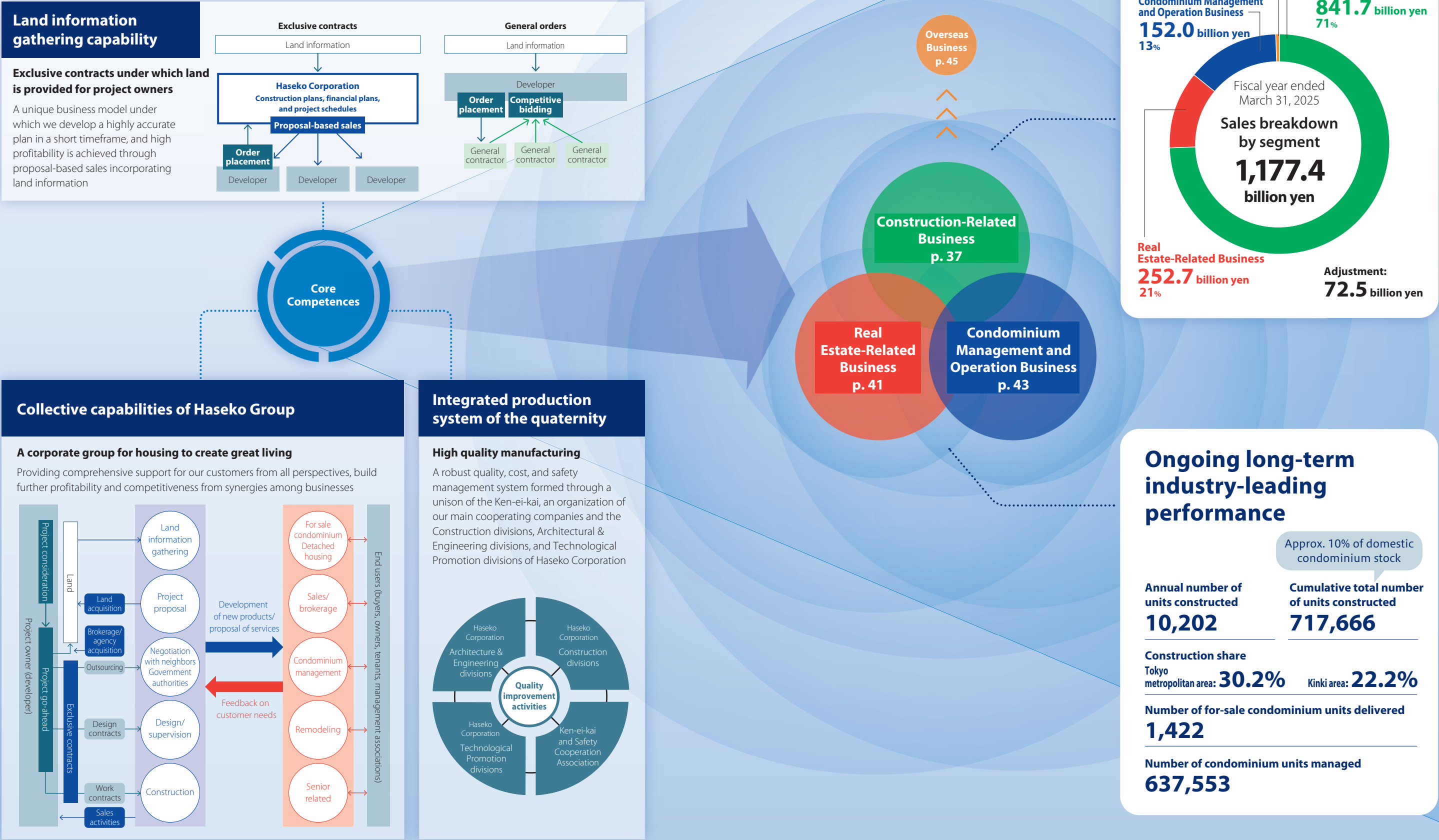


# Strengths

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

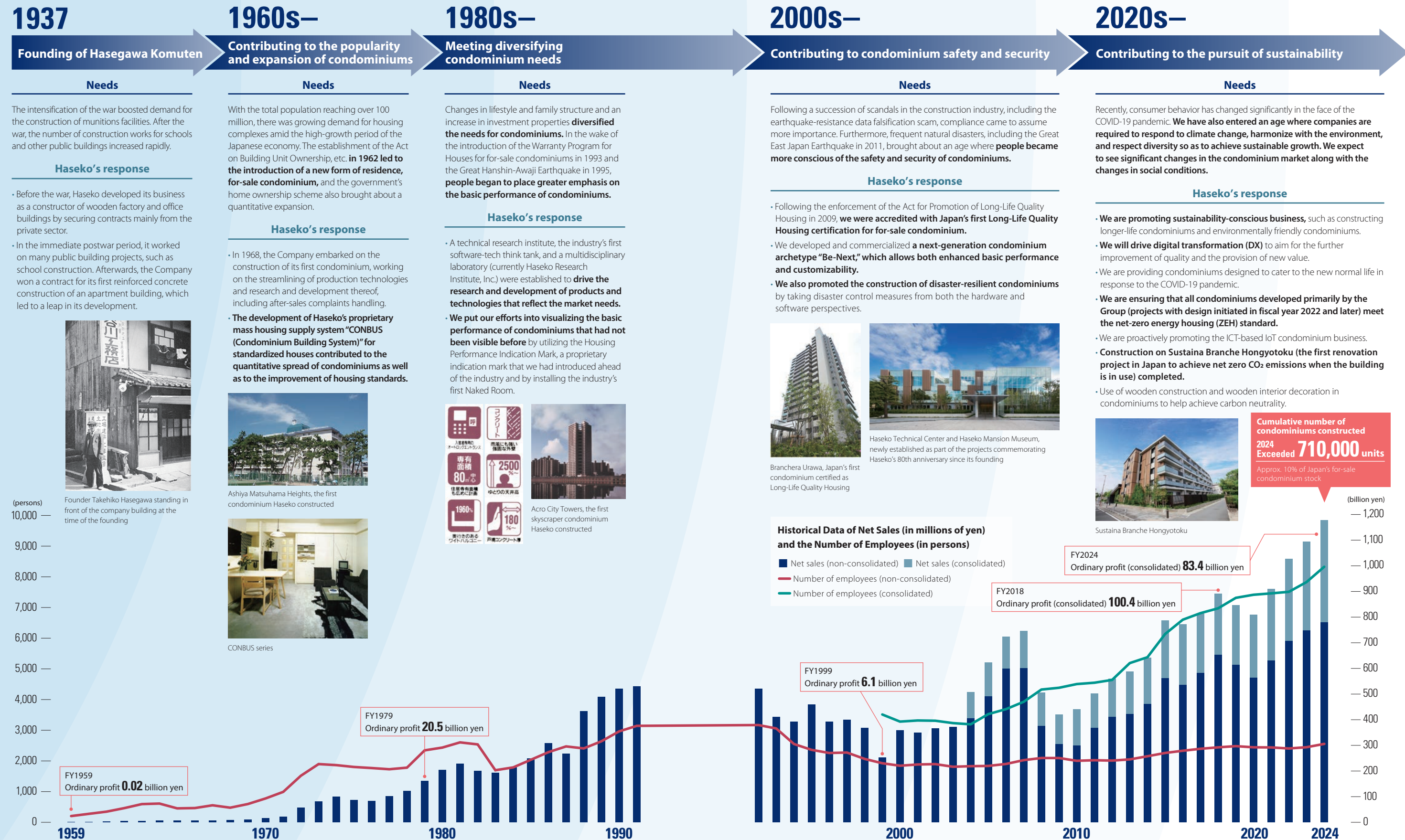
### Toward the provision of high added value and increased corporate value

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
		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.

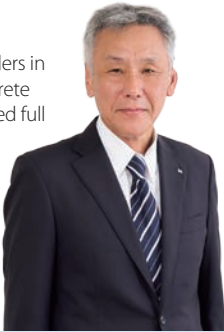
Through investment in and utilization of human capital, we are striving to foster autonomous human resources and organizations that will propel the Group into uncharted fields, while also advancing workplace initiatives that enable women and a diverse range of other members of the workforce to actively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

