a wealth of life experience are working as Life Managers, managing condominiums and providing livelihood support to the residents in these condominiums.

For employees who have reached the age of 60, we offer training workshop for writing a professional memoir to help them look back at their careers and think about how to pass on the skills and careers they have accumulated to their successors during the remaining five-year period until mandatory retirement. 141 employees participated in the training in fiscal year 2023.



Active participation of senior personnel
(Left) Construction site manager (Right) Life manager

We have been hiring and promoting the active participation of persons with disabilities across the Group, and as part of the efforts, established a special subsidiary in 1991. As of March 2024, the employment rate of persons with disabilities was 2.38%. In response to the gradual increase in the statutory employment rate, we will step up our recruitment efforts while expanding the scope of outsourced work within the Group at our satellite office business.



Active participation of people with disabilities Farm business

Developing a working environment that brings the capabilities of diverse employees fully into play

We have put in place a range of frameworks and systems to create a working environment where each and every employee from diverse backgrounds can demonstrate their capabilities to the fullest extent. This includes systems that enable employees to pursue diverse career paths, such as a career assessment system, an open recruitment system, a professional staff system, a job category transfer system, a region-based work assignment system, a system for conversion to full-time employees, a reemployment system, and a returner support program; as well as a framework for fair and equitable personnel assessment by multiple evaluators based on clear criteria.

Aiming to build a working environment where both men and women find it easy to balance work and family, we have put in place a range of systems that enable them to flexibly choose their workstyles depending on their own situations. Such systems include spouse maternity leave, partially paid childcare leave, other childcare-related systems including time off for children, expansion of the nursing care system beyond the statutory requirements, such as the number of days off and leave periods, half-day or hourly paid leave, work-from-home, staggered commuting, flexible working hours, and overtime work exemption/limitation for employees who are unable to work overtime for childcare/nursing care. The percentage of childcare leave taken by male employees increased from 2.6% in fiscal year 2019 to 36.0% in fiscal year 2023. The increase reflects our ongoing efforts to thoroughly communicate the system and introduce actual cases in the company newsletter, as well as the Iku-Boss Declaration (a statement of commitment by management members in charge of business units to supporting employees in balancing work and family) by officers of the Group companies on the internal portal site.

In addition to communicating the commitment by top management, the above initiatives are reported at meetings of the Sustainability Committee and the Board of Directors, and measures are being implemented, such as the Training Workshop for Management, Corporate Management Course, and other training programs for managers. In August 2023, we provided an e-learning program for approximately 10,000 Group officers and employees to help them better understand D&I initiatives, thereby continuing our efforts to further raise awareness of all officers and employees.



D&I Roundtable A place you want to work where each person's diverse abilities

In April 2023, the Haseko Group established its D&I Promotion Office. While the Company has always been committed to promoting the active participation of women, what kind of developments are currently being seen in D&I? To answer this question, we spoke to employees who are leading D&I in the Haseko Group.



Kakehashi: The Haseko Group has always been supported by a diverse group of people in a multitude of different job types, so in that sense, we could say that the foundations for promoting D&I are already in place. The creation of a better working environment progresses year by year, including through the reform of systems. Today, we will be asking you to tell us how you are all doing in your respective workplaces and to share your feelings about your work and your ambitions for the future.

Promoting the active participation of women

— Ms. Higuchi serves as Deputy General Manager of the Urban Development Business Department. She has played a leading role in promoting the active participation of women



in sales positions since 2018 from within the Project for Promotion of Active Participation of Women (for Executives). In the past, there were not many women occupying positions in sales. What kind of thoughts have you had as you have been working in this field?

Higuchi: It's not that I wanted to go into sales when I first joined the Company. I just happened to be placed there. It's true that there were fewer women than men in sales at the time, but I never felt any gender differences, and thanks to the thoughtful guidance of the older employees, I was able to enjoy my work even as a new employee.

I have continued to take on challenges with all my might at my job, with the sole aim of making the customers I am responsible for happy. After that, I got married, started a family, and experienced child-rearing. Things have calmed down a bit

now, but I think I've always been able to do things in a natural way without having to go out and act tough.

— Were you able to balance work and family life?

Higuchi: I was determined to meet my numerical targets, despite constraints on my time, and to do so I made it a rule to set priorities and improve my efficiency. I also needed to spend time with my family, so I had less time to sleep and less free time, but I tried to make up for it by eating tasty food and going to karaoke with my colleagues to unwind.

I work hard, both at home and at work, but I am careful not to try to be too perfect. Working and raising children is like running a marathon, so I think it's important to admit that you do not need to be perfect.

— After taking childcare leave and returning to the office, did anything change within yourself?

Higuchi: I took a year of childcare leave, but when I got back to work, I got back into the swing of things immediately. I came to realize that balancing work and family life broadened my horizons. There are many talented women among the mothers I meet at lectures, seminars, and nursery schools, and their presence is a source of great inspiration for me. I also discovered the particular perspective that people with children take when looking for a condominium.

In the past, customers may have had the tendency to trust men more (than women), but that is no longer the case. There is no difference between men and women when it comes to gaining trust in the workplace. The important thing for me is to get the customer to be glad to have me as their account manager. I consider it my professional responsibility to make them feel that way.

are brought out under the key theme of "getting the most out of their qualities"

— Ms. Segawa, you work in the same Urban Development Business Department as Ms. Higuchi. Having seen how Ms. Higuchi works from up close, what do you think?

Segawa: The Urban Development Business Department often has to deal with work that is different from the norm. It takes time to coordinate internally, but Deputy General Manager HIGUCHI quickly formulates a scenario for how to address the problem and moves the people in the Company in the right direction. She has an amazing ability to move things forward.



Another thing is that, when communicating with customers, she places great importance on responding quickly and with a delicate attention to detail. Perhaps it's the feminine touch. I want to learn from her the communication skills that will win the trust of our customers.

— I heard that you came to your current department through a transfer from a position of different job type. What's it like to work in sales?

Segawa: I had been doing clerical work as a non-career track employee, but I switched to a career-track position and was transferred to my current department. I started by learning the terminology, but last year, when we worked on a competition project for a condominium, all of my colleagues pulled together to overcome many difficulties. We won the order, and I felt a great sense of accomplishment. I had a feeling that the town was changing as a result of this competition, and I felt a sense of accomplishment in winning the order, as well as how worthwhile sales work can be.

— The number of female employees in sales roles is likely to increase in the future, but are there any challenges?

Higuchi: I think that there are certain things that only women worry about, or are unsure or anxious about, so we hold social gatherings for female employees, including new employees in the Urban Development Business Department. There aren't many female role models in this workplace, so I sometimes invite outside lecturers and senior staff to talk about their experiences, and I hope that this will help to eliminate the vague anxieties that people have about their future careers.

Balancing work and family life as a manager



— Mr. Yagishita, you work in the Engineering Division that is known for being very busy. At the same time, you were also one of the first male employees to take childcare leave. What led you to make that choice?

Yagishita: At the time, it was not generally acceptable for men to take childcare leave, not only within this company, but across society as a whole. But when my second son was born, we were faced with the real, concrete question of who would take care of our elder son. That's what got me to start considering taking childcare leave. I was at the office from morning to evening on weekdays, and I couldn't leave everything to the grandparents, so I just went for it and took a week of childcare leave. Ideally it may have been better if I had taken a full month or so, but at the time, it wasn't the type of atmosphere where you could do that. However, after that, younger male employees began to take childcare leave more



proactively, so I'm glad I might have been a pioneer in that respect.

— **Now you are a manager, balancing work and childcare. Handling both must be quite challenging. Have you come up with any methods or techniques to do it, such as when communicating with subordinates or managing your own time?**

Yagishita: I inform my team in advance of when I will be leaving the office or whether I will be working from home. If anyone needs to discuss something or if I need to give instructions, then it will be within those time frames. In the past, it was expected that everyone would work late into the night, so I would tend to leave the writing of reports and discussions for nighttime, but now that I have these constraints on my time, I have become much more conscious of using my time efficiently.

When I'm busy and want to cut out the time required for commuting to the office, I work from home. Since I'm doing it too, I want my subordinates to feel free to use this option of working from home and remote working as well.

— **Do you have any advice for employees with children who want to participate more fully at work?**

Yagishita: Despite the high workload in the Architecture & Engineering Division, I feel that there are relatively more men taking childcare leave than in other divisions. Recently we've been seeing young employees taking a month of childcare leave, with their colleagues covering for their absence. Society and attitudes are gradually changing so that we can send our people off into childcare leave with well-wishes and a pat on the back.

Taking childcare leave not only gave me time to enjoy caring for my children, but it also gave me a new perspective on design. I became more aware of designing safe housing for families with children.

I still feel regret that I could not take any childcare leave with my eldest, and even with our second child, I regret not being able to take more time off, so I hope that the company culture will grow to be more accepting of employees expressing their desire to take childcare leave.

Promoting the active participation of foreign nationals



— **Ms. Nguyen, you currently work at the Brancheile Omiya Koen paid care facility for the elderly with nursing care. Could you tell us what you do in your day-to-day work?**

Nguyen: I support residents of Brancheile Omiya Koen in living their daily lives. In concrete terms, I help with

things like meals, bathing and toileting assistance. What's difficult is learning Japanese. Other colleagues I work with teach me

technical terms related to the work, and residents also sometimes teach me Japanese words and phrases used in everyday life. I have good relationships with everyone at work.

— **Have you ever felt happy or fulfilled in your work?**

Nguyen: Everyone has been so kind in teaching me things, not only in relation to work, but also for my own daily life. It's been a great help. Last year I went home to Vietnam for a while to take childcare leave, and when I came back, the residents of the care facility welcomed me so warmly. It made me so happy. My family is now in Vietnam, and my parents are taking care of my child. Sometimes it makes me sad that I cannot see my child, but I never miss an opportunity to communicate with my family in Vietnam, such as with daily video calls. The people living in this facility interact and help each other out. That is the most fulfilling part of my work.

Promoting the active participation of people with disabilities

— **Mr. Kunii works for Haseko Systems Inc., a special subsidiary that promotes the employment and active participation of people with disabilities. Could you tell us about your day-to-day work?**

Kunii: My job is to receive orders from clients and convert or process data so that it can be used in promotional tools or direct mails. I sometimes have to handle up to 500 orders in a single day, so speed and accuracy are paramount. I'm now in my ninth year doing this work. I am currently based in the Minamisunamachi office.



The Minamisunamachi office has been designed as an entirely barrier-free workplace, with many restrooms for wheelchair users and a roof over the parking lot so that employees don't get wet when coming to work. In addition to such facilities, the people working here also have a good understanding of disabilities. People are often checking on me and offering their help, making it a very comfortable place for me to work.

— **I have heard that you are also participating in the voluntary digital transformation (DX) training that is being implemented at the Company. Please tell us about this initiative.**

Kunii: I always had an interest in the subject, and have been studying functions and programming on my own. Having acquired these skills, we are now considering whether we can apply DX to our own work, and we are in the process of exchanging ideas and holding discussions in groups, drawing on examples of successful and unsuccessful DX projects at other companies. Ultimately, we intend to put together a plan that we can implement in our work,

and present it to the management team.

If we can come up with a good proposal, we might be able to expand it to the whole Group, meaning we could contribute to making the whole Group more efficient.

Promoting the active participation of senior employees

— **Mr. Inuzuka, you are active as a specially appointed manager of construction site, even after reaching the mandatory retirement age. After all these years working on the front lines, is there any event or incident that particularly stands out in your memory?**

Inuzuka: I will be turning 68 this year and originally retired when I hit 65, but I was given the opportunity to work again due to the Company promoting the active participation of senior employees.



During my time as a regular employee, I was in charge of worksites for many years. I have many stories from when I was a general manager, but it's the events of the Great East Japan Earthquake in 2011 that stand out in my memory. At the time, I was working on a property of a major general developer with around 750 units. The earthquake struck two weeks before we were going to hand the property over, so we had to carry out an emergency re-inspection. In fact, a week before the earthquake, another construction department had just handed over another property for the same developer. Since this was after the handover, Haseko Corporation employees were unable to enter freely to inspect it, so we had to obtain the developer's permission before beginning. We learned how important it is to move quickly and win trust, even in times of emergency.

— **What would you say is the DNA of Haseko that you want to pass on to future generations?**

Inuzuka: If you work on-site, you will make plenty of mistakes. You can say that you have succeeded if you can hand the property over at the end, but there will be failures both big and small along the way. In both sales and technical fields, Haseko has a culture that encourages people to fearlessly take on challenges. You start working on projects worth billions of yen or even tens of billions of yen from a young age, so you have to be extremely earnest and honest about manufacturing. It is in times of great difficulty that you can truly demonstrate what you're worth. I believe that this "honesty and earnestness in manufacturing" is the DNA of Haseko. I sincerely hope that young people in the future will carry on this Haseko DNA.

— **How long would you like to continue working?**

Inuzuka: I originally retired when I turned 65, so I haven't really thought much further ahead. I have a lot of work at the moment, including on new construction sites and demolition sites, and I feel that there are many opportunities for senior employees to play an active role especially on demolition sites, where they can draw on the extensive experience they have accumulated over the years. I would like to keep working for as long as I'm needed and I'm physically able.



Takehashi: As the D&I Promotion Office, we would like to continue to create an environment and company where diverse employees can demonstrate their individuality and work with a sense of purpose, while respecting each other.





Promoting health management

For more information, please visit ▶

Various measures are in place to help officers and employees improve their physical and mental health in line with the Healthy HASEKO Full-of-life Plan under the slogan of “No success without healthy officers and employees.” Under the Haseko Group’s Declaration of Health issued by our president, we have established the Haseko Group Health Management Promotion Committee. Furthermore, with the aim of becoming a company where all employees can stay healthy both mentally and physically, and where each and every one can work with more vitality, we formulated the Haseko Group Health Management Strategy Map in 2021, visualizing the relationship between the management issues to be solved and the investments in health (health promotion measures) required. Through these efforts, we have been practicing health management.

With these efforts paying off, the Company and its affiliates were selected under the “2024 Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500)” in the large enterprise category hosted by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



Organizational framework for promoting health management

In accordance with the Haseko Group’s Declaration of Health, we established the Haseko Group Health Management Promotion Committee in fiscal year 2018. The Committee makes decisions on company-wide policies, targets, plans and progress on the maintenance and promotion of employees’ health, and shares related information.

As a subordinate organization of the Committee, we have set up the Health Promotion Conference. At the Conference meetings, we work to address health management on a group-wide basis: share the status of seminars and guidance on health, formulate health promotion projects tailored to the circumstances of each Group company, and discuss the results of collective analysis of stress checks.



Ultimate target indicators (KPI)

The Haseko Group Health Management Strategy Map defines the ultimate target indicators. The measurement method and actual results for the last two years are as shown below. To achieve the targets, we are focusing on providing care for high-risk individuals in terms of physical and mental health, through Health Management Committee meetings and personalized follow-up by health staff of the in-house clinic. The target for absenteeism is set with the idea of gradually improving the current score. (Target indicators are for the Group.)

Ultimate target indicators	Measurement method	Unit	Results		Targets
			FY2022	FY2023	FY2023
Absenteeism	Measured by dividing the total number of days of absence or leave due to illness by the number of employees	Day	2.1	2.1	1.6
Presenteeism	Measured using a question in the employee survey, that asks to self-evaluate the past four weeks (out of 100 points), with performance to be demonstrated in the absence of illness or injury at 100%.	Score	76.9	77.1	78
Work engagement	Rate of respondents who answered “Yes” to the question “Do you have interest in your job?” in the employee survey.	%	68.0	66.2	—
	Simple average of scores for the three items of (1) vitality, (2) enthusiasm, and (3) devotion to work in the employee survey (0 = not at all to 6 = feeling always).	Score	3.41	3.37	3.42
Turnover rate	Annual turnover rate of full-time employees	%	5.4	5.7	—

Systems and measures—The Healthy HASEKO Full-of-life Plan

Haseko Welfare Center Inc., the Haseko Group’s organization for health promotion, plays a pivotal role in supporting employees’ health, including health checkups at the in-house clinic, health guidance, planning and operation of health seminars, stress checkups, and regular communication of health information through publications. As a highly unique system, employees aged 45 and those over 50 are eligible to get a PET-CT scan, with all costs covered by the company. This has proven highly effective in the early detection of cancer. In addition, the offices of health insurance society and Haseko Welfare Center Inc. have been consolidated on the same floor to strengthen the promotional framework for health services and employer-insurer collaboration in worksite health

promotion (collaborative healthcare). The healthcare services provided mainly by health insurance society include brain screening, women’s comprehensive medical checkups, and dental checkups at no cost to employees. Specific health guidance, an initiative promoted as part of collaborative healthcare, has significantly increased its participation rate (percentage of the insured covered increased from 24.5% in fiscal year 2019 to 44.1% in fiscal year 2023). Results are reflected in physical health data, such as a decline in the percentage of participants with metabolic syndrome. In addition, efforts are underway to reduce health risks through population approaches for each theme, such as mental health care, health education programs for employees in their 30s.

Topics of the Measures

Cooperation with the management—Sharing the employees’ health status with the management

Health status of employees (physical health: findings in periodic medical checkups, mental health: factors causing strong stress reactions in stress checks) is shared with the officers in charge of departments of Haseko Corporation and the presidents of Group companies, for exchange of opinions to solve the issues.

Communication and awareness-raising to for employees—Periodic publication of Wellness Newsletter

Haseko’s Wellness Newsletter is published quarterly to improve the employees’ health literacy, by familiarizing them with the system and providing information on self-care that can be practiced on a daily basis, thereby raising awareness of all employees. (the image on the right)



Measures to address health issues peculiar to women—Holding of Women’s Health Seminars

Health issues specific to women vary by age. We provided educational programs for all female employees through video and e-learning formats, offering different contents for three age groups (participation rate: 93.1%, and 97.3% for those under 55 years old, who were required to take the course). Through this seminar, we aim to increase the rate of those taking the women’s comprehensive medical checkup.

In addition, we are planning to hold a seminar for male managers in fiscal 2024.

Providing opportunities and facilities for refreshing oneself—Operation of company-operated recuperation facilities and holding of events

We believe it is essential for employees to have opportunities to refresh themselves in order to maintain and enhance their mental and physical well-being, and deliver high performance. Our directly-operated recuperation facilities are located in Tateshina (Chino City, Nagano Prefecture) and Nanki-Shirahama (Wakayama Prefecture). By directly hiring local staff, we make our facilities more homey and easy to visit repeatedly.

We held a total of 28 events in fiscal year 2023, including virtual relay road races for teams using a running app, participated by approximately 800 people in total. Every year in the summer, starting 2023, when the COVID-19 began to subside, we held a summer camp, attended by 128 people in 2024, including employees’ family members, as part of our ongoing efforts to help employees develop the habit of exercising and to promote communications.



The summer camp





A Safe and Healthy Working Environment

“MOST Activities” aimed at improving the working environment across the Group

Since fiscal year 2005, the Haseko Group has been engaging in MOST Activities, with the objective of creating an operating environment where employees can seek physical and mental fulfillment and demonstrate their capabilities through reforming and improving operations, shortening working hours and encouraging employees to take leave, and raising awareness of officers and employees. In FY2023, under the slogan “Promote operational efficiency and have a good work-life balance!” we emphasized raising awareness of the importance of operational

efficiency, improving productivity and striking a good work-life balance. Such initiatives include measures to improve proficiency in IT tools, and promoting the “My Interval” initiative, which encourages employees to take leave on important work milestones and to go home on time. The status of activity is regularly shared and highly effective measures are horizontally rolled out as needed, contributing to the improvement of the workplace environment across the Group.

Status of annual paid leave taken at the Haseko Group (FY2023)

	Annual paid leave taken	(Of which, scheduled leave taken)
Haseko Corporation	70.7%	97.0%
Haseko Group	75.5%	96.8%

*The Haseko Group has designated scheduled leave (10 days) to promote acquisition of paid leave.



Awareness raising poster of the “Group-wide No Overtime Day

Realizing closure of a construction site for 8 days every 4 weeks

The Haseko Group has been considering and implementing various measures to reduce long working hours and improve productivity. We have been working to introduce more flexible and efficient ways of working, such as by improving the mobile working environment for employees in sales and design roles, introducing staggered work hours, flextime system, and variable working hour systems, etc.

We are working to improve operational efficiency at construction sites by enhancing operational support from the

Head Office, taking steps to reduce the amount of work itself, and introducing various applications. Furthermore, we are working towards the goal of realizing the closure of a construction site for eight days every four weeks (104 days off per year). In FY2024, we have planned the work process around the assumption of eight closures per four weeks, and the executives in charge of the construction divisions have communicated this to the construction sites to ensure strict adherence.



Logo mark representing the initiative to realize two days off every week for the construction industry

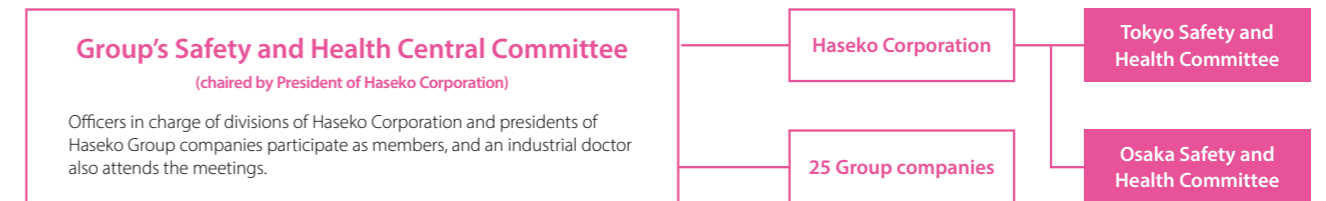
Toward the realization of a safe and healthy working environment

For more information, please visit ▶

At the Group, we establish a Group-wide Basic Policy for Safety and Health Management each fiscal year, execute thoroughgoing initiatives to eliminate occupational accidents and work to create safe and comfortable workplaces on an ongoing basis. Furthermore, construction sites of the Company establish a safety and health policy and specific implementation measures, which apply also to cooperating companies, for each fiscal year under

the Safety and Health Management Plan. To eliminate occupational accidents as well as achieving “zero” fatal and serious accidents/disasters, we conducted activities by setting the frequency rate of occupational accidents at 0.60% or less and the severity rate of occupational accidents at 0.01% or less as target figures for accidents at construction sites.

Haseko Group's organizational framework for promoting health and safety



As of April 1, 2024

Developing relationships with cooperating companies

For more information, please visit ▶

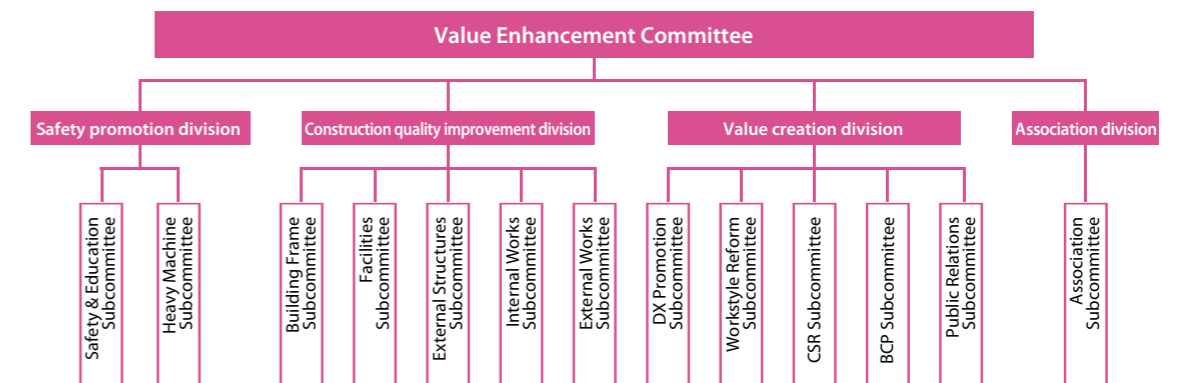
We will continue working to create a safe and productive workplace built on the relationship of trust with our cooperating companies and other suppliers.

Haseko Corporation is in charge of building condominiums with a high degree of precision through the combined efforts of the quaternity (i.e., the construction divisions, architecture & engineering divisions and technological promotion divisions of Haseko Corporation as well as “Ken-ei-kai,” an organization consisting of approximately 300 major cooperating companies). This cooperative relationship has continued for more than 25 years, and our quality control framework built on the strong ties is a strength that no other company has.

In addition, technology-related divisions cooperate with Ken-ei-kai to engage in “HASEKO value enhancement activities” as activities to provide high-quality condominiums with the aim of

clarifying the responsible construction scope, saving labor and improving work efficiency, and improving the Haseko brand. Activities that are currently being promoted include initiatives to improve operational efficiency through the utilization of cutting-edge technologies as well as initiatives to further boost productivity aimed at instilling the activities of the HASEKO Value Enhancement Committee toward workstyle reform, which may be regarded as an industry-wide challenge. In addition, approximately 2,500 people, mainly from cooperating companies, participated in the “Value Up Expansion Study Session” held online. The outcomes of activities are shared at the Debriefing Session on Value Enhancement Activities held once a year, in pursuit of succession, widespread acceptance, and collaboration at a deeper level.

Organizational framework of HASEKO Value Enhancement Committee



As of April 1, 2024