Estate-Related

Business p. 41

Management and Operation Business

p. 43

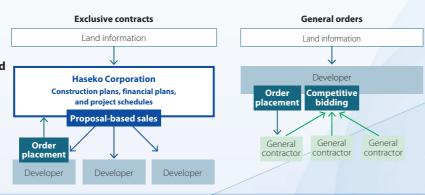
Strengths

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.

Land information gathering capability

Exclusive contracts under which land is provided for project owners

A unique business model under which we develop a highly accurate plan in a short timeframe, and high profitability is achieved through proposal-based sales incorporating land information

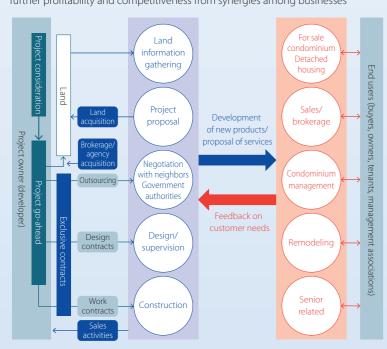


Core

Collective capabilities of Haseko Group

A corporate group for housing to create great living

Providing comprehensive support for our customers from all perspectives, build further profitability and competitiveness from synergies among businesses



Integrated production system of the quaternity

High quality manufacturing

A robust quality, cost, and safety management system formed through a unison of the Ken-ei-kai, an organization of our main cooperating companies and the Construction divisions, Architectural & Engineering divisions, and Technological Promotion divisions of Haseko Corporation



Overseas Business 3.5 billion yen Construction-Related Business Condominium Management and Operation Business — 841.7 billion yen 152.0 billion yen Fiscal year ended March 31, 2025 Sales breakdown by segment 1,177.4 billion yen **Construction-Related Business** p. 37 **Estate-Related Business Adjustment:** 252.7 billion yen 72.5 billion yen Condominium Real

Ongoing long-term industry-leading performance

Approx. 10% of domestic condominium stock

Annual number of units constructed

Cumulative total number of units constructed

717,666 10,202

Construction share

Tokyo metropolitan area: 30.2%

Kinki area: 22.2%

Number of for-sale condominium units delivered

1,422

Number of condominium units managed

637,553

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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.



- Haseko Corporation
- Haseko Urbest Inc. (sales)

30s

- Haseko Real Estate Development, Inc. (developer)
- Sohgoh Real Estate Co., Ltd. (developer)
- HASEKO Sohgoh Development, Inc. (developer)

The Haseko Group,

with you for life,

across generations,

chosen for its value

Home purchase

Child's bedroom

Childbirth



- · Haseko Community, Inc. (management)
- Haseko Community Kyushu Inc.

Child's graduation

 Haseko Community Okinawa Inc.

> Kitchen and bathroom renovation

Remodeling for pets



Haseko Intech Inc. (interior furniture)



Child's independence

Aging of building

Haseko Reform Inc. (large-scale repair)

50s



Grandchildren

start working

O

Grandchildren

starts school

Home purchase

60s

Haseko Real Estate, Inc. (brokerage/renovation)

Birth of

grandchildren

Inheritance

Large-scale repair

Life cycle of grandchildren's generation

Life cycle of children's generation Life cycle of parents' generation

Facility for the elderly

· Haseko Senior Well Design Co., Ltd. Rental condominium

Grandchildren go to university

O

70s

House rebuilding



- Haseko Livenet, Inc. (rental/lodgings)
- · Haseko Business Proxy, Inc.

(Management agency for corporate housing)

Moving home

- Hosoda Corporation (detached houses)
- Haseko Homes, Co., Ltd. (detached houses)
- WOOD FRIENDS Co., Ltd. (detached houses)

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.

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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.

1937

Founding of Hasegawa Komuten

1960s-Contributing to the popularity and expansion of condominiums

Needs

1980s-

Meeting diversifying condominium needs

Needs

The intensification of the war boosted demand for the construction of munitions facilities. After the war, the number of construction works for schools and other public buildings increased rapidly.

Haseko's response

- Before the war, Haseko developed its business as a constructor of wooden factory and office buildings by securing contracts mainly from the
- In the immediate postwar period, it worked on many public building projects, such as school construction. Afterwards, the Company won a contract for its first reinforced concrete construction of an apartment building, which led to a leap in its development.



Founder Takehiko Hasegawa standing in front of the company building at the 10.000 -

9.000 —

8 000 —

7.000 —

6,000 —

5,000 —

4,000 —

3.000 — 2,000 -FY1959 Ordinary profit **0.02** billion yen 1,000 —

*1 Data are reported as of the end of each period: March 31 for FY1987 and later, and May 31 before FY1987.

and brokerage divisions as a separate affiliate company (no consolidated data disclosed)

*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

With the total population reaching over 100 million, there was growing demand for housing complexes amid the high-growth period of the Japanese economy. The establishment of the Act on Building Unit Ownership, etc. in 1962 led to the introduction of a new form of residence, for-sale condominium, and the government's

Haseko's response

home ownership scheme also brought about a

quantitative expansion.

- In 1968, the Company embarked on the construction of its first condominium, working on the streamlining of production technologies and research and development thereof, including after-sales complaints handling.
- · The development of Haseko's proprietary mass housing supply system "CONBUS (Condominium Building System)" for standardized houses contributed to the quantitative spread of condominiums as well as to the improvement of housing standards.



Ashiva Matsuhama Heights, the first condominium Haseko constructed



CONBUS series

1970

Changes in lifestyle and family structure and an increase in investment properties diversified the needs for condominiums. In the wake of the introduction of the Warranty Program for Houses for for-sale condominiums in 1993 and the Great Hanshin-Awaji Earthquake in 1995, people began to place greater emphasis on

the basic performance of condominiums. Haseko's response

- A technical research institute, the industry's first software-tech think tank, and a multidisciplinary laboratory (currently Haseko Research Institute, Inc.) were established to drive the research and development of products and technologies that reflect the market needs.
- · We put our efforts into visualizing the basic performance of condominiums that had not been visible before by utilizing the Housing Performance Indication Mark, a proprietary indication mark that we had introduced ahead of the industry and by installing the industry's first Naked Room.



Ordinary profit **20.5** billion yen











Following a succession of scandals in the construction industry, including the earthquake-resistance data falsification scam, compliance came to assume more importance. Furthermore, frequent natural disasters, including the Great East Japan Earthquake in 2011, brought about an age where people became more conscious of the safety and security of condominiums.

Haseko's response

- Following the enforcement of the Act for Promotion of Long-Life Quality Housing in 2009, we were accredited with Japan's first Long-Life Quality Housing certification for for-sale condominium.
- We developed and commercialized a next-generation condominium archetype "Be-Next," which allows both enhanced basic performance and customizability.
- · We also promoted the construction of disaster-resilient condominiums by taking disaster control measures from both the hardware and software perspectives.



Long-Life Quality Housing



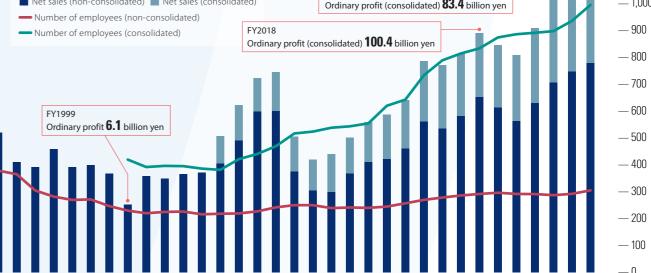
Haseko's 80th anniversary since its founding

Branchera Urawa, Japan's first

newly established as part of the projects commemorating

Historical Data of Net Sales (in millions of yen) and the Number of Employees (in persons)

■ Net sales (non-consolidated) ■ Net sales (consolidated)



FY2024

| Message from the Management | About the Haseko Group | Value Creation & Growth Strategy | Infrastructure for Sustainability & Value Creation | Corporate Data | \equiv Contents

2020s-

*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

Contributing to condominium safety and security

2000s-

Needs

Contributing to the pursuit of sustainability

Recently, consumer behavior has changed significantly in the face of the COVID-19 pandemic. We have also entered an age where companies are required to respond to climate change, harmonize with the environment, and respect diversity so as to achieve sustainable growth. We expect to see significant changes in the condominium market along with the changes in social conditions.

Haseko's response

- We are promoting sustainability-conscious business, such as constructing longer-life condominiums and environmentally friendly condominiums.
- · We will drive digital transformation (DX) to aim for the further improvement of quality and the provision of new value.
- We are providing condominiums designed to cater to the new normal life in response to the COVID-19 pandemic.
- · We are ensuring that all condominiums developed primarily by the Group (projects with design initiated in fiscal year 2022 and later) meet the net-zero energy housing (ZEH) standard.
- · We are proactively promoting the ICT-based IoT condominium business.
- · Construction on Sustaina Branche Hongyotoku (the first renovation project in Japan to achieve net zero CO₂ emissions when the building is in use) completed.
- Use of wooden construction and wooden interior decoration in condominiums to help achieve carbon neutrality.

., **710.000** un (billion yen) **— 1,200** Sustaina Branche Hongyotoku -1,100-1,000Ordinary profit (consolidated) 83.4 billion yen

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Accumulated Management Resources of the Haseko Group

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.

Six types of resources

Financial resources			
Total assets	¥ 1,365.2 bn	Ordinary profit	¥ 83.4 bn
Equity	¥ 532.0 bn	Profit attributable to owners of parent	¥ 34.5 bn
Interest-bearing debt	¥ 420.0 bn	ROE	6.6%
		Payout ratio	67.4%

Natural	resources
	a dans

Number of wooden buildings Constructe	ed 304 buildings (h	ncl. 17 non-detached) ousing buildings
Number of condon with ABINC Certific		9 buildings
ZEH condominiums and houses	61 buildings, 10	non-detached housing buildings

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

Diversity	
Percentage of women among new graduates hired	36.5 %
Percentage of female managers	10.6%
Promotion of foreign national personnel utilization	

80.1%	
2 / Eligible persons 2,599	
Eligible age groups 45, and 50 to 64	

Education plan (Business College / DX Academy, nurturing of innovative talents training of global human resources)

White 500 certification

Percentage of childcare leave taken by males

Costs were fully born by the Company *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).

Manuf	actur	ing re	esourc	es

Key locations in Japan	45
Group companies	89

Haseko Technical Center (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)

Intellectual resources

Investments in R&D	¥ 4.2 bn
Intellectual properties	306
(231 patents, 69 designs, 6	utility models)

Haseko's Premium After-sales Service

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

59.4%

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



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