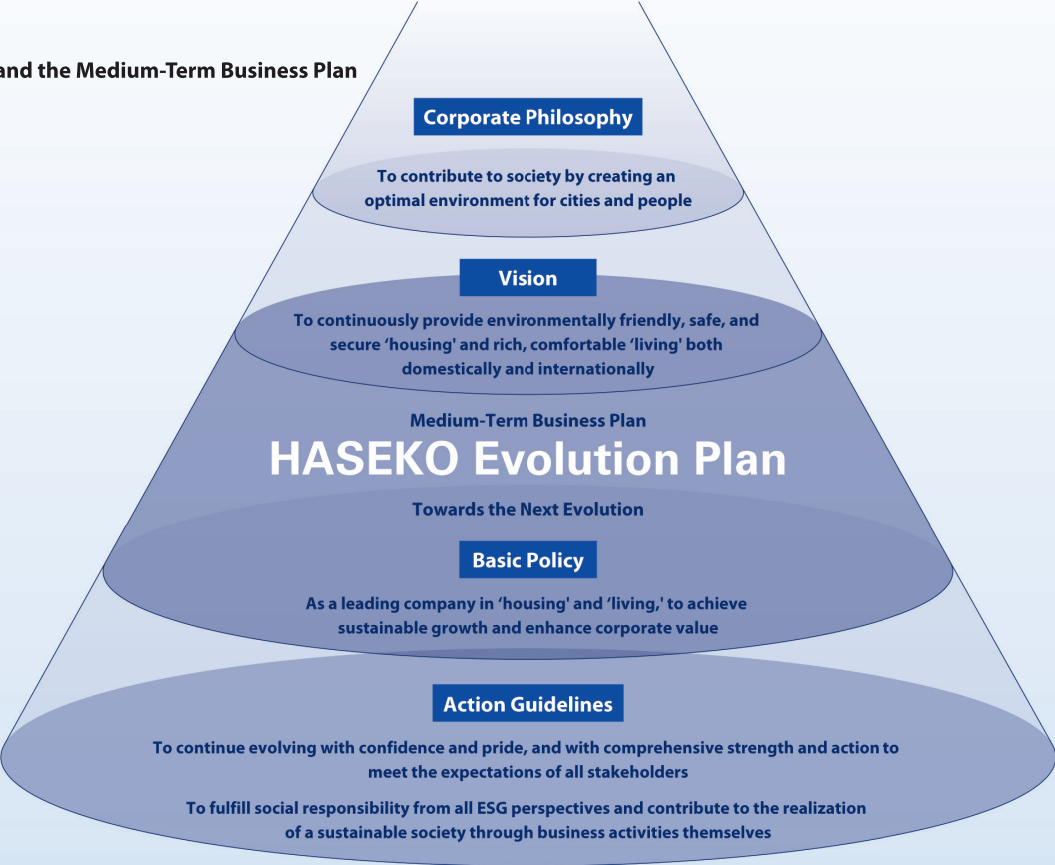


Our Vision and the Medium-Term Business Plan



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.

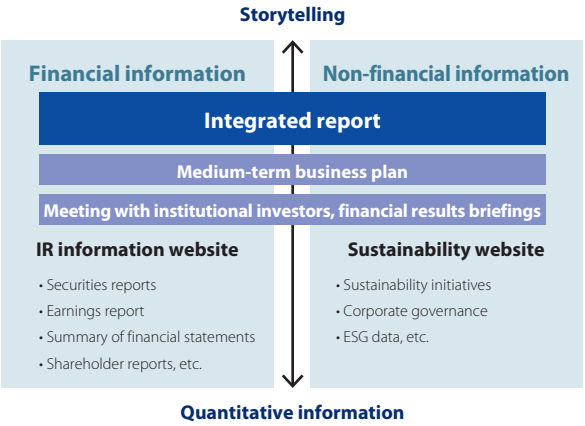
Issued in:

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