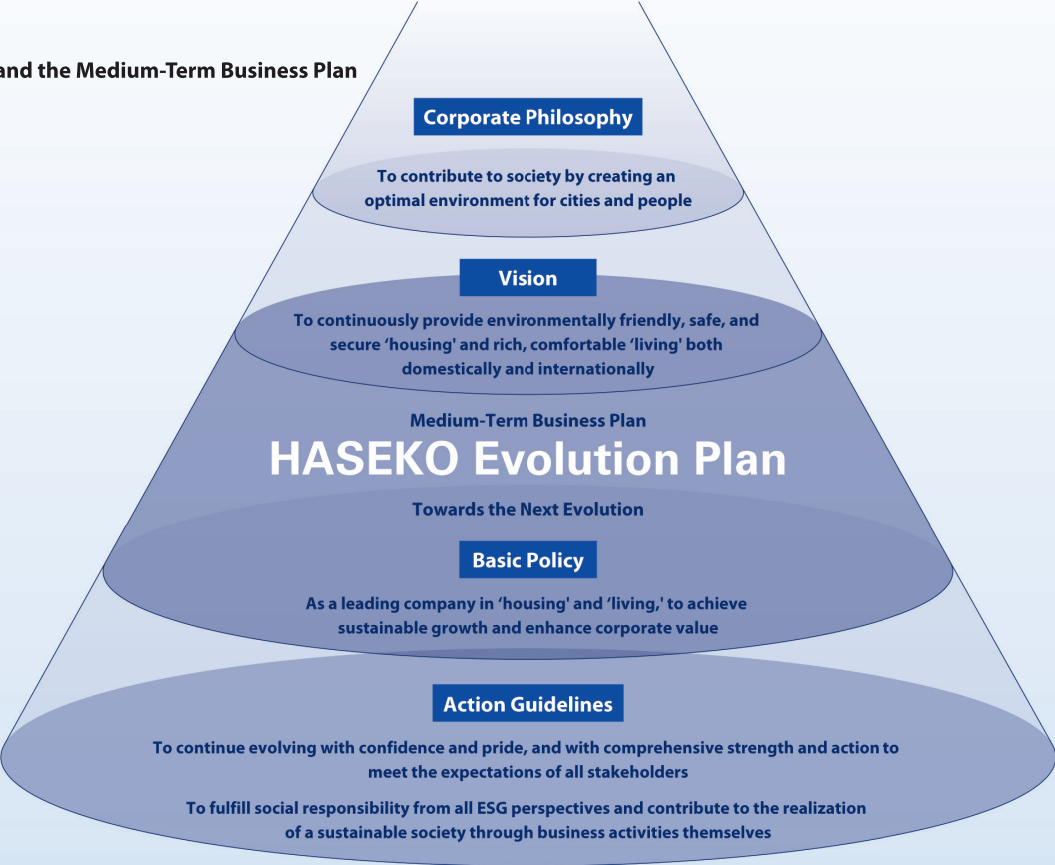


We consider more.



Our Vision and the Medium-Term Business Plan



New Brand Message:

We consider more.

This was created to coincide with the start of our new medium-term business plan HASEKO Evolution Plan. While considering more in terms of our stakeholders, **we will work as a leading company in housing and living to achieve sustainable growth and enhance corporate value** in line with the basic policy of the medium-term business plan, and will continue to evolve and each member of the Group will strive to have every stakeholder say “I’m glad I chose Haseko.”

Editorial policy

The Haseko Group Integrated Report 2025 has been positioned as a tool for communicating with a wide range of stakeholders. It introduces the medium-term business plan, business strategies, sustainability initiatives, and the Haseko Group’s growth (value creation) story. We hope that this report will help you better understand the Group.

Period covered

FY2024 (April 1, 2024–March 31, 2025)
Note, however, that some information from outside this period is also included.

Organizations covered

Haseko Corporation, 89 subsidiaries, and 13 affiliate companies.

Disclaimer concerning forward-looking statements

The forward-looking statements included in this report are based on the Company’s views at the time of its preparation. Please understand that actual results may differ from the forecasts included due to changes in a variety of factors.

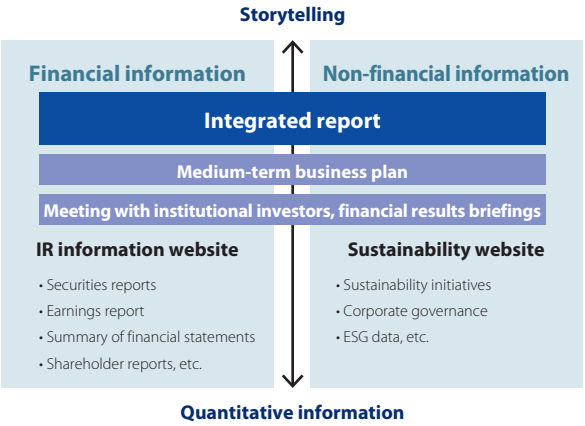
Issued in:

December 2025

Referenced guidelines

Haseko Group Integrated Report 2025 has been prepared using the International Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC) and the GRI Standards issued by the Global Reporting Initiative (GRI) as references.

Information disclosure system



Contents

1	Message from the Management	Message from the Management	03
		Toward Evolution (Message from the Chairman/ Vice Chairman)	09
		Integrated Report 2025: Key Points	10
2	About the Haseko Group	Strengths	11
		Business Model	13
		History of Value Creation	15
		Accumulated Management Resources of the Haseko Group	17
3	Value Creation & Growth Strategy	Value Creation Process	19
		Towards Sustainable Corporate Value Enhancement	21
		Medium-Term Business Plan (HASEKO Next Stage Plan) Review	23
		New Medium-Term Business Plan: HASEKO Evolution Plan	25
		Message from the Officer in Charge of Finance	29
		Business Overview	35
		Construction-Related Business	37
		Real Estate-Related Business	41
		Condominium Management and Operation Business	43
		Overseas Business	45
4	Infrastructure for Sustainability & Value Creation	Message from the Officer in Charge of Sustainability Promotion	47
		Sustainability	49
		Response to Climate Change	50
		Human Resources	53
		Respect for Human Rights	57
		Supply Chain Management	58
		Sustainability Topics	59
		Corporate Governance	61
		Compliance and Risk Management	68
Communication with Stakeholders	71		
5	Corporate Data	Financial Highlights	73
		Non-Financial Highlights	75
		Corporate Overview	77

Message from the Management

Driving succession and change forward to build a Haseko Group that evolves

- We consider more for all stakeholders, and aim to have people say “I’m glad I chose Haseko” -

Satoshi Kumano

President and Representative Director
Haseko Corporation

S. Kumano



1. [Succession x Change = Evolution] Creating a new, stronger Haseko Group

Having recently assumed the role of President and Representative Director, something I feel on a daily basis is a sense of gratitude toward founder Takehiko Hasegawa as well as his family and all others who came before us and built up the Haseko Group after its foundation in 1937, in addition to the officers and employees who support the Haseko Group in

its current form, their families, our cooperating companies, and all of our stakeholders. I would like to take this opportunity to express my heartfelt gratitude.

I myself joined the former Hasegawa Komuten in 1985 and was assigned to the headquarters of the sales division of the Osaka Branch. After being transferred to Tokyo in 1990 and working in the Secretary's Office, I went on to spend most of my time in the Business Promotion Planning Division in Tokyo. I also gained experience in the Senior Business, HR, and other

areas, but I spent most of my life at the Company specializing in the area of sales.

I believe that continued growth leads to happiness for companies in the same way that it does for people, and I see corporate growth as being an increase in corporate value. We have seen social change take place at great speed of late, and if we stand still then we will be overtaken by the times and fall into relative regression. This means that companies, too, must change flexibly in line with the times. On the other hand, I think that we must protect things that we have always cherished and things that need to be protected.

What I mean here is that in order to increase our corporate value, there are things that we need to retain and hand down to future generations, and things that we need to change. I think that getting the balance right is extremely important. The way I see it, a combination of **succession** and **change** forms **evolution**, and bringing evolution to a company is the role of management.

In the 1990s, the Haseko Group struggled with the long-term effects of the bursting of Japan's economic bubble. We caused problems for our stakeholders, and received generous support that took forms including substantial debt forgiveness. After years of perseverance and hardship, we finally reinstated dividend payments in 2014. Over the course of the subsequent ten years, our entire Group has worked tirelessly together, and my honest feeling is that we are now finally standing on our own two feet as a fully-fledged company. As such we must ensure we are never arrogant, and must always remain humble. It is my aspiration that the Company will continue to evolve and become a flexible and resilient organization that can withstand even major changes in the surrounding environment.

Furthermore, a theme that I would like to give renewed attention to as president is the pursuit of productivity and efficiency. Since our bankruptcy crisis in the 1990s, we have focused above all else on increasing and growing the amount of capital we have. And thanks to these efforts, we have now finally built up a good level of capital. From here, I believe my mission is to determine how best to utilize that capital effectively. The challenge I face is how to leverage the people, goods, capital, and information that constitute our management resources to enhance productivity and efficiency, deliver results, and translate them into profits.

2. Ensuring the purpose of the Haseko Group is passed on

We completed our first condominium as a company in 1969, and have since gone on to build residential infrastructure in cities around Japan, centering mainly on the Tokyo metropolitan area, the Kinki region, and the Tokai region.

As we have progressed through our journey of creating condominiums that do not merely provide a space in the form of housing but actually build a way of living for the people who live in them, growth for each individual, bonds between family members, and connections between people,

we have identified changes in the social environment and the lifestyles and needs of residents in each generation, and have always aimed for and provided housing that is one step ahead of the curve.

I believe that through its experience of constructing a running total of around 720,000 for-sale condominiums, the Haseko Group has, broadly speaking, gained three core competences that have enabled us to provide such housing that is one step ahead of the curve.

The first is our land information gathering capabilities. This core competency forms the root of our unique business model that achieves high profitability through a process whereby the Business Division's Real Estate Investment Department, which constantly comes up with ideas for potential projects from scratch, gathers land transaction information for the Design Division's Planning & Design Office to swiftly develop into a highly accurate plan for the land. This is then combined with land acquisition information to create a project proposal, and pitched to developers.

The second is our integrated construction system of the Quaternary. This is a quality, cost, and safety management system run jointly by the members of the Ken-ei-kai, an organization of our main cooperating companies, which has a membership composed of our Construction divisions, Design divisions, and Technological Promotion divisions alongside cooperating companies.

The third is the comprehensive strengths of the Haseko Group. This refers to collective capabilities that extend beyond plan development, design, and construction of condominiums to include sales, management, repairs, and all other aspects of the condominium business. I believe our competitive advantage over other companies lies in the know-how, technological capabilities, and business speed we have built up by continuously incorporating customer feedback and needs, obtained and identified through our businesses, into our condominium construction in a timely manner.

On the other hand, there are several important issues that we have to deal with if we are to achieve sustainable growth going forward.

The first is the contraction of the domestic housing market. With a declining population and the progression of a low birthrate and aging society, demand for newly built for-sale condominiums is expected to decrease over the medium to long term. The Haseko Group has built its strength on a business model centered on for-sale condominiums. But conversely, this also means that our revenue structure is heavily concentrated, thus presenting a challenge in terms of adaptability to change. We are faced with the pressing issue of identifying our next pillar of growth and diversifying our business portfolio while demand for newly built for-sale condominiums is still robust.

The second important issue is the labor shortage faced by the construction industry as a whole. Due to the aging of construction workers and a shortage of younger successors, there continue to be chronic labor shortages on worksites. This situation may lead to the risk of increased construction costs, project delays, and a decline in quality. To address this

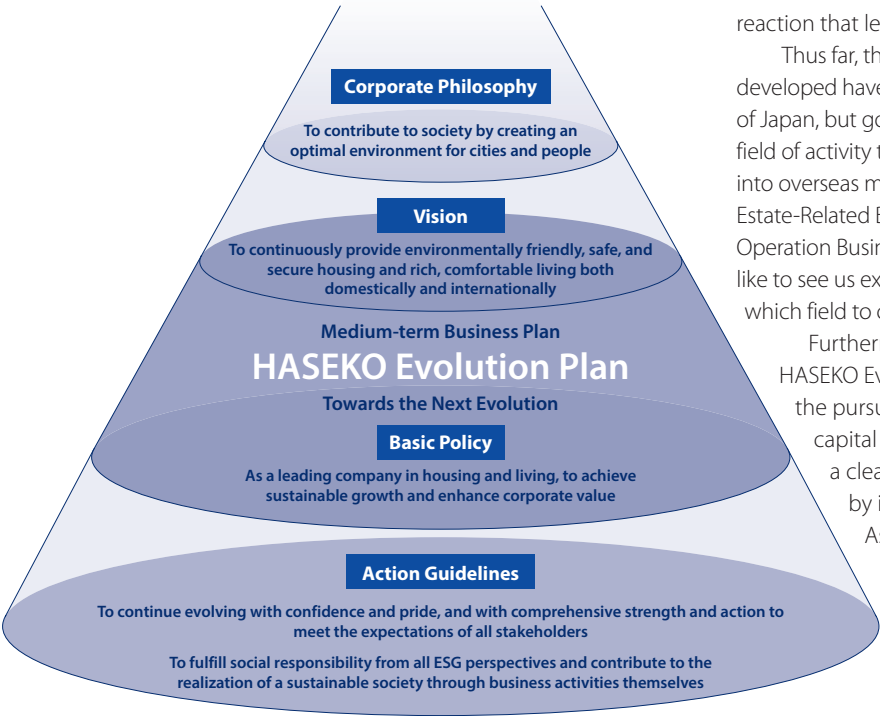
issue, it is essential to further enhance productivity, promote industrialization, and rigorously pursue operational efficiency by leveraging digital transformation (DX). We need to build a system that enables high performance even with a limited workforce by introducing smart and labor-saving technologies at worksites.

The third issue is action on sustainability. A topic of note here is the environment, and the construction industry is under strong pressure to reduce its environmental impact as we head toward the goal of a decarbonized society. Advancing new research and technological development in areas such as the use of wooden materials, renewable energy, and environmentally-friendly housing, as well as strengthening our capacity to respond to climate change, will build trust and lead to us being the preferred choice of customers.

Furthermore, lifestyles themselves are seeing major changes, with a rise in dual-income households, the normalization of remote working, an increase in single-person and elderly households, and advances in AI and other technologies. Given the foreseeable continuation of these trends, I believe it is the role of the Haseko Group to envision the form that future housing and comfortable housing will take, and to deliver products that stay one step ahead of the curve.

3. Vision and basic policy on medium-term business plan

In light of these issues and societal changes, we set out the Haseko Group's vision, basic policy for our medium-term business plan, and Action Guidelines as below in the process of creating our new medium-term business plan, HASEKO Evolution Plan.



4. Overview and aims of new medium-term business plan, HASEKO Evolution Plan

The consolidated ordinary profit of the Haseko Group in the fiscal year ended March 31, 2025 stood at 83.4 billion yen, exceeding the initial plan of 80.0 billion yen. We also reached the target of a total of 400.0 billion yen or more in consolidated ordinary profit over five fiscal years in the previous HASEKO Next Stage Plan (Plan NS) medium-term business plan, and also reached the consolidated subsidiary ordinary profit target of 30.0 billion yen. I believe this, too, is thanks to the support of all our stakeholders, and I would like to express my gratitude once again.

The HASEKO Evolution Plan will run for six years from the fiscal year ending March 31, 2026 to the fiscal year ending March 31, 2031, and we will aim to achieve a further increase in corporate value by successfully implementing changes while ensuring the strengths that Haseko has built up are passed on.

In terms of specific numerical targets, the plan calls for Group consolidated ordinary profit of 100.0 billion yen or more in the year ending March 2028 and 130.0 billion yen or more in the year ending March 2031, and aims to establish a profit base that enables a stable Group consolidated ordinary profit of 100.0 billion yen or more.

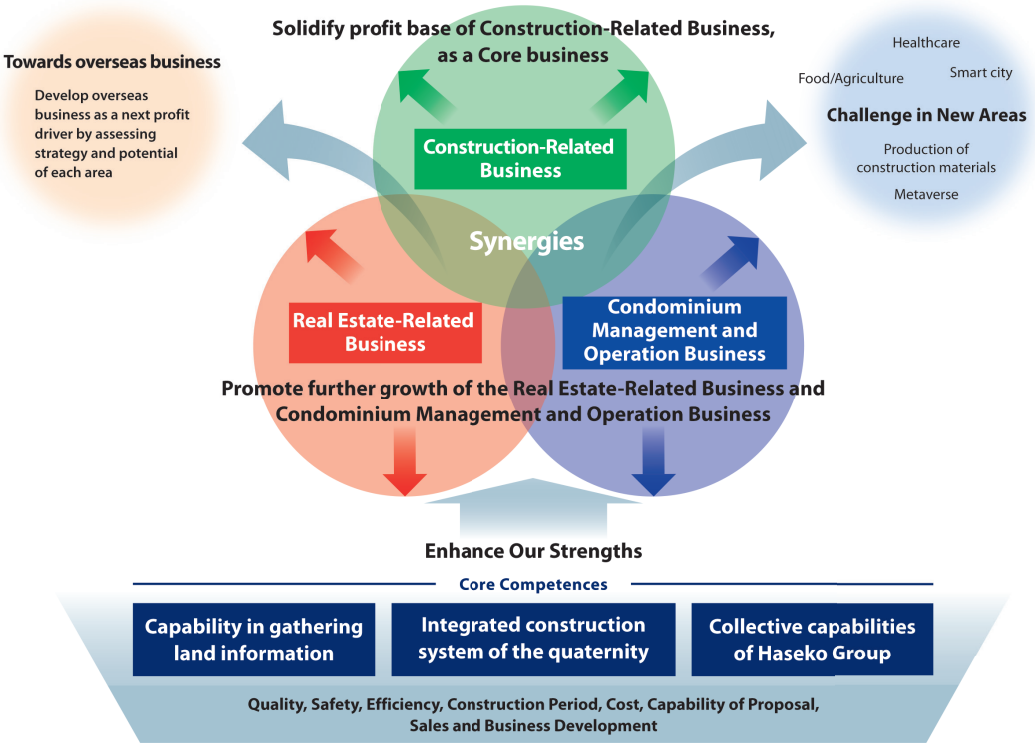
As a concrete strategy to achieve this, while we have previously undertaken management based on the two pillars of the Construction-Related Business and the Service-Related Business, henceforth I envision us having three pillars in the form of the Construction-Related Business, the Real Estate-Related Business, and Condominium Management and Operation Business with each Group company working to increase its competitiveness in the relevant industry. I hope that these three businesses will overlap and challenge and refine one another while at times creating a kind of chemical reaction that leads to new businesses and sources of revenue.

Thus far, the fields in which these three areas have developed have mainly been the three major metropolitan areas of Japan, but going forward, I would like to see us expand our field of activity to major provincial cities in Japan and further into overseas markets by placing greater focus on our Real Estate-Related Business and Condominium Management and Operation Business. Within these newly expanded fields, I would like to see us explore which of our strengths to leverage, and in which field to compete to achieve the greatest profit increase.

Furthermore, in striving to achieve the targets of the HASEKO Evolution Plan, what I place most emphasis on is the pursuit of capital efficiency. From the perspective of capital efficiency, we have set ROE (return on equity) as a clear indicator, and will work to achieve our targets by improving business efficiency and productivity.

As we always have done, we will maintain a sound financial base while making investment decisions with close attention to capital cost.

Due to the impact of extraordinary losses in the year ended March 31, 2025, ROE declined 6.6% (a decrease of 5.0



percentage points year-on-year), but it is expected that in the year ending March 31, 2026 it will recover to a level exceeding 10%. We also announced a 20.0 billion yen purchase of treasury shares when we announced the financial results for the year ended March 2025, and the aim of this is to ensure an ROE of 10% or more for the fiscal year ending March 31, 2026 We will firstly aim to maintain this level, while aiming for a level of around 13% by the fiscal year ending March 2031.

Furthermore, we expect the annual dividend per share to be 90 yen, which is a year-on-year increase of 5 yen. As our policy for shareholder returns, Plan NS called for total shareholder return ratio of around 40% of the total net income attributable to owners of parent for the period of the plan, but this has been enhanced to around 50% in the HASEKO Evolution Plan. In addition, to ensure that our shareholders can continue to hold their shares with peace of mind, we will implement progressive dividends during the plan period and maintain stable dividend payments.

Share price and market capitalization are indicators of the market's evaluation of our management. Haseko Corporation's market capitalization stood at 330.3 billion yen when Plan NS got underway in April 2020, but it has increased over the last five years and at present stands at 646.1 billion yen as of June 2025.

Share prices are also obviously impacted by short-term external factors, but we do not allow ourselves to be swayed by this, and instead remain focused on maximizing corporate value from a medium- to long-term perspective. As such, we aim to continue being a company chosen by the market by pursuing management with an awareness of capital

efficiency, implementing sustainable growth strategies, and strengthening our non-financial capital.

5. Evolution in existing businesses and challenge ourselves in new business with a focus on the future

In terms of change in existing businesses, under Plan NS, we worked on DX with a main focus on design and construction divisions and other production divisions, and on the service-related businesses of each company.

Making changes to business based on the HASEKO-version BIM is a particularly unique strength of Haseko Corporation, which is engaged in all aspects of condominium creation from design to construction, and worksites saw progress in the digitalization and computerization of production information. We have also commenced work on a fundamental review of the actual business flow in the Condominium Management and Operation Business, which covers the management and operation of for-sale condominiums and rental condominiums and the senior business. In addition, the Haseko Group is aiming to build and operate a group information coordination platform that enables the mutual use of data across the entire Group.

By building a platform that integrates housing data from condominium creation with living data from customers, we will continue working to create future housing and new services for residents.



Furthermore, we will leverage the knowledge and strengths gained in each business category as we take on challenges in new fields. In particular, I believe that ideas for new businesses may be hidden in the daily work of each employee and in our interactions with customers. As such, starting this fiscal year we have established an in-house award program called the SPARK Project for new business, creating opportunities for every employee to think about new business. We aim to foster a culture of innovation within the Company and to create new products and services that will lead to diversification of our sources of revenue and strengthening of our core business.

As part of taking on the challenge of new areas, we have also launched several projects to envision and communicate the future outlook for Haseko.

For example, at our Haseko Mansion Museum in Tama City, Tokyo, we have opened a new exhibition area where visitors can experience an AI-equipped “living home” from 15 years in the future.

At Expo 2025 Osaka, Kansai, Japan, we endorsed the signature pavilion The Future of Life, which was produced by Professor Hiroshi Ishiguro of Osaka University Graduate School and showcased a vision of society and housing 50 years from now (in 2075) where humans coexist with AI and robots.

We have also launched a new in-house project called the Haseko Future Design, which envisions living and housing in 2050 - the midpoint of this period - presenting it in video form.

In formulating the HASEKO Evolution Plan, the Board of Directors held extensive discussions to refine it, and we also established a working group within the Company to incorporate the voices of mid-level employees to whom the future of Haseko will be entrusted going forward. I also participated as chairperson, and with the guidance of external experts including Professor Jitsuro Terashima, President of Tama University, and we debated our vision for 2050 and what the Haseko Group should do now.

Based on the working group’s recommendation to present to society Haseko’s vision of housing and living in 2050, we launched the Haseko Future Design project. The recommendations from the working group have also been incorporated throughout the HASEKO Evolution Plan.

This project that considers the future of the Haseko Group goes beyond creating housing, and should spark major changes toward realizing a sustainable society. By fusing new technologies and ideas, we aim to shape innovative living environments that will support living in the future. This exciting challenge is already well underway.

In addition, over the course of three years, I held numerous meetings with Professor Hiroshi Ishiguro to discuss future housing, the content of which has been compiled into a book titled “Do Androids Dream of Condominiums?” published in April 2025 (by Mainichi Shimbun Publishing). The book also sets out my own thoughts on the Haseko Group’s vision for future housing and living, so I would be very grateful if you took the time to read it.

6. Enhancing of sustainability management

I view our work on sustainability not merely as a corporate strategy, but as our responsibility in terms of future housing creation and future generations. It is an indication of our responsibility as a company to think about what we can pass on to the next generation, and what kind of future we can envision.

Back in 2017, I was involved in the establishment of the CSR Department (now the Sustainability Promotion Department) as the officer in charge, and helped build the framework that is still in place to this day, including the formulation of our CSR vision and policy (now the Sustainability Vision and Sustainability Policy), as well as the identification of materialities (material issues). Based on this framework, we have established and continue to use a management system centered on the Sustainability Committee, chaired by the President, which deliberates on issues concerning sustainability management and makes decisions at the management level.

The Haseko Group’s main business of construction plays a major role in building and maintaining infrastructure for society and thus has great significance in contributing to a sustainable society while at the same time having a significant impact on the environment. Guided by the Haseko Group’s climate change response policy “HASEKO ZERO-Emission” that was established in 2021 and takes reducing environmental

impact into account, we are making efforts toward achieving carbon neutrality by 2050, while also working diligently on technological development that contributes to providing environmentally conscious, safe, and comfortable housing, as well as enriched and comfortable living.

I believe that these efforts are directly linked to our significance as a company with a track record thus far of constructing approximately 720,000 condominium units. We must take responsibility for the future housing and living of our customers so that someday, or rather on any given day, they will say “I’m glad I chose Haseko,” and “I’m glad to have chosen this condominium.” As we go about working toward sustainability, I want our employees to feel the same way.

As a non-capital-intensive industry, the driving force behind the Haseko Group’s collective capabilities is people. The know-how and experience of each employee and cooperating company, as well as their knowledge and energy for creating new value, are what I regard as human capital.

In the HASEKO Evolution Plan, we have also overhauled our HR strategy to achieve the goals set out in the plan. By enhancing employee engagement and encouraging the creation of new businesses and products, we aim to strengthen our corporate competitiveness and improve corporate value over the medium to long term.

The Haseko Group has faced difficult times on many occasions, yet has overcome each challenge. The source of this ability to overcome difficulties lies in the excellence that has been passed down through generations of Haseko employees. We call this the “Haseko DNA.”

There are four elements to what I see as Haseko DNA.

- 1) Ability to take action: In any situation, we first spring into action

2) Ability to reach targets: We set lofty targets, and do whatever it takes to reach them

3) Ingenuity: We evolve with original ideas, and do not copy others

4) Teamwork: In the face of any challenge, the Group comes together and works as one

I firmly believe that ensuring this Haseko DNA is passed on to the next generation and further polishing our strengths is key to sustainable growth in coming generations, and to evolution.

The Haseko Group is supported by its shareholders and a wide range of other stakeholders that include customers, project owners, employees and those at cooperating companies as well as their families, and local communities. Establishing corporate governance that enables transparent, fair, prompt, and decisive decision-making is of the utmost importance for all of our stakeholders.

On this subject, our subsidiary Haseko Reform Inc. was subjected to an on-site inspection in March this year by the Japan Fair Trade Commission on suspicion of violating the Antimonopoly Act. We deeply apologize for the concern this

has caused our stakeholders.

To further increase our efforts toward the achievement of the HASEKO Evolution Plan and the advancement of sustainability management, while naturally continuing to enhance the effectiveness of the Board of Directors, we will also require monthly reports from the presidents of each Group company regarding business performance, capital efficiency, labor risk management, and progress on sustainability, and work closely together for more integrated Group management.

Furthermore, from the fiscal year ending March 31, 2026, we have introduced a new director remuneration system linked to capital efficiency and non-financial KPIs. At Haseko Corporation, we are also increasing the appointment of female officers, while steadily advancing diversity at the executive and management levels across the entire Group.

7. Toward the future, together

We have established a new Haseko Group brand message: “We consider more.”

I myself have set the target of having all stakeholders say “I’m glad I chose Haseko.”

In order to reach out with care to the future, to future housing, and a future sustainable society, I’d like each and every employee to keep the “Customers First” approach of the Haseko Group’s Corporate Philosophy and Action Guidelines in mind as part of the responsibility of the present generation, to reach out with care to the Haseko Group’s various customers, and to work in a way that brings a level of satisfaction to customers that makes them say “I’m glad I chose Haseko.” I’d also like to see us increase our awareness of environmental problems and issues faced by society, and take actions that will help leave behind a better world for future generations.

Ahead of our 90th anniversary in two years and our 100th anniversary in twelve years, the Haseko Group strives to be a leading company in housing and living, and our commitment is to ensure that all of our stakeholders say “I’m glad I chose Haseko.”

You can look forward to great things from the Haseko Group that evolves.



Toward Evolution

(Message from the Chairman/Vice Chairman)



Haseko Corporation was severely affected by the burst of Japan's economic bubble and fell into the red in 1995. At that time, we caused great inconvenience and concern to our partner financial institutions and business partners. Amid unavoidable restructuring, from 1999 we invited top executives from the Ministry of Construction (now the Ministry of Land, Infrastructure, Transport and Tourism) and Daiwa Bank (now Resona Bank) to meet with us, and rallied ourselves to take on the challenge of "a second founding." The Group came together and worked as one to turn our fortunes around, and we successfully completed this in 2014.

Since 2010, Ikuo Oguri (currently Executive Advisor), myself, and Kazuo Ikegami (currently Vice Chairman) have all served as presidents promoted from within the Company, and we have worked to strengthen our management foundation, enhance our technological capabilities and cost competitiveness, expand our business nationwide, and develop new products. We have always aimed to provide higher added value to our customers who purchase condominiums and detached houses, as well as to stakeholders including our business partners, and to achieve growth. During this period, despite facing various challenges such as the Great East Japan Earthquake and the COVID-19 pandemic, the Company's business performance improved dramatically.

I hope to see Satoshi Kumano, who has assumed the role of president from this year, considering more for a wide range of people, and taking the excellence and values of the Company that have been continuously carried forward by successive presidents and all our employees to the world and into the future.

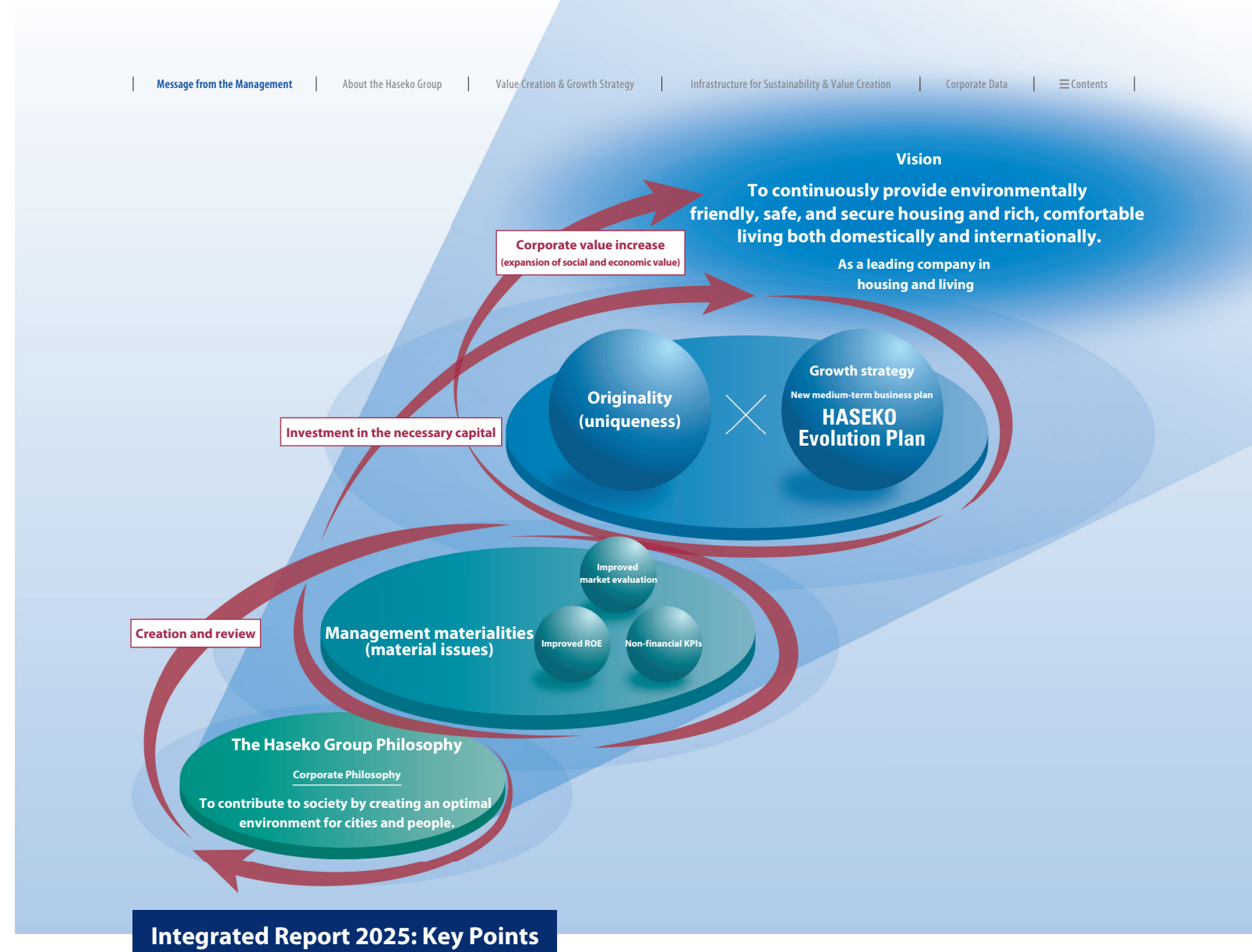


I have been appointed to the role of Vice Chairman and Representative Director, and as of this year I will be responsible for overseeing technology for the Group as a whole.

Since I joined the Company, I have been constantly involved in work in the field of design and construction, and from 2020 I was responsible for the management of the Company as President and Representative Director for five years. In addition, leveraging the broad experience and knowledge I built up in my time as president, I shall also provide support to the new president, Mr. Satoshi Kumano, mainly in terms of technology matters, and shall aim to be of service to society and our stakeholders while helping to achieve both a sustainable society and increased corporate value.

Of particular note, as we go about implementing our medium-term business plan, HASEKO Evolution Plan, we will work to deal with the decreasing numbers and aging of skilled construction workers on construction sites, and shall aim to find solutions for issues faced by society through efforts that include expanding our range of construction methods and nurturing new skilled construction workers with a focus on improving quality, safety, and productivity, taking on challenges with the goal of creating safe and secure housing able to handle intensifying natural disasters and creating new value in condominiums, expanding our refurbishment works toward maintaining and increasing the asset value of condominiums and other buildings, and developing environmental consciousness technologies including switching to wooden structures and materials in order to help achieve carbon neutrality.

The Haseko Group has thus far undertaken BIM and other forms of digital transformation (DX) in all of its businesses. Going forward, we shall continue to proactively take on the challenge of AI and other cutting-edge technologies and provide even greater prosperity in terms of housing and living, both in Japan and overseas.



1 Issues resulting from market changes

The issue with the highest priority when it comes to achieving sustainable growth is responding to the shrinking of the domestic residential market. While a business model focusing on condominiums constitutes the Company's unique strength, there is a pressing need for us to diversify our business while the demand for newly built condominiums remains strong. The second priority is responding to labor shortages. The creation of a structure to increase productivity through the introduction of smart technologies and labor-saving technologies on worksites is required. The third highest priority issue is our response to climate change. There are strong requirements placed on the construction industry to reduce its environmental impact, and the ability to adapt to new technologies and materials is also required.

3 Growth strategy

Under our new medium-term business plan, HASEKO Evolution Plan, we aim to achieve change and increased corporate value while passing on our strengths. Working to obtain synergies from our construction, real estate, and condominium management and operation business, we will also work on overseas and new business with the target of future growth. We will strive to increase business efficiency and productivity with the goal of meeting our ROE target and other such targets, and in addition to enhancing shareholder returns through the optimized capital allocation and maintenance of our financial base, we will make investment decisions with close attention to capital cost.

2 Originality (uniqueness)

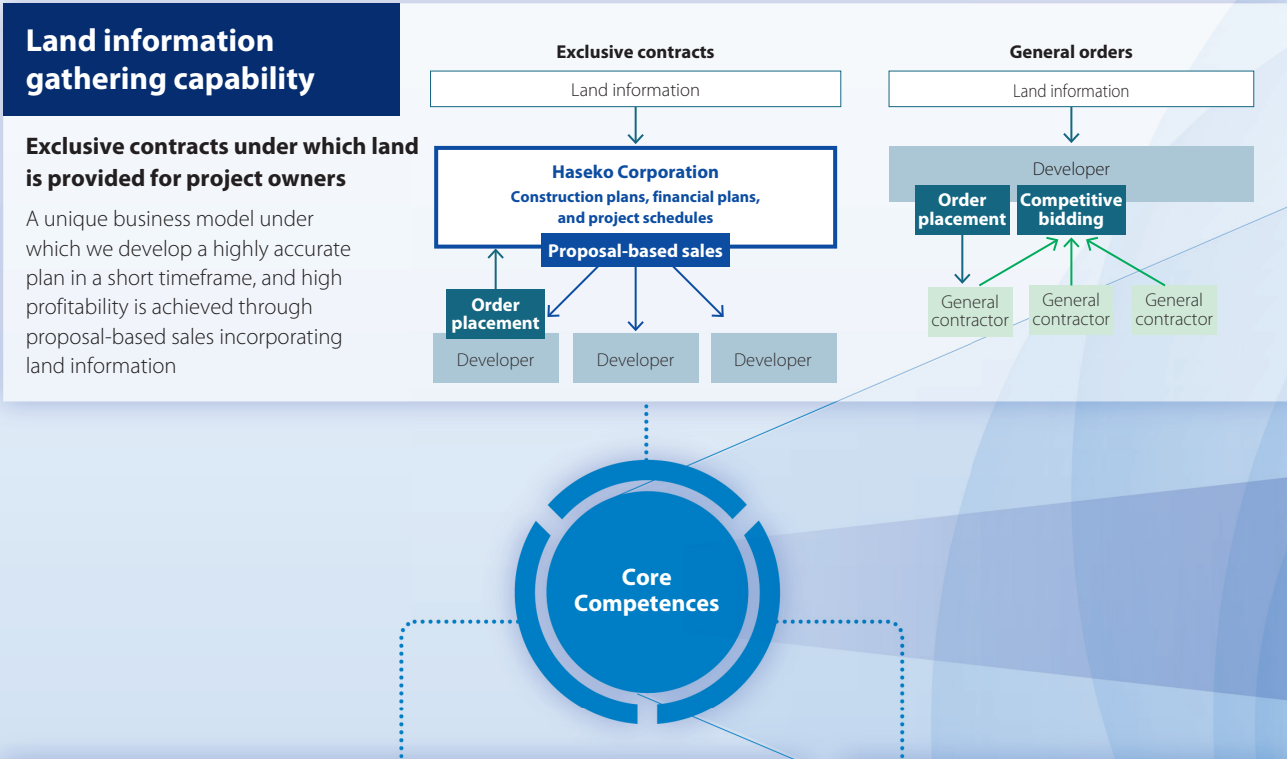
Our greatest strength comes from our collective capabilities that enable us to play a comprehensive production role whereby we handle all aspects of business, going beyond just designing and constructing for-sale condominiums and incorporating everything from land information gathering to planning and development. Supporting this is the quaternity of the Ken-ei-kai, an organization of our main cooperating companies that are responsible for construction, and our Construction, Design, and Technological Promotion divisions. This system constitutes our unique competitive advantage, and is our brand. In addition to services that provide full-lifecycle support, we are evolving into a company that supports all aspects of daily living.

4 Sustainability promotion

The HASEKO Evolution Plan states that we will enhance our initiatives toward sustainability. The construction industry has responsibility for building and maintaining the infrastructure that society runs on, and although the industry is very significant when it comes to sustainability, its impact on the environment is by no means small. In addition to reducing environmental impact, we will also undertake other actions such as working to build an environment that enables employees to actively participate and constructing a solid governance structure. We regard this as a responsibility to the future that goes beyond corporate strategy, and we will continue to take on challenges that contribute to society and the global environment.

Strengths

Leveraging our overwhelming land information gathering capability, we have put in place a structure for undertaking everything from project proposals, neighborhood negotiations, and permit acquisition to design and construction with a focus mainly on for-sale condominiums. In addition to high-quality manufacturing based on a quaternity production system, we ensure a high level of competitiveness through synergies among the businesses of Group companies in peripheral areas.



Business Model

Haseko Corporation has constructed a robust value chain to meet the needs of all generations and continuously provide high-added value, and aims to achieve sustainable growth and evolution in Japan, which is undergoing population decline and matured.



With you for life

Creation of diverse revenue opportunities

For many customers, the first contact with Haseko Corporation is their purchase of a newly built condominium. The relationship with the Company starts from there, and we always stay close to customers in every situation of living, including daily building management, interior remodeling, and large-scale refurbishment. Furthermore, we also meet a wide range of needs by offering a range of services to fit with changes in life stage, such as moving house and moving into facilities for the elderly, and providing a diverse range of options for housing that include rental condominiums and detached houses.

Across three generations

Passing on trust

There are more and more cases where people who spent their childhood in a Haseko condominium choose a Haseko condominium once again when it comes to starting their own family life after reaching adulthood. And as people move house and aging buildings are rebuilt or redeveloped, and residents across different generations come and go, Haseko Corporation has always been a close presence in their living. We envisage a future in which safe, secure, and comfortable housing and living produces confidence in Haseko Corporation, and where this is continuously handed down from the parents' generation to the children's and the grandchildren's generation.

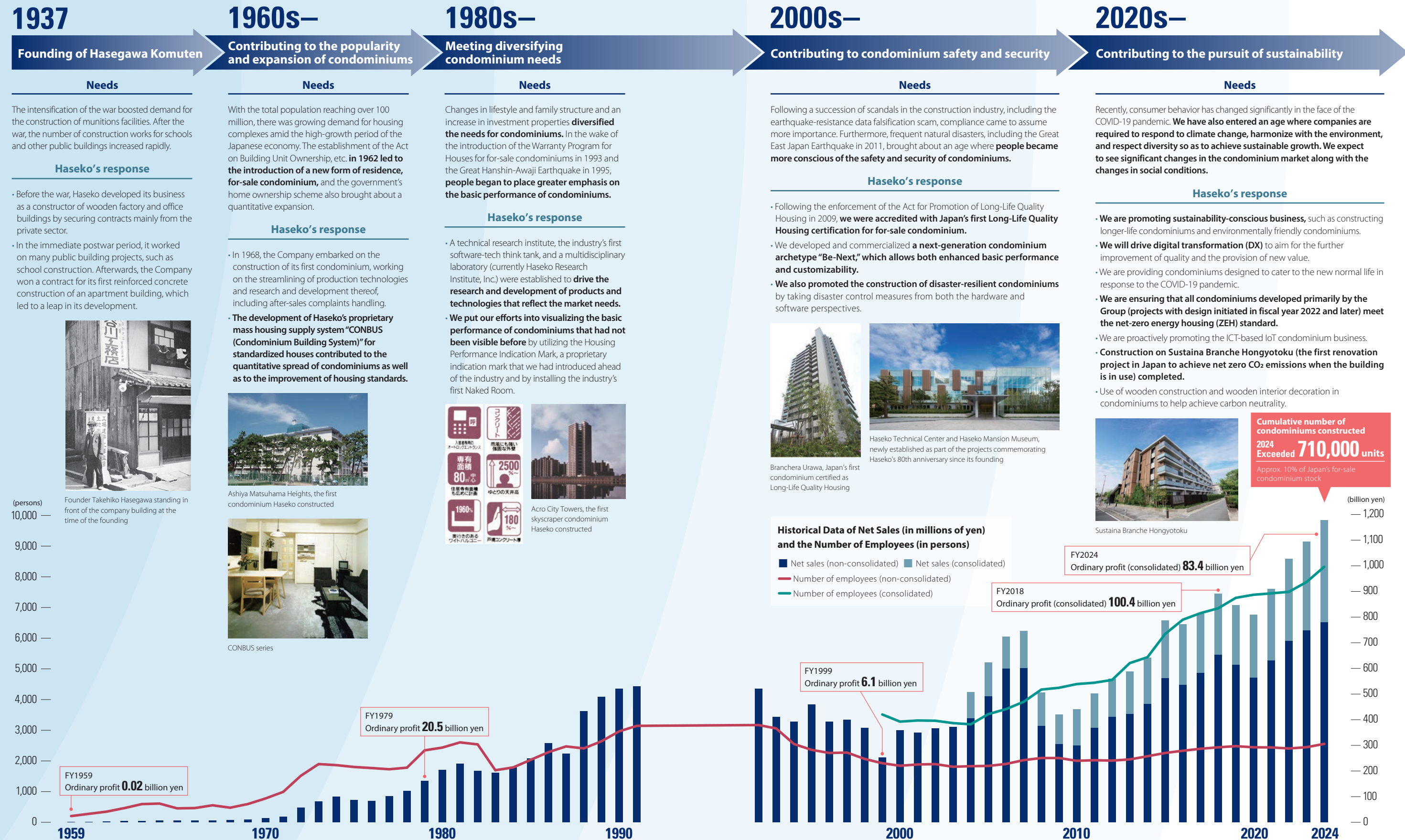
A company always chosen for its value

Toward the provision of high added value and increased corporate value

Haseko Corporation boasts outstanding performance that includes the construction of a cumulative total of 720,000 condominium units, 630,000 units under management (for-sale, rental, agency for corporate housing), and 130,000 units receiving our Haseko Premium After-sales Service. We have established a robust value chain by accumulating, over the course of many years, a vast amount of data underpinned by these results on the aging of buildings and facilities as well as feedback from customers who have actually resided in Haseko residences, and thoroughly implementing a PDCA cycle that works to increase comfort and construction accuracy and improve our services across the Group as a whole. Our business does not stop when the construction of a building is finished; by continuously providing a high level of added value we aim to keep being the company of choice for our customers and to achieve sustainable growth and evolution.

History of Value Creation

The Haseko Group has been endeavoring to provide safe, secure and comfortable housing by constantly responding to social challenges, which change with the times. Going forward, we will continue to aim to deliver a better life to the people.



*1 Data are reported as of the end of each period: March 31 for FY1987 and later, and May 31 before FY1987.
*2 The number of employees at the end of fiscal year 1983 declined on a non-consolidated basis due to the spin-off of the sales and brokerage divisions as a separate affiliate company (no consolidated data disclosed).

*3 The number of employees at the end of fiscal year 1994 declined on a non-consolidated basis due to substantial transfers to affiliate companies and other factors (no consolidated data disclosed).
Source: Haseko Group's 80-Year History (available only in Japanese) and Financial Reports

Accumulated Management Resources of the Haseko Group

Six types of resources

Financial resources		Natural resources	
Total assets	¥1,365.2 bn	Number of wooden buildings Constructed	304 buildings (incl. 17 non-detached housing buildings)
Equity	¥532.0 bn	Number of condominiums accredited with ABINC Certification	9 buildings
Interest-bearing debt	¥420.0 bn	ZEH condominiums and houses	61 buildings, 100 non-detached housing buildings
Ordinary profit	¥83.4 bn		
Profit attributable to owners of parent	¥34.5 bn		
ROE	6.6 %		
Payout ratio	67.4 %		

Human resources	
Number of employees (consolidated)	8,307
Number of employees with specialist qualifications	6,531
First-class architects	796
First-class building construction management engineers	1,267
Real estate transaction agents	3,400
Licensed representatives of condominium management companies	1,068
PET screening participation rate	80.1 %
Participants	2,082 / Eligible persons 2,599
Eligible age groups 45, and 50 to 64 Costs were fully born by the Company	
Diversity	
Percentage of women among new graduates hired	36.5 %
Percentage of female managers	10.6 %
Promotion of foreign national personnel utilization	
Percentage of childcare leave taken by males	59.4 %
White 500 certification	
Education plan (Business College / DX Academy, nurturing of innovative talents training of global human resources)	

*All figures are for FY2024 and current as of the end of March 2025 (except the figure for PET screening participation rate, which is for FY2023).

By pursuing both enhancement and efficiency for six types of capital, Haseko Corporation aims to further strengthen its core competencies, and to create new business, secure new sources of profit, achieve sustainable growth, and increase corporate value by leveraging synergies at the intersection of its three core businesses; the Construction-Related Business, Real Estate-Related Business, and Condominium Management and Operation Business.

Manufacturing resources		Intellectual resources	
Key locations in Japan	45	Investments in R&D	¥4.2 bn
Group companies	89	Intellectual properties	306
		(231 patents, 69 designs, 6 utility models)	
Haseko Technical Center (Tama City, Tokyo)		Haseko's Premium After-sales Service	
Haseko Condominium Museum (Tama City, Tokyo)			
Presentation space LIPS (Koto Ward, Tokyo and Chuo Ward, Osaka Prefecture)			
HASEKO Digital Technology Lab (Koto Ward, Tokyo)			
Precast concrete plant (Kasumigaura City, Ibaraki Prefecture)			
Timber manufacturing plant (Minokamo City, Gifu Prefecture)			
Engineered wood/pre-cutting plant (Yoro District, Gifu Prefecture)			
Panel/wooden sash manufacturing plant (Yoro District, Gifu Prefecture)			
HS wood and base material manufacturing plant (planned) (Gojo City, Nara Prefecture)			

Social and relationship resources	
Ken-ei-kai (an organization of our main cooperating companies)	300 companies (approx.)
Groupwide PDCA cycle for better comfort and construction accuracy in housing and living	
Haseko's Premium After-sales Service	137,000 residences (approx.)
Owl 24 Center Number of alarms received (responded)	52,154
Branchera Club members	430,000 (approx.)
Hazard-resistant condominiums	
Three-piece set disaster prevention equipment	
Adoption of Smart Water Tank	

Land information gathering capability

Integrated production system of the quaternity

Collective capabilities of Haseko Group

Each individual employee will aim to achieve the vision of the Haseko Group, and work to increase corporate value.

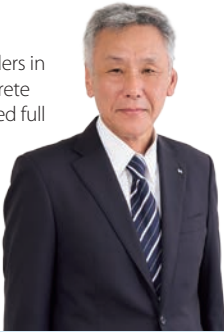
Through investment in and utilization of human capital, we are striving to foster autonomous human resources and organizations that will propel the Group into uncharted fields, while also advancing workplace initiatives that enable women and a diverse range of other members of the workforce to actively participate.

D&I Promotion Office,
Human Resources Development Dept.
Haseko Corporation



In order to address the issues of a declining workforce and an increasing number of orders in the construction industry, our precast concrete ("PCa") manufacturing plant has commenced full operation. Using PCa manufacturing, we will increase efficiency on worksites while also improving workstyles.

Production Section, Production Planning Office
Haseko Industries Co., Ltd.



Intellectual property is the amalgamation of the ideas of each individual employee. Despite the fact that it is not overtly visible, condominiums actually incorporate much intellectual property, and this is what gives our condominiums the uniqueness that Haseko aims for. We shall continue to undertake intellectual property activities with the goal of creating the evolved Haseko condominiums of the future.

Technology Strategy Office, Technological Promotion Division
Haseko Corporation



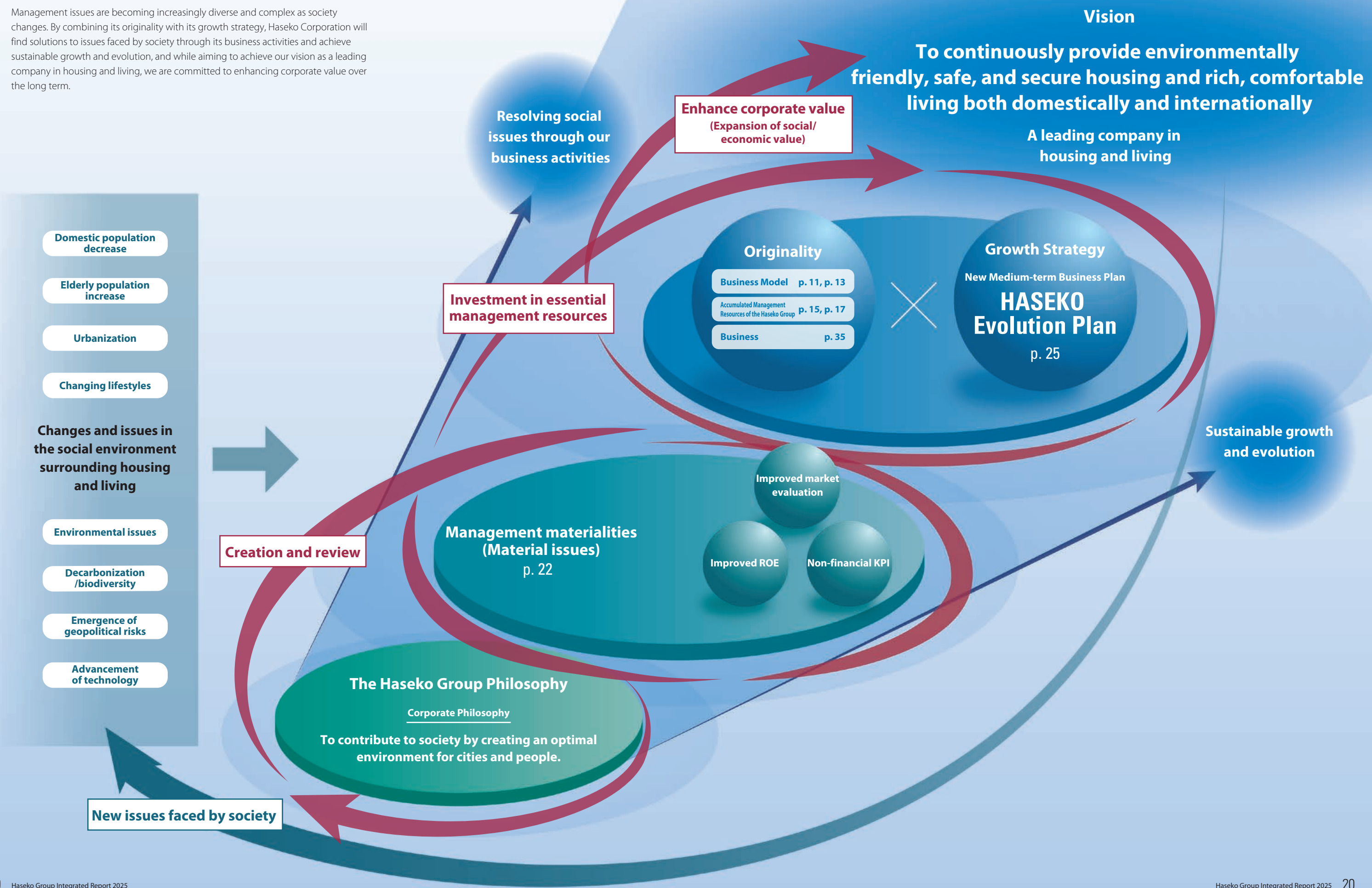
With the goal of the sustainable development of society and the Company, we will explore policy for responding to a variety of issues faced by society, and take forward sustainability initiatives through cooperation among the various companies and departments of the Haseko Group.

Sustainability Promotion Department
Haseko Corporation



Value Creation Process

Management issues are becoming increasingly diverse and complex as society changes. By combining its originality with its growth strategy, Haseko Corporation will find solutions to issues faced by society through its business activities and achieve sustainable growth and evolution, and while aiming to achieve our vision as a leading company in housing and living, we are committed to enhancing corporate value over the long term.



Materiality

Materiality Identification Process



Upon the Formulation of the Medium-term Business Plan

Business Environment

Initiatives and targets

Haseko Group Integrated Report 2025 22

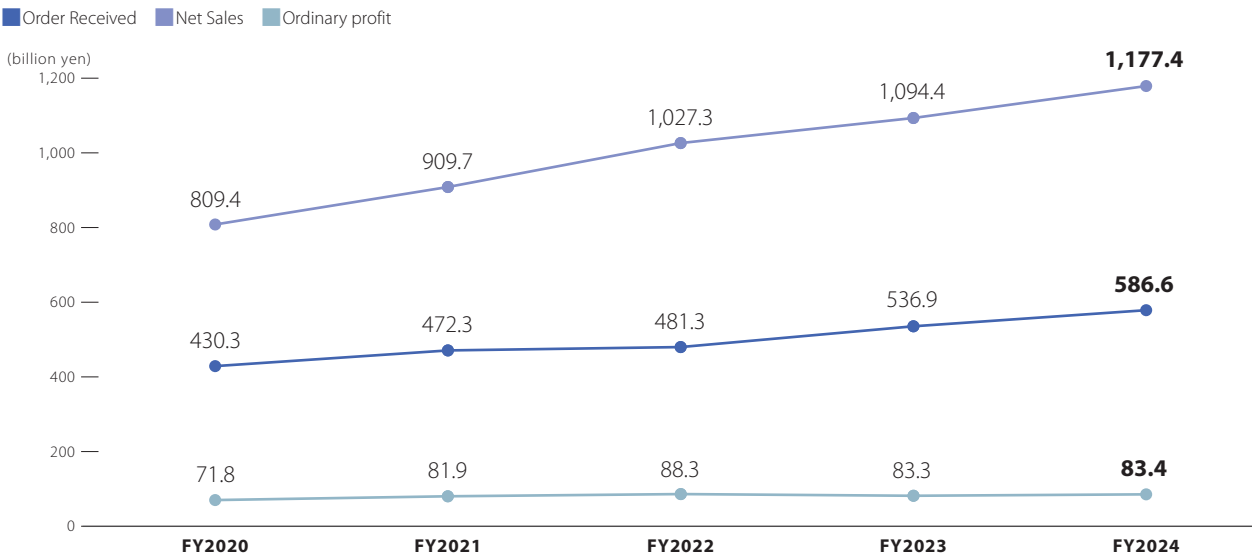
Medium-Term Business Plan (HASEKO Next Stage Plan) Review

Under the medium-term business plan, HASEKO Next Stage Plan(Plan NS) that concluded in March 2025, Haseko Group companies ensured profitability despite volatility caused by the COVID-19 pandemic and other factors, with consolidated ordinary profit from subsidiaries standing in excess of 30.0 billion yen in the fiscal year ended March 31, 2025, and a total consolidated ordinary profit over five years standing in excess of 400 billion yen. The minimum annual dividend per share over the period of the plan was set at 80 yen in order to provide enhanced shareholder returns.

Plan Overview

Name of Plan	
HASEKO Next Stage Plan (“Plan NS”) Aiming for growth to the Next Stage	
Period of Plan	
FYE March 31, 2021 to FYE March 31, 2025 (five years)	
Basic policy	
<div>1 Strengthen corporate management that builds on both the Construction-Related Business, which primarily targets the market for new housing supply, and the Service-Related Business, which is centered on the market related to existing residences etc.</div> <div>2 Deepen coordination among the Group companies and realize a corporate entity that proves to be worthy of the trust received from urban dwellers</div> <div>3 Provide safe, secure and comfortable housing and urban environment</div> <div>4 Establish a stable profit base through growth strategy investment</div> <div>5 Maintain a strong financial base and enhance shareholder returns</div> <div>6 Challenge for new endeavors from a medium- to long term perspective</div> <div>7 Focus on establishing CSR management</div>	
Focused strategies	
<div>1 Strengthen competitiveness of core businesses<ul style="list-style-type: none">Expansion of domain of the Construction-Related BusinessExpansion of redevelopment and reconstruction business/response to compact citiesContinuation and strengthening of the Service-Related Business</div> <div>2 Expansion of investment in Real Estate-Related Business<ul style="list-style-type: none">Expansion of business areas for condominium sales businessRental properties holding and development business</div> <div>3 Initiatives for future growth<ul style="list-style-type: none">Investment for realizing digital transformation (DX)Investment for introducing advanced technologies by the value, technology and innovation divisionInvestment in overseas businessNew investmentInvestment in human assets</div> <div>4 Investment plan</div> <div>5 Financial strategy and shareholder returns</div> <div>6 Action for CSR management</div>	

Profit over the Period of the Plan



Review of Plan NS

The Plan NS medium-term business plan, which started in April 2020, saw consolidated ordinary profit of 83.4 billion yen in its final year - the fiscal year ended March 31, 2025. Looking back on Plan NS, although the COVID-19 pandemic brought about a sudden environmental shift and caused a temporary downturn, our Construction-Related Business was held in very high regard by customers and project owners thanks to our land information gathering capabilities, product planning capabilities, our attitude toward to construction quality and managing construction schedules, and our efficient production system. As a result, revenue from construction underway grew steadily.

However, the total gross profit margin of completed construction contracts declined due to a significant increase in the cost of materials and labor. As a result, net sales in the Construction-Related Business were 796.7 billion yen, and operating profit was 53.5 billion yen. To resolve the issue of labor shortages, a precast concrete factory is due to commence operations, and we will proceed to introduce industrialized construction methods. The Real Estate-Related Business saw a decrease in the number of new for-sale condominiums delivered and an increase in the volume of other real estate transactions, resulting in net sales of 174.7 billion yen and operating income of 24.0 billion yen. We are proactively working to expand our Real Estate-Related Business. In 2024, we developed the Haseko Hamura Logistics Center - a logistics facility developed through an integrated process where Haseko Corporation, for the first time, undertook all work from design to construction as project

owner - in an effort to expand the range of development services we provide as we take on the challenge of new areas in the real estate business. In the Service-Related Business, net sales declined for large-scale refurbishment works and interior remodeling due to an initially low order backlog, but an improved gross profit margin achieved by holding down costs resulted in profit remaining flat. Going forward, increasingly serious labor shortages and rising personnel expenses will continue to be critical issues. In the Service-Related Business, we are working on the introduction and utilization of advanced technologies in a wide range of fields in order to increase productivity and thus address the issue of labor shortages while expanding our lineup of new services and developing new products with the aim of bringing more added value to housing.

Looking back on Plan NS, the business results of each company in the Group remained strong, and we successfully managed to build up profits. While absorbing rising personnel expenses resulting from above-inflation wage increases, we successfully achieved the planned figure for consolidated ordinary income from subsidiaries in the fiscal year ended March 31, 2025 of 30.0 billion yen or more, for total consolidated ordinary income over five years of 400.0 billion yen. Furthermore, by setting the minimum annual dividend to 80 yen (the dividend in the fiscal year ended March 31, 2025 was 85 yen), we also ensured enhanced shareholder returns, and achieved a total shareholder return ratio of roughly 40% over five years as we had set out as a target. And with regard to our investment plan, we have invested particularly in real estate and overseas business as future-focused advance investments.

Level of achievement compared to plan

Performance Goals	Target	Actual (Forecast)	Investment Plan	Target	Actual (Forecast)
Consolidated ordinary profit for FYE March 31, 2025	100.0 billion yen or more	83.4 billion yen	Condominium sales business	50 billion yen	275 billion yen
Ordinary profit of consolidated subsidiaries	30.0 billion yen or more	37.3 billion yen (simple aggregation)	Rental properties holding and development business	70 billion yen	
Total consolidated ordinary profit for 5years	400.0 billion yen	408.7 billion yen	Overseas business	60 billion yen	100 billion yen
Total return ratio for 5years	About 40%	Over 40%	Advanced technology investment	20 billion yen	25 billion yen
Minimum annual dividend per share	70 yen	80 yen*	New business, M&A, etc.	40 billion yen	10 billion yen

*Dividend for FYE March 31, 2025 is 85 yen

New Medium-Term Business Plan: HASEKO Evolution Plan

The speed of change in the environment surrounding the Company has increased of late, and companies must also change to adapt to this. In addition to flexibly changing in response to changes in the societal environment, we further refine the strengths that we have built up over the years so that they may be passed on. This combination of succession and change constitutes the evolution that we aim for, and working toward this, we embarked on the new medium-term business plan, HASEKO Evolution Plan in April 2025.

Plan Overview

HASEKO Evolution Plan

FY2025 to FY2030 (6 Years)

Basic Policy

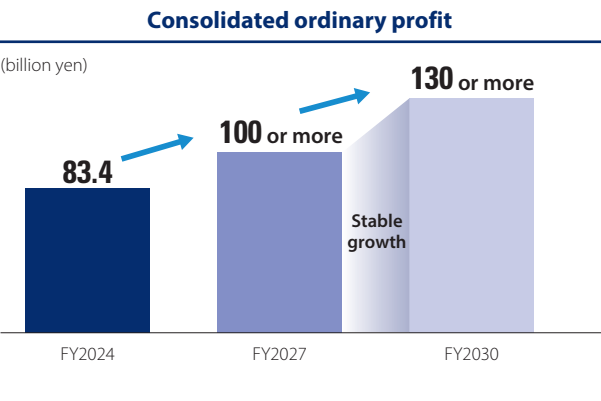
As a leading company in “housing” and “living,” to achieve sustainable growth and enhance corporate value

Business Strategy

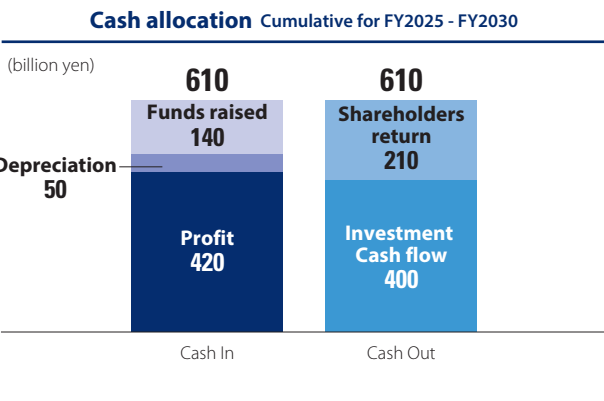
- Promote Further Construction Business Growth and Deepening
- Expand and Improve Quality of Real Estate Business
- Promote Condominium Management and Operation Business Growth
- Monetize Overseas Business
- Challenge to New Business Areas

Strengthen the Management Foundation

- Financial strategy
- Strengthen technology development
- Accelerate DX
- Enhance initiatives for sustainability
- Strengthen functions of corporate division



Consolidated ordinary profit	FY2027 Target 100 billion yen or more
	FY2030 Target 130 billion yen or more
	Establish stable profit base over 100 billion yen
ROE	Maintain over 10% and aim for approximately 13% by FY2030



Investment plan	About 400 billion yen
Capital structure	Try to maintain a D/E ratio below 1.0
	Total return ratio of about 50% for 6 fiscal years total
Shareholder return	Progressive dividends
	Flexible purchase of treasury stock

Overview of the HASEKO Evolution Plan

Our corporate philosophy is to contribute to society by creating an optimal environment for cities and people, the Haseko Group is engaged in a variety of businesses with a focus on condominiums, and has built over 710,000 new for-sale condominium units. This constitutes best-in-industry performance, and represents roughly 10% of the for-sale condominium stock in Japan. As the leading company in terms of construction performance, we have helped popularize condominiums as a residential style and developed a range of industry-leading technologies that have built up today's condominium standards while pursuing rich ways of living.

Until now, the Haseko Group has advocated itself as a corporate group dedicated to creating both housing and living. Moving forward, our vision is to continuously provide environmentally friendly, safe, and secure housing, and rich, comfortable living both domestically and internationally.

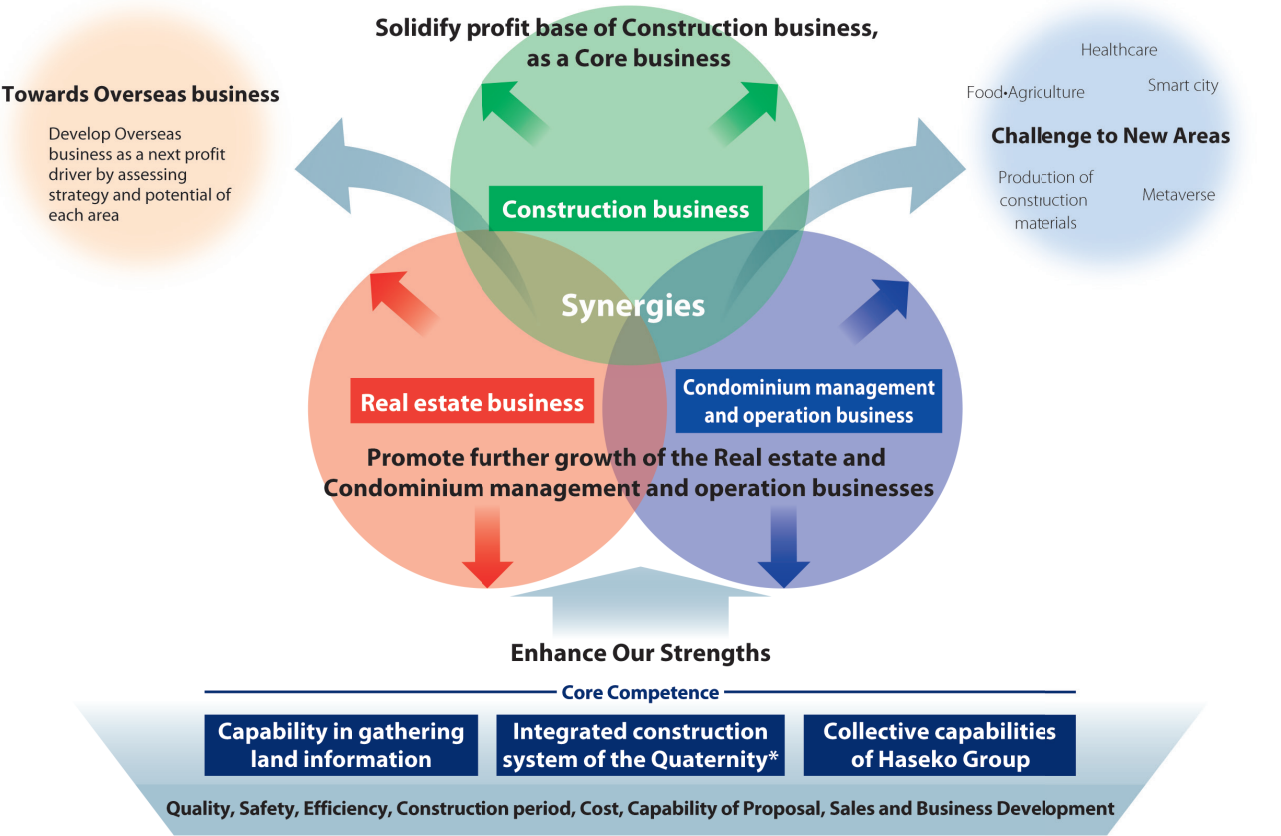
Thus far we have managed the entire Group under a dual pillar structure consisting of the Construction-Related

Business and Service-Related Business, but we have now further refined this structure into the three pillars of the Construction-Related Business, the Real Estate-Related Business, and the Condominium Management and Operation Business.

We envision each of these areas working hard, collaborating with one another, and evolving, causing new businesses to emerge, spreading from Japan's three major metropolitan areas to other major regional cities across the country and overseas.

We will place greater emphasis on the efficiency and maximum benefit of the so-called management resources of people, goods, money, and information, and while reaching out with care to all of our stakeholders, we will adhere to the basic policy of this medium-term business plan of being a leading company in “housing” and “living” to achieve sustainable growth and enhance corporate value. In doing so, we will continue to evolve toward our 100th anniversary (2037), with all of us at the Group working hard to make all our stakeholders say, “I'm glad it's Haseko.”

Business Strategy ~Focused Theme~



*Stable control framework of quality, cost efficiency and safety built with integrated operation of the construction divisions, architecture & engineering divisions, technological promotion divisions, and “Ken-ei-kai”, an organization of our main cooperating companies

New Medium-Term Business Plan: HASEKO Evolution Plan

Business Strategy

Consolidated ordinary profit :
 FY2027 Target 100 billion yen or more
 FY2030 Target 130 billion yen or more
 Establish stable profit base over 100 billion yen

Shareholder return :
 Total return ratio of about 50% for 6 fiscal years total
 Progressive dividends Flexible purchase of treasury stock

1) Further Construction-Related Business growth and evolution

We will aim to establish a sustainable construction system through actions including the adoption of precast concrete and other such industrialized construction methods, to expand construction fields by moving into non-residential fields such as logistics facilities and applying wooden construction technologies, and to expand our refurbishment and maintenance business by developing new construction methods and services that reflect residents’ needs. And with regard to the expansion of production functions and products, including the enhancement of production and external sales of housing equipment and building materials, we already have a plant that procures, saws, and processes lumber as well as a plant that produces and pre-cuts engineered wood up and running at subsidiaries of WOOD FRIENDS Co., Ltd. (which joined the Group in July of this year), and we will work to enhance our competitiveness in the Construction-Related Business and the Real Estate-Related Business.



Subsidiaries of WOOD FRIENDS Co., Ltd.: LUMBER LAND Co., Ltd. / sawing plant (top), and FOREST NOTE Co., Ltd. / engineered wood and pre-cutting plant (bottom)

[> See the business page for details](#)

2) Expand and improve quality of Real Estate-Related Business

We will implement initiatives to improve capital efficiency that include enhancing our asset management business by leveraging private REITs and private funds, work to differentiate ourselves through product development leveraging our technologies and production functions, and expand and take on the challenge of new business areas through actions such as expanding our development services to include properties for wealthy individuals and detached houses and establishing new marketing methods utilizing digital technologies.



Luxury condominium series

[> See the business page for details](#)

3) Condominium Management and Operation Business growth

We will proceed with the development of new condominium management methods and resident services through actions that include responding to the aging of condominiums and changes in lifestyles. We will also work to reform business through digital transformation (DX) with goals that include improving the quality of life for residents by promoting the LIM concept (optimization of living through data utilization), and to expand services for seniors through initiatives such as expanding income not covered by long-term care insurance and resident services in our operation business for senior living residences.

4) Monetize overseas business

We will develop overseas business, such as the advance overseas investments already made mainly in the mainland United States, as a pillar of monetization, and look into entering the best possible fields from the construction, real estate, and condominium management and operations businesses according to the housing market characteristics in each country, including new areas.

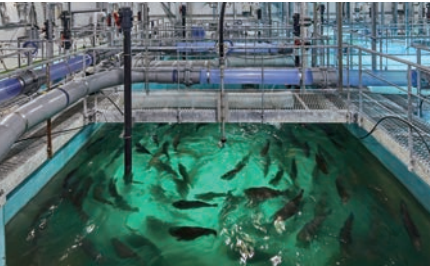


U.S.A./Ewa district panoramic view (top left), Solana at Duarte Station (bottom left), Vietnam/THE AUTHENTIC (Haseko Long Bien Residence) (right)

[> See the business page for details](#)

5) Challenge in new areas

We are undertaking business initiatives, such as utilizing vacant houses, to help address the issues of aging and increasing housing stock as faced by society, expanding into the field of food starting with investment in FRD Japan Co., Ltd. that is engaged in the land-based salmon aquaculture business, investing in US venture capital companies (Great Wave Ventures and MET Fund II), and participating in groups that span different industries, such as the Smart City Consortium and J-FUSION (nuclear fusion). Going forward, we will also foster a culture for creating new businesses by promoting secondments to startups and establishing an in-house venture scheme.



Investment in land-based salmon aquaculture business

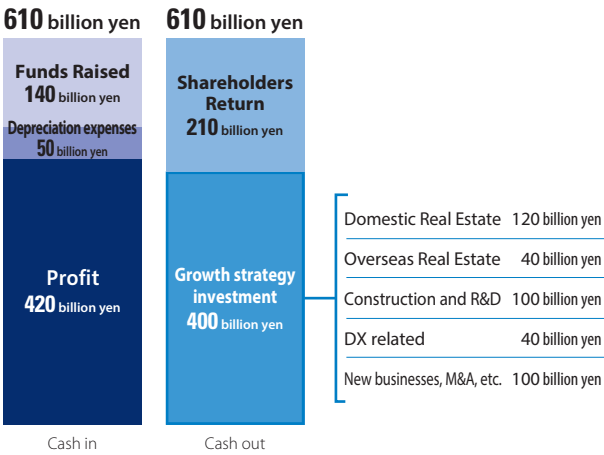
Strengthen the Management Foundation

ROE :
 Maintain a level above 10% and aim for approximately 13% by FY2030

Capital structure :
 Try to maintain a D/E ratio below 1.0

1) Financial Strategy

Continue proactive investment for sustainable growth that is conscious of capital cost. Pursue stable shareholder return under optimal control of debt and equity.



[> See the Message from the Officer in Charge of Finance page for details](#)

2) Strengthen Technology Development

We will deepen our promotion of wooden interior decoration through actions that include producing and promoting building materials made of domestic wood in-house in order to contribute to carbon neutrality. We will also deepen our stock business and renovation technology, including rebuilding and renovating to regenerate and enhance the value of properties, while deepening measures against intensifying disasters, including building self-sufficient lifelines using storage batteries in condominiums and further promoting resilient housing development.



Haseko Mansion Museum

3) Accelerate DX

We will work to digitize design and construction information and utilize AI by improving productivity and quality through the development of technology such as automation with AI, to build and utilize group data sharing platforms through actions including promoting the data platform concept for housing and living, and to develop talent for sustainable growth and challenge areas through measures including educating and training to expand our DX personnel and data/AI personnel.

4) Enhance Initiatives for Sustainability

We will make concerted efforts to create and execute greenhouse gas (CO₂) emissions reduction plans incorporating targets compliant with SBT, to undertake initiatives at construction sites and offices including shifting to electric heavy machinery and transport vehicles and adopting low-carbon fuels, and to undertake initiatives for expanding low-carbon construction and decarbonized housing through actions such as promoting wood construction and wooded interior decoration, and expanding ZEH and long-life quality housing supply.

In addition to this, we will continue to implement initiatives for the enhancement of human resource management, which include securing personnel and strengthening organizational capabilities, workstyle reform, D&I, and health management, treatment and HR systems, human resource development, and career development, as well as initiatives pertaining to respect for human rights including human rights due diligence, consideration for the increasing number of foreign workers, and following sustainable procurement guidelines.



Adoption of battery-powered full-electrified rough terrain cranes
Construction of wooden common building at RENAI YOKOHAMA TOTSUKA

[> See the sustainability page for details](#)

5) Strengthen Functions of Corporate division

We will increase our corporate value by further strengthening corporate governance through initiatives such as linking capital efficiency and non-financial KPIs with executive remuneration and initiatives to improve the effectiveness of the Board of Directors, enhancing communication with stakeholders through measures such as enriching information disclosure and promoting understanding of corporate activities, and improving productivity and strengthening the functions of the Corporate Management Division through initiatives such as utilizing budget management systems, BI tools, and generative AI.

Message from the Officer in Charge of Finance

We will strive to make our **new medium-term business plan, HASEKO Evolution Plan** a success by balancing profit increase with growth investment, while continuing to undertake management that is conscious of capital cost and share price.

Shoji Naraoka
Director, Executive Vice President
in Charge of Finance, Accounting and
IR, Corporate Management Division



Review of the fiscal year ending March 31, 2025, and outlook for the fiscal year ending March 31, 2026

In the condominium market in the fiscal year ended March 31, 2025, the number of supplied condominium projects and the number of supplied condominium units continued to decline, resulting in the number of new condominium units supplied in the Tokyo metropolitan area and the Kinki area falling below the previous fiscal year for the third consecutive year. On the other hand, turning our attention to product details, the unit price per square meter in both the Tokyo metropolitan area and the Kinki area reached its highest level ever for the fourth consecutive year. While condominium prices continued to rise, persistently low interest rates on variable-rate mortgages and wage increases underpinned purchasing sentiment and resulted resilient sales.

The previous medium-term business plan, HASEKO Next Stage Plan (Plan NS), targeted consolidated ordinary profit of 100.0 billion yen in the final fiscal year and total consolidated ordinary profit of 400.0 billion yen over the period of the plan. The fiscal year ended March 31, 2025, which was the final year of the plan, started off with an ordinary profit forecast of 80.0 billion yen. Although the gross profit margin of completed construction contracts decreased due to impacts including increases in the cost of materials and labor while personnel expenses rose due to increases in wages taking into account rising prices, business performance in the Real Estate-Related Business and Service-Related Business was strong, resulting in net sales reaching a record high of 1,177.4 billion yen and ordinary profit of 83.4 billion yen. This meant that total consolidated ordinary profit over the period of the plan reached

408.7 billion yen, thus meeting the target set out in the plan.

However, the Wai Kai complex facility that opened in Hawaii, USA, in March 2023 struggled to attract customers and recorded impairment losses on fixed assets, which, among other factors, led to extraordinary losses of 22.9 billion yen. This resulted in profit attributable to the owners of the parent for the fiscal year ended March 31, 2025 of 34.5 billion yen; lower than the initial forecast of 53.0 billion yen. Plan NS called for a total shareholder return ratio of around 40% and a minimum annual dividend per share of 80 yen, but a dividend of 85 yen was provided for the fiscal year ended March 31, 2025, in line with the initial forecast. This is due to the fact that the Company's basic policy on shareholder returns is to continuously provide stable dividends.

For the fiscal year ending March 31, 2026, we expect an increase in real estate sales, and forecast net sales will stand at a record high of 1,230.0 billion yen. From the second half of the fiscal year we also foresee an improvement in the gross profit margin of completed construction contracts, which had been sluggish due to the impact of rising prices, and for this reason among other factors, we forecast that ordinary profit will exceed the previous fiscal year and reach 85.0 billion yen. We were unable to reach the ordinary profit target of 100.0 billion yen for the final fiscal year of the previous plan due to factors including rising prices and personnel expenses, and so we have once again set this as a target to be achieved in the fiscal year ending March 31, 2028 under our new medium-term business plan, HASEKO Evolution Plan.

Summary of financial results and forecast

(billions of yen)							
(consolidated)	FYE Mar. 31, 2024 (A)	FYE Mar. 31, 2025 (B)	Change (B-A)	%	FYE Mar. 31, 2026 Forecast	Change	%
Net sales	1,094.4	1,177.4	82.9	7.6%	1,230.0	52.6	4.5%
Operating profit (Operating profit ratio)	85.7 (7.8%)	84.7 (7.2%)	-1.0 (-0.6pt)	-1.2%	92.0 (7.5%)	7.3 (0.3pt)	8.6%
Ordinary profit (Ordinary profit ratio)	83.3 (7.6%)	83.4 (7.1%)	0.1 (-0.5pt)	0.1%	85.0 (6.9%)	1.6 (-0.2pt)	1.9%
Profit attributable to owners of parent (profit ratio)	56.0 (5.1%)	34.5 (2.9%)	-21.6 (-2.2pt)	-38.5%	55.0 (4.5%)	20.5 (1.6pt)	59.7%
EPS (yen)	205.45	126.20	-79.25	-38.6%	201.65	75.45	59.8%
ROE	11.6%	6.6%	-5.0pt		10.2%	3.6pt	
Order received (non-consolidated)	536.9	586.6	49.7	9.3%	620.0	33.4	5.7%
Annual dividend per share (yen)	85	85	-		90	5	
Payout ratio	41.4%	67.4%	26.0pt		44.6%	-22.8pt	

Recognition of the current situation

In terms of our investments, we practice management that is conscious of return on equity (ROE) and return on assets (ROA) in consolidated financial statements, including factoring capital cost into investment criteria. There are various different methods

for calculating the cost of shareholders' equity, but we estimate that it is between 6% and 9% when calculated using the capital asset pricing model (CAPM), which is considered to be the most common method.

There are various assessments of this level, and here we

Estimation of cost of shareholders' equity using CAPM

Yield on safe assets Yield on Japanese government bonds 0.7–1.6%	+	Expected additional yield on shares 6.00%	×	Risks specific to Haseko Corporation Stock beta value 0.92–1.33	=	Expected additional yield on Haseko Corporation shares Cost of shareholders' equity 6–9%
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Estimated weighted average cost of capital based on cost of shareholder's equity

Interest-bearing debt 0.8–1.0	Cost of debt (A-rated 10-year bond) 2.3–2.7% After tax 1.6–1.9%	Capital/liabilities Weighted average cost WACC 3.8–5.8%
Net assets 1.0	Cost of shareholders' equity 6–9%	

ROA/ROE outlook

ROA			=	Total asset turnover ratio			×	Ratio of profit to net sales		
FYE Mar. 31, 2016	FYE Mar. 31, 2025	FYE Mar. 31, 2026 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2025	FYE Mar. 31, 2026 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2025	FYE Mar. 31, 2026 (forecast)
9.6%	2.5%	4.0%		1.5	0.9	0.9		6.5%	2.9%	4.5%
ROE			=	Financial leverage			×	ROA		
FYE Mar. 31, 2016	FYE Mar. 31, 2025	FYE Mar. 31, 2026 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2025	FYE Mar. 31, 2026 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2025	FYE Mar. 31, 2026 (forecast)
31.1%	6.6%	10.2%		3.2	2.6	2.6		9.6%	2.5%	4.0%

ROE		Financial leverage		=	×
Earnings per share		Total assets			
Net assets per share		Net assets			

ROA				
Total asset turnover ratio		×	Ratio of profit to net sales	
Net sales			Profit	
Total assets			Net sales	

Message from the Officer in Charge of Finance

will use this cost of capital as the basis to calculate the weighted average cost of capital (WACC) taking into account the cost of debt. Since we took on many of our current borrowings under a negative interest rate policy, we will assume a cost of debt of 2.3% to 2.7% (pre-tax) from a long-term perspective into the future. Based on an assumed D/E ratio of 0.8x to 1.0x, we estimate the Company's WACC to be in the range of 3.8% to 5.8%.

Compared with this WACC, our return on invested capital (ROIC) as of the end of March 2025 is approximately 6%, which we regard as just meeting the minimum acceptable level. Looking at the Company's ROIC by business segment, while the Construction-Related Business and Service-Related Business are generating sufficiently high ROIC relative to WACC, ROIC in Real Estate-Related Business and Overseas-Related Business is dragging down the company-wide average, so we think there is plenty of room for improvement.

For the past 10 years, our ROE has been above 10%, having at least exceeded the cost of shareholders' equity calculated by means of CAPM. However, it has been declining since its peak of 31.1% in the fiscal year ended March 31, 2016. This decline in ROE is due mainly to the following factors: a drop in the profit margin of construction contracts due to rising material and labor costs; an increase in costs and general administrative expenses due to increases in wages for employees; the fact that our real estate business, which aims to increase profits under the current plan, is investing ahead of schedule, thereby reducing the rate of turnover of net sales; and the recording of extraordinary losses in overseas business resulting in ROA more than halving from 9.6% in the fiscal year ended March 31, 2016 to 2.5% in the fiscal year ended March 31, 2025.

For the fiscal year ending March 31, 2026, we expect ROA to recover to 4.0% as a result of the ratio of profit to net sales recovering to 4.5% mainly due to improvement in the gross profit margin of completed construction contracts. In addition, we believe that progress in the 20 billion yen purchase of treasury shares announced in May 2025 will help ROE recover to 10.2%.

Furthermore, even though the ROE exceeds the cost of capital calculated according to CAPM, the PBR remains at around 1x because the PER has remained low for a long time at less than 10x. This is thought to be due to low expectations for the Company's growth in the stock market.

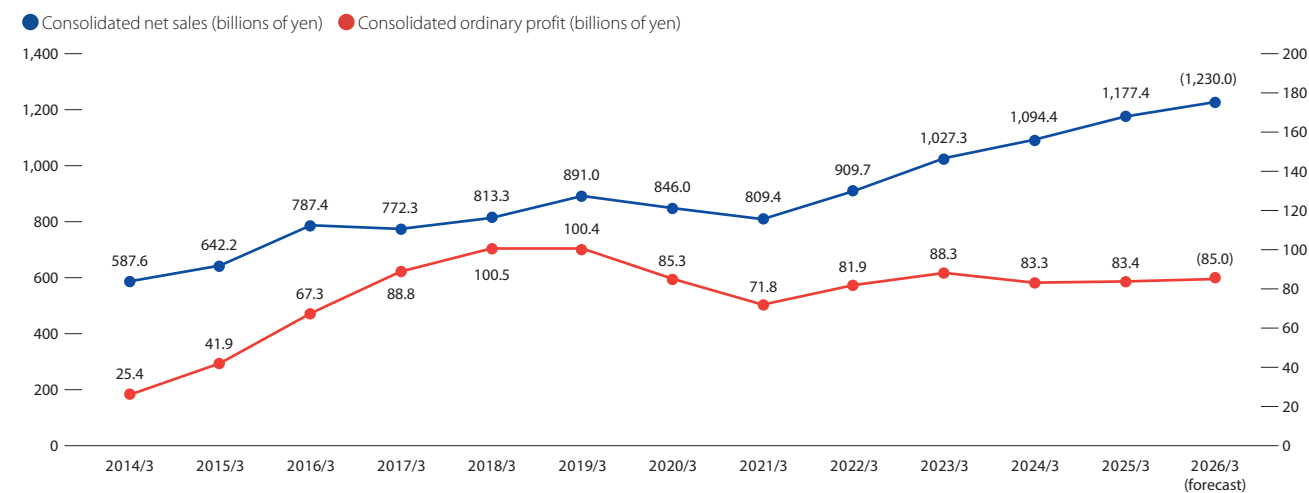
On the other hand, the Haseko Group's consolidated net sales have increased from 587.6 billion yen in the fiscal year ended March 31, 2014, one fiscal year before Plan NBS, to 1,174.4 billion yen in the fiscal year ended March 31, 2025, the final year of Plan NS, for an average annual growth rate in net sales of 6.5%. In addition, consolidated ordinary profit increased from 25.4 billion yen in the fiscal year ended March 31, 2014 to 83.4 billion yen in the fiscal year ended March 31, 2025. The highest ordinary profit recorded in the past 11 years was 100.5 billion yen in the fiscal year ended March 31, 2018, so although the most recent five fiscal years of Plan NS have shown a negative growth in ordinary profit, the 11 years have resulted in an average annual growth rate of 11.4%.

To improve PBR, it is essential to improve ROE and PER. We were unable to absorb the effects of rising prices and labor costs in our mainstay construction business, leading to a decline in the gross profit margin of completed construction contracts. We recognize that a key issue will be to improve the gross profit margin of construction contracts by promoting digital transformation (DX) and industrialization, while gaining

PBR formula

PBR		ROE		PER
Share price	=	Earnings per share	×	Share price
Net assets per share		Net assets per share		Earnings per share

Consolidated net sales/consolidated ordinary profit over time



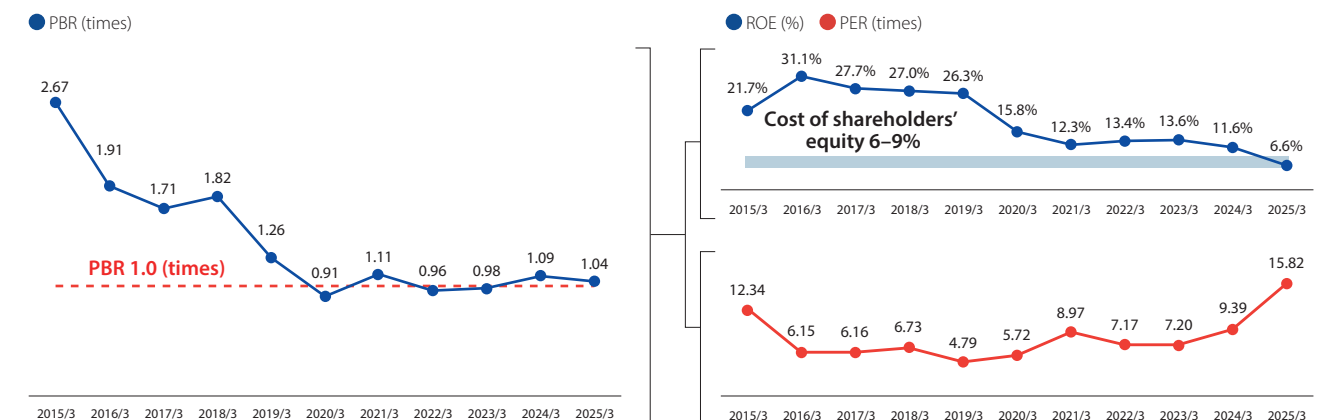
the understanding of project owners to allow us to pass on the increased costs to the construction price. In addition, the total asset turnover ratio has decreased due to the expansion of investment in the real estate businesses, which is one of the focused strategies of Plan NS, especially with respect to the expansion of the real estate holding and development business. However, another important issue is to improve the turnover ratio of the Real Estate-Related Business by selling to private REITs and private funds managed by our subsidiary Haseko Real Estate Investment Management, Inc. and by actively utilizing other real estate liquidation methods.

We will leverage the investments we made ahead of schedule during the period of Plan NS to generate revenue in the HASEKO Evolution Plan, thereby improving the capital efficiency that had declined temporarily due to the expansion of our Real Estate-Related Business. We will also expand the disclosure of information on the growth strategies of each of the Haseko Group's businesses, our initiatives on environmental issues and technological development, our approaches to human capital, and our measures for ensuring shareholder returns. In doing so, we will deepen understanding from stakeholders through conversations with them and work to improve our standing in the stock market.

The Company's basic policy on shareholder returns in the period of Plan NS is to "set the minimum annual dividend per share at 80 yen (70 yen in the first fiscal year of the plan)" and "set the total shareholder return ratio calculated from the sum of profit attributable to owners of parent for the five fiscal years of Plan NS at about 40%." the HASEKO Evolution Plan raises this to a "total shareholder return ratio calculated from the sum of profit attributable to owners of parent for the six fiscal years of the plan of about 50%" and has a basic policy of implementing progressive dividends instead of setting a minimum annual dividend, thus aiming to further enhance shareholder returns.

We will not only continue to implement our traditional capital measures, such as “maintaining a strong financial base” and “ensuring stable shareholder returns,” but also further deepen our awareness of “improving capital efficiency” to meet market expectations. Furthermore, we will work to improve ROE and EPS without excluding the option of flexibly purchasing treasury shares. We are in the process of continuing to invest in order to expand our real estate and overseas businesses, and although our ROE currently stands at around 10%, we are not satisfied with this situation and are aiming for further improvement.

PBR and ROE/PER over time

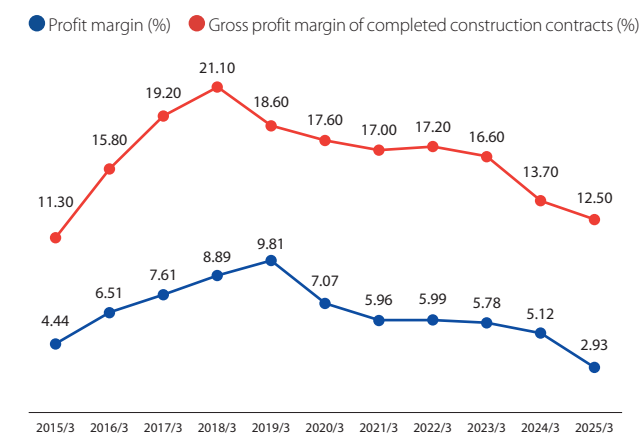


*1 PBR and PER are calculated using the closing price at the end of each fiscal year.

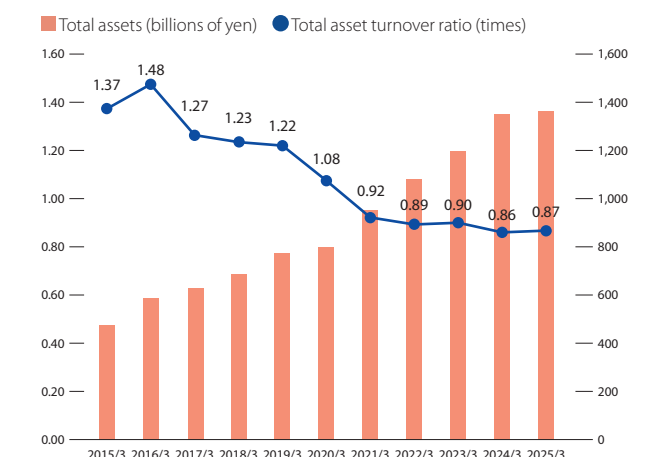
*2 The calculation of EPS and BPS, which form the basis for PBR and PER, is based on the number of shares eligible for dividends at the end of each fiscal year, excluding treasury stock (not including ESOP-BBT).

*3 PBR and ROE are calculated using the average net assets at the beginning and end of the fiscal year.

Profit margin/gross profit margin of completed construction contracts over time



Total assets/total asset turnover ratio over time



Message from the Officer in Charge of Finance

Key points of the financial strategy in the HASEKO Evolution Plan

As future-oriented advance investment under Plan NS, we have proactively invested in the for-sale condominium business and rental properties holding and development business in Japan and in overseas business. As a result of this, we have succeeded in significantly growing operating profit in the real estate segment, from 8.5 billion yen in the fiscal year ended March 31, 2020 to 24.0 billion yen in the fiscal year ended March 31, 2025. The HASEKO Evolution Plan designates 400.0 billion yen (or around 70%) of the 610.0 billion yen in total cash inflow over the course of the plan as funds for growth strategy investment in order to increase our profits.

We are planning an investment of 120.0 billion yen in Japanese real estate, but the plan calls for investment mainly in business with a relatively high turnover ratio such as the renovation business and detached housing business in order to increase the turnover ratio of the real estate segment as a whole. In the overseas business, while the commercial facilities in Hawaii continue to record operating losses, in the United States mainland we intend to expand investment mainly in the rental condominium business and develop this area into a future pillar of profit.

Furthermore, in the current plan, we are pivoting our investments away from real estate and into areas for sustainable growth, such as construction-related, DX-related, and new business and M&A. We view the pre-cast concrete factory established in Kasumigaura City in Japan's Ibaraki Prefecture as a strategic investment to advance the Company's industrialized construction methods, such as productivity increases based on linking with BIM.

And since acquiring Hosoda Corporation in 2020, we have made progress on increasing the use of wooden materials, with examples including the construction of wooden communal

buildings in condominiums and the construction of rental condominiums that employ hybrid structures of wood and reinforced concrete. Furthermore, in June 2025, we acquired WOOD FRIENDS Co., Ltd., which is engaged in wood processing and the construction and sale of wooden detached housing in the Tokai area of Japan. With the technology that this company possesses, not only can we utilize domestically-produced timber for wooden materials in the private areas within condominiums, in the future we expect that the technology will be applied to hybrid structures that combine reinforced concrete and wooden construction.

Real estate investments in Japan and overseas contribute directly to profits, and technology investments contributes indirectly, and the Company's earning power will improve if these investments achieve results. Our ROE is forecast to be 10.2% for the fiscal year ending March 31, 2026, but our target is to raise this to around 13.0% by the fiscal year ending March 31, 2031. The measures necessary to achieve this are (1) raising the total asset turnover ratio to 1.0, and (2) increasing the ratio of profit to net sales to around 5.2%. By accomplishing these two points and setting financial leverage to 2.5 times, we will be able to achieve our ROE target of 13.0%.

The most important factor in achieving this is to restore the gross profit margin on completed construction projects in the construction business. The gross profit margin on completed construction projects, which was 21.1% in the fiscal year ended March 31, 2018, declined to 12.5% in the fiscal year ended March 31, 2025. The reason was that price rises, increases in labor costs, and other such costs could not be factored into project profitability at the time of commencement. But thanks to the understanding of project owners, the forecast for the fiscal year ending March 31, 2026 is for a recovery to 13.8%. We forecast a profit margin of 4.5% for the fiscal year ending March 31, 2026, but in order to raise this to around 5.2%, it will be necessary to improve

the gross profit on completed construction projects by more than 2 percentage points, with the aim of exceeding 16%. To improve the profit ratio in the Construction-Related Business, it is essential to invest in technology, such as the thorough use of digital technologies to restructure business processes, and to undertake technological development, such as automation through AI, in order to further enhance productivity and quality.

Toward increased share price

As set out above, the HASEKO Evolution Plan increases the total shareholder return ratio beyond that of the previous medium-term business plan to around 50%, and with a policy of progressive dividends throughout its period, it embarked on a policy sustainably increasing dividends. Sustainable profit growth is required for sustainably increasing dividends, and we shall work to increase profits in order to ensure we achieve the ordinary profit target of 130.0 billion yen for the fiscal year ending March 31, 2031.

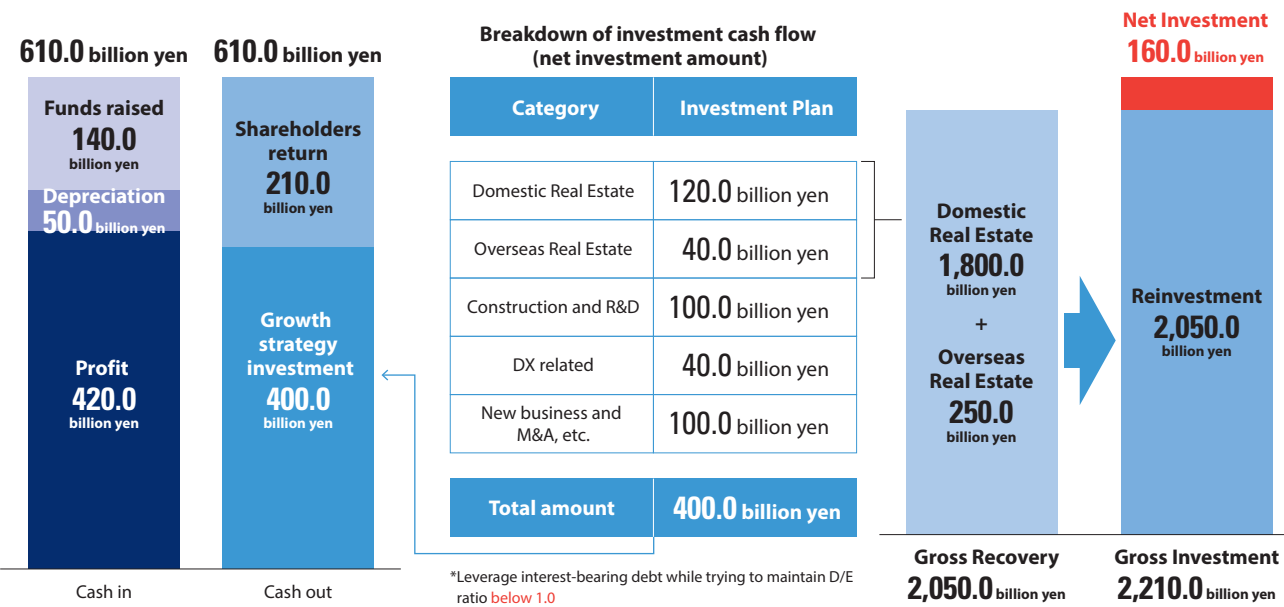
The Company's PER has remained between 7 and 9 times over the most recent five years. As of the end of June 2025, the share price stands at around 10 times the EPS forecast of approximately 200 yen. This means that in comparison to major construction companies, growth expectations for the Company are relatively lower. If the target of an ordinary profit of 130.0 billion yen in the fiscal year ending March 31, 2031 under the Company's current plan is achieved, it is expected that EPS will improve to around 300 yen. If the market accepts the certainty of achieving this EPS, then with a PER of 10 times, this will mean we will aim for a share price of 3,000 yen.

In order to nurture expectations regarding this forecast

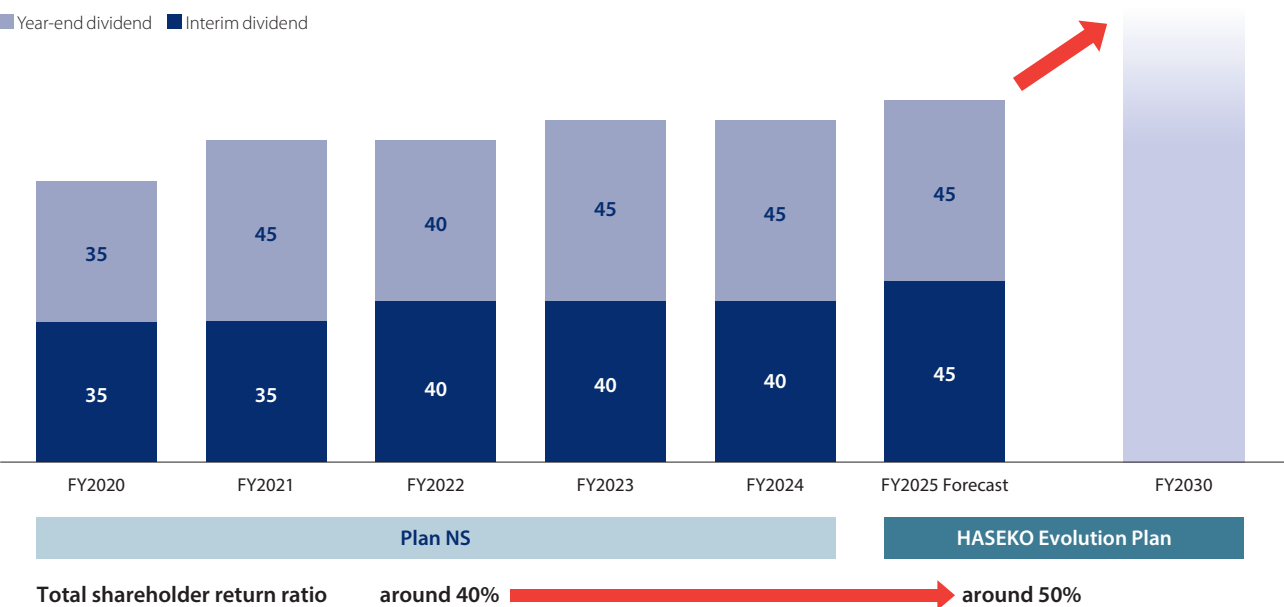
in the market, enhanced information disclosure and dialog with shareholders are important. We emphasize proactive and constructive dialog with investors, and after quarterly announcements of financial results we hold an online conference. Also, each half, top management holds a financial results briefing. And through one-on-one meetings with sell-side analysts and major shareholders, management itself creates opportunities for direct dialog. In addition, we actively conduct one-on-one meetings with domestic and overseas institutional investors, led mainly by the IR Department, and provide management with feedback from investors. Through these initiatives, we strive to enhance transparency regarding management strategy and financial and non-financial information, and to eliminate the perception gap with investors.

To support an increase in PER, reducing the cost of shareholder's equity is also important. We believe the cost of shareholders' equity has declined compared with the past due to stable revenue increase from growth in the number of for-sale condominiums under our management and in rental condominium management operations, enhanced shareholder returns through the progressive dividends introduced under the current plan, and appropriate management of capital and liabilities. At the same time, we recognize there are concerns that factors such as higher real estate balances and losses in Overseas-Related Business are causing uncertainty over the Company in the stock market. We are committed to addressing these concerns by incorporating them into our management strategy, while further enhancing the quality and volume of our information disclosures with a continued focus on the stock markets.

Cash allocation (FYE Mar. 31, 2026 – FYE Mar. 31, 2031)

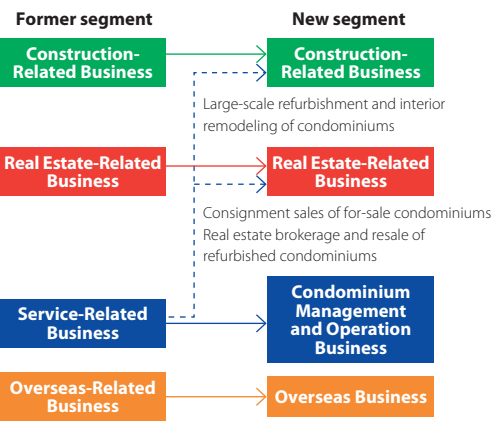


Annual dividend per share over time (yen)



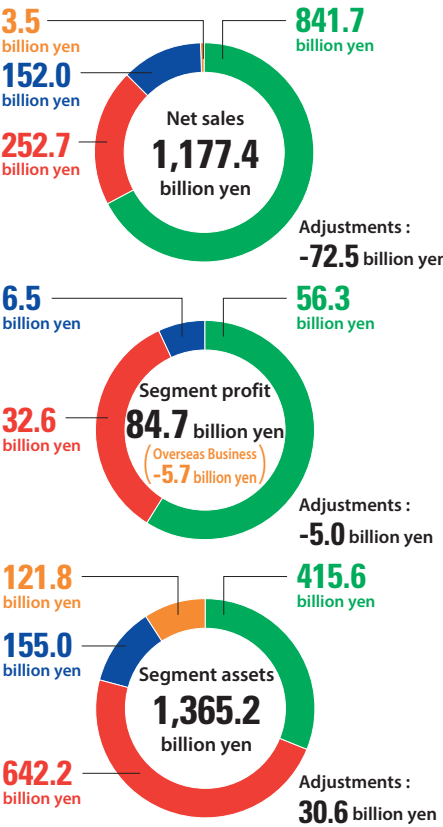
Business Overview

As of April 2025, our business segments have been recategorized under medium-term business plan, HASEKO Evolution Plan. While implementing the strategy for each business segment, we aim to achieve sustainable growth and increase corporate value by leveraging synergy between businesses.



Breakdown by Segment for FYE Mar. 31, 2025

- Construction-Related Business
- Real Estate-Related Business
- Condominium Management and Operation Business
- Overseas Business



Construction-Related Business

>Business Strategy p. 37



Haseko Corporation is engaged in comprehensive construction services for condominiums and apartments, from planning and design to construction, centering on Japan's three major metropolitan areas. We create high-quality buildings under a comprehensive system covering design and construction, and boast rich, industry-leading condominium construction performance. Our subsidiaries also undertake large-scale refurbishment projects that help maintain and enhance the asset value and safety of condominiums, as well as the construction and sale of detached housing, thereby contributing as a Group to the provision of safe and secure housing in various fields.

Real Estate-Related Business

>Business Strategy p. 41



Incorporating the data and know-how we have accumulated through our Construction-Related Business, we offer a wide variety of real estate solutions that include condominium sales, development of income properties, and resale of refurbished condominiums in Japan's three major metropolitan areas and around the rest of the country. Furthermore, we are also engaged in brokerage that includes consignment sales of new condominiums and brokerage for existing condominiums, and provide rich and comfortable housing and living.

Condominium Management and Operation Business

>Business Strategy p. 43



Our main business is management for for-sale and rental condominium that utilizes the condominium stock we have built up through our Construction-Related Business and Real Estate Related Business, and we also operate senior living residences. Through these businesses we support comfortable living for residents. Furthermore, we offer a wide variety of services that include advertising agency work for real estate, proposals for sales promotion plans, and unwanted item buyback services.

Overseas Business

>Business Strategy p. 45



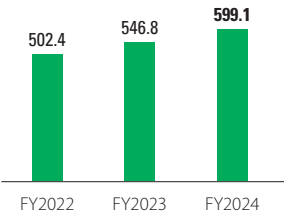
In preparation for the shrinking of domestic market in the future, we are taking our business forward in line with the housing situation in each country. We are engaged in business that includes investment in the development of rental and senior housing in the United States mainland, and the construction and operation of serviced apartments in Vietnam. And since the 1980s, we have been engaged in the business of large-scale complex development in Hawaii, USA.

Main services Planning, design, construction of for-sale condominiums, etc. / construction and sale of detached housing / large-scale refurbishment and interior remodeling of condominiums

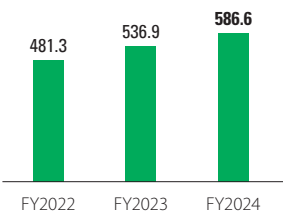
Performance in the fiscal year ended March 31, 2025

Segment net sales	841.7 billion yen
Segment profit	56.3 billion yen
Segment assets	415.6 billion yen
Group companies	Fujikensetsu Co., Ltd., Haseco Inc., Haseko Furnishing Co., Ltd., Haseko Reform Co., Ltd., Hosoda Corporation, Haseko Home Co., Ltd., etc.
Number of employees engaged	3,680 persons

Construction contracts (billion yen)



Order Received (Non-consolidated) (billion yen)

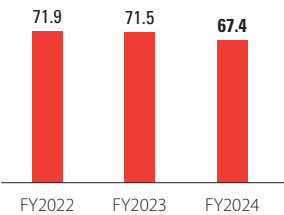


Main services For-sale condominium business/development and sale of income properties/consignment of for-sale condominium sales/real estate brokerage, resale of refurbished condominiums

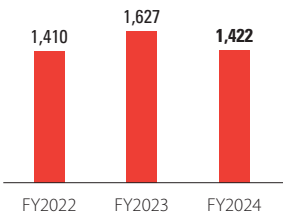
Performance in the fiscal year ended March 31, 2025

Segment net sales	252.7 billion yen
Segment profit	32.6 billion yen
Segment assets	642.2 billion yen
Group companies	Haseko Real Estate Development Holdings Inc., Haseko Real Estate Development, Inc., Sohgho Real Estate Co., Ltd., Haseko Sohgho Development, Inc., Haseko Urbest Inc., Haseko Real Estate, Inc., Haseko Intec Inc., etc.
Number of employees engaged	1,425 persons

Net sales of for-sale condominiums (billion yen)



Number of for-sale condominium units sold (units)

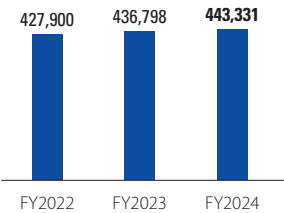


Main services for-sale condominium management, rental condominium management, management agency for corporate housing, operation of senior living residences

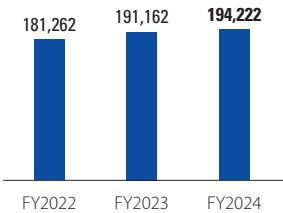
Performance in the fiscal year ended March 31, 2025

Segment net sales	152.0 billion yen
Segment profit	6.5 billion yen
Segment assets	155.0 billion yen
Group companies	Haseko Anesis Corporation, Haseko Property Management Holdings, Inc., Haseko Community, Inc., Haseko Livenet, Inc., Joint Property Co., Ltd., Haseko Business Proxy, Inc., Haseko Senior Well Design Co., Ltd., Furusato Co., Ltd., Haseko Systems, Inc., etc.
Number of employees engaged	3,110 persons

Number of for-sale condominium units managed (units)



Number of rental condominium units managed (units)

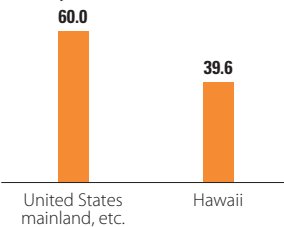


Main services Real estate development and commercial facility operation in Hawaii, USA, investment in real estate development projects in the United States mainland, etc.

Performance in the fiscal year ended March 31, 2025

Segment net sales	3.5 billion yen
Segment profit	-5.7 billion yen
Segment assets	121.8 billion yen
Group companies	Haseko America, Inc., and others
Number of employees engaged	92 persons

Real estate-related investment balance by region (Fiscal year ended March 31, 2025) (billion yen)



Construction-Related Business

With a focus on for-sale condominiums, our work spans everything from planning and design to construction. Utilizing the collective capabilities of the Haseko Group, we aim to increase quality and productivity while addressing diversification in lifestyles and other such changes in the social environment, and to build the optimal living environment.

Kuniyoshi Mimori

Director,
Executive Vice President
In Charge of Construction
Div. and Group
Construction-Related
Business



Risks

- Falling demand for newly built condominiums and worker shortages due to the declining population in Japan
- Lower willingness to purchase due to soaring land prices
- Deteriorating material procurement environment due to geopolitical uncertainty
- Soaring and persistently high prices of construction materials and cost of labor
- Changes to relevant laws regarding construction, occupational health and safety, the environment, etc.
- Foreign exchange fluctuations

Opportunities

- Increasingly compact cities
- Initiatives to renew aging condominiums
- Initiatives on resilient housing and communities
- Responding to new needs for housing and living
- Elimination of labor shortages and avoidance of construction delays through industrialization and DX
- The creation of new opportunities (and avoidance of opportunity loss), etc., accompanying responses to climate change

Business overview

The goal of our Construction-Related Business is to create environmentally-conscious, safe, and secure housing. Under our unique business model whereby operating mainly in Japan's three major metropolitan areas we offer a comprehensive service that spans everything from the planning and design of condominiums and other such buildings to their construction, and we boast the best performance in construction of private for-sale condominiums in Japan.

And in the Real Estate-Related Business, we leverage the land information gathering capability, planning and proposal making capability, and construction know-how that we have built up through this business. Furthermore, the housing stock amassed through this business and the Real Estate-Related Business forms the basis for our Condominium Management and Operation Business. This business is the starting point of the Group's sustainable growth and corporate value creation, and lies at the core of these things.

A unique business model centered on private for-sale condominiums

In contrast to other general contractors, Haseko Corporation also has functions that include the gathering of land information and making proposals for business plans. We have a unique business model with exclusive contracts under which land is provided for project owners, and in this model we present project owners with the land information we have gathered along with the optimum business plan. Thus far, we have constructed more than 710,000 for-sale condominium units. Leveraging the feedback on customer needs obtained from our rich track record of construction and from the sales, management, refurbishment and other activities of our Group companies, we construct high-quality condominiums that receive very few after-sales complaints.

Achieving both high-quality and productivity

Condominiums serve as the foundation of people's lives, and we have a steadfast focus on their quality. By working together with the Ken-ei-kai, an organization of our main cooperating companies who have a thorough knowledge of Haseko condominiums, creating thoroughly organized, safe, and beautiful workplaces, and proactively utilizing industrialization products, we ensure accuracy in construction and efficiency in work. Furthermore, we utilize BIM in everything from design to construction and are introducing ICT-related technologies in our work, and by doing so we are working to transform productivity on construction sites.

A rich condominium repair track record and know-how

With our reliable technological capabilities that we have built up through our experience of building condominiums, we contribute to increased value of housing as an asset. We have a track record of large-scale refurbishment and renovation works on a cumulative total of more than 600,000 condominium units, and in our large-scale refurbishment works we hold numerous close meetings with condominium management associations and undertake the work while giving maximum consideration for residents. Haseko Corporation works to maintain and increase the asset value of

condominiums and other such buildings, and contributes to the formation of an excellent housing stock.

The challenge of a range of construction fields

Leveraging the technological capabilities and rich track record we have built up over the course of many years of constructing for-sale condominiums, we are taking on the challenge of a range of construction fields that encompass everything from detached housing to hotels, senior living residences for the elderly, data centers, and logistics facilities. In the field of detached housing, WOOD FRIENDS Co., Ltd. have joined the Group. Together with Hosoda Corporation, we will apply the wooden construction technology we have built up and aim to provide housing that is environmentally conscious and helps to achieve sustainable growth.

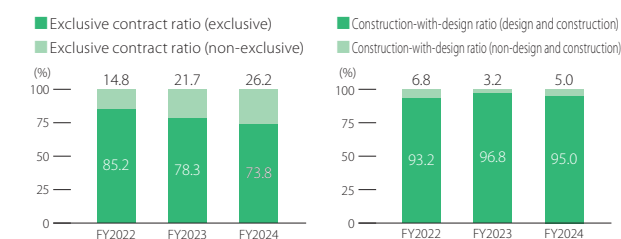
Performance in FY2024

In FY2024, Haseko Corporation completed the construction of 70 for-sale condominiums with 12,118 units in the Tokyo metropolitan area and 26 with 4,517 units in the Kansai and Tokai areas, totaling 96 with 16,635 units. Having set out in the HASEKO Next Stage Plan ("Plan NS") medium-term business plan that we would work to expand our fields of construction, in addition to four high-rise condominiums as well as a logistics warehouse in the non-residential field, we completed work on the signature pavilion "Future of Life" for the 2025 Japan World Expo (Osaka/Kansai Expo).

Non-consolidated orders received by Haseko Corporation reached a record high for the second year in a row on the back of a favorable environment, and stood at 586.6 billion yen. The number of orders for private for-sale condominiums increased, and the ratio of large-scale private for-sale condominiums with 200 units or more that the Company specializes in exceeded 50%. Furthermore, the ratio of exclusive contracts, which characterizes our unique business model, and the ratio of construction-with-design orders remained at a high level.

In terms of business results, while completed construction contracts saw a major increase in revenue thanks to the smooth progress of works, the gross profit margin of completed construction contracts decreased due to soaring material, labor, and other such costs, and resulted in a slight decline in gross profit from completed construction contracts. Due to progress on low-margin projects for which orders were previously received and rising construction costs, the gross profit margin of completed construction contracts has been on a downward trend in recent years. However, through measures such as securing profitability at the order receiving stage and further improving productivity, we expect a recovery from FY2025.

Graph of exclusive contracts ratio, construction-with-design order ratio



Priority issues

Response to worker shortages and soaring material prices

Addressing the labor shortage resulting from the decline in the working-age population is the most serious issue that we face. While the average age of construction workers is rising, the inflow of new workers is limited.

We are skilled at constructing for-sale condominiums and are proud of our construction system, which can provide high-quality products at competitive prices. To further strengthen this construction system going forward, it is important to undertake labor saving through the adoption of industrialized construction methods while also building a pleasant working environment in order to secure human resources.

In the meantime, the construction industry has to cope with the new regulation with penalties to limit overtime work, which was introduced in April 2024. In collaboration with the Japan Federation of Construction Contractors and other organizations, we are promoting initiatives of eight days off per four weeks, shorter overtime hours and better compensation to improve the working environment. Specifically, our initiatives include DX measures such as enhancing collaborations with companies cooperating on the HASEKO-version BIM and expanding its usage while utilizing off-the-shelf software (such as ViziaViewer and Matterport) and IoT technologies, and making use of precast concrete along with other industrialized construction methods. We will strive to realize further improvement of quality and productivity, shortening of construction periods, and cost reduction, which will lead to employees taking more days off, improved compensation, and securing of the workforce.

The second point is to address the rising prices of construction materials. The Construction Material Price Index has increased by about 35% on average for the entire construction industry compared with January 2021.

Construction material prices may continue to remain high due to uncertainty over the impact of situations overseas and foreign exchange rate fluctuations, and concerns over rises in logistics costs.

Haseko Corporation has a unique business model that uses exclusive contracts under which land is provided for project owners, and our planning and proposal making capabilities founded on the high accuracy of our estimates is one of the sources of our competitiveness. To minimize the impact of price fluctuations, we propose business plans that incorporate an appropriate level of passing on costs and are taking steps to procure materials at an appropriate timing, keeping an eye on future order trends.

Expansion of construction fields

In response to changes in the social environment and changes in needs regarding housing and living, we are working to expand the fields of construction in which we are engaged in order to expand and enhance our business foundation.

Through our land information gathering capability, we have obtained information on a wide variety of land, but there are cases in which the land is not suitable for condominiums or other such residential uses. In order to leverage the knowledge we have accumulated thus far and maximize the value of the

land, we are working to expand into fields with high affinity to housing, such as hotels and senior living residences, and non-residential fields such as data centers and logistics facilities. We are also working on the creation of new environmentally-conscious housing through the application of the wooden construction technologies we have cultivated.

Expansion of refurbishment and maintenance business

Haseko Corporation has been engaged in the construction of condominiums since the 1960s, and have built up a housing stock through the best construction performance in Japan. In order to respond to the aging of these condominiums, provide resilient housing, and maintain and improve asset value, we are working to expand our refurbishment and maintenance works. Through actions such as the development of new construction methods, new services, and new products that reflect the needs of residents, we will provide safe and secure housing and rich, comfortable living.

Enhancement of sustainability initiatives

In addition, we understand that promoting sustainability throughout the Haseko Group requires the establishment of a management system and the operation of construction sites that can address the relevant issues.

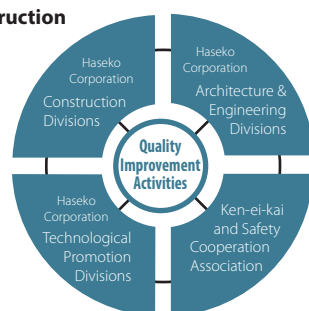
One of these issues is the environmental considerations at construction sites, which we address based on HASEKO ZERO-Emission. We are going to adopt construction methods and new initiatives contributing to decarbonization and verify the effects of reducing CO₂ emissions at all sites. In addition, we have established our own procurement guidelines as part of our supply chain management, and we are encouraging partner companies to conduct voluntary inspections.

Results of initiatives

Further reinforcement of competitive advantages and brand strength

Our construction system is designed to construct high-quality products with overwhelming price competitiveness. Our system is supported by a quaternity cooperation system consisting of our construction, architecture & engineering, and technological promotion divisions and the Ken-ei-kai, an organization of our main cooperating companies responsible for construction. This integrated cooperation is our unique advantage and source of our brand equity unrivaled by our peers.

Integrated Construction System of the Quaternity

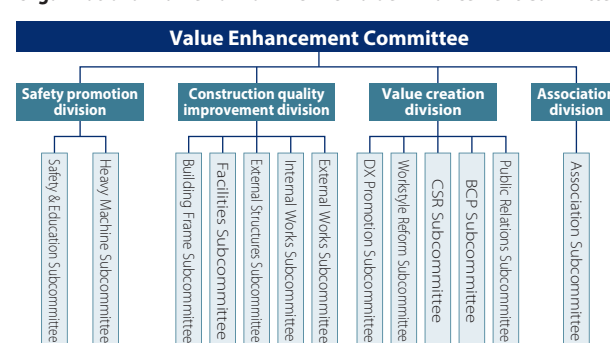


In order to continue maintaining and expanding the superiority of these things, we will establish a production system by securing

the staff required for construction management, utilizing females and a diverse range of human resources, and enhancing and expanding the system in internal supporting divisions, in addition to proceeding with industrialization as a response to the aging of skilled construction workers, worker shortages, and workstyle reform. We will also provide support to cooperating companies in securing skilled construction workers, passing on technology, and addressing the issue of successors.

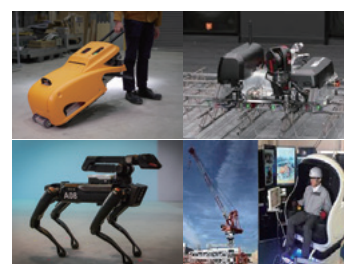
The HASEKO Value Enhancement Committee, established to improve safety and quality, involves the construction quality improvement, safety promotion, and value creation divisions working together. We are working to promote DX through the use of cutting-edge technologies in addition to improving productivity by gathering real voices from construction sites. In the Construction-Related Business, we will strengthen the quaternity system, innovate our design and construction technologies, and reform our workstyles to cope with future increases in construction volume. In addition, we will strive to generate solid profits and to earn the trust of our stakeholders.

Organizational framework of HASEKO Value Enhancement Committee



Example value enhancement activities

As a means of responding to issues faced by the construction industry henceforth, we are exploring the utilization of robots for simple and repetitive tasks. We will work to construct a collaborative environment for robots and humans, and to explore and develop new, high-efficiency construction methods. In addition, with the goal of standardization in production, streamline factory-based manufacturing, and shorten construction processes, we are exploring the use of precast concrete, industrialization, and unitization. We will address these challenges by improving workability and working on labor-saving and manpower reduction.



Labor-saving initiatives



Unitization initiatives

Example initiatives in production technology innovation

Regarding the production technology innovation, we have used the HASEKO-version BIM data to construct systems that, in addition to automatic calculation of the amount of concrete already being used, automatically calculates the amount of excavated soil and materials needed for earthworks, creates construction drawings, calculates the materials needed for frame construction, and conducts inspection for each construction. In addition to reducing the amount of time spent for estimations and drawing up plans at construction sites, this has also made inspection work and on-site reviews more efficient.

Example environmentally consciousness initiatives

In terms of environmental consciousness, having built Bransieta Urayasu with a hybrid structure of wood and reinforced concrete on the top floor, we are considering using wood for the main bodies of buildings, enabling them to sequester CO₂ and reduce emissions. In March 2025, we completed work on Bransieta Meguro Chuocho - which features a wood and reinforced concrete hybrid structure in the top four floors.

R&D / DX

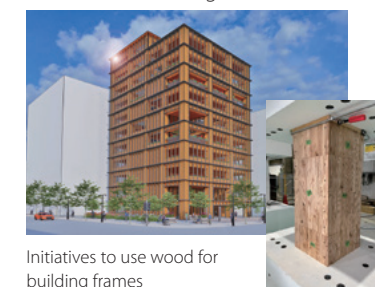
Research and technological development under the HASEKO Evolution Plan

In terms of research and technological development under the HASEKO Evolution Plan, we are taking action that includes research and technological development to respond to global warming, and to address issues faced by society with a focus on 2050.

For example, we are working on using wood for building

frames through initiatives such as the development of the P&UA structural system (developed in conjunction with Ichihara Housing & Planning Associates Co., Ltd. and others), which is a construction technique for medium- and high-rise buildings that uses engineered wood on a large scale, and a construction method for reinforcing RC column perimeters with timber wrapping (jointly researched with Shibaura Institute of Technology) toward the achievement of carbon neutrality, and are undertaking research and technological development with the aim of addressing global warming.

And in terms of R&D aiming to find solutions to issues faced by society, Haseko Corporation and Fukuoka University have jointly developed solidification technology of construction sludge using bamboo chips. By switching the cementitious hardener that is added to construction sludge for bamboo chips, it is possible to reduce the CO₂ emissions originating from such cementitious hardeners, and a CO₂ sequestering effect can be expected. This technology was first used in March 2024 on a condominium construction site in Ichikawa in Japan's Chiba Prefecture, and then in March 2025 in Narita in the same prefecture. In June 2025, bamboo chips generated through bamboo forest management in Asuka Village in Nara Prefecture, with whom we have concluded a Framework Agreement on Private-Public Cooperation, were used on the construction site for a new condominium in Osaka. Going forward, we plan to roll this out at the construction sites we operate.



Initiatives to use wood for building frames

Business topics

Work complete at our in-house interior floor PCa manufacturing plant in Kasumigaura in Ibaraki Prefecture

We have now completed construction work on our plant at which we will manufacture PCa floor slabs jointly with three PCa manufacturers: Marubeni Itochu Sumisho Techno Steel Inc., YAMAX Corp., and DAIKYO KENSETSU Co. Ltd. To improve efficiency and stabilize quality in structural work at condominium construction sites, we have proactively introduced PCa for parts such as slabs and beams in high-rise condominiums, as well as external staircases in board-shaped condominiums. Now, upon the introduction of PCa to interior floors, we have established our own factory and begun manufacturing PCa floor slabs for board-shaped condominiums. The plant is planned to manufacture interior floor PCa for around 4,000 units annually. Going forward, we will achieve higher productivity and stabilized quality in our Construction-Related Business by shifting to PCa.



Precast concrete (PCa) plant

Initiatives for hybrid wood construction

In terms of construction projects that incorporate wood, our track record so far includes the use of wood in communal buildings in condominiums as well as Bransieta Urayasu. Going forward, we will continue to deepen our efforts and work towards the development of our own unique hybrid wooden construction that makes the most of the advantages of both wooden and reinforced concrete construction.



Bransieta Meguro Chuocho

Real Estate-Related Business

As we take forward our supply, development, and holding of housing as well as associated business, we aim to maximize profit through synergies between our Construction-Related Business and Condominium Management and Operation Business.

With a focus on capital efficiency, we are working to enhance profitability and capital turnover efficiency while developing a diverse range of housing-related businesses.

Toru Yamaguchi

Director and Executive Operating Officer
In Charge of Business Promotion, Group Real Estate Development, Sales, and Real Estate Brokerage Businesses



Risks

- Decreased supply of new condominium units
- Intensified competition for land acquisition, soaring land prices
- Rising prices, declining real wages
- Fluctuations in financial and capital markets, rising interest rates

Opportunities

- Improvements in the employment and income environment
- Diversification of housing styles and expansion of the remodeling and existing brokerage market
- Expanding our business to major regional cities
- Increased business opportunities through the establishment of private placement REIT
- Increased number of condominiums requiring rebuilding

Business overview

- Steady sales of condominiums -

While the decline in the number of units supplied to the condominium market and the rise in sales prices continued, the housing sales market was steady due to the ongoing favorable conditions for the housing acquisition environment, such as the improvement in the employment and income environment and the expectation of rising interest rates and prices.

The Haseko Group leverages its strengths in land information gathering, development, and the know-how built up over many years in the Construction-Related Business, and develops for-sale condominiums for individuals and rental condominiums for investors. Both businesses experienced significant growth during the period of medium-term business plan, HASEKO Next Stage Plan ("Plan NS"), and have become key revenue pillars second only to the Construction-Related Business. Furthermore, we have steadily increased the number of units that we handle as part of our brokerage business for existing housing and our renovation business under which we add value to preowned housing before resale, and these efforts support our strategy to meet the diversifying needs of housing styles.

We expanded investment in the Real Estate-Related Business under Plan NS, and thus succeeded in growing profit in the real estate segment. On the other hand, our balance of real estate-related assets has increased, and under the new HASEKO Evolution Plan medium-term business plan, we will work to enhance profitability and capital turnover efficiency with a focus on capital cost, and continue to make proactive investments towards sustainable growth.

Priority issues

- Enhanced capital efficiency and regional expansion -

We are striving to enhance profitability and efficiency of capital turnover as an initiative to improve capital efficiency. In addition to focusing on fields with a high asset turnover ratio, such as the renovation business and brokerage business, we intend to undertake actions that include leveraging private REITs to enhance our asset management business, thus expanding our business while qualitatively improving our real estate portfolio through optimization. In particular, with respect to the properties we hold, we will advance initiatives with an emphasis on avoiding asset stagnation.

Furthermore, for a company that acquires large volumes of land information such as Haseko Corporation, enhancing development capabilities in order to maximize value from each property is an important issue. In response to the ever-changing needs of customers, we will continue expanding the variety of development projects that we undertake, including, among others, a luxury condominium series, logistics facilities, and detached houses. In addition, we will continue to pursue the development of innovative and distinctive properties, such as concept rental condominiums to meet the needs of a diverse range of lifestyles.

The areas in which we are engaged in the for-sale condominium business go beyond Japan's three major metropolitan areas and now include Hokkaido, Tohoku, Hokuriku, Chugoku and Shikoku,

Kyushu, and Okinawa. Our areas of business have extended to incorporate 31 of Japan's 47 prefectures, but due to rising prices, we intend to shift our strategy towards selectively focusing our efforts on areas in which we can pass on costs.

Results of initiatives

- Developing and selling richness in housing with our diverse know-how -

As a leading company in housing and living, we are engaged in the condominium business across a broad area and have also been achieving strong performance outside of major metropolitan areas. We have completed work on Branchera Utsunomiya, Branchera Okayama, and Branchera Takamatsu Nishinomaru Tower The Residence, The Fukui Tower Sky Residence and other condominium projects as our first condominium development in each prefecture and received positive feedback from our customers. As we develop our business in provincial areas going forward, in order to deepen our activities we will listen to the feedback of those on the ground to get a keen sense of trends and conditions, and make decisions based on this. In terms of expanding into new areas, we will leverage the experience we have built up thus far in the housing business, and connect with government to take forward redevelopment projects. We took part in the Branchera Ise-shi Ekimae project as a designated business agent and participating association member, and will continue to develop and provide attractive for-sale condominiums in redevelopment areas. We also established Haseko Sohgo Development, Inc. that focuses on the development and holding of real estate to bring in revenue, and this new company has now started out as a general developer.

In product development, we utilize the requests of customers in creating properties. While incorporating trends, we undertake the development of original products that leverage Haseko's own unique technological capabilities to differentiate our products from those of other companies. We developed the movable storage space "UGOCL" that allows layout changes to suit individual lifestyles, and with regard to interior options in each residence, we offer the Iselco (E-label) that enables changes during construction.

Developing such products and services that only Haseko can produce, we hope to provide living that empowers residents to express their individuality.

R&D / DX

- Proactive advancement of our own unique DX -

The needs associated with housing are undergoing significant changes, and a varied response is thus required. Haseko Corporation is working to enhance the competitiveness of its products and services and to increase productivity by actively leveraging its proprietary DX technologies, such as BIM & LIM. In specific terms, we have introduced a Metaverse Model Room Tour when selling condominiums, and this recreates the actual residence, common facilities, appearance, and scenery in a metaverse space. This is the first initiative of its kind for Haseko Corporation, and it allows customers to see a condominium without actually visiting it by using an avatar. Not only does this increase customer satisfaction when considering condominiums, its aim is also to achieve a future-oriented improvement in productivity.

And by harnessing the power of ICT technologies, including sensor networks, AI and cloud service applications, we are promoting the creation of high-value-added products. Working toward the creation of appealing condominiums, we have implemented a variety of cutting-edge technologies to make everyday life more convenient and comfortable, such as facial recognition auto-locks systems for common and private entrances, parcel delivery boxes, and an app for residents that is linked to the weather and earthquake sensors installed in the building. The concept rental condominium WORVE Naha Izumizaki that was completed in 2024, served as Haseko Corporation's first ever trial of an all-facial recognition condominium, and the common areas, exclusive areas, and offices in the building are linked with facial recognition.

And by incorporating our own unique internal management system at Haseko Real Estate Development, Inc., we have centralized project management and improved productivity through DX.

Business topics

Cielia City Otsu Nionohama Completed in April 2024

The design and construction order for this project was received after we purchased the land from the seller and formed a four-company joint venture, and the 708-unit new for-sale condominium building Cielia City Otsu Nionohama - the largest ever in the Keiji area - was completed in April 2024. In a location that offers the convenience of a large-scale complex commercial facility and a 24-hour supermarket within walking distance, this development has 31 shared facilities that capitalize on economies of scale and includes a standalone wooden community building called "Community Villa" on the premises.



The Branchera Naha Completed in February 2024

The Branchera Naha, which is the first development in "The Branchera" luxury flagship series under Haseko Real Estate Development, Inc.'s newly-built for-sale condominium brand Branchera, was completed in February 2024. Located in the center of Naha City in Okinawa Prefecture, all 17 units boast an area of 100m² or more. With premium Italian kitchens and other high-end features, the exclusive areas offer an added level of luxury as standard.

We will continue to proactively work to develop our business in regional areas, and undertake projects to provide luxury product value in carefully selected locations.



Condominium Management and Operation Business

We support rich and comfortable living for our customers and leverage the collective capabilities of the Haseko Group to achieve growth.

Leveraging our integrated value chain, we deliver trusted and distinctive services, aiming to build a stable profit foundation and create new value.

Toshifumi Tomita

Senior Operating Officer
Responsible for Business
Dept. In Charge of Group
Property Management and
Leasing Businesses



Risks

- Growing labor shortage and soaring personnel costs
- A crowded and intense competitive environment
- Deterioration of consumer sentiment due to inflation

Opportunities

- Expansion of business opportunities due to increased stock of condominiums in Japan
- Fundamental productivity reform through the use of LIM data, advanced technologies, as well as digital transformation (DX)
- Acquisition of business opportunities by strengthening the Group's value chain and expanding business areas

Business overview

The purpose of the Condominium Management and Operation Business is to create rich and comfortable living for customers mainly in the existing housing market. The service-related Group companies were spun off from Haseko Corporation to deliver the services for creating living, and currently, we provide a wide range of services from the management of for-sale condominiums, rental condominiums, corporate housing, and other properties to the management of senior living residences and services to support the Group .

The major benchmarks in this business segment are the number of for-sale condominium units managed and the number of rental condominium units managed, and both of these are continuing to grow steadily. On the other hand, we recognize important management issues such as the strengthening of our management foundation for handling increasing scale and regional expansion, and the creation of a pleasant working environment through initiatives such as reducing the burden of frontline work and management work, and will rebuild our business model through the utilization of digital technology and other such means.

Priority issues

While continued market expansion is expected due to increasing domestic condominium stock and a growing elderly population, there are also increasing concerns over profit margin compression due to labor shortages as well as increasing personnel expenses and prices. An increase is also expected in maintenance and renovation of aging properties, such as inspections, equipment upgrades, and repairs, and this will require efficiency and optimized maintenance management. Furthermore, residents' expectations are changing on the back of an increasing number of dual-income households and other changes in lifestyles, and we are seeing new issues arising, such as a lack of people to become directors of management associations and the adoption of third-party management.

For the above issues, we are committed to integrating the Group's accumulated operational data with advanced technologies, delivering services that enhance residential value and improve the comfort of residents.

Results of initiatives

We are expanding our condominium management business to cover a wide area from Hokkaido to Okinawa with a focus on the Tokyo metropolitan area and the Kinki region, and the number of units under our management continues to grow steadily each year. The occupancy rate of senior living residences is also maintaining a high level.

In terms of expanding new services, given the changing expectations among residents regarding condominium management and the increasingly common use of communication through smartphones and the internet, we are working on the rollout of smooth-e, a new entrusted management operation service with third-party management and apps, as well as

enhancing the features of our condominium-specific portal site “Suteki Net.” This has been highly praised by developers, who recognize that the expansion and deepening of contact points with residents adds significant value, second to only to location and accessibility, and it is being increasingly adopted at newly built condominiums with each passing year.

The Condominium Management and Operation Business is inherently labor-intensive, and therefore expansion in scale can lead to labor shortages and low productivity and efficiency. To address this, we have overhauled the core systems of the main companies in the management and operation segment; Haseko Community, Inc., Haseko Livenet, Inc., and Haseko Senior Well Design Co., Ltd. Going forward, we will continue to improve productivity through work reforms that include the consolidation and restructuring of onsite operation.

R&D / DX

Due to the increase in aging condominiums, we expect an increase in the number of observations made in various inspections and an increase in works related to drain pipes and other facilities. As such, we are working on the creation of a database for observations and on the visualization of the status of deterioration through new inspection methods, and are utilizing these in works proposals to achieve high-quality management. Furthermore, we will promote the Living Information Model (LIM) concept that integrates maintenance data and living data (life log), and will work on improving the quality of residents' daily life and on the optimization of living.

Integrating the information on customer needs accumulated through the collective capabilities of our Group with digital technologies, we are developing ICT condominiums that provide optimization of living, and we have undertaken 13 major development and implementation projects.

Following a demonstration period of approximately two years, full-scale implementation was achieved at South All City, one of the

largest condominium complexes in southern Osaka, comprising three residential buildings and one common facility with a total of 791 units. And at Sustaina Branche Hongyotoku, in addition to technologies for extending the life of buildings and wellness housing technologies, we are undertaking a range of research and technological development toward new value creation in housing. As part of this, we are working on the verification of “IoT+AI smart housing” that leverages IoT devices and AI technology, and detection systems that use AI image recognition.



“smooth-e” New entrusted management operation service for condominium management associations with third-party management and apps



Optimize living through data utilization
Conceptual diagram of LIM (Living Information Model)

Business topics

South All City (Sakai City, Osaka Prefecture)

The first roll out in a for-sale condominium building thanks to the cooperation of the management committee and residents.

Expanding from ICT on large-scale refurbishment works to resident services

In order to digitalize information on large-scale works that had previously been shared on a paper-based noticeboard, we installed digital signage, introduced a TV viewing system, and linked to a smartphone app. We also introduced face recognition to ensure security in terms of contractor entering and exiting the building during the period of the works, and by extending its use to residents, we created opportunities for them to experience the service and thus verifying ICT condominium services for residents.

Linking of face recognition system and various functions

Based on face recognition for personal identification, the system offers a convenient, comfortable, and secure living environment through applications such as entry security, delivery notifications linked to parcel delivery boxes, and homecoming notifications when registered children return.

Function provision starting from the app

Through Haseko's own “MyLim” app, residents can register their faces for use with the face recognition system and check the congestion status of common facilities that do not require reservations (kids' room, gender-separated large baths, children's pool). In addition, it provides coupons for nearby restaurants and other such information, creating connections with the local community.

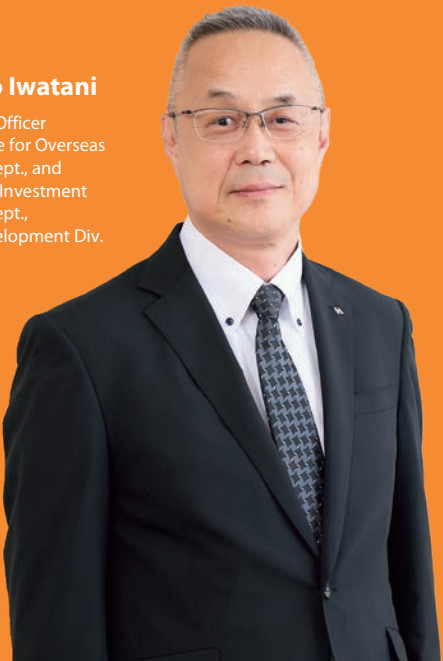


Overseas Business

Promoting overseas business development to make it a vital profit base for the future. With a focus on the continental United States, we will explore leveraging our strengths to expand into the optimum fields in line with the circumstances in each country.

Akihiko Iwatani

Operating Officer
Responsible for Overseas
Business Dept., and
Real Estate Investment
Business Dept.,
Urban Development Div.



Risks

- Fears of deceleration in the global economy due to increasing tariffs
- Country risks (political and social changes)
- Decline in the number of housing units sold due to high-interest rate policies overseas
- Foreign exchange risk, etc.

Opportunities

Continental United States

- Ongoing strong demand in the rental housing market
- Stability in medium- to long-term housing demand due to an increasing population

Vietnam

- Increase in demand for housing due to expansion of the middle class
- Competitive advantage with Haseko Corporation's construction, quality, and management know-how

Positioning of overseas business

In response to a declining domestic population and in preparation for contraction in the new-build housing market, we are proactively working to develop our construction and real estate businesses in overseas markets with high growth potential. We are aiming to achieve medium- to long-term growth and to distribute risks through business portfolio diversification.

Our overseas business is broadly formed of three business areas. One area is the real estate development business that commenced work on in 2018 with a focus on the continental United States, another is the construction business in Vietnam that we are engaged in with a local general contractor, and lastly, the large-scale complex development project on the island of Oahu in Hawaii in which we have been engaged since 1989.

Although losses are ongoing in the overseas business segment, the main factor behind this is losses incurred in the project in Hawaii. Real estate development in the continental United States is at the stage of advance investment, and we expect to recover these investments from the next fiscal year onward.

Business environment, business opportunities, and risk factors

Tightness in demand and supply in two to three years is forecast in the continental United States due to a decrease in the number of housing units on which work has started, so the demand for rental housing is expected to remain resilient. The American economy has recovered relatively quickly even during recessions in the past, and we have a certain degree of confidence in terms of market trends going forward.

However, there is also uncertainty caused by soaring construction costs resulting from increased tariffs, the risk of recession, and persistently high CAP rates, so going forward, we will take a cautious approach to selecting areas and projects.

In Vietnam, the middle class that forms our target going forward is growing and is forecast to constitute 75% of the total population, so we expect to see an increase in business opportunities for revenue expansion.

And while some projects in our overseas business incurred losses, we intend to use these as lessons and incorporate them into our strengthening of our risk management system henceforth.

Projects and performance

Continental United States

On the back of robust demand for rental housing, Haseko Corporation is participating in two rental condominium complex projects; one in California and the other in Texas. Each is a joint project in partnership with national developers that do business around the US, and we are steadily increasing the number of projects in which we have investments.

Hawaii

Toward the conclusion of the Ewa Project, in the fiscal year ended March 31, 2025, we started work on building detached housing and commenced sales. The "Wai Kai" commercial facility that

opened in 2023 plays the role of lifting awareness of the resort as a whole and increasing added value.

Vietnam

In 2017, we undertook the planning, designing, constructing, and operating serviced apartments, and we continue operating them to this day. We have also concluded a Project Management Contract (PMC) in the field of for-sale condominium construction, and are building up our results. In 2020, we invested in the mid-sized construction company Ecoba Vietnam Joint Stock Company, thus putting in place a structure for collaboration with a local company.

UK

Taking a serious housing shortage as a business opportunity, in December 2023, we joined a project for the development of detached houses. In the fiscal year ending March 31, 2026, we will establish an office in the UK and undertake surveys and preparation for fully-fledged business development in the European area.

Future outlook and developments based on the HASEKO Evolution Plan

In the real estate development business, we will view the continental United States as a priority area from the perspectives of market scale and transparency, and will proceed with investments. Furthermore, we will proceed with surveys of the European area from our UK office.

We also view Haseko Corporation's construction, quality, and management know-how as offering a competitive advantage in developing countries that include Vietnam, and we expect to see medium- to long-term growth.

In our Hawaii business, we will concentrate on concluding the project.

Our balance of investment in real estate overseas stood at around 100.0 billion in March 2025, and we plan to increase this by a further 40.0 billion yen over the six years of our medium-term business plan, HASEKO Evolution Plan.

We are planning ordinary profit of 5.0 billion yen in the fiscal year ending March 2028 and 10.0 billion yen (excluding Hawaii) in the fiscal year ending March 2031, mainly through the recovery of investments in real estate projects.

With regard to actual investments, we will consider regional economies and political circumstances in addition to profitability, capital efficiency, and investment recovery risk management, and will undertake flexible resource allocation and project selection.

Business policy in each country

Continental United States

We are currently working mainly on rental housing development in partnership with local developers, and going forward we will also consider M&A and capital alliances as we aim to develop these into development projects led by Haseko Corporation.

Our areas of investment focus on the "smile states" that include the west coast, the east coast, and the sun belt, and we select cities in consideration of demand and supply balance and economic growth potential. Going forward, we will work to build a development and construction system based on cooperation with local partners.



Solana at Duarte Station

Location: Duarte City, Los Angeles County, California
Total units: 292
Construction: Rental apartment housing/wooden construction, 5 floors

Hawaii

Toward the conclusion of the Ewa Plan, we are undertaking work on four fronts: (1) further revitalization of the Wai Kai commercial facility, (2) selling off of hotel land (realization of hotel development based on third-party capital), (3) selling off of remaining commercial land (realization of commercial facility development based on third-party capital), and (4) our own development of resort housing. At Wai Kai, we are working to introduce new attractions and attract popular restaurants as tenants with the aim of further increasing its attractiveness, while also working to reduce operation and maintenance costs as well as other fixed costs in order to improve profitability and business efficiency.



Kekainani at Hoakalei

Location: Ewa Beach City, Honolulu County, Hawaii
Total units: 32
Construction: Detached housing/steel frame, 1 and 2 floors

Vietnam

With a core focus on condominium construction, we will work to develop related business, including participating in projects, sales, and management. In particular, we will strengthen our cooperation with Ecoba Vietnam and work to increase quality while undertaking collaborations in the construction business mainly in the field of housing, with the aim of achieving growth.



Kim Chung, Hinode Garden

*Built by Ecoba Vietnam
Location: Hanoi City, Vietnam
Total units: 840 in 3 buildings
Construction: Condominium, commercial facility/reinforced concrete/2 basement floors, 25 floors

UK & Europe

With a focus on the UK, which has a large real estate stock and market scale for buying and selling, in addition to the field of housing we will work with local partners in the highly profitable real estate value enhancement business. Furthermore, with a view to engaging in related businesses, over the medium-to-long term we will also aim to develop a workforce for overseas business and to contribute to profit.

Message from the Officer in Charge of Sustainability Promotion



We will contribute to the realization of a sustainable society through evolution to and deepening of sustainability management

Naoko Yoshimura

Director, Operating Officer
Responsible for Sustainability Promotion
in the Corporate Management Division and in
Charge of the Group Senior Living Business

The Haseko Group's basic approach to sustainability

Our corporate philosophy is to contribute to society by creating an optimal environment for cities and people, and under this philosophy, the Haseko Group has been a leading company in the condominium industry over the course of more than half a century. This corporate philosophy is the starting point for Haseko's sustainability management, and also forms an unwavering principle toward the realization of a sustainable society.

In April 2025, the Company embarked on its new medium-term business plan, HASEKO Evolution Plan (FY2025 to FY2030). I believe that it is the Haseko Group's responsibility to change in order to deal with the everchanging issues faced by society while carrying forward the technological capabilities and relationships of trust with customers, business partners, and other stakeholders that we have built up, and to evolve to a new stage as a corporate group for housing to create great living. And it is this evolution that forms the pathway to achieving both increased corporate value and social value creation from a long-term perspective.

From CSR management to sustainability management

Haseko Corporation set out establishing CSR management as one of its important management targets in its previous medium-term business plan, entitled HASEKO Next Stage Plan (NS Plan) and running from FY2020 to FY2024, and has undertaken initiatives centering on the four themes of creating attractive living spaces, building a company worth working at, protecting the precious environment, and nurturing a culture of trust.

Over the course of the past five years, we were able to steadily

achieve results. However, what I did keenly feel over this period was that the traditional approach to CSR had its limits. I have become highly aware that we need to ensure our management evolves and deepens into sustainability management as this is essential in terms of responding to the rapidly changing state of affairs at home and abroad, and meeting the various demands and expectations of our stakeholders.

In FY2023, we commenced a fully-fledged shift toward sustainability. This paradigm shift means a more advanced, integrated approach based on the CSR initiatives we have taken thus far. By shifting away from individual initiatives and instead integrating business strategy with sustainability, we aim to place sustainability at the core of our value creation process and aim for sustainable growth from a long-term perspective.

In this period of transformation, we reviewed our materialities (material issues) and strengthened our sustainability management system. We also reaffirmed the importance of non-financial information and, after structuring and setting out issues such as more advanced KPI setting, medium- to long-term target setting, and formulating a comprehensive roadmap, we have been investigating and trialing mechanisms for more effective monitoring and outcome evaluation. In dialogues with investors, I also feel a growing understanding of and expectations for the Company's initiatives, and every day I keep in mind the building of a pathway toward continuous improvement.

Initiatives under the HASEKO Evolution Plan

I see the period of the HASEKO Evolution Plan as a particularly important phase in our pursuit of sustainable growth and true

value creation based on finding solutions to the issues faced by society through innovation. In 2023, we undertook a review of materialities and identified 13, of which (1) through (4) below have been designated as the most important material issues. However, we are also aware that, depending on changes in the social environment or the business environment surrounding the Company, further reviews of materialities may be necessary.

(1) Response to climate change (⇒ pp. 50–52)

Responding to climate change is one of the most important issues for Haseko Corporation. Toward the realization of a decarbonized society, we are working to enhance our efforts across all of the Group's business areas, from construction and real estate to management and operations.

In addition to putting together our HASEKO Group ZERO-Emission, climate change response policy in 2021, we also disclose information on governance, strategy, risk management, and metrics and targets as per the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We also disclose information in line with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), and we are also aiming to help build a sustainable society and increase corporate value from the perspective of biodiversity.

In terms of CO₂ emission reductions in business activities, we are systematically working to address Scope 1 emissions through measures such as utilizing low-carbon fuel in the construction process to reduce CO₂ emissions, address Scope 2 emissions by working to switch the electric power used in our offices and worksites to 100% renewable energy, and address Scope 3 emissions through the development and use of environmental consciousness concrete, the promotion of ZEH-M (Net Zero Energy House condominiums), and the use of wooden materials and wooden structures in housing complexes. We also proactively undertake disclosure of relevant information.

(2) Human capital (⇒ pp. 53–56)

Human resources are our most important asset, and the development of human resources to lead the way in the next generation forms the motive force to build the future of the Haseko Group.

In 2023, we established a D&I Promotion Office to promote diversity and inclusion, and going forward we will further advance the initiatives undertaken so far, including promotion of the active participation of women, the active participation of senior human resources, working to encourage the employment of disabled persons, and the proactive appointment of human resources from overseas. Furthermore, given the importance of passing on technology in the construction industry, the efforts we are making include ensuring knowledge and skills are passed down from veteran engineers to youngsters, and expanding and enhancing efficient human resource development programs that utilize digital technology.

(3) Respect for human rights (⇒ p. 57)

Respect for human rights is also the basis of all of our business activities. Under a basic policy of respect for human rights, the Haseko Group continuously evaluates the impact that its business activities have on human rights and makes improvements. On the basis of Haseko Group's Human Rights Policy that we created in 2022, we have advanced our human rights due diligence efforts, and on the basis of collaboration with cooperating companies and

other stakeholders, we aim to firmly embed the practice of respect for human rights in all of our business processes.

And with regards to employee education and awareness raising, we strive to increase understanding of human rights among officers and employees through measures that include the creation and distribution of a Human Rights Handbook, and the holding of in-house lectures on subjects such as business and human rights.

(4) Supply chain management (⇒ p. 58)

In order to achieve sustainability in our business and operations, it is essential that we take action across the supply chain as a whole. Our cooperating companies and other business partners are very important partners who promote sustainability alongside us, and while striving to ensure we engage in fair and responsible procurement activities as we further strengthen our framework for cooperation and collaboration, we aim to construct an ecosystem for the creation of a sustainable future.

Having formulated the Haseko Group Sustainable Procurement Guidelines in 2021, we require that all of our cooperating companies agree to comply with these guidelines. And in the important fields of compliance, human rights and labor, and the environment and safety, we regularly check the status of initiatives taken by our main cooperating companies in order to improve risk management and enhance sustainability across the supply chain as a whole.

Continuous growth and sustainability of the Haseko Group

Ongoing dialogues with investors and other stakeholders are an essential element of Haseko Corporation's sustainability strategy.

Investors' expectations are increasing when it comes to expanded and enhanced information disclosure, and we recognize that highly transparent information dissemination and explanations are demanded for climate-related information based on the TCFD Recommendations and other such matters including the disclosure of non-financial information concerning human capital. I see meeting such demands not only as a duty of the Company, but also as a precious opportunity to deepen our integrated thinking and ensure our materialities are clearly set out. I believe that my role as the officer in charge of sustainability promotion is to incorporate the expectations and issues to be dealt with that I discover through dialogue with stakeholders into our management strategy and plans, and to take action on these. I also see it as my role to continuously and thoughtfully raise awareness of these initiatives through a communications strategy.

Haseko Corporation's mission as a leading company in housing and living, is not merely to provide buildings in the form of housing. The true goal of sustainability management is to enrich people's daily life, nurture communities, and hand down a better society to the next generation, and so achieving this goal is also tied to fulfilling our responsibilities toward the next generation and building a legacy of contributing to society.

We must continue to go forward toward achieving a sustainable society through co-creation with our stakeholders. This is the future of the housing and living proposed by the Haseko Group, and our unflinching resolve. We will continue to work sincerely toward the sustainable enhancement of corporate value in order to meet the expectations of all our stakeholders.

Sustainability

>Haseko Group's Sustainability Management

Sustainability Vision

We at the Haseko Group adopt a long-term perspective as we aim to address the social issues surrounding our daily lives through business operations.

As a corporate group for housing to create great living, we will promote sustainability based on our Sustainability Vision to fulfill our corporate philosophy and contribute to a sustainable society.

Better living
now and for the future

We will engage ourselves in the daily lives of our customers
and stakeholders and help create a better tomorrow.

Sustainability Policy

Based on following policy, we, in the Haseko Group, aim to enhance corporate value sustainably to achieve the Sustainability Vision.

1. Through a broad range of businesses related to housing and daily life, we will contribute to the realization of a sustainable society.
2. In collaboration with our stakeholders, we will take action to integrate social and environmental concerns into our businesses processes.
3. Utilizing the collective capabilities of our Group, we will strengthen our management ability in order to create new value for society and meet the expectations of our customers and other stakeholders.
4. In all our business activities, we will comply with the law and act on the basis of high ethical standards.
5. We will continue to improve our initiatives, proactively disclose information, and aim to raise transparency throughout the organization.

Our Four Main Themes

We will promote initiatives toward realization of Our Four Main Themes, which is the goal of the Haseko Group's sustainability.

Our Four Main Themes	Materiality (material issues)	Related SDGs	ESG
Creating attractive living spaces	• Sustainable living and sustainable cities • Product safety (service safety) • Technological development • Care of community and engagement	3, 7, 9, 11, 12, 13, 15, 17	E/S
Building a company worth working at	• Human capital (diversity & inclusion, human resources development) • A safe and healthy working environment	5, 8, 9, 10, 17	S
Protecting the precious environment	• Response to climate change • Consideration for biodiversity • Pollution prevention and consideration for the local environment	7, 12, 13, 15, 17	E
Nurturing a culture of trust	• Respect for human rights • Supply chain management • Governance and risk management • Information disclosure and stakeholder engagement		G

Promotion of the Sustainability Action Plan

As a specific initiative for implementing sustainability, we have established Haseko Group Sustainability Action Plan and are making progress with its implementation. Sustainability Action Plan is based on Our Four Main Themes, and consists of initiative items to move toward the “Vision for 2037 (100th anniversary)”

and key performance indicators (KPIs) to measure how much progress has been made. The Action Plan covers the business activities of the entire Haseko Group and is reviewed and improved each fiscal year.

>FY2024 targets and performance

Main Non-Financial KPIs

Materiality	Initiatives and KPIs	Target
Climate change response	Reduce greenhouse gas (CO ₂) emissions (base year FY2020) • Scope1+Scope2 (base year FY2020) • Scope2 (t-CO ₂) • Scope3 (base year FY2020)	FY2030 -42% FY2026 0 FY2030 -13%
	Introduce renewable energy power (including group companies and offices)	FY2026 100%
	Adopt H-BA Concrete	FY2030 50% or more
	Expand ZEH-M supply • Properties developed by group • Properties constructed by group	Each year 100% FY2030 100%
Human Capital	% of female managers	FY2030 12% or more
	% of DX promotion personnel	FY2030 20% or more
	% of operation with 8 close every 4 weeks	FY2027 100%
	% of eligibles for specific health guidance	FY2030 15% or less
Respect for human rights	Implementation of human rights due diligence	Implement every FY
Supply Chain Management	% of response for sustainable procurement questionnaire (construction-related organizations of cooperating companies)	Each FY 100%
	% of engagement with foreign workers (based on the number of cooperating companies)	Each FY 100%

Sustainability Organizational Framework

The Haseko Group is promoting sustainability organizationally through the operation of the management system shown below. We have established a Sustainability Committee under the Board of Directors. It is chaired by the President of Haseko Corporation. Matters discussed and reported at the Sustainability Committee are reported to and supervised by the board of directors, and important matters are submitted to the board for deliberation and decision.

Additionally, as a subordinate body under the committee, we also have the “Sustainability Promotion Conference” to engage in promoting and instilling sustainability across the Group, including environmental initiatives such as decarbonization, energy and environmental technologies.

Management system



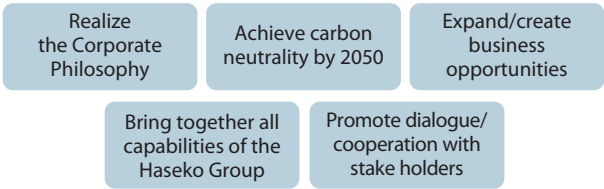
Response to Climate Change

>The Haseko Group's Climate Change Response Policy: HASEKO ZERO-Emission

Basic approach

The Haseko Group as a whole believes that addressing climate change is an important management issue and promotes initiatives in order to achieve its corporate philosophy: “To contribute to society by creating an optimal environment for cities and people.” By following HASEKO ZERO-Emission, the Haseko Group's climate change response policy, we are aiming to become carbon neutral by 2050.

HASEKO ZERO-Emission (key items)



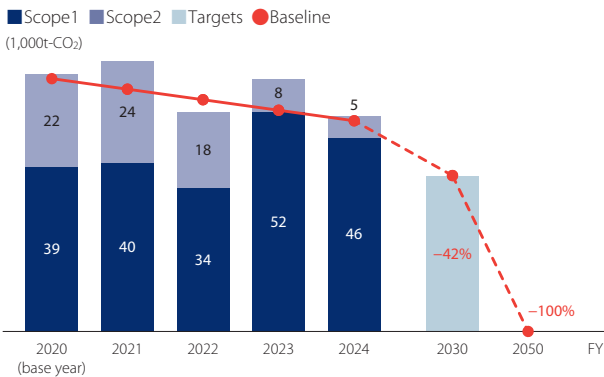
Targets and initiatives for realization

In May 2022, among the greenhouse gas (CO₂) reduction targets set by the Haseko Group, the FY2030 reduction targets were approved as science-based targets by the SBT (Science Based Targets) initiative.



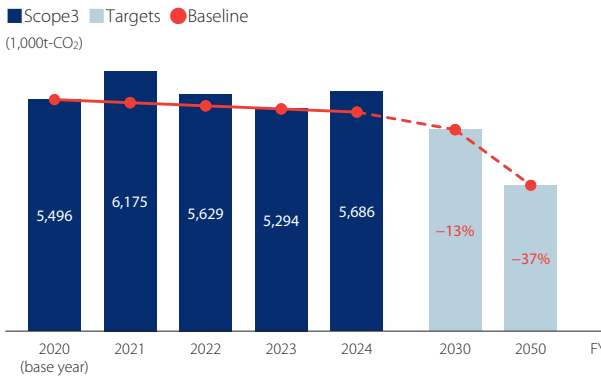
• Haseko Group CO₂ emissions reduction targets and results

Scope 1+2 emissions results and reduction targets



- For Scope 1 + Scope 2, although the number of construction sites remained the same as in the previous fiscal year, Scope 2 reductions progressed smoothly, leading to a 16.6% reduction compared to the base year.
- For Scope 3, there was a 3.5% increase compared to the base year due to an increase in raw materials procured and the amount of waste material from demolished properties that occurred in line with greater sales.

Scope 3 emissions results and reduction targets



Roadmap based on Haseko Group's CO₂ emissions reduction plan (transition plan)

		By FY2025	By FY2030	By FY2050
CO ₂ reduction target (vs FY2020)		-	Scope 1+2 -42% Scope 3 -13%	Scope 1+2 -100% Scope 3 -37%
Scope 1 FY2020 emissions: 39,000 t-CO ₂ (64% of Scope 1 and 2)	Construction sites	• Thoroughly implement energy-saving measures • Promote the introduction of low carbon fuels • Introduction of electric forklifts : end of FY2025: 100%	• Thoroughly implement energy-saving measures • Full-scale introduction of low carbon fuels • Full-scale introduction of electric heavy machinery	• Promote the use of CN* fuel, heavy machinery, construction methods, etc. (Depending on the status of technological development and commercialization)
	Offices, etc.	• Thoroughly implement energy-saving measures • Partial introduction of hybrid vehicles and EV vehicles	• Thoroughly implement energy-saving measures • Full-scale introduction of EV vehicles	• Promote the use of CN* fuel and equipment, etc. (Depending on the status of technological development and commercialization)
Scope 2 FY2020 emissions: 22,000 t-CO ₂ (36% of Scope 1 and 2)	Construction sites	• Expand the introduction of renewable power sources : Expand the introduction of renewable power sources in May 2023 : Similarly, it is planned that each Group company will achieve a 100% switch by the end of 2022	• Use 100% renewable energy sources (Generate zero Scope 2 emissions for FY2026 and beyond)	
	Offices, etc.	• Expand the introduction of renewable power sources : Haseko Corporation's offices switched to 100% renewable energy sources in FY2022 : It is planned that other sites will switch to 100% renewable energy sources in FY2026		
Scope 3 FY2020 emissions: 5,500,000 t-CO ₂	Construction materials, etc. (Category1)	• Promote the use of H-BA Concrete • Conduct studies and research on low carbon materials	• Promote the use of H-BA Concrete : FY2030: Achieve 50% or more use rate • Promote the use of low carbon materials	• Promote the use of CN* materials (Depending on the status of technological development and commercialization)
	Building use stage (Category11)	• Condominiums developed primarily by the Group (for-sale/rental) : Achieve adherence to ZEH-M Oriented standard (all condominiums designed in FY2022 or later) • Promote proposals for adoption of ZEH-M Oriented standard in design and construction projects	• Achieve adherence of new condominiums to ZEH-M Oriented standard : FY2030: 100% • Conduct further studies and research to improve environmental efficiency	• Promote CN in new condominiums in existing condominiums (Depending on the status of technological development and commercialization)

*CN: Carbon neutral

Response to Climate Change

The Company’s emissions reduction initiatives

Scope 1 Fuel decarbonization

• **Initiatives to reduce CO₂ emissions at construction sites**
To reduce the amount of CO₂ emitted at the construction stage, we are working to switch the fuel used by construction vehicles and reduce the amount.

Main initiatives	Status of implementation
Switch to low-carbon fuel	Consumption of GTL fuel and B5 light oil: 780,000L
Introduction of electric forklifts	Adoption of electric models in forklift-using sites: 100%

As a new initiative, two of our new condominium construction sites in Yokohama City were the first in Japan to adopt the use of the EVOLT eGR-250N, the world’s first fully electric rough terrain crane.



A site using the EVOLT eGR-250N

► FY2024 CO₂ reduction: 216.8t-CO₂ compared to FY2020, the base year

Scope 2 Decarbonization of electric power

• **Promoting the switch to using 100% renewable energy**
To reduce CO₂ emissions from power consumption, we are aiming to switch to the use of 100% renewable energy for the electric power at our construction sites, offices, and other locations.
In May 2023, Haseko Corporation’s construction sites achieved 100% renewable energy use, a feat followed by Haseko Group construction sites in March 2025.

Examples of initiatives

Generating biomass by recycling waste wooden materials

We have built a system where waste wooden materials generated at construction sites is collected and chipped and used as biomass power generation fuel, and the resulting electric power generated is used at construction sites.

Invested in woody biomass power plant in Ikoma City, Nara Prefecture

We invested in a biomass power plant that uses waste wood material and underused wood from the Kinki region as fuel. We also intend to use the electric power generated from the plant.

この事業を通じて
廃材を有効に活用し
環境に貢献しています

► Introduction of renewable energy for electric power used in FY2024: 100% at construction sites, 70.1% at offices, etc.

Supply chain emission reduction initiatives

Scope 3 Category 1 Developing and using low-carbon building materials

• **Development and use of H-BA Concrete, an environmentally-friendly concrete**
H-BA concrete is our proprietary environmentally-friendly concrete that reduces CO₂ emissions derived from concrete materials by approximately 20% while displaying the same performance as conventional concrete. Since it can be used in place of almost all the concrete in buildings and can be expected to greatly reduce CO₂, we plan to adopt it in 50% or more of Haseko Group business projects by FY2030, and we will endeavor to increase its use even further beyond that.

Main properties adopting H-BA Concrete and CO₂ reduction effects

FY	Usage volume (m ³)	Reduction of CO ₂ (t-CO ₂)
2017	125	6.2
2020	25	1.1
2022	2,945	162.6
2023	2,361	140.8
2024	37,594	2,186.2
Total	43,050	2,496.9

► FY2024 adoption rate: 15 out of 96 properties (15.6%)

• **Initiatives to increase wooden structures and the use of wood in housing complexes**
Bransieta Meguro Chuocho (completed in March 2025) is a rental condominium which features a wood and reinforced concrete hybrid structure on the upper four floors. We conserved approximately 603t-CO₂ through the use of wood. Additionally, by adopting H-BA concrete and other materials, we also succeeded in reducing CO₂ emissions by roughly 570t-CO₂ compared to RC buildings.



Exterior of Bransieta Meguro Chuocho

► Wooden structure projects commenced in FY2024: 4

Scope 3 Category 11 Switching to low-carbon buildings

• **Popularizing ZEH-M (ZEH Mansions, i.e. condominiums)**
We are working to popularize ZEH-M in order to reduce CO₂ emissions during building operations. The Haseko Group will strive to increase the ratio of ZEH-M among the new condominiums primarily developed by the Group. In addition, we will ensure that all for-sale and rental condominiums held by the Group and designed in FY2022 or later meet the ZEH-M Oriented standard. In the future, we will expand the target to all new condominiums constructed by the Group with the aim of making all our properties meet the net-zero energy housing (ZEH) standard by 2030.
► ZEH-M projects commenced in FY2024: 61

Information disclosures based on the recommendations of the TCFD*

>Disclosures based on the recommendations of the TCFD

In line with TCFD Recommendations, since 2021 the Haseko Group has been making disclosures about “Governance,” “Strategy,” “Risk Management” and “Metrics & Targets” as pertains to our response to climate change response.
Under “Strategy,” having identified the climate change-related risks and opportunities that could have a major impact on our business as shown in the table on the right, we are undertaking initiatives to minimize the risks while maximizing the opportunities (for more information on targets and initiatives concerning the “Impact of the transition to a decarbonized society,” please see pp. 50–51).

Impact of the transition to a decarbonized society	<ul style="list-style-type: none">• If a carbon tax is adopted, business operating costs may increase through rising energy and goods prices (common to all businesses).• If environmental regulations concerning building become more stringent, construction and repair costs may increase (construction business, real estate business)• If demand for energy-saving buildings increases, business opportunities may increase as well (construction business, real estate business)
Physical effects of climate change	<ul style="list-style-type: none">• If the number of hours of suspended work to prevent heatstroke increases, construction work could be delayed (construction business, real estate business)• If there are more frequent and intensified meteorological disasters, properties under development, facilities owned and employees could suffer from disasters, and supply chains could be disrupted (common to all businesses)• If demand for disaster-resistant buildings increases, business opportunities may increase as well (construction business, real estate business)

Information disclosure based on the recommendations of the TNFD

>Disclosures based on the recommendations of the TNFD

While disclosing information in line with the recommendations of the TNFD, Haseko Group will also aim to help build a sustainable society and increase corporate value from the perspective of biodiversity.
• **Governance**
Please see p. 49 for more information about our sustainability management structure, including our response to biodiversity.
• **Strategy**
We evaluated the nature-related dependencies, impacts, risks, and opportunities for the Company’s business in accordance with the LEAP Approach recommended by the TNFD. As a result, we selected cement in the upstream supply chain and Construction-Related Business in direct operations as the targets for evaluation.

Scope of evaluation		
Upstream supply chain	Direct operations	Downstream supply chain
Cement	Construction-related business	Management and disposal of buildings
Iron and steel		
Wood		

We also identified the nature-related risks and opportunities in the construction business and studied their significance and likelihood of occurrence. Concerning the management of risks and impacts, while we have not performed a quantitative calculation of their effect on financial affairs, as the first stage of analysis we have done a qualitative evaluation of the status of countermeasures and categorized the levels of impact as major, medium, or minor. Please visit the Company’s website for the details of risks and opportunities.

Countermeasures for the risks evaluated and initiatives that correspond to opportunities have been organized as shown below.

Upstream (cement)	<ul style="list-style-type: none">• Adherence to the Sustainable Procurement Guidelines• Technological development of new building materials (promotion of environmentally-conscious concrete, etc.)• Promotion of the reuse and recycling of construction materials• Reduction of amounts used through the usage of substitutes
Direct operations (construction-related business)	<ul style="list-style-type: none">• Promotion of wood use in construction of housing complexes• Adoption of environmentally-conscious designs• Consideration of biodiversity, acquisition of Natural Symbiosis Sites and ABINC certification• Appropriate management of pollution and noise during construction• Formulation of BCP• Optimization, labor-saving and personnel-saving in construction operations through the promotion of mechanization

• **Metrics & targets**
We measure, disclose and monitor the performance of the metrics below.

Metrics	Significance
Total amount by type of pollutants emanating from soil	Zero environmental defects
Wastewater emissions	See “Total effluents” under “Water usage (thousand m ³)” on the ESG Data page of our website.
Generation and disposal of waste	See “Volume of waste generated and discharged,” “Volume of recycled waste,” and “Final amount of waste processed” on the ESG Data page of our website.
Plastic pollution	See Resource Recycling “Construction waste treatment status” under Cyclical Resource Use on our website.
Total volume of atmospheric pollutants	See “Hazardous substances and atmospheric pollutants” on the ESG Data page of our website.
Water acquired and consumed from regions with water shortages	See “Total water intake” under “Water usage (thousand m ³)” on the ESG Data page of our website.
Volume of high risk commodities procured	See “Reinforcing steel,” “Steel frame” and “Freshly-mixed concrete” under resources injected in Flow of materials on our website.

Please see the Company’s website for more information about targets and performance.

- >FY2024 targets and results
- >ESG Data
- >Cyclical resource use
- >Flow of materials

Human Resources

>Building a Company Worth Working At

Message from the officer in charge of personnel

As the Haseko Group aims to becoming the leading company in housing and living, our collective capabilities are supported by employees of the Group and its cooperating companies. We believe that the know-how and experiences those employees possess and their wisdom and vitality that brings forth fresh value is the origin of our corporate value and the core of our human capital. Through a comprehensive educational structure, we carry out practical, step-by-step human resources development that covers everything from the early-stage training of young employees to the nurturing of executive leaders. Additionally, to create an environment where a diverse workforce can actively participate, we have developed systems that support more flexible workstyles and taking on challenges in new areas.

Through such initiatives, we are fostering a culture where employees can think, act, and grow autonomously, thereby increasing the total strength of the organization. I am confident that this will result in greater corporate value and more trust from our customers, making us a company that makes customers say, “I’m glad I chose Haseko.”

In HASEKO Evolution Plan, the Group’s medium-term business plan which commenced in FY2025, we reformed our personnel strategy to achieve this, and we will work to realize the “visions” set out below so that we can create new value that provides ideal housing and living to cities.

These initiatives will encourage greater employee engagement and innovation creation, enhancing the Company’s competitiveness and increasing corporate value in the medium and long term. By making strategic investments in human capital, the Haseko Group will keep striving to resolve social issues while also growing our businesses sustainably.



Masaru Naoe
Senior Operating Officer
In Charge of Personnel,
Corporate Communication and Haseko
Mansion Museum Management,
Corporate Management Div.

Personnel plan (April 2025 - March 2031)

Visions

- Create a profound workforce and organization capable of steadily executing business plans and promoting new businesses and DX.
- Become a corporate group where the organization and its employees pursue greater productivity and engagement and where a diverse body of employees can actively participate in good health.
- Stimulate employees’ desire to achieve targets by ensuring that high performance leads to high compensation. Become a corporate group that always displays its maximum ability and grows sustainably in the medium to long term.
- A state where individual Group employees grow through their careers and respond flexibly to changes while displaying their individual and organizational strengths to the maximum level.

Workforce management policy	Purpose of initiatives & main KPI metrics		Effects	Outputs
Pursue the Group’s management foundation and a solid personnel and organizational structure	Enhanced human resource base Workforce interaction	<ul style="list-style-type: none">• Percentage of DX promotion personnel 20% (FY2030)• Implementation rate of system with eight days closed every four weeks 100% (FY2027)• Percentage of female managers 12% consolidated (FY2030)• Percentage of persons eligible for specific health guidance 15% or less	Enhanced engagement of employees	Provide optimal housing and living for cities
Create a comfortable environment where a diverse workforce can work in health and peace of mind	Greater productivity Secured diversity		Blending of knowledge and experiences	
Provide compensation that contributes to performance, results, and medium- to long-term growth	Desire to meet targets Desire to grow sustainably		Improved business performance	
Support education and taking on challenges that lead to individual growth	Employees' self-driven skills development			
Promote scientific personnel management that uses data effectively (enhance HR Tech)				
Promote digital transformation (DX) in all business areas				
Pass on the Haseko DNA and practice hospitality				

Pursue the Group’s management foundation and a solid personnel and organizational structure

Vision

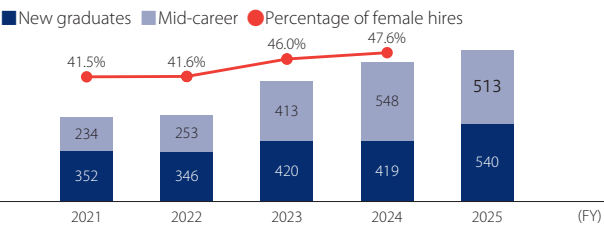
Our goal is to create a profound workforce and organization capable of steadily executing business plans and promoting new businesses and DX.

By expanding the recruitment of new graduates and mid-career hires and improving the employee turnover rate, we secured a stable order-receiving and production structure, contributing to the fulfillment of business plan targets. However, competition for recruitment of personnel, especially technological personnel, at each Group company is intensifying, so we will introduce alumni

and referral recruitment and endeavor to unearth personnel with diverse backgrounds (such as those from other countries, students studying abroad, and graduates of the National Institute of Technology).

Furthermore, to achieve the HASEKO Evolution Plan, we will increase the ranks of specialized personnel through mid-career recruitment, provide a range of educational programs (such as DX training and global human resources training) for existing employees, and continue to secure and train personnel that will pioneer new business areas.

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

Create a comfortable environment where a diverse workforce can work in health and peace of mind

Vision

We aim to become a corporate group where the organization and its employees pursue greater productivity and engagement and where a diverse body of employees can actively participate in good health.

(1) Creating a comfortable environment

We will promote company-wide workstyle reform and focus on improving the work environment. We will work together with management to ensure employees take their leave and that working hours are reduced, with a particular target of making sure 100% of construction site workers take eight days off after every four weeks of work.

Henceforth, we will visualize the working status and condition of individual employees and endeavor to evolve the management of working hours. We will also consider workstyles that improve the quantity and quality of output while taking the characteristics of the role and the employee’s circumstances into consideration and aim to increase productivity and engagement.

• MOST Activities

Since FY2005, 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 FY2024, we promoted workstyle reform throughout the company through means such as courses on the use of generative AI and promoting the “My Interval” initiative, which encourages employees to take leave on important work milestones and to go home on time.

	Eight days off every four weeks for construction workers	Overtime	Annual paid leave taken	(Of which, scheduled leave taken)
Haseko Corporation	83.9%	28.0 hours	68.6%	98.0%
Haseko Group	-	19.1 hours	72.2%	97.9%

>What are MOST activities?

• HASEKO Value Enhancement Activities

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 the Ken-ei-kai, an organization of approximately 300 our main 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 collaboration with Ken-ei-kai, we carry out HASEKO Value Enhancement Activities, strive to optimize tasks by using the latest technology, and work on initiatives to achieve even greater productivity. In addition, approximately 2,800 people, mainly from organizations of cooperating companies, participated in the Value Enhancement Expansion Study Session held online. The result of the activities are announced at the annual Debriefing Session on Value Enhancement Activities.

>What are HASEKO Value Enhancement Activities?

(2) Creating an environment where a diverse body of employees can actively participate

• Active participation of diverse employees

Employees with diverse backgrounds work at the Haseko Group and its cooperating companies. We intend to build environments and systems that will enable this workforce to display their abilities to the fullest.

Main systems and initiatives that support the active participation of a diverse workforce

Active participation of individuals	• D&I e-learning for all employees (including temporary workers) • D&I training for personnel in management positions (unconscious biases, psychological safety, etc.)
Active participation of women	• Networking events for women based on job type • Training about health issues unique to women • Follow-up program before and after childbirth and before and after returning to work
Support for active participation of people with disabilities	• Support for recruitment and settling in through Haseko Systems Inc., our special-purpose subsidiary • Time off for hospital visits, barrier-free facilities • Holding HASEKO Marche and satellite office briefing sessions as a contact point with staff and employees with disabilities.
Active participation of foreign human resources	• Holding “Global Worker Meetings” (round-table discussions between Japanese staff and staff from other countries at construction sites)
Active participation of senior personnel	• Retirement reemployment system • Training on writing a professional memoir

>D&I at the Haseko Group

>Haseko Group Diversity & Inclusion Promotion Policy

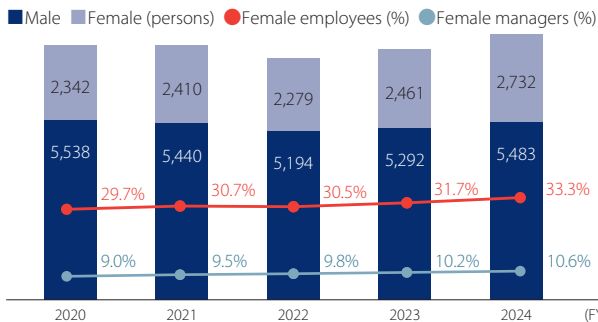
Human Resources

• Promoting the active participation of women

In 2023, the Company's first female inside director was appointed. This fiscal year, we also appointed a new female operating officer. This makes total of fifteen female officers across the entire Group.

It will take a little more time for the women the Company is actively recruiting to become managers, however we will aim to increase the percentage of female managers by continuing to create environments where childrearing and caregiving do not become obstacles to a career, and by further strengthening and enhancing training. We also proactively select female employees to participate in the internal training sessions called the Executive Leader Development Program. Through such opportunities, we hope to nurture and raise awareness of officer positions in female managers, and we will actively consider them for promotion to officer positions.

Trends in the percentage of female employees and managers



*FY2020-2021: Haseko Corporation and all Group companies in Japan
FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan

In FY2024, Haseko Corporation earned a top rating of three stars in Eruboshi Certification for the first time based on the Act on Promotion of Women's Participation and Advancement in the Workplace. Haseko Reform Inc. received two stars in the same certification.

• Support for work-life balance

We are striving to build system and a culture that supports a work-life balance to enable us to realize a variety of workstyles to suit various life stages. By creating environments where employees can work for a long time in peace of mind, we will increase engagement and retention, which will contribute to better results for the organization as a whole.

Main systems and initiatives

Support for work-life balance	<ul style="list-style-type: none">Partial paid leave for spousal childbirth leave/childcare leaveTime off for children, and shorter working hours system (until the third year of elementary school)Nursing care leave (can be taken in instalments for a total of one year)Nursing care leave (fifty days per year for one family member needing care)Annual leave in hourly units, work-from-home, staggered commutingJob category transfer system, reemployment systemIku-Boss Declaration (a statement of commitment by management members in charge of business units to supporting employees in balancing work and family) and showcasing examples through the company newsletter, etc.
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(3) Promoting health management

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."

In accordance with the Haseko Group's Declaration of Health issued by our president, we established the Haseko Group Health Management Promotion Committee (Chairperson: the president of the Company, Members: the officers in charge of various departments in the Company, the presidents of various Group companies, industrial physicians, labor unions) in FY2018. The Committee makes decisions on company-wide policies, targets, plans and progress on the maintenance and promotion of employees' health, and shares related information.

We will pursue and implement health-focused initiatives that contributes to greater task performance (productivity) and engagement for employees and the organization so that we can realize true "health management."

Highly unique initiatives

- PET-CT scans for employees aged 45 and those over 50 (all expenses paid by the company)
- "Haseko Health Challenge" specific health guidance

With these efforts paying off, the Company and its affiliates were selected under the "2025 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.

>Promoting health management

Provide compensation that contributes to performance, results, and medium- to long-term growth

Vision

Stimulate employees' desire to achieve targets by ensuring that high performance leads to high compensation. We will aim to become a corporate group that always displays its maximum ability and grows sustainably in the medium to long term.

Through evaluations based on the degree of contribution to performance and the level of achievement of individual goals, the Company has created a mechanism where high evaluations lead to better compensation. Further, in FY2020 we expanded the scope of the share-based remuneration system to all managers to foster awareness in management, encouraging them to contribute proactively to the company's growth.

Furthermore, to secure and retain the workforce that will drive our future in the face of intensifying competition to obtain human resources, we spent four years increasing initial salaries and compensation standards as a whole. By enhancing our recruiting competitiveness and improving retention, we intend to strengthen our workforce so that we can further expand our business areas and start new businesses.

Trends in starting and average annual salaries for university graduates (Haseko Corporation)

	2022	2023	2024	2025
Starting salary	250	255	300	310
Average annual salary	9,418	9,634	10,578	-

>Building a Company Worth Working At

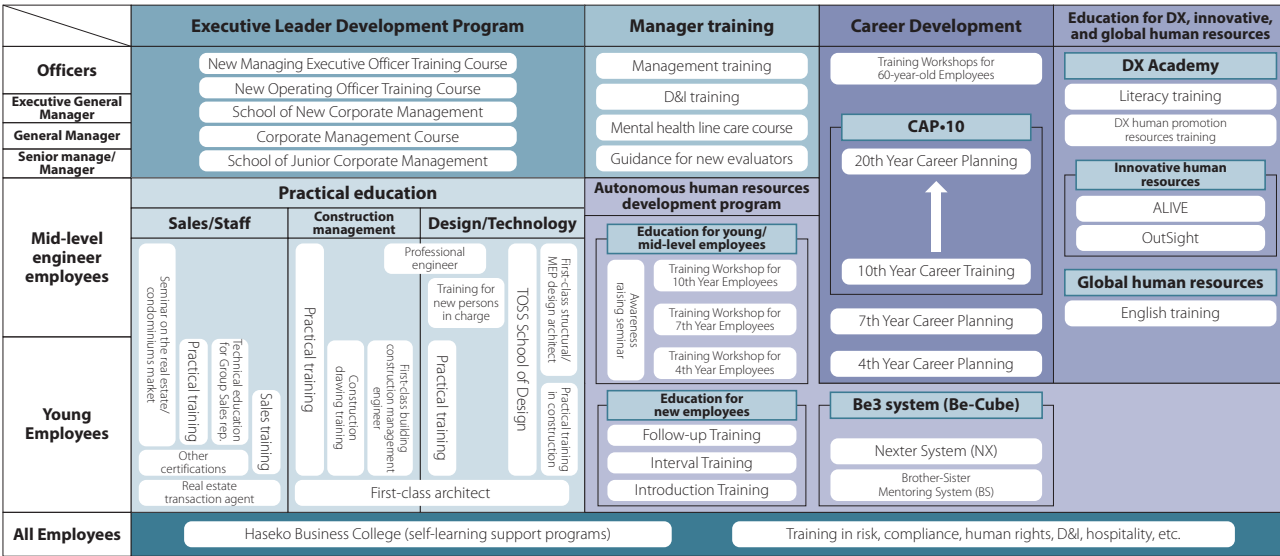
Support education and taking on challenges that lead to individual growth

Vision

We will aim to achieve a state where individual Group employees grow through their careers and respond flexibly to changes while displaying their individual and organizational strengths to the maximum level.

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;

Haseko Corporation's education system



>Haseko Corporation's education system

FY2024 targets and performance

Pursue the Group's management foundation and a solid personnel and organizational structure

Metrics	Targets	Results
Achievement rate of new graduate recruitment plan	100%	81.5%
Turnover rate of full-time employees	5.0%	5.1%

Create a comfortable environment where a diverse workforce can work in health and peace of mind

(1) Creating a comfortable environment

Metrics	Targets	Results
Implementation rate of operation with 8 days closed every 4 weeks	100%*	30.4%
Implementation rate* of operation with 8 days off every 4 weeks (104 days off annually)	100%	30.4%
Fatal and serious accidents/disasters*	None	2
Frequency rate of occupational accidents*	0.60 or less	0.28
Severity rate of occupational accidents*	0.01 or less	0.26

*Targets of the Haseko Corporation

(2) Creating an environment where a diverse body of employees can actively participate

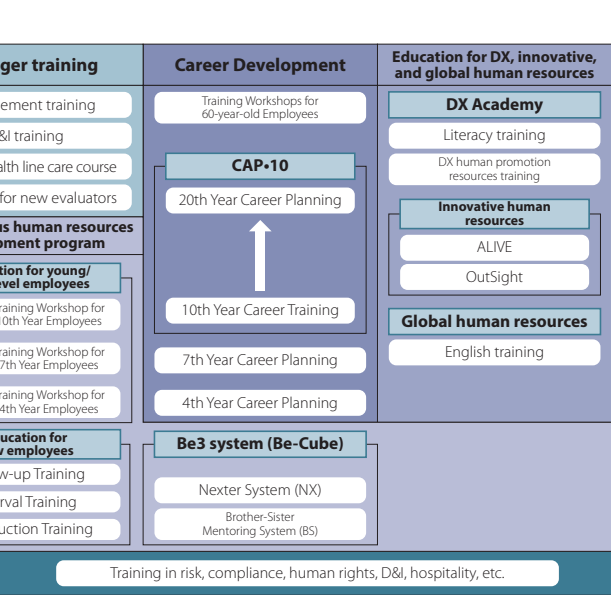
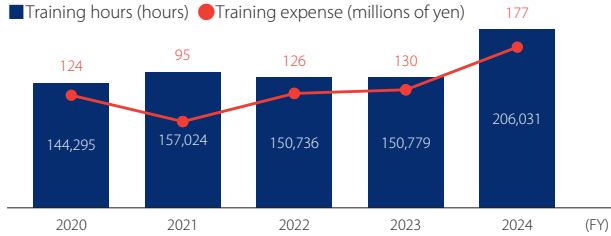
Metrics	Targets	Results
Percentage of women among new graduates hired*	30%	36.5%
Percentage of female employees	30% or more	33.3%
Percentage of female managers	12%	10.6%
Percentage of male workers using the childcare participation system*	100%	81.1%
Percentage of childcare leave taken by male workers	50%	59.4%
Percentage of disabled persons employed	2.5%	2.48%

*The childcare participation system refers to childcare leave and spousal childbirth leave.

and DX education.

We will support self-directed skills development aimed at career development with the hope that the combination of knowledge and experiences from Group employees as they each growth through their careers will lead to new value creation.

Investment in education on human resources development



(3) Promoting health management

Metrics	Targets	Results
Percentage of employees undergoing health checks	100%	100%
Percentage of employees taking stress checks	100%	99.3%
Percentage of persons eligible for specific health guidance	15% or less	16.4%
Implementation rate of the specific health guidance	55%	55.6%
Certification under the Health & Productivity Management Outstanding Organizations Recognition Program	White 500 certification acquired	White 500 certification acquired

Support education and taking on challenges that lead to individual growth

Metrics	Targets	Results
Percentage of employees holding key qualifications*	100%	82.2%
Participation in Haseko Business College courses	30%	12.4%

*Key qualifications refers to the following.

Real estate notary, First-class architect, First-class building construction management engineer, Licensed representative of condominium management companies, Property manager, First-class plumbing construction management engineer, First-class electrical construction management engineer, First-class civil engineering construction management engineer, Interior coordinator, Mansion reform manager

Respect for Human Rights

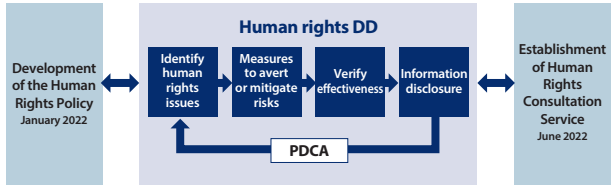
Basic approach to human rights

The Haseko Group explicitly states “respect for human rights” in the Haseko Group Standards of Conduct. Moreover, in order to deepen our initiatives for respecting human rights, in January 2022 we established the Haseko Group’s Human Rights Policy in line with the United Nations Guiding Principles on Business and Human Rights. We instill the Standards and Policy throughout the Group so that each and every employee can deepen his/her understanding of human rights and engage in operations with a high level of awareness at all times, as well as require our cooperating companies and other supply chain constituents to respect human rights in their own business activities. Moreover, we will pursue management that respects human rights through efforts including human rights due diligence initiatives.

- >Haseko Group Code of Conduct
- >Haseko Group’s Human Rights Policy

Status of human rights due diligence initiatives

Having developed the Haseko Group’s Human Rights Policy, we continue to carry out human rights due diligence (hereinafter “human rights DD”) initiatives.



Human rights issues identified

The Corporate Management Division and Construction Division, a division that serve as contact points with cooperating companies, have created the “Human Rights Working Group” (hereinafter the working group) and identified potential human rights violations related to the business activities of the Haseko Group. The working group identified human rights issues, assessing those risks in terms of their degree of severity and likelihood of occurring and verifying the status of actions taken by relevant divisions and Group companies. In October 2022, the working group identified human rights risks that needed to be prioritized for addressing. (In February 2024, having considered the measures to avert and mitigate risks that were implemented after the human rights issues had been identified, as well as changes to the nature and environmental conditions of the Group’s business, the working group determined that no review of human rights issues was necessary. The Group will continue to determine the necessity of reviews on an as-needed basis.)

Human rights issue	<ul style="list-style-type: none">• Human rights issues in the upstream supply chain• Forced labor and child labor• Occupational health and safety• Employment and working conditions• Harassment and discrimination• Impact on local communities• Customer safety and security
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>Nurturing a Culture of Trust Respect for Human Rights

KPI	
Initiative item & KPI	Target value
Implementation of human rights due diligence	Implemented every fiscal year

Main initiatives

• Consideration and implementation of measures to avert or mitigate risks

Many of the human rights issues identified had already been recognized as “company-wide risks” or “department-specific risks” and has been addressed as part of our existing “risk prevention activities.” In our yearly “risk prevention activities,” we work on raising awareness of the human rights issues that had been identified, along with identifying human rights issues among the risks that had been recognized by each department. In this way, each department could check for any human rights issues that might exist within their own department, based on which we consider whether there is the need to take additional measures or not.

• Distribution of Human Rights Handbook

The Group created the Human Rights Handbook as part of its efforts to develop its officers’ and employees’ awareness of human rights. The book explains the social demands for human rights and the Company’s human rights initiatives. In addition, it explains the connection between human rights and the Group’s various businesses so that each officer and employee can understand how human rights relates their individual duties. To promote understanding of the issues, the handbook is distributed to all officers and employees (including temporary staff) and to new employees during their on-boarding training. It is also published on the Company’s internal portal website. We will continue to make active use of this handbook and enrich our understanding of business and human rights as a whole.

• Human Rights Help Desk

We have established a human rights help desk on the Haseko Corporation website. The help desk receives inquiries regarding concerns about human rights violations in connection with the Group’s corporate activities. It is also open to the general public, and handles cases received respecting confidentiality and anonymity, so that the inquirers will not suffer any disadvantages.

• Sustainability lectures

The Haseko Group organized a lecture on the topic “Business and Human Rights” for employees higher than the general manager rank. The contents of the lecture were also posted on the internal portal so they can be viewed by everyone. Going forward, we will work to deepen understanding of business and human rights along with the use of the Human Rights Handbook.

Announcement of “My Declaration of Human Rights”

Haseko Corporation affirms the significance of the “My Declaration of Human Rights” initiative promoted by the Ministry of Justice, and aims to realize a society in which all people show mutual respect for each other’s human rights. Through “My Declaration of Human Rights,” we announced that we will engage in business activities in a manner that respects human rights. This declaration is published on the website of the Human Rights Library.

Supply Chain Management

>Nurturing a Culture of Trust Supply Chain Management

Basic approach

The Haseko Group’s business activities are sustained by the support of our cooperating companies and many other organizations, and we consider our business partners to be vital partners that we seek to promote sustainability together with.

To build a sustainable supply chain, we carry out procurement based on the Haseko Group Sustainable Procurement Guidelines (hereinafter referred to as “the Guidelines”). These guidelines set out basic items for conducting procurement in an environmentally- and societally-conscious manner, and we ask all our business partners, including independent contractors and agents, to conduct their businesses in compliance with their contents.

Sustainable Procurement Guidelines **List of items**

1. Thorough compliance
2. Respect for human rights
3. Fair business activities
4. Commitment to safety and hygiene
5. Securing quality
6. Care for the environment
7. Proper disclosure of information
8. Thorough information security
9. Contribution to society
10. Preparation of the Business Continuity Plan (BCP)

>Haseko Group Sustainable Procurement Guidelines

Haseko Group Sustainable Procurement Guidelines

To ensure proper implementation of the Haseko Group Sustainable Procurement Guidelines, the Haseko Group obtains written consent on the Guidelines from its main business partners (companies who are members of Group companies’ organizations of cooperating companies). Additionally, to clarify our request for compliance with the Guidelines with all business partners, including those outside the organizations of cooperating companies, we are in the process of adding Guideline compliance clauses to contracts and obtaining written consent.

Furthermore, we have been conducting surveys of our business partners since FY2022 to verify the status of their compliance with the Guidelines and to promote understanding and adoption of our initiatives.

• Overview of self-checklist of the “Haseko Group Sustainable Procurement Guidelines”

An overview of the questionnaire we conducted on our business partners in FY2024 is given below.

Survey period	July–August 2024
Companies surveyed	1,064 companies consisting of the member companies of Haseko Corporation’s Ken-ei-kai, Hosoda Corporation’s Shinwakai, Haseko Reform Inc.’s Ju-yu-kai, Fujikensetsu Co., Ltd.’s Kenshou-kai and Haseko Community, Inc.’s Ko-sho-kai. *Some business partners who are not members of the organizations of cooperating companies were also included
Objectives	The survey was conducted to understand the implementation status of initiatives and raise awareness of compliance with the Haseko Group CSR Procurement Guidelines (now the Haseko Group Sustainable Procurement Guidelines).
Survey items	The state of adherence to each of the items in the guidelines
Responses	866 companies (a response rate of 81.4%)
Results	<ul style="list-style-type: none">• We confirmed that there were no issues with the state of adherence, by and large.• We checked with certain cooperating companies on an individual basis to encourage understanding of applicable laws and regulations.

KPIs	
Initiative item & KPIs	Target value
Sustainable procurement survey response rate (Construction-related organizations of cooperating companies)	Every fiscal year 100%
Rate of implementation of engagement with foreign workers (based on number of target cooperating companies)	Every fiscal year 100%

Main initiatives

• Activities through organizations of cooperating companies

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, design divisions and technological promotion divisions of Haseko Corporation as well as “Ken-ei-kai,” an organization of business partners consisting of approximately 300 major cooperating companies). This cooperative relationship has continued for more than 25 years, and through the unique Haseko Value Enhancement activities jointly carried out by technological departments and Ken-ei-kai, we endeavor to strengthen our relationship and further advance quality management and other initiatives.

Our activities in pursuit of growth are conducted together with organizations of business partners, namely: “Koshokai” and “Koshokai Kansai” at Haseko Community, Inc.; “Tokyo Juyukai” and “Kansai Juyukai” at Haseko Reform, Inc.; “Tokyo Kenshokai” and “Kansai Kenshokai” at Fuji Kensetsu Co., Ltd; and “Shinwakai” at Hosoda Corporation.

Framework of “quaternity”



• Engagement with foreign workers from partner companies

In response to the increasing number of foreign workers working at construction sites, the Workstyle Reform Subcommittee of the HASEKO Value Enhancement Committee took the lead in holding “Global Workers Meetings” at four of Haseko Corporation’s construction sites with the aim of sharing information, promoting cultural exchange, and improving skills.

This engagement revealed that issues caused by differences in language and culture are especially serious.



The atmosphere of the Global Workers Meeting

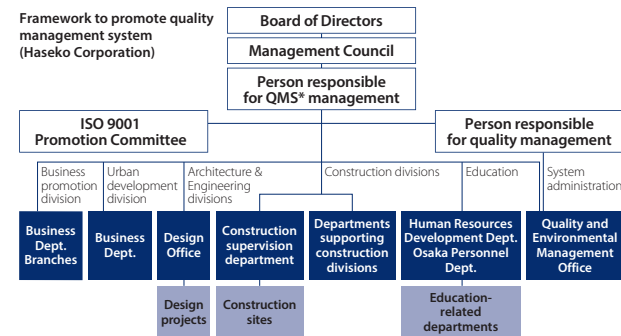
While working to address and improve such issues, we will aim to increase feelings of solidarity at workplaces and create safer and more pleasant construction sites by encouraging interaction between fellow foreign workers.

Sustainability Topics

Quality management system

Safety, security and comfort

Haseko Corporation, Haseko Reform Inc., and Fujikensetsu Co., Ltd. have established a quality management system based on ISO 9001 and are working to improve quality by setting a quality policy.



*Quality Management System

As of April 1, 2024

Haseko's Premium After-sales Service (PAS)

Safety, security and comfort

In the past, receiving messages through management companies and sellers was the norm. However the Company's introduction of PAS in 2008 made it possible for customers to contact us directly, allowing staff with expert knowledge of condominiums to respond more smoothly. We offer various kinds of support, such as extended after-sales service periods and periodic services, so that customers to stay for long periods with peace of mind.

Haseko's "Three-piece set disaster prevention equipment" to secure post-disaster living necessities

Safety, security and comfort

We became the first in Japan to adopt an emergency potable water generation system in a for-sale condominium in 2003, and have since been putting efforts into adopting and proposing the "three-piece set disaster prevention equipment"—which consists of an "emergency potable water generation system," "emergency manhole toilets," and "benches that convert into cooking stoves" as disaster prevention equipment to secure post-disaster living foundation, i.e., water, toilets and fire—in for-sale condominiums designed and constructed by us.

The Haseko Living Metaverse Project

New value creation

We have launched the Haseko Living Metaverse Project, in which the latest metaverse technology is used to create "the future norm for housing and lifestyle." In the first phase of the project, we introduced the Metaverse Model Room Tour which aims to increase customer satisfaction levels during the condominium consideration stage.

"UGOCLO" movable storage unit to suit residents' lifestyles

Enabling diverse lifestyles

UGOCLO is a movable storage unit. Whether they alone or as a family, users can easily alter the size and usability of their living and storage spaces by themselves to suit the changes in their family size and lifestyle.



"Be-Fit"*, a new living space

Enabling diverse lifestyles

"Be-Fit" allows residents the freedom to use their space as they wish by aggregating each housing unit's storage spaces and moving the pillars to the exterior to create a streamlined living area. Utilizing shelving, boxes, and other height-adjustable and movable wall furniture, it becomes easy to adapt to changes in life stages, such as their children's growth, their hobbies, etc.

*Be-Fit: Be = Ensuring all Basic & Essential features are in place, creating a living space that Fits

3D design and construction system HASEKO-version BIM

New value creation

We have developed HASEKO-version BIM (Building Information Modeling) specialized for condominiums, which we use for all aspects of a condominium's life cycle, from design and construction to sale and management.

Opened H/DTL (HASEKO Digital Technology Lab), a condominium future experience space, in April 2025

H/DTL is a creation and communication base for new condominium sales, merchandise display, design and production methods. It is based on HASEKO-version BIM and uses cutting-edge digital technology to blend the virtual world with reality.



HASEKO Digital Technology Lab

• Main initiatives

- Metaverse Model Room Tour
- Housing design competition in metaverse model room
- Metaverse furniture coordination service



Model room tour



Furniture coordination service

Net-zero CO₂ emissions meets experimental residential housing Sustaina Branche Hongyotoku

Sustainable urban development

Completed in September 2023, "Sustaina Branche Hongyotoku" is Japan's first renovation project that achieves virtually zero CO₂ emissions during the building operation.

This condominium introduces various state-of-the-art technologies of the Haseko Group, including energy-saving technologies that contribute to realizing a decarbonized society, technologies for extending the life of buildings, and wellness housing technologies while also promoting future-minded housing development that makes use of IoT devices and AI technology. Furthermore, this project's initiatives have been positively received, and it won the Excellence Award at the 23rd Environmental and Equipment Design Award and the 2025 Demand Side Management Award in addition to the Minister of the Environment Award for Climate Action 2024.



Our goal is net-zero CO₂ emissions through improved housing energy-conservation and renewable energy

We will contribute to research and technological development with residential-type experimental homes aimed at creating future housing.

>Sustaina Branche Hongyotoku concept site (Japanese only)

Urban development that circulates prosperity HASEKO Well-Doing Smart City

Sustainable urban development

Leveraging its experience in constructing a total of approximately 720,000 condominiums and its service business know-how, the Haseko Group has launched the idea of HASEKO Well-Doing Smart City.

This idea is based on the concept of three types of "circulation." We will combine the knowledge of developers, manufacturers and various service providers with the Group's know-how, and cooperate with communities and local authorities to address problems and contribute to the community. By drawing out the continuing needs of the residents and reflecting them in our efforts, we will create new value. This will create cycles of continued improvement in housing value while realizing a foundational structure of mutual assistance that supports those cycles.

We intend to implement the Kajiwara, Kamakura City Plan (provisional name) as the first stage of the project.

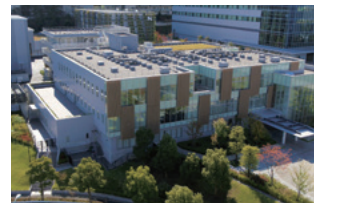


Urban development that circulates prosperity
Concept diagram of "HASEKO Well-Doing Smart City"

Initiatives at Haseko Technical Center

Biodiversity

Haseko Technical Center brings together the Haseko Group's technological R&D functions. It is a joint facility with Haseko Condominium Museum, and we conduct a variety of initiatives there to help us build a regional ecosystem network. In October 2023, it was certified as a Natural Symbiosis Site, and in August 2024 it became one of the first 159 OECM registered in Japan. The "Ikimono Hakken in Tama" (Discover Living Things in Tama event is held at the biotope installed at the Haseko Technical Center to teach people about the connections between living things and other aspects of biodiversity. Going forward, the Haseko Group will show even more consideration for biodiversity and use the Haseko Technical Center as an information dissemination base by holding events and other initiatives.



Haseko Technical Center

"Haseko no Mori" project

Biodiversity

The "Haseko no Mori" project is one of the projects commemorating the Group's 80th anniversary. The Group has been conducting forest conservation and afforestation activities such as forest thinning and tree-planting at two locations: Chino City, Nagano Prefecture (approximately thirteen hectares), and Tanabe City, Wakayama Prefecture (approximately three hectares), based on the themes of social contribution, future-oriented, and collaboration with the local community. We will proactively make Group-wide efforts in this project together with the local communities.



A "Haseko no Mori" activity

Initiatives with Professor Hiroshi Ishiguro of The University of Osaka Graduate School

The Haseko Group is supporting, as a Platinum Partner, the "Future of Life" Pavilion created by producer Hiroshi Ishiguro in the Signature Pavilion, which is a thematic project of the 2025 Japan World Exposition (Osaka/Kansai Expo). In addition, Haseko Corporation will deliver the physical building itself, having cooperated in its design and construction.

We also worked with Professor Ishiguro, creative director Akane Kikuchi and others on a joint project called the "ivi project" and completed construction of "ivi house" a residence filled with a sense of vitality, in March 2025.



Exterior of the Future of Life Signature Pavilion



Exterior of ivi house

Corporate Governance

List of Directors and Corporate Auditors

	Noriaki Tsuji Chairman and Director Skills ① ③ ⑥ ⑦ ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Noriaki Tsuji has been mainly responsible for construction orders and sales and real estate businesses since he joined the Company, and has abundant business experience. He has been in charge of management of the Company as President and Representative Director since 2014, as Chairman and Representative Director since 2020 and as Chairman and Director since 2022, and he has been making great efforts on the strengthening of the HASEKO Group, accumulating extensive knowledge about management. By leveraging his experience and knowledge into the Company's management as a Director, has contributed to the improvement of the Company's business performance and corporate value.
	Kazuo Ikegami Executive Vice Chairman and Representative Director Skills ① ③ ⑤ ⑧ ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Kazuo Ikegami has been mainly responsible for architecture and engineering business since he joined the Company, and has abundant business experience. He has been responsible for the Company's management as President and Representative Director since 2020 and as Executive Vice Chairman and Representative Director since 2025, making great efforts to strengthen the HASEKO Group and possessing extensive knowledge about management. By leveraging his experience and knowledge into the Company's management as a Director, he has contributed to the improvement of the Company's business performance and corporate value.
	Satoshi Kumano President and Representative Director Skills ① ③ ⑥ ⑦ ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Satoshi Kumano has been mainly responsible for construction orders and sales, real estate businesses and corporate management since he joined the Company, and has abundant business experience. He has been in charge of management of the Company as President and Representative Director since 2025, and he has been making great efforts on the strengthening of the HASEKO Group, accumulating extensive knowledge about management. By leveraging his experience and knowledge into the Company's management as a Director, he has contributed to the improvement of the Company's business performance and corporate value.
	Shoji Naraoka Director, Executive Vice President Skills ① ② ④ ⑧ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Shoji Naraoka has been mainly responsible for the corporate planning since he joined the Company. He has been engaged in the identification of Group management issues and formulation of the management plan. He has abundant business experience and extensive knowledge about management. Since his assumption of office of Director, he has greatly contributed to the improvement of the Company's performance and value creation for the Group as a whole.
	Kuniyoshi Mimori Director, Executive Vice President Skills ① ⑤ ⑧ Attendance at Board Meetings in fiscal year 2024 11 out of 11 meetings (100%)	Reasons for appointment and expected roles Kuniyoshi Mimori has been mainly responsible for construction business since he joined the Company. He has abundant business experience in construction work, the Company's core business, and extensive knowledge about management. Since assuming his position as a Director, he has made significant contributions to improving the Company's business performance.
	Toru Yamaguchi Director, Executive Operating Officer Skills ① ⑥ ⑦ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Toru Yamaguchi has been mainly responsible for construction orders and sales and real estate businesses since he joined the Company. Possessing abundant business experience and extensive knowledge of management, since assuming his position as a Director, he has made significant contributions to improving the Company's business performance.

	Naoko Yoshimura Director, Operating Officer Skills ① ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Since joining the Company, Naoko Yoshimura has been mainly involved in the evaluation and analysis of systems, policies, and market environment related to the senior housing and facilities business, study and research for the formulation of business plans, and consulting at Haseko Research Institute, Inc. She possesses extensive research achievements and practical experience, and since assuming her position as a Director, she has made significant contributions to improving the performance of the Company and its Group companies.
	Kazuhiko Ichimura Outside Director Skills ① ② ③ ⑦ ⑨ Attendance at Board Meetings in fiscal year 2024 13 out of 14 meetings (92 %)	Reasons for appointment and expected roles Kazuhiko Ichimura has abundant experience in promoting urban redevelopment projects and large-scale commercial development at Mitsubishi Corporation. In addition, as Representative Director of Mitsubishi Corporation Urban Development, Inc., he gained an extensive track record and experience in company management, overseeing the operation of a developer specializing in income-generating real estate, primarily commercial facilities. He also has a business perspective targeted at consumers gained as an Operating Officer at ASATSU-DK INC. Since he assumed the office of Outside Director, he has greatly contributed to the enhancement of the Company's governance. For such reasons, he is expected to draw on this abundant experience and track record to supervise corporate management from an objective standpoint.
	Mami Nagasaki Outside Director Skills ② ③ ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Mami Nagasaki has diverse experiences as an attorney and knowledge about legal affairs in general, and also is engaged in duties related to the Company's main construction business. Additionally, she has experience and a proven track record in corporate management gained through executing the overall business operations of an investment company as an Executive Officer. Since she assumed the office of Outside Director, she has greatly contributed to the enhancement of the Company's governance. For such reasons, she is expected to draw on this abundant experience and track record to supervise corporate management from an objective standpoint.
	Toshikatsu Ogura Outside Director Skills ① ② ③ ⑧ ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Toshikatsu Ogura was engaged in business management of companies as a Representative Director at Nippon Telegraph and Telephone West Corporation and NTT BUSINESS ASSOCIE Corporation, and has abundant experience and excellent track record in management. Since he assumed the office of Outside Director, he has greatly contributed to the enhancement of the Company's governance. For such reasons, he is expected to draw on this abundant experience and track record to supervise corporate management from an objective standpoint.
	Shinsuke Fujii Outside Director Skills ① ② ③ ④ ⑨ Attendance at Board Meetings in fiscal year 2024 14 out of 14 meetings (100%)	Reasons for appointment and expected roles Shinsuke Fujii served as the Director-General of the National Spatial Planning and Regional Policy Bureau, and possesses extensive knowledge about the construction industry. In addition, as Representative Director of Metropolitan Expressway Co., Ltd., he has also been engaged in business management of a company and has abundant experience and an excellent track record in management. For such reasons, he is expected to draw on this abundant experience and track record to supervise corporate management from an objective standpoint.
	Takeshi Fujii Outside Director Skills ① ② ③ ⑤ ⑨ Attendance at Board Meetings in fiscal year 2024 —/— (Newly appointed)	Reasons for appointment and expected roles Takeshi Fujii served as the Director-General of the National Spatial Planning and Regional Policy Bureau, and possesses extensive knowledge about the construction industry. In addition, as Representative Director of Metropolitan Expressway Co., Ltd., he has also been engaged in business management of a company and has abundant experience and an excellent track record in management. For such reasons, he is expected to draw on this abundant experience and track record to supervise corporate management from an objective standpoint.

Corporate Governance

>Nurturing a culture of trust Corporate ethics and compliance with the law

Messages from the Outside Directors

Kazuhiko Ichimura Outside Director



Our new medium-term business plan, the HASEKO Evolution Plan, has commenced. At its core, we have established the commitment to “fulfill social responsibility from all ESG perspectives and contribute to the realization of a sustainable society.” Furthermore, in establishing sustainability management, we have long defined our approach as “balancing the creation of social value and the growth of the Group by solving various challenges through our business, thereby enhancing corporate value,” with a core vision for the Company of “nurturing a culture of trust.”

Recently, however, an incident occurred in which a Group company was subject to an on-site inspection by the Japan Fair Trade Commission on suspicion of violating the Antimonopoly Act. This is an unacceptable situation for a company striving to fulfill its social responsibility and nurture a culture of trust. We will thoroughly reexamine whether there are any actions within our immediate surroundings that are inappropriate or lack transparency —actions we could not explain to our company, family, or friends. With renewed resolve, we will pursue the HASEKO Evolution Plan to achieve the outstanding goals we have set as a well-governed, excellent company.

The year 2027 marks Haseko Corporation’s 90th anniversary. The trust that the Company has built over 90 years through the efforts of our predecessors is a tremendous asset, but it can be lost in an instant with a single misstep. By keeping in mind the saying, “three years to build a castle, one day to destroy it,” we will conduct our daily business with integrity and fairness.

Mami Nagasaki Outside Director



This fiscal year saw the launch of our new medium-term business plan, the HASEKO Evolution Plan. Regarding management metrics, we have incorporated target figures not only for ordinary profit but also for ROE, reflecting a change in management’s mindset to one focused on improving capital efficiency.

In formulating the plan, we held multiple meetings where members of the Board of Directors freely exchanged opinions on each theme. During this process, we analyzed market growth potential and competitors for each business portfolio, engaging in earnest discussions on how to leverage the Group’s comprehensive strengths to enhance productivity and drive growth. Amidst increasingly challenging business conditions facing the Company, including population decline, rising costs of land and materials, and labor shortages, our business strategy encompasses a wide range of initiatives to drive further growth in our core Construction-Related Business, alongside our Real Estate-Related Business and our Condominium Management and Operation Business.

Drawing on my experience as a lawyer and outside director, I intend to continue advocating for the thorough implementation of compliance and the further enhancement of corporate governance as a representative of shareholder interests. I will also supervise whether plans are being steadily executed and actively voice my opinions. In addition, should business risks or the environment change after the plan is formulated, it is crucial that management responds with a sense of urgency. Furthermore, the executive team has indicated its intention to begin discussions on ROIC at future meetings of the Board of Directors, and I expect that conducting more in-depth discussions on the business portfolio will contribute to the sustainable growth of the Company.

Toshikatsu Ogura Outside Director



It has been five years since I joined the Company as an outside director, and through discussions at meetings of the Board of Director and elsewhere, two things have become strongly apparent to me. The first is that this is a company that once went through some tough times. In January 1999, its share price fell to just 13 yen.

From there, it fundamentally revised its management policies and worked together as one to steadily implement various turnaround measures, transforming into the “new Haseko.” The difficult experiences of that period continue to be passed down to employees who joined after the management crisis, and this is something that I am often reminded of not only in meetings of the Board of Directors but also in conversations with employees in various settings. The other thing that strikes me is that it is a company with a unique business model. Through conversations with employees, I sense their confidence and pride in being a company that possesses something unmatched — not merely a condominium construction firm, but a company involved in land acquisition, sometimes even in stages preceding that, and engaged in various customer follow-up even after a condominium is completed. However, continuing corporate activities solely on that basis offers little hope for significant future growth. It is time to expand the Company’s business into fields where it already has a proven track record and where future growth is anticipated, such as the Real Estate-Related Business, Condominium Management and Operation Business, and Overseas Business. The five-year medium-term business plan coinciding with former President Ikegami’s tenure successfully achieved its targets, including for operating profit.

I expect President Kumano to build upon this foundation and actively yet steadily pursue new business initiatives. As an outside director, I intend to continue providing necessary advice and proposals as I have done to date.

Shinsuke Fujii Outside Director



In April of this year, Director Kumano assumed the position of the Company’s new president. On his appointment, he stated that the theme he wishes to focus on during his time as President is capital efficiency. With the Company having faced a management crisis in the 1990s, it lacked capital flexibility and therefore focused its turnaround efforts on the construction industry, which requires relatively less capital. During that period, the emphasis was on management metrics such as gross profit and gross profit margin. These simple metrics were easy to understand, making them ideal as a focus for a collective effort that could be shared with all employees.

However, with the Company having recovered its capital base in recent years, and as it expands its real estate business once again to pursue new growth, continuing to operate based solely on the same metrics as before could potentially lead to a decline in corporate value. As such, President Kumano’s New Year’s statement can be seen as a timely policy announcement reflecting the recent changes in the Company’s business model, where new metrics such as the cost of capital, efficiency, and the present value of investments have become increasingly important. While preserving the vitality and precious DNA of the frontline teams, who work strenuously to achieve their gross profit targets no matter what, I would like to support the company-wide adoption of a capital efficiency-focused mindset as quickly as possible, as well as ensuring that the market recognizes and values this shift.

Takeshi Fujii Outside Director



The world faces unprecedented major risks, including extreme weather events and armed conflicts. Meanwhile, Japan is experiencing rapid population decline. Amid such circumstances, it is crucial to adopt a strategic perspective that goes beyond mere business continuity — one that views these changes as new opportunities and strives to create value for the future.

The Haseko Group’s medium-term business plan, the HASEKO Evolution Plan, also aims for evolution by combining “succession” and “change.” As an outside director, I will work toward making this a reality.

Basic Approach to Corporate Governance

Haseko Corporation’s basic management policy is “as a leading company in housing and living, to achieve sustainable growth and enhance corporate value.” It has also positioned reinforcement of corporate governance as one of its utmost management priorities as it recognizes that it is indispensable to secure management transparency and objectivity.

>Basic Policy on Corporate Governance

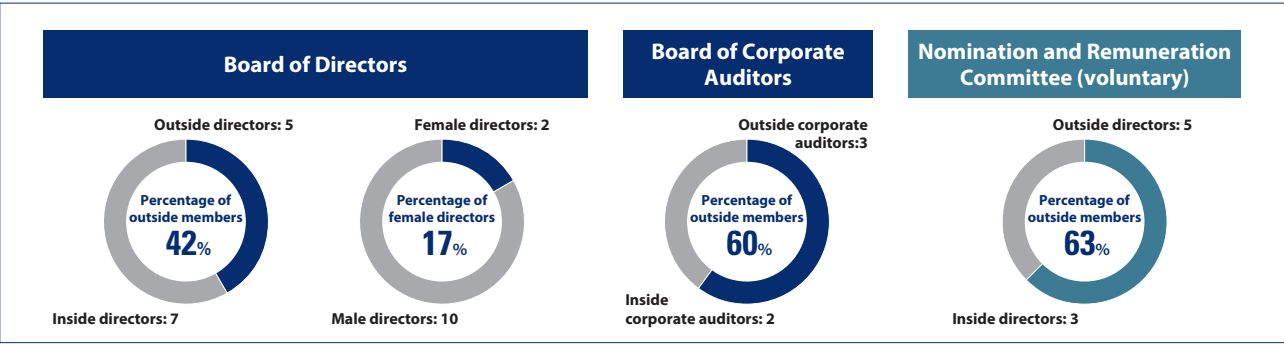
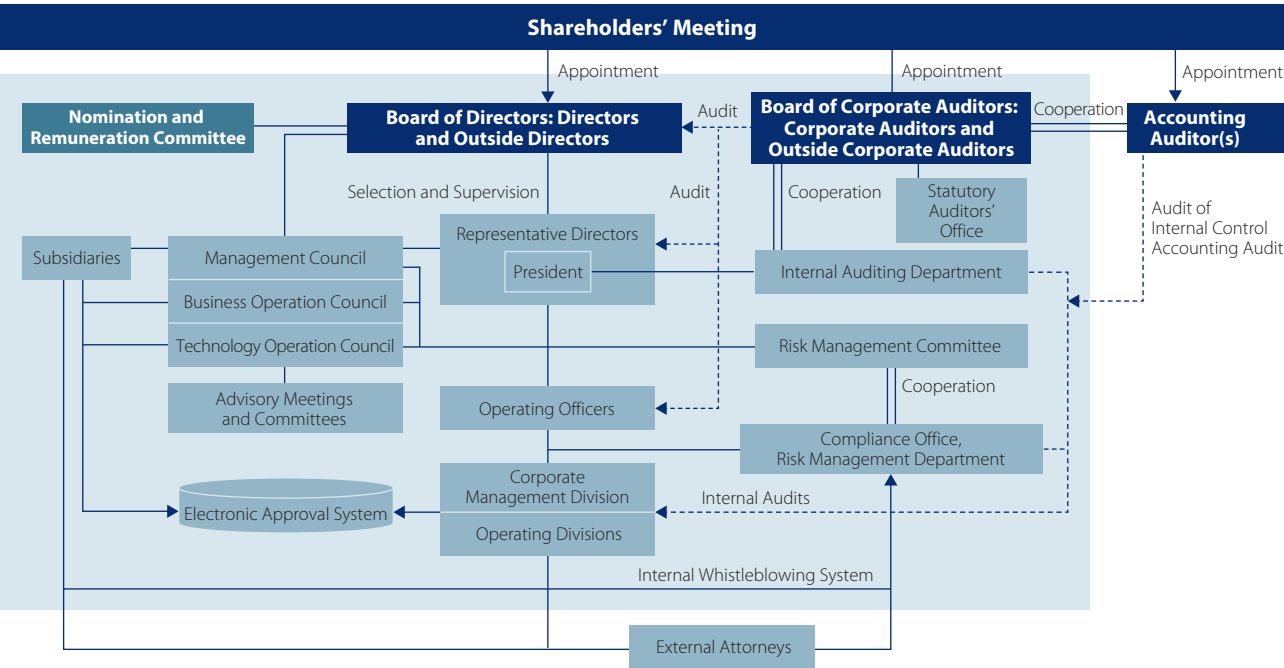
Company Institutions

Haseko Corporation has adopted an auditor system as a corporate institution. The Board of Directors of Haseko Corporation serves as the institution where directors with expert knowledge and experience in various business sectors conduct decision-making on managerial issues and supervise execution of duties of other directors. As for monitoring of management operations, the Company’s system provides the Board of Auditors, the majority of which are outside auditors, with the monitoring function from an objective and neutral standpoint from outside through implementation of audits.

On top of these functions, starting in June 2016, Haseko appointed outside directors with abundant experience and track record to occupy at least one third of the Board of Directors, so that they shall provide appropriate opinions and advice in order to further activate discussions at the Board of Directors and enhance the function to monitor business management. With this system in place, we are making efforts to build an optimum system for the Company, taking into consideration the balance between the operation of the Board of Directors and the monitoring functions. In addition, the appointments of both inside directors and outside directors include a woman respectively, and we are continuing to work towards ensuring the diversity of the Board of Directors.

Decisions on certain matters authorized by the Board of Directors are made by the Management Council, Business Operation Council, and Technology Operation Council, each of which limits the participation of directors to a certain extent. In doing so, we have developed a system to separate the functions of decision-making and supervising such decision-making, so that each director can supervise the execution of duties by other directors. In addition, the Management Council is also responsible for the function of discussing in advance the important issues to be decided by the Board of Directors.

Diagram of company institutions and internal governance



Corporate Governance

>Nurturing a culture of trust Corporate ethics and compliance with the law

Board of Directors

The Board of Directors holds regular meetings once a month and extraordinary meetings as necessary. It is made up of 17 directors and outside directors, as well as full-time corporate auditors and outside corporate auditors, with Chairman and Director Noriaki Tsuji serving as chair. In addition to important decision-making and regular reports on matters related to management, it holds discussions on matters such as reports on business operations from operating officers and responses to various environmental changes affecting society.

The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is an advisory body for the Board of Directors, a consulting body to secure objectivity, transparency and fairness of the procedures related to the nomination and remuneration, etc. of Directors and enhance corporate governance. The committee comprises all independent Outside Directors and an equivalent or below number of Representative Directors, etc.

It is made up of eight members, with President and Representative Director Satoshi Kumano serving as chair.

The Nomination and Remuneration Committee met five times in fiscal year 2024, with all members, two inside directors and five outside directors, attending each meeting. As an advisory body to the Board of Directors, the Nomination and Remuneration Committee deliberates on the following matters and submits reports to the Board of Directors accordingly.

- the appointment of Directors and Corporate Auditors
- the selection of Representative Directors
- the remuneration system for Directors and the policy for annual revision
- the maximum amount of remuneration of Directors
- Other matters consulted by the Board of Directors

We held extensive discussions with all outside directors in the Nomination and Remuneration Committee and formulated a clear profile of the candidate as well as the selection process. For the appointment, the Committee reviews the backgrounds of all directors and aligns on potential candidates based on the succession plan.

Executive remuneration

In accordance with the Basic Policy on Corporate Governance, the remuneration of directors is determined by resolutions of the Board of Directors based on the criteria for payment of remuneration of directors prepared by the President in consideration of discussions at the Nomination and Remuneration Committee, which is comprised entirely of independent outside directors as well as representative directors, etc., numbering not more than the independent outside directors.

We have revised our performance-linked stock remuneration scheme with the aim of fostering greater awareness of contributing to improved medium- to long term performance and increased corporate value.

Overview of Director Remuneration System

• Basic remuneration

Basic remuneration is a fixed, standard amount determined based on the Director's position and paid once a month.

• Performance-linked remuneration

Performance -linked remuneration consists of executive bonuses and stock remuneration. This system makes adjustments according to business performance, with the purpose of offering incentives for achieving business plans and increasing corporate value.

Formula for calculation of executive bonuses

Amount of bonus = Standard amount based on position ×

Performance coefficient + Director's allowance

Formula for calculation of stock remuneration

Points awarded = Amount of bonus × 0.3 × The corporate value improvement coefficient / book value of BBT (Board Benefit Trust) per share

*The corporate value improvement coefficient is determined based on the level of attainment of capital efficiency metrics and non-financial indicators such as human capital management and climate change response.

• Ratio of basic remuneration to performance-linked remuneration (executive bonuses and stock remuneration)

The ratio of basic remuneration : executive bonuses : stock remuneration is approximately 47:41:12. The ratio of basic remuneration : performance-linked remuneration for directors (excluding outside directors) is determined based on a fixed formula in accordance with a structure that allows for adjustment commensurate with business performance.

Board of auditors

- Haseko Corporation is a company with the Board of Corporate Auditors. It consists of five corporate auditors, of which two are full-time and three are outside, and meets once every month and on an ad hoc basis as necessary.
- The two full-time corporate auditors cooperate with each other to conduct audit activities including an audit of the Company's internal control system. More specifically, the corporate auditors attend the Management Council, Business Operation Council, Technology Operation Council, Risk Management Committee, and other important meetings, observe internal audits, interview directors and other officers and employees about the status of business operations as necessary, and inspect approval documents, minutes, meeting materials, and reports, among others. The corporate auditors also hold a Group Corporate Auditors' Liaison Meeting to cooperate with Group companies' corporate auditors.
- In accounting audits, all the corporate auditors meet with Ernst & Young ShinNihon LLC., the accounting auditor of the Company, to receive the explanations of accounting audit plans, quarterly reviews, and accounting audit reports from the accounting auditor. As necessary, the full-time corporate auditors interview the Accounting Department and the accounting auditor.

Status of internal audits

In internal audits, the Internal Auditing Department comprised of 11 members conducts internal audits of information management, risk management, etc. and assesses internal control over financial reporting. Whenever internal control issues are found in an accounting audit, information on the issues is communicated to each division, and improvements to resolve the issues are considered. At the same time, as part of the assessment of internal control, the Internal Auditing Department obtains the information, gives feedback to each division, and monitors the progress of improvements made in each division. The Internal Auditing Department also reports the status of such improvements to the President, the Board of Directors, corporate auditors, and the accounting auditor.

Further, the Internal Auditing Department carries out such activities while reporting the status of them to corporate auditors as appropriate in order to coordinate the roles of internal audits with the roles of audits by the Board of Corporate Auditors and ensure consistency between these roles. Corporate auditors observe internal audits, receive the reports of internal audit results, and exchange information about in-house status with the Internal Auditing Department as appropriate.

Evaluation of the Effectiveness of the Board of Directors

We analyzed and evaluated the effectiveness of the Board of Directors for fiscal 2024 in accordance with the Basic Policy on Corporate Governance, and confirmed that the Board of Directors held constructive and active discussions and was sufficiently effective.

• Evaluation methods and evaluation items for FY2024 (same as FY2023)

Continuing into fiscal 2023, we conducted a questionnaire regarding the effectiveness of the Board of Directors for all directors and corporate auditors. Reflecting on the results of this questionnaire and reports from the secretariat on the operation of the Board of Directors in fiscal 2024, deliberations were held and the effectiveness of the Board of Directors as a whole was analyzed and evaluated at the Board of Directors meeting held on April 18, 2025, based on opinions presented by the Board of Corporate Auditors and individual directors.

Evaluation Items

Institutional Design/Composition	Number of members, percentage of independent Outside Directors, diversity, frequency of meetings, meeting length
Operation	Number and content of agenda items, quality and quantity of agenda materials, timing of prior distribution, quality of prior explanations
Deliberation / function	Constructive discussions and multifaceted considerations in meetings, ethos, one's own roles and responsibilities
PDCA	Addressing issues raised, reporting results after resolutions, efforts toward improvement

• Response to issues identified in the FY2023 evaluation

Regarding the proposal to conduct more exchanges of opinions regarding strategy than in the past, since FY2024 was the year for formulating the new medium-term business plan, the HASEKO

Evolution Plan, which will start in FY2025, multiple meetings for exchanging opinions among directors were held outside of the Board of Directors meetings, and active discussions took place.

- Regarding the need for more intensive discussions and exchanges of opinions on capital efficiency and management metrics, the Board of Directors has actively engaged in discussions to introduce management practices conscious of capital efficiency, and these have been incorporated into the HASEKO Evolution Plan.
- Regarding requests to bring forward the timing for distributing materials to outside directors, to share information, and to eliminate information asymmetry, we strictly adhere to the principle of providing materials no later than two business days prior to meetings of the Board of Directors. We conduct advance briefings for outside directors before meetings of the Board of Directors and strive to eliminate disparities in access to internal information through thorough explanations provided by the secretariat.

• FY2024 evaluation results and future response

Evaluation results

Relative to the FY2023 evaluation, the same high standards have been largely maintained across all evaluation items.

- With FY2024 being the final year of the previous medium-term business plan, the HASEKO Next Stage Plan (NS Plan), the Board of Directors held lively discussions on how to respond to the various environmental changes in society, in addition to addressing concrete business issues, with a view to achieving the goals of the business plan.
- Regarding high-risk projects, the Board carried out active deliberations, such as deciding on policies over the course of multiple discussions
- When discussing important matters, particularly the HASEKO Evolution Plan, separate meetings were held in advance apart from Board of Directors meetings to facilitate a multifaceted discussion.
- There were also regular reports on future-oriented digital transformation (DX) initiatives, and meaningful exchanges of opinion were held.
- In response to changes in the environment surrounding society, the Board actively discussed how to reach a higher level in terms of its policy on sustainability initiatives, climate change response, human rights policy, harassment, etc.

Future response

- In order to further improve the effectiveness of the Board of Directors, we will strive to revitalize discussions about the focused strategies laid out in the HASEKO Evolution Plan from a medium- to long-term perspective.
- Regarding “defensive” aspects, even greater attention will be given to matters that companies are required to abide by, such as risk management and compliance.
- To ensure sufficient time for discussion, we will implement measures such as reviewing necessary materials and shortening presentation times, particularly for reporting items such as regular business execution reports.

Corporate Governance

Message from the Chair of the Board of Directors

With the changing business environment, the agenda of the Board of Directors becomes increasingly varied each year. The Board of Directors holds important functions such as overseeing the medium- to long-term direction of the Company and adjusting its strategic course. Within this framework, I believe that the role of the Chair is to ensure management transparency and contribute to enhancing corporate value.

The Board has worked to eliminate disparities in access to information between management and outside directors. Last year, during the formulation of the new medium-term business plan, we held vigorous and intense discussions on various management issues, including growth strategies to ensure employees proceed with a shared direction and how to respond to demands from investors and society. In order to meet these expectations, we will enhance the effectiveness of the Board to achieve sustainable growth and evolution.



Noriaki Tsuji
Chairman and Director

Examples of Discussion Points at Meetings of the Board of Directors

Keywords

Capital efficiencyROEShareholder returnsGrowth strategy

- The Company should proactively disclose its target ROE figures and communicate to investors its commitment to pursuing capital-efficient management. In addition, there should be further enhancement of shareholder returns.
- Amid uncertainty surrounding industry trends and the global outlook, we will engage in discussions on growth strategies, including how to utilize management resources while maintaining a clear view of the market, and present these in our new medium-term business plan.

Keywords

Human capitalHR systemsCorporate cultureWorkforce diversity

- To enhance human capital, we need to provide not just education, but also foster a corporate culture where employees feel empowered to take on new businesses and assignments.
- After undertaking various initiatives, it is clear that education and awareness-raising alone have their limits. The only way forward is to foster an environment conducive to innovation by actively recruiting experienced professionals and ensuring workforce diversity.
- On the other hand, when open recruitment is conducted for new business projects, employees are now stepping forward. For example, it is time to actively pursue measures to enhance human capital, such as establishing an internal venture system.

Keywords

Capital allocationResearch and developmentImproving productivityCooperation with outside parties

- In this era of great uncertainty, we need to consider which areas to allocate the workforce to and how to handle research and development investments going forward.
- Securing and developing a workforce is important, but the current trend is toward collaboration not only with competitors but also with external partners. The era of competing solely within Japan's domestic industry is over.
- We must also consider optimizing the allocation of management resources with a view to enhancing productivity across the entire construction industry through shared technologies.

Frequently mentioned keywords in Board of Directors meetings

Compliance and Risk Management

>Nurturing a culture of trust Corporate ethics and compliance with the law

Basic approach and policy for compliance

With the recognition that strict compliance is indispensable for the continuity of a corporation, the Company formulated the Haseko Group Code of Conduct, under which Haseko has been working to establish a management system where all directors, operating officers, and staff respect societal standards and take sensible courses of action in keeping with their duties as members of society, as well as complying with all laws and regulations both in Japan and abroad, and the Company's articles of incorporation, so that the Company can win the confidence of society.

The Company regularly reviews the Standards of Conduct for relevancy and effectiveness and revises it as needed.

>Haseko Group Code of Conduct

System for promoting compliance

The Compliance Office, established in the Risk Management Department as an office responsible for instilling the Standards of Conduct across the Group and advancing compliance efforts, is working to enhance the Group's compliance.

In addition, pursuant to internal rules and regulations on internal audits, the Internal Auditing Department, which is under the direct control of the President, investigates and evaluates whether activities of respective divisions conform to laws and regulations, the articles of incorporation, the Company's rules and regulations, corporate policies, etc. and whether they are reasonable, and works to make improvements based on the results.

Audit frequency is determined based on risk, and for major divisions and Group companies, audits are conducted at least once every three years.

If there is any act violating the Standards of Conduct that causes concern that it might produce a material effect, it will be reported to the President and officers in charge of risk management will make an investigation. As needed, the Compliance Committee chaired by officers in charge of risk management or the President of the Company is convened to work to resolve it through such actions as examining circumstances, analyzing causes, identifying

remedies, investigating whether there are any similar events, devising measures for preventing recurrence, and sharing the results in the Company and across the Group.

Basic approach to and policy for risk management

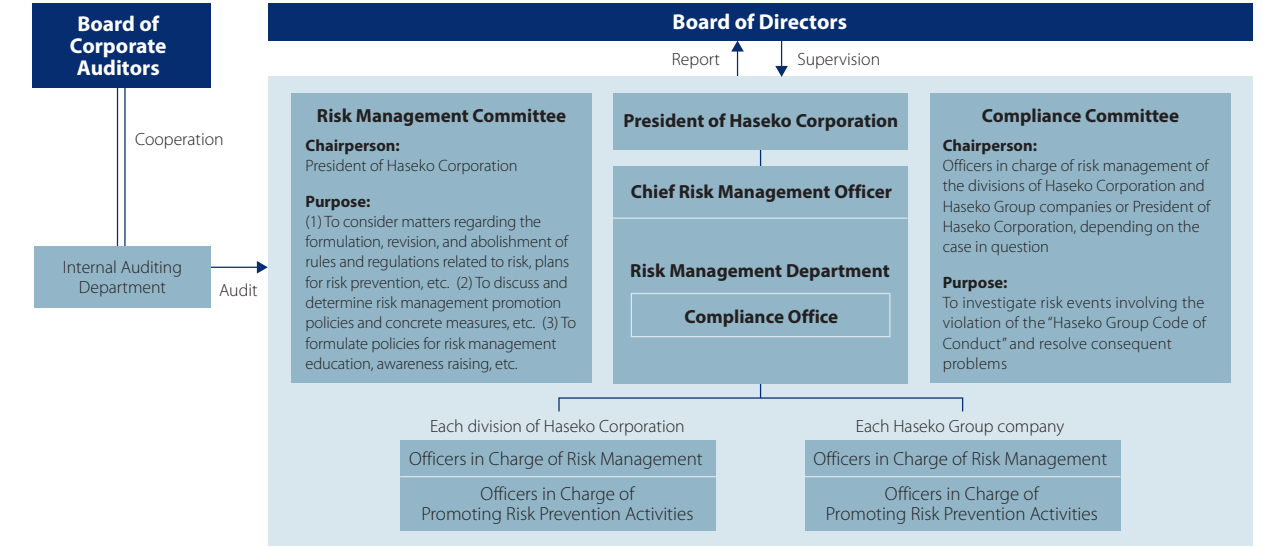
The Haseko Group has set out the "Haseko Group Risk Management Policy" with the aim of properly managing various internal and external business risks associated with its operations and continuing to maintain and enhance its corporate value. The Company has put in place its risk management system, and has ensured that rules and measures under the policy are known and implemented by all Haseko Group officers and employees.

Risk management system

The Haseko Group has adopted a risk management system in which the President of Haseko Corporation serves as Chief Officer to implement the "Haseko Group Risk Management Policy." The Company has also appointed a Chief Risk Management Officer, who is responsible for overall risk management, including risk prevention and crisis response across the Group, and officers in charge of risk management, who are responsible for leading risk management in each operating division of Haseko Corporation and Group companies. In addition, each Group company has its risk management department, which makes advice and recommendations regarding the formulation and implementation of Group-wide measures for promoting risk management and monitors the progress of these measures.

The Company has also established the Risk Management Committee under the chairmanship of the President of Haseko Corporation. The Committee meets once every quarter, while convening an extraordinary meeting as needed when a serious risk event occurs, and works to collect, analyze, assess, and address risk events across the Company. The results of discussions of the Risk Management Committee are reported as needed to the Board of Directors, which assesses and oversees the implementation and effectiveness of the risk management system.

Diagram of the compliance and risk management system



Compliance and Risk Management

>Nurturing a culture of trust Corporate ethics and compliance with the law

Promotion of risk prevention efforts

To prevent risk events, the Haseko Group is promoting risk prevention efforts, from identifying and assessing risks, formulating plans for countermeasures, and implementing risk mitigation measures, to internal auditing and reporting.

The Company seeks to continue to improve and raise its performance by using the PDCA cycle in these risk prevention efforts.



Internal Whistleblowing System

In accordance with the Whistleblower Protection Act and related laws and regulations, the Haseko Group has established the “Haseko Group Whistleblower Protection Rules” and has implemented an internal whistleblowing and consultation system for all officers and employees, as well as all providers of labor at all business sites. We have established an internal contact desk in the Compliance Office in the Risk Management Department, as well as an external contact point at a law firm, and we accept consultations not only about legal and regulatory violations, but also about violations of internal rules, harassment, and general compliance issues. The Company has put in place a system for protecting whistleblowers and preserving their anonymity, creating an environment where employees feel free to file a report or request consultation in order to ensure that any wrongful act or misconduct be immediately detected and corrected.

Business risks and other risks

Here we present key matters concerning business risks and other risks facing the Haseko Group that we believe could materially affect decision-making by investors. Please visit the Company’s website for the details regarding other matters.

>Business risks

Dependence on the condominium business	The Haseko Group’s core business involves for-sale condominiums in the Tokyo metropolitan area, Kansai region, and Tokai region, with a particularly heavy reliance on construction of for-sale condominiums. As such, orders received and other transaction volumes related to for-sale condominiums may fluctuate significantly depending on factors such as the supply of new condominiums and their sales conditions, the availability of land for condominium construction, the scale of operations of our partner developers, housing-related policies, and trends in housing-related taxation and interest rates. These fluctuations could adversely affect the Group’s business performance and financial position. Furthermore, while primary business model relies on securing orders by bringing in land, leveraging our capabilities in land information gathering and management of for-sale condominium projects, there is no guarantee that this business model will continue to provide a competitive advantage or to enable us to maintain and expand our market share and profitability going forward. Therefore, in order to raise the level of stable revenue sources, the Haseko Group is working to expand its business domains and operational areas within the Construction-Related Business, the Real Estate-Related Business, and the Condominium Management and Operation Business. In doing so, we aim to enhance our revenue base and transform our revenue structure.
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Accounts submitted to the office responsible for consultation on internal whistleblowing, and the status of subsequent responses provided, are reported to the representative directors, outside directors, and corporate auditors on a regular basis.

Prevention of Bribery and Corruption

The Haseko Group endeavors to ensure compliance and to prevent bribery and corruption. The “Haseko Group Code of Conduct” stipulates measures for preventing bribery and corruption, and in accordance with the standards, the Company has taken actions, such as distributing “Haseko Group Compliance Book” to all officers and employees and offering e-learning programs.

For relationships with public employees and the like, the Company, as part of risk prevention efforts, has implemented in high-risk departments a system in which the self-checking function autonomously works. How this checking function is working is examined in internal audits.

For relationships with business partners, the “Purchasing Business Regulations” prohibit departments involved in purchasing, which have many opportunities for negotiation, from using their status or authority within the company to seek personal benefits from business partners.

Business Continuity Plan (BCP)

The Haseko Group has formulated a “Business Continuity Plan” with the aim of establishing a mechanism of clarifying operations of Group companies in the event of a major earthquake and other natural disasters, ensuring the safety of housing provided by us, preventing the suspension of operations or in the event that they are suspended, enabling the resumption of operations within the shortest possible time, as well as promptly preserving offices and tasks after ensuring the safety of employees and their families, enabling employees engaged in restoration activities and restoration support to take action autonomously. Drills are conducted at least once a year to ensure swift and precise execution of this plan.

Construction market trends	The Company conducts centralized procurement of construction materials and labor through its functional divisions at Head Office, striving to enhance cost competitiveness through operations based on forecasts of future project start dates and overall procurement. However, in the event of increased competition in the condominium construction sector due to broader industry performance trends, intensifying price competition with other companies in the same industry, or a decline in production capacity due to factors such as a sharp rise in prices for construction materials and labor, procurement difficulties, or issues in the availability of contractors, our business performance and financial position could be adversely affected.
Relationships with local residents	Prior to commencing construction work, we provide explanations of the project plan and other details to local residents. However, should opposition movements and associated litigation result in significant changes to the project plan or to the delay or suspension of construction work, our business performance and financial position could be adversely affected.
Accidents and other incidents in the construction business	The Haseko Group thoroughly implements safety management and construction management to eliminate construction accidents, quality incidents, and disasters through safety education, inspection patrols, and other measures. Furthermore, we establish a safe working environment and execute construction by carefully formulating construction plans when starting projects. However, in the unlikely event of a major construction accident, quality incident, or occupational accident, the Company could lose public trust and suffer damage to its corporate image, leading to adverse effects on our business performance and financial position.
Credit risk of clients	In the construction industry, the financial value of a single business deal is substantial, and payments for construction work are often made in installments, with large sums typically paid on and after delivery of the completed building. The Haseko Group conducts management regarding the creditworthiness and credit limits of its business partners. However, should a business partner experience credit difficulties before payment for construction work is received, our business performance and financial position could be adversely affected.
Owned real estate	The Haseko Group holds real estate based on necessity with regard to sales activities, conducting acquisition according to an investment plan that sets upper limits for each real estate investment category from the perspectives of business diversification and risk management. However, real estate carries the risk of market value fluctuations and is generally illiquid. Consequently, depending on supply and demand conditions at the time of sale, it may not be possible to sell at the market price. Regarding inventory real estate, the Group primarily invests in residential properties for sale, an area in which it possesses development expertise. However, depending on the progress of business plans, amounts recovered may fall short of projections, or plans may need to be discontinued due to various factors. Additionally, regarding fixed assets, the Group invests primarily in rental condominiums, an area in which it possesses development and operational expertise. However, circumstances such as deterioration of leasing conditions and business income may arise, potentially preventing us from obtaining the anticipated cash flows. In such cases, valuation losses, impairment losses on fixed assets, or disposal losses may occur, leading to adverse effects on our business performance and financial position.
Unbalanced business areas	The Haseko Group is working to expand its business areas, primarily in major regional cities, with the aim of growing its operations and strengthening its revenue base. However, a significant portion of the Company’s management resources remains concentrated in the Tokyo metropolitan area, the Kansai region, and the Tokai region. Therefore, should earthquakes, storms, floods, other natural disasters, infectious diseases, accidents, fires, or other man-made disasters occur in the future within the Tokyo metropolitan area, the Kansai region, the Tokai region, or their surrounding areas, resulting in construction delays, reduced willingness to purchase among consumers, or damage to owned assets, our business performance and financial position could be adversely affected.
Overseas business risks	Overseas business activities involve risks related to differences in social practices, unexpected changes in laws and regulations, economic and exchange rate fluctuations, as well as political, military, and geopolitical factors. Should issues arise in connection with these risks, our business performance and financial position could be adversely affected. Therefore, when evaluating new business ventures in regions where we have limited operational experience, we strive to enhance internal risk control by making decisions based on multifaceted assessments conducted by third-party experts and other professionals.
Climate change risk	Risks associated with the transition to a decarbonized society include increased construction and property development costs due to the introduction of carbon taxes and stricter regulations, which could lead to adverse effects on our business performance and financial position. Moreover, in terms of physical risks, factors such as reduced productivity at construction sites and property development sites due to rising average summer temperatures, delays in construction projects caused by more frequent and severe weather disasters, and restoration costs incurred due to damage to owned properties could have adverse effects on our business performance and financial condition. Taking into account these climate change risks, the Haseko Group established the “Haseko Group Climate Change Response Policy —HASEKO ZERO-Emission—” in December 2021. In accordance with this policy, we are working to reduce greenhouse gas emissions by increasing our use of renewable energy, promoting the use of environmentally-conscious materials, and developing technologies related to low-carbon construction and decarbonized housing. Additionally, we are working to mitigate the impact of physical risks through efforts such as improving work efficiency at construction sites through mechanization and the application of IT, as well as researching construction methods less susceptible to climate impacts. Furthermore, we are putting efforts into enhancing our disaster-response BCP (Business Continuity Plan) framework to swiftly address damage to related properties and facilities, including those under construction, as well as into building disaster-resilient condominiums.

Financial Highlights

Key Financial Data (Consolidated)

	Unit	FY2014 98th term	FY2015 99th term	FY2016 100th term	FY2017 101th term	FY2018 102th term	FY2019 103th term	FY2020 104th term	FY2021 105th term	FY2022 106th term	FY2023 107th term	FY2024 108th term
Orders	(millions of yen)	539,642	551,445	577,811	558,405	568,931	518,847	483,158	546,537	563,474	600,909	652,442
Net sales	(millions of yen)	642,167	787,354	772,328	813,276	890,981	846,029	809,438	909,708	1,027,277	1,094,421	1,177,353
Operating profit	(millions of yen)	42,698	68,762	89,032	100,805	98,430	85,925	72,909	82,702	90,162	85,747	84,701
Ordinary profit	(millions of yen)	41,889	67,327	88,827	100,497	100,369	85,253	71,832	81,871	88,265	83,334	83,408
Profit attributable to owners of parent	(millions of yen)	28,542	51,226	58,762	72,289	87,391	59,851	48,258	54,490	59,326	56,038	34,450
Comprehensive income	(millions of yen)	38,440	44,259	58,116	74,798	86,214	53,040	53,273	57,958	63,316	78,975	44,549
Net assets	(millions of yen)	144,089	185,374	238,467	296,835	368,051	387,682	394,365	417,667	454,088	511,246	532,033
Total assets	(millions of yen)	476,914	589,993	630,937	687,706	773,219	799,319	953,659	1,081,907	1,198,105	1,351,231	1,365,203
Total real estate/overseas investments	(millions of yen)	169,318	241,718	243,864	292,437	328,543	417,688	492,881	563,238	711,457	783,906	840,726
Net assets per share (BPS)	(yen)	478.45	615.21	791.24	995.44	1,234.13	1,323.51	1,425.93	1,520.73	1,666.30	1,874.17	1,950.61
Earnings per share (EPS)	(yen)	94.64	170.41	195.48	241.98	293.87	201.36	168.62	198.32	216.10	205.45	126.20
Equity ratio	(%)	30.2	31.3	37.7	43.0	47.5	48.5	41.4	38.6	37.9	37.8	39.0
Return on equity (ROE)	(%)	21.7	31.1	27.7	27.0	26.3	15.8	12.3	13.4	13.6	11.6	6.6
Net cash provided by (used in) operating activities	(millions of yen)	39,984	65,590	109,536	56,516	33,064	- 15,263	31,876	65,448	- 51,909	115,023	3,916
Net cash provided by (used in) investing activities	(millions of yen)	- 4,067	- 30,801	- 19,824	- 16,351	- 14,473	- 37,222	- 35,772	- 31,601	- 55,446	- 39,846	- 32,472
Net cash provided by (used in) financing activities	(millions of yen)	- 40,235	- 16,286	- 40,213	- 34,742	- 12,379	- 8,356	66,799	15,728	50,785	- 753	- 20,545
Cash and cash equivalents at end of the year	(millions of yen)	133,563	152,115	201,456	206,866	212,980	151,754	214,299	264,864	208,333	283,493	235,798
Interest-bearing debt	(millions of yen)	128,245	174,721	141,850	125,441	120,404	152,262	267,951	311,841	391,500	415,000	420,000
Annual dividend per share (DPS)	(yen)	10	15	30	50	80	70	70	80	80	85	85
Payout ratio *	(%)	10.6	8.8	15.3	20.7	27.2	34.8	41.5	40.3	37.0	41.4	67.4
Dividend on equity (DOE)	(%)	2.4	2.7	4.3	5.6	7.2	5.5	5.1	5.4	5.0	4.8	4.4

*Total dividends ÷ net income attributable to owners of parent

Key financial highlights

PL

For the fiscal year under review, which represents the final year of HASEKO Next Stage Plan (“Plan NS”), the Company’s previous medium-term business plan, the gross profit margin of completed construction contracts declined, affected by the sharp rise in material and labor costs and other factors. Despite this, consolidated ordinary profit came to 83.4 billion yen, exceeding the initial forecast of 80.0 billion yen, as a result of steady profit accumulation by each company in the Real Estate-Related Business and Service-Related Business.

BS

Due to factors that include holding more real estate for sale and increased costs on real estate business resulting from investments such as land for construction orders and the for-sale condominium business, consolidated total assets stood at 1,365.2 billion yen. Consolidated net assets increased by 20.8 billion yen compared to the end of the previous fiscal year and reached 532.0 billion yen due to factors including an increase in retained earnings, and equity ratio stood at 39.0%, whereas it was 37.8% at the end of the previous fiscal year.

CF

Net cash provided by operating activities for the fiscal year under review was 3.9 billion yen, resulting from a 31.3 billion yen decrease in cash accompanying a decrease in notes, accounts payable and accrued expenses, and in advances. Net cash used in investing activities was 32.5 billion yen due to a 4.3 billion yen increase in cash resulting from factors that include the sale of investment securities. Net cash used in financing activities was 20.5 billion yen due to a 5.0 billion yen increase in cash accompanying the procurement and repayment of borrowings and straight bonds.

Returns

On the basis of the basic policy for shareholder returns under Plan NS, the dividends of surplus for the fiscal year under review are 85 yen per share (of which 40 yen forms an interim dividend). Dividends for the next fiscal year are planned to be 90 yen per share for the year (of which 45 yen will form an interim dividend) on the basis of new medium-term business plan, HASEKO Evolution Plan that was unveiled in February 2025.

Non-Financial Highlights

Environmental metrics

	Unit		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
CO ₂ emissions Scope1	(consolidated)	(t-CO ₂)	—	38,596	40,487	34,486	52,224	45,571
	Haseko Corporation	(t-CO ₂)	32,604	33,636	34,379	30,869	45,449	39,886
Scope2	(consolidated)	(t-CO ₂)	—	21,786	24,258	18,302	8,349	4,766
	Haseko Corporation	(t-CO ₂)	6,306	10,366	11,531	6,129	680	493
Scope3	(consolidated)	(t-CO ₂)	—	5,495,690	6,175,367	5,629,382	5,294,469	5,685,999
	Haseko Corporation	(t-CO ₂)	1,850	3,522,486	4,679,218	4,179,710	4,088,921	4,521,843

*Consolidated figures collected since FY2020

Social metrics

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (consolidated)* ¹	(persons)	7,751	7,880	7,850	7,473	7,753	8,215
Percentage of female employees (consolidated)* ¹	(%)	28.3	29.7	30.7	30.5	31.7	33.3
Percentage of female managers (consolidated)* ¹	(%)	8.4	9.0	9.5	9.8	10.2	10.6
Percentage of women among new graduates hired (consolidated)* ¹	(%)	30.1	35.1	37.2	35.8	37.1	36.5
Percentage of disabled persons employed (group-wide)* ²	(%)	2.06	1.99	2.20	2.42	2.38	2.48
Hours spent on education and training for human resources development	(hours)	116,460	144,295	157,024	150,736	150,779	206,031
Education and training expenses for human resources development	(million yen)	127	124	95	126	130	177
Percentage of new employees passing real estate transaction agent examination	(%)	83.3	89.5	100.0	90.9	95.5	91.4
Percentage of employees passing first-class architect examination	(%)	48.5	54.0	35.4	43.0	47.6	40.9
Percentage of employees passing first-class building construction management engineer examination	(%)	82.5	87.5	96.9	82.1	87.5	88.6
PercentagePercentage of employees undergoing health checks	(%)	99	99	100	100	100	100

*¹ From FY2020 to FY2021, performance data was calculated for Haseko Corporation and its related subsidiaries (excludes those overseas).

From FY2022 onward, the calculation has included Haseko Corporation and its consolidated subsidiaries (excludes those overseas).

*² Companies included in the denominator of the group application are as follows.

Haseko Corporation, Haseko Systems, Haseko Urbest, Haseko Community, Haseko Livenet, Haseko Reform, Haseko Anesis Corporation, and Haseko Real Estate Development.

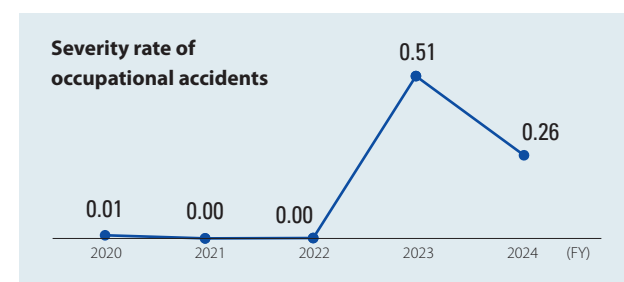
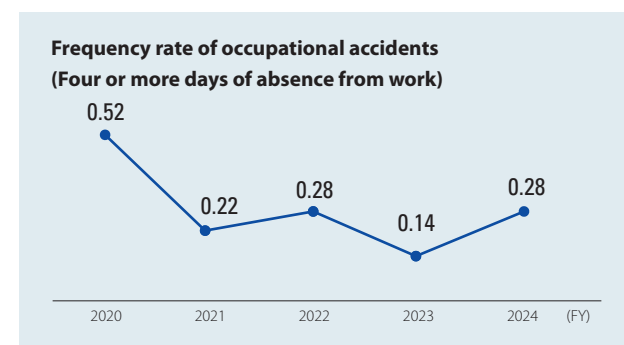
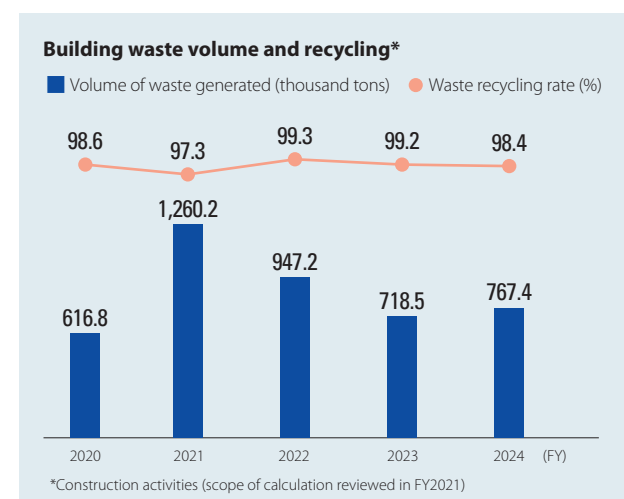
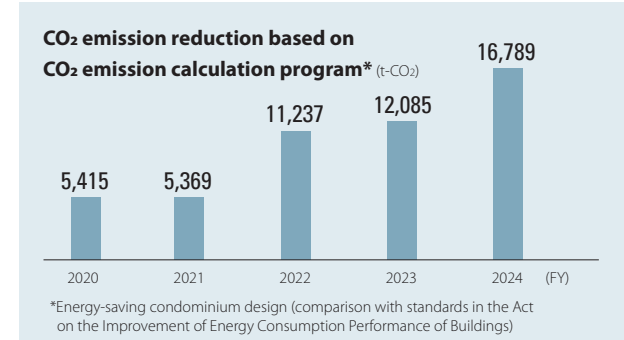
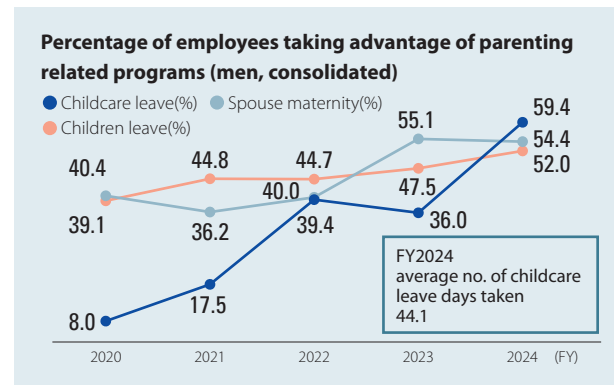
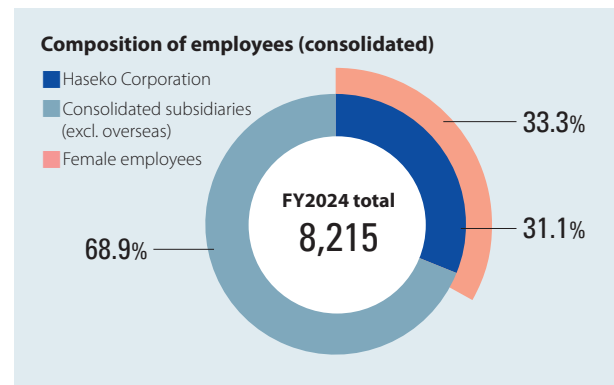
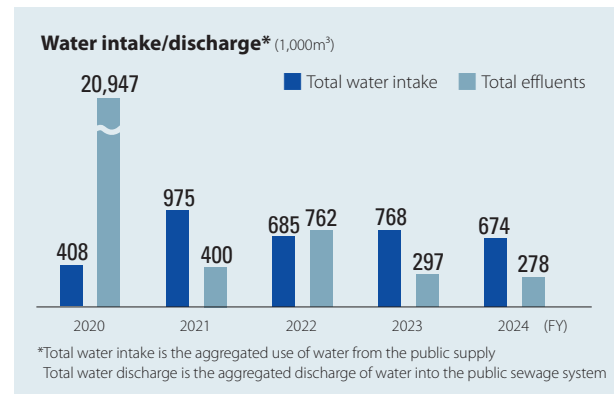
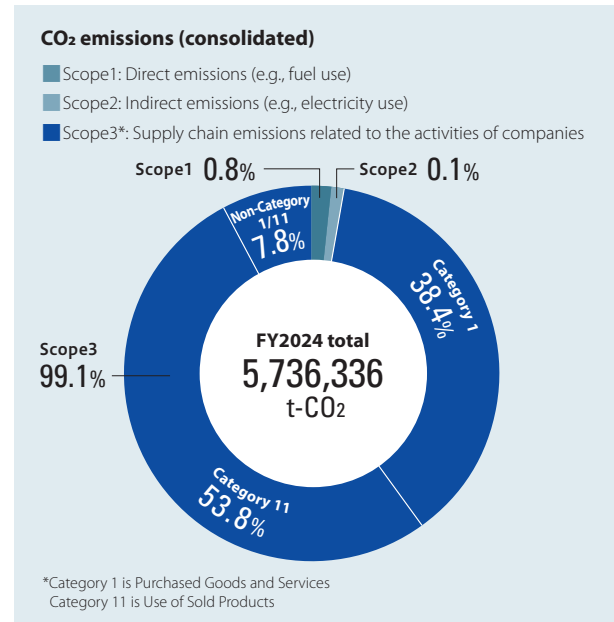
Governance metrics

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of Directors	(persons)	13	13	13	13	14	12
Number of independent outside directors	(persons)	5	5	5	5	5	5
Number of female directors	(persons)	1	1	1	1	2	2
Attendance rate at Board of Directors' meetings	(%)	99	99	99	99	99	99
BCP training participation rate	(%)	99	100	100	100	100	100
Compliance training participation rate	(%)	100	100	100	100	100	100

>ESG Data

*Scope of aggregation: Haseko Corporation only (unless otherwise stated)

If a figure is noted as consolidated, this refers to Haseko Corporation and its consolidated subsidiaries (excluding overseas companies)



Corporate Overview

Corporate Overview (as of March 31, 2025)

Company name	Haseko Corporation
Head office	32-1 Shiba 2-chome, Minato-ku, Tokyo 105-8507, Japan Tel: 813-3456-5451
Founded	February 11, 1937
Incorporated	August 22, 1946
Capital stock	57.5 billion yen
Number of employees	2,556
Business activities	Construction, real estate, engineering
License and permit registration numbers	Building Lots and Buildings Transaction Business: Granted by the Minister of Land, Infrastructure, Transport and Tourism, (17) No. 68 Special Construction Business License: Issued by the Minister of Land, Infrastructure, Transport and Tourism, (Special 7) No. 3792 First-class Registered Architects Office: Registered with the Governor of Tokyo, No. 27765. Registered with the Governor of Osaka (H) No. 12327. Specified Joint Real Estate Ventures Permission: Granted by the Commissioner of the Financial Services Agency and the Minister of Land, Infrastructure, Transport and Tourism, No. 8 Type II Financial Instruments Business: Registered with the Director-General of the Kanto Local Finance Bureau, (FIBO) No. 1447
Major member associations	KEIDANREN (Japan Business Federation) Japan Federation of Construction Contractors The Real Estate Companies Association of Japan The Association of Real Estate Agents of Japan Association of New Urban Housing Technology The Remodeling Promotion Committee for Condominium Type II Financial Instruments Firms Association

Offices	Haseko Corporation Kansai Office Haseko Corporation Urban development division Haseko Corporation Yokohama Branch Haseko Corporation Nagoya Branch Haseko Corporation Kyoto Branch Haseko Corporation Kyushu and Okinawa Operations Division Haseko Corporation Okayama Business Promotion Department Haseko Corporation Technical Research Institute Haseko Corporation Hanoi Representative Office
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Main group companies	Construction-related Business Fujikensetsu Co., Ltd. Hasec Inc. Haseko Furnishing Co., Ltd. Haseko Reform Inc. Hosoda Corporation Haseko Home, Co., Ltd.
	Real Estate-related Business Haseko Real Estate Development Holdings Inc. Haseko Real Estate Development, Inc. Sohgoh Real Estate Co., Ltd. Haseko Sohgoh Development Co.,Ltd. Haseko Urbest Inc. Haseko Real Estate, Inc. Haseko Intech Inc.
	Condominium managemant and operation Business Haseko Anesis Corporation Haseko Property Management Holdings Inc. Haseko Community, Inc. Haseko Community Kyushu Inc. Haseko Community Okinawa Inc. Haseko Livenet, Inc. Joint Property Co., Ltd. Haseko Business Proxy, Inc. Haseko Senior Well Design Co., Ltd. Furusato Co., Ltd. Haseko Systems Inc.
	Overseas-related Business HASEKO America, Inc.

Stock Information (as of March 31, 2025)

Securities code	1808
Stock exchange listing	Tokyo Stock Exchange Prime Market
Date of listing	October 1961
Number of shares constituting one unit	100
Total number of shares authorized to be issued	420,000,000
Total number of shares issued	300,794,397
Number of shareholders	63,737
End of period	March 31

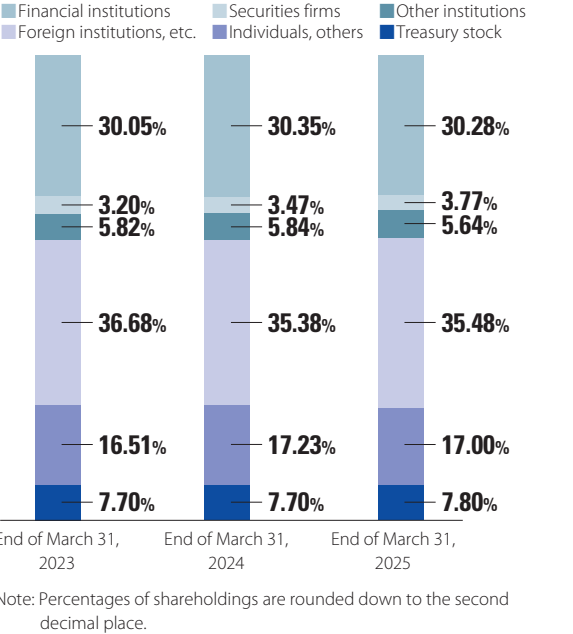
Shareholder register administrator (and special account management institution)	Mitsubishi UFJ Trust and Banking Corporation 1-4-5 Marunouchi, Chiyoda-ku, Tokyo 100-0005
Handling office	Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-4-5 Marunouchi, Chiyoda-ku, Tokyo 100-0005

Major shareholders (top 10)

Major shareholder	Number of shares held (thousand shares)	Shareholding ratio (%)
Ichigo Trust Pte. Ltd.	54,627	19.69
The Master Trust Bank of Japan, Ltd. (Trust account)	39,635	14.29
Custody Bank of Japan, Ltd (Trust account)	28,734	10.36
Resona Bank, Limited	12,609	4.54
Haseko Group Employee Shareholding Association	11,286	4.07
Sumitomo Realty & Development Co., Ltd.	9,916	3.57
CEP LUX-ORBIS SICAV	5,777	2.08
Haseko Corporation Tokyo Business Partner Shareholding Association	4,094	1.47
STATE STREET BANK AND TRUST COMPANY 505001	3,396	1.22
JP MORGAN CHASE BANK 385781	3,330	1.20

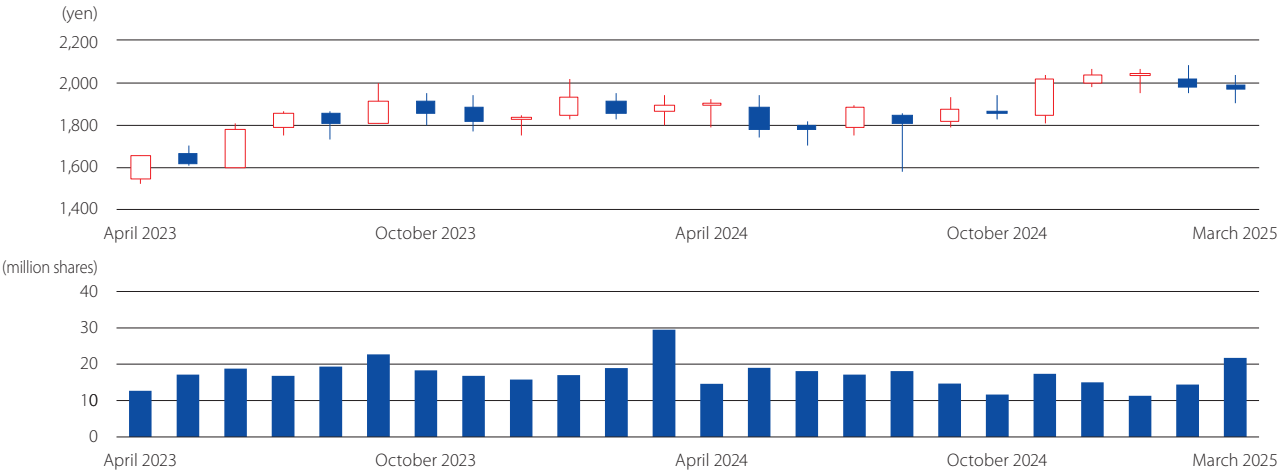
*Excluding 23,480,000 shares of treasury stock. The shareholding ratio is calculated based on the total number of shares issued, net of 23,480,000 shares of treasury stock.

Ownership and share distribution



Share price / Completion rate

By month / Two years



Source: StockWeather.com, Inc.