

















HASEKO

HASEKO Group

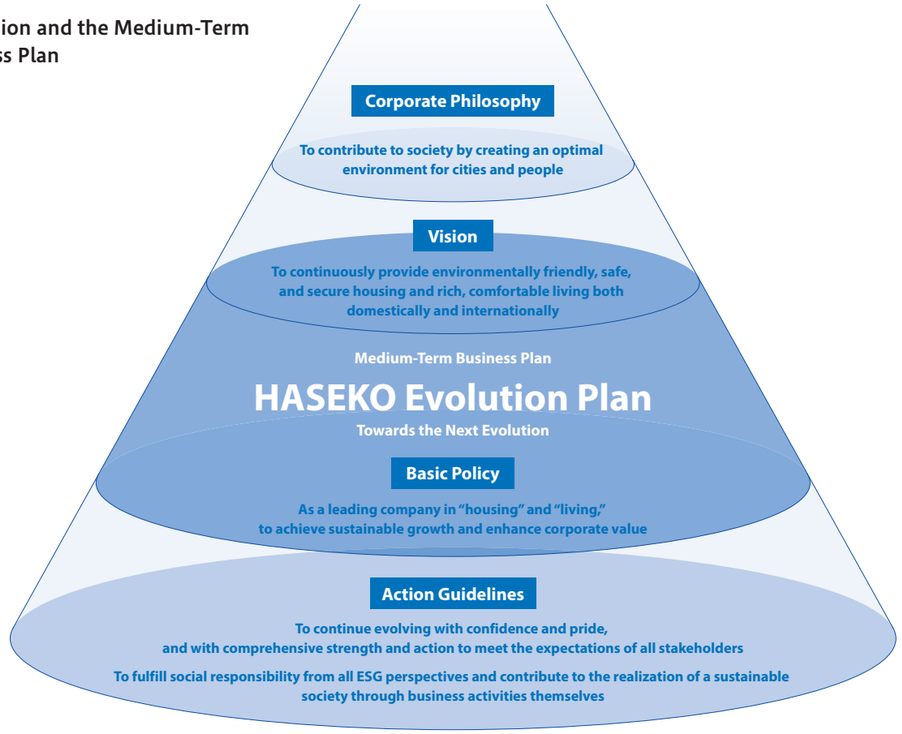
INTEGRATED REPORT 2026





HASEKO Group
HASEKO

Our Vision and the Medium-Term Business Plan



New Brand Message:

We consider more.

This was formulated in 2025 to coincide with the start of our medium-term business plan, HASEKO Evolution Plan.
Considering more for all of our stakeholders, we adhere to the basic policy of achieving sustainable growth and enhancing corporate value as a leading company in housing and living set out in our medium-term business plan, and in doing so, we will continue to evolve further with all of us at the Group working hard to make all our stakeholders say, "I'm glad I chose Haseko."

Editorial policy

The Haseko Group Integrated Report 2026 has been positioned as a tool for communicating with a wide range of stakeholders. In this report, we introduce our own unique strengths that have been handed down across generations, our business strategy and sustainability strategy for responding to changes in the social environment, and our value creation story that is progressing toward sustainable growth for the Haseko Group. We hope that this report will help you better understand our continuously evolving Group.

Integrated Report 2026: Key Points

Strengthening of business foundation and competitiveness

In a drastically changing business environment, we continue to increase our earning capabilities with a focus on expanding orders and improving gross profit margin of construction contracts. We are working to refine our strengths in the construction business, and bolstering our real estate development and expansion into the stock business.

Handling future environmental changes

Handling the contraction in the Japanese residential market and labor shortages continue to be important issues to address. In the first year of the HASEKO Evolution Plan medium-term business plan, we dealt with change through the commencement of operations at our own PCa plant and through business streamlining, thus achieving steady evolution.

Strengthening of our management foundation

We undertook a review of our materiality, and enhanced our sustainability initiatives. We are strengthening our foundation for sustainable growth through actions that include initiatives to reduce our environmental impact and to get the most out of our employees, and strengthened governance.

Period covered
FY2025 (April 1, 2025–March 31, 2026)
Note, however, that some information from outside this period is also included.

Organizations covered
HASEKO Corporation, 101 subsidiaries, and 20 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: October 2026

Referenced guidelines
Haseko Group Integrated Report 2026 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

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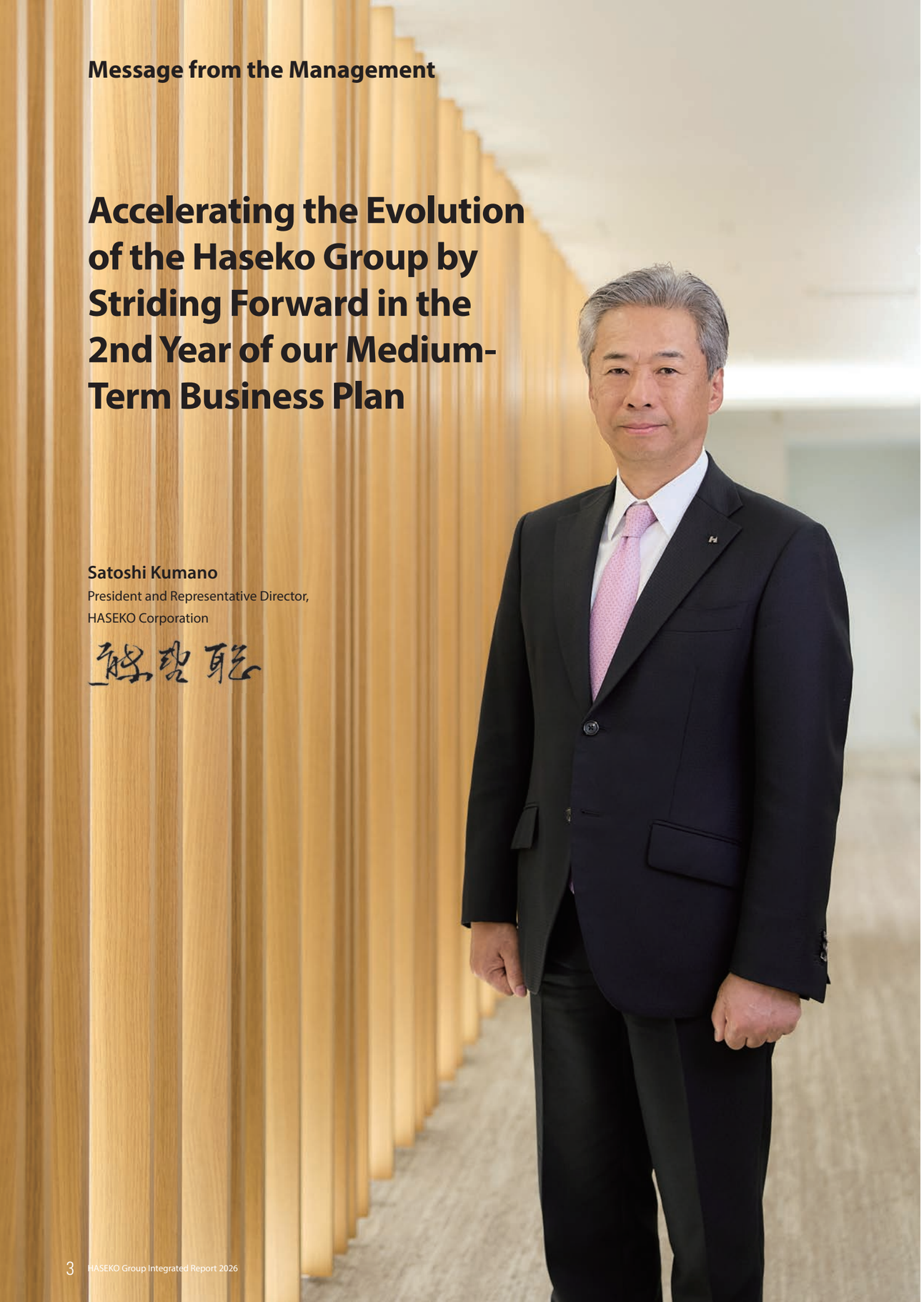
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Message from the Management

Accelerating the Evolution of the Haseko Group by Striding Forward in the 2nd Year of our Medium-Term Business Plan



Satoshi Kumano
President and Representative Director,
HASEKO Corporation

1. Foreword

It has been a year since I took up the role of president last April, and we have now seen the results from the first year of the HASEKO Evolution Plan medium-term business plan that got underway at the same time. In the recent financial results briefing, for the first time in a long time I felt the kind of nerves one feels when one receives a school report card, but I believe we are off to a decent start in the first year of our plan. However, considering what lies ahead of us makes me determined to stay focused and disciplined.

The consolidated performance of the Haseko Group in FY2025 resulted in net sales increasing 8.1% year-on-year to a record 1,273.1 billion yen, with consolidated ordinary profit exceeding our initial expectations at 94.1 billion yen.

In FY2026, the second year of our medium-term business plan, we again plan to achieve an increase in revenue and profit. We are anticipating 105.0 billion yen in consolidated ordinary profit, and expect ROE to improve to 11.3%.

Furthermore, we set the dividend per share for FY2025 to 95 yen, marking a 5 yen increase over the initially planned amount. For FY2026, we are planning a further 5 yen increase to 100 yen. As a result of this, we expect our payout ratio to be 40.1%.

From here I'd like to take a comprehensive look at matters including how I saw the first year of the business plan, future issues we need to address, capital efficiency, my perception of the market environment, the strengths of the Haseko Group, and our sustainability initiatives.

2. Review of the first year of the medium-term business plan, and issues to be addressed

Starting with this medium-term business plan, we have reorganized the Haseko Group's businesses into three segments (the Construction-Related Business, the Real Estate-Related Business, and the Condominium Management and Operation Business) in addition to one additional segment in the form of the Overseas Business. Looking back at FY2025 by segment, I see the issues we have to address as follows.

Firstly, with regard to the Construction-Related Business, we ensured both volume and quality in our mainstay for-sale condominium construction orders, meaning we saw an increase in both the volume of orders and an improvement in the gross profit margin of construction contracts. I feel that the results of the unified effort made by the sales, architecture, and construction divisions over the past few years have now manifested themselves in the net sales of completed construction contracts. While the for-sale condominium market can hardly be called a growth area, we will work to increase our market share and continue to ensure both volume and quality of orders.

In terms of the situation we face at the present moment, points of concern for us include procurement difficulties and the soaring price of materials resulting from the situation in the Middle East, ongoing labor shortages, high prices and poor sales of for-sale condominiums caused by the high construction costs resulting from these factors, and postponement of the start of construction due to declining demand. We will strive to deal with each of these matters with ingenuity and ensure that, from FY2026 onward, we continue to secure revenue in line with our plan.

As part of this effort, our plant that incorporates a PCa* floor slab manufacturing line with the latest equipment (PCa plant) started full operations in Kasumigaura City, Ibaraki Prefecture in October 2025. Through actions typified by these, we intend to break through this adversity with the building of next-generation manufacturing systems based on industrialization and the utilization of DX, and with product planning that focuses on customer orientation and affordability.

In terms of other areas, expansion in the construction field is an issue that is included in our medium-term business plan, and continuing on from the construction work on high-rise condominiums and rental condominiums we have poured effort into over the past several years, we have seen an increase in the volume of work we undertake in reconstruction and redevelopment, and on dormitories and corporate housing. And in terms of non-residence works also, we hope to steadily acquire revenue from fields that exhibit expanding demand for the infrastructure upon which society is built, with examples including data centers, refrigerated warehouses, and most recently, the design and construction of a senior high school attached to a music college.

*PCa (precast concrete): A construction method whereby elements such as the structure and components of buildings are manufactured at a specialized plant in advance and transported to work sites for assembly.



Message from the Management

In our detached house business, we embarked on a restructuring in April 2026, and established HASEKO HOME HOLDINGS Inc. from WOOD FRIENDS (a company that joined the Group in 2025 and operates in the Tokai area of Japan), Hosoda Corporation (a company we acquired in 2020 that operates in the Tokyo metropolitan area), and the developer Haseko Home. And outside of the detached house business, progress was made on the development of a foundation toward expanding our function as a general contractor for wooden buildings through our work on common areas in for-sale condominiums, our work on wooden rental residences, and other such work. It is my hope that we continue to work with speed, and translate this work into increased earning power in each area.

Furthermore, we will also expand our engagement in the remodeling business from large-scale refurbishment works on housing complexes to remodeling works that are compatible with residences and other fields of work.

Moving on to the Real Estate-Related Business, our developer business is proceeding particularly smoothly, driving the performance of the Haseko Group in FY2025. In the for-sale condominium business, we have gone from a state of advance investment in each area around Japan to a state in which we are constantly producing profit as a result of the efforts we have made over the past few years. The real estate securitization business, which focuses on rental residences, has also achieved a certain level of results last year after we split this function off into the company Haseko Sohgoh Development. We are achieving firm growth in the Real Estate-Related Business, including the premium housing and wealth-related business, but we will need to make sure we make suitable management decisions by monitoring economic trends henceforth and gaining a full understanding of the risks.

In addition to this, while our real estate brokerage business is growing its profits, I feel it still has room for growth.



In our Condominium Management and Operation Business, we are seeing robust performance from for-sale and rental condominiums under our management. With our housing stock providing a base that generates constant revenue, we are hoping to see the creation of a new revenue source and further growth leveraging the digital transformation (DX) that we have been working on.

In the senior living business, the DX we have been working on has borne fruit, and we have achieved both improvements in labor productivity and service quality. I hope to take this business forward in a way that meets the growing needs of residences for an increasingly elderly population henceforth.

Finally, in our Overseas Business, we have established a strategy for each area of the world in which we operate. We have focused our efforts into investments in the mainland United States over the past several years, and we anticipate that this will finally start to tangibly bear fruit in FY2027.

In April 2026, we invested in Trinsic Residential Group, which is based in Dallas, Texas, in the United States. In North America, we are focusing on stepping up from the investment-driven marketing phase to a full-scale business.

In Hawaii, we are currently in the recoupment phase for past investments, and we aim to further accelerate this process. With regard to other areas, we are exploring business that can leverage the strengths of the Haseko Group in the UK, Australia, and in Vietnam, where we have long had a presence.

Furthermore, in order to embrace the challenge of new business, we launched an internal award program called the SPARK Project for new business in 2025. We solicited ideas of any scale or sophistication for new business relating to housing and living, and this resulted in a total of 331 submissions in the first year. After going through a process of screening, two ideas for new business and four ideas for new products and new services were selected. We established a department to advance these ideas in a concrete manner in April 2026, and have embarked on initiatives to put them on a forward trajectory.

We will also undertake a groupwide integration of the housing data and living data we have accumulated through our creation of condominiums, and leverage this to accelerate the creation of future housing and new services. Furthermore, in April 2026, we launched the Group Customer Strategy Department. This department will rebuild the touchpoints with the Haseko Group and the value we provide from the customer's perspective, and aim to create as many fans of Haseko as possible.

Going forward, I hope to continue to nurture a groupwide mindset of shaping our own future by our own hand.

3. Productivity improvement for management resources (people, goods, money, and information)

Starting in the late 1990s, the Haseko Group faced a bankruptcy crisis. When Japan's economic bubble burst, our assets shrank and we suddenly found ourselves in negative equity. Our capital collapsed overnight and we just about survived thanks to financial institutions forgiving our debt, and I see it as my role to ensure the lessons learned through this are handed down to subsequent generations.

However, that the Group's officers and employees came together and led the Company to where it stands today despite such severe circumstances is an indisputable fact, so I think it is also essential for us to carry this mindset forward.

I see evolution as a combination of succession and change, and we must cherish this idea of succession.

Furthermore, I am fully aware that it is my responsibility to consider how effectively we can use the capital that has accumulated thanks to the toils of our predecessors to keep growing, and how we can take the profit generated by people who currently work in the Group and achieve a balanced distribution among growth strategy investment, returns to employees, returns to shareholders, returns to society, activity expenses, and other such things.

On the other hand, two years ago we launched the Group Real Estate Balance Report Conference across the Group. Thanks to this, I feel that the awareness of real estate turnover ratio, IRR, and other such matters has increased.

Furthermore, KPIs such as asset turnover rate and productivity per person are starting to become infused throughout the Group. Going forward, we will focus our efforts on efficient investment of capital and personnel deployment in consideration of factors including the ROIC of each business.

4. Perception of market environment and the HASEKO Group's strengths

As I mentioned in the review of the first year of the medium-term business plan, we cannot simply take an optimistic view of the market environment at the current moment. Taking a medium- to long-term view, I think that Japan is already heading to quantitative sufficiency in terms of residences amidst a declining population and an aging society with a decreasing birth rate.

However, housing and living are absolutely essential for humans, and they are not things that will disappear. We will continue to pursue the Haseko Group's Vision to continuously provide environmentally friendly, safe, and secure housing and rich, comfortable living both domestically and internationally.



The experience of coming together as a group and overcoming the bankruptcy crisis starting in the late 1990s that I mentioned before manifests itself in our excellent constitution whereby the Haseko Group shows its true value in times of adversity. We also went through the experience of our business partners disappearing one after another due to the financial crisis of 2008, but our sales team handled this situation flexibly and, as a result, increased our sales capabilities.

I describe "Haseko DNA" as being formed of the ability to take action that allows us to swiftly get things moving, the ability to achieve targets that allows us to set ambitious targets ourselves and achieve them, our ingenuity that lets us think for ourselves without trying to imitate others, and the teamwork that lets the Group come together and work as one.

To explain what I mean by ingenuity in more detail, we have developed under a business model whereby our construction business is founded on real estate. There was no example for us to follow in any industry, and so the only option we had was to innovate for ourselves. I always tell our employees that we are going to improve our company by our own hand, and we are going to open up our own future.

We must evolve our unique business model by our own hand. We will further refine our strengths of capability in gathering land information, the integrated construction system of the quaternity, and the comprehensive strengths of the Haseko Group (➡p. 15).

Furthermore, in April 2025, we created the new brand message "We consider more." This message incorporates our determination to take everyone into account in our actions, from those who buy our products, those who live in them, our business partners, shareholders, cooperating companies, the local community and society, our colleagues, and our seniors to future generations. And all officers and employees in the Group will continue to strive to make every stakeholder say "I'm glad I chose Haseko."

Message from the Management



5. Increasing corporate value through sustainability management

Through the dialogue we have held with stakeholders over the past year, I have come to feel that it is not merely profit that is demanded of companies, but long-term trust and resilience. I am also aware that sustainability management lies at the root of corporate value. As such, we will strive to improve corporate value with a strong awareness of ESG.

In terms of the environment, we have set out a concrete path to carbon neutrality by 2050 on the basis of the Haseko Group's climate change response policy HASEKO ZERO-Emission, and are taking forward the development of environmentally conscious technologies and products.

In the previous fiscal year, the Haseko Group made real progress on initiatives involving wood. Not only is wood environmentally friendly in that it absorbs CO_2, it offers warmth, aroma, moisture moderation, and other such properties people find desirable, and it brings comfort and a sense of richness to living. We hope to utilize the appeal of wood in a way that is suitable for urban spaces, and provide housing that achieves a harmony between people and the environment.

A new group member of ours, the WOOD FRIENDS Group, owns a sawing and construction material manufacturing plant in the Tokai area of Japan, and we also have a company called HASEKO Furnitech in Niigata Prefecture that processes interior materials. In addition, we have also started construction of our own plant for manufacturing HS wood, which is a new wooden construction material that utilizes domestically-produced cedar wood, in Gojo City, Nara Prefecture, and we are aiming to start operations in April 2028.

We have also embarked on partnerships with forestry companies meaning we have our own timberlands, and we have started work on the construction of a cyclical model in which we leverage the trees nurtured in these timberlands in our business. I see our initiative to nurture and grow forests while feeding back their blessings to society in a sustainable form as something that goes beyond mere business, and helps us to fulfill our responsibility as a company that is entrusted with the environment of the future.

Furthermore, we have also embarked on an initiative that involves crushing bamboo from the neglected bamboo forests that are starting to be viewed as an issue that society needs to tackle, and using the resulting bamboo chips to solidify construction pile sludge. In the Kanto region of Japan, we are working on the establishment of our own plant in Narita City, Chiba Prefecture, and we are also undertaking the same activity in Kishiwada City, Osaka Prefecture in the Kansai region. As a derivative of this, we are also exploring leveraging the bamboo powder that we believe will be effective as agricultural fertilizer in a new business.

Furthermore, we concluded an Agreement on Promoting the Use of Wood in Buildings with the Ministry of Agriculture, Forestry and Fisheries in the previous fiscal year, meaning the establishment of a public-private alliance to proceed with work in this area is well underway, and we will continue to focus our efforts on this going forward.

In terms of society, we will undertake initiatives to balance both investment in human capital with productivity improvement, whilst continuing to put in place an environment to allow a diverse range of human resources to flourish. In addition to this, we must evolve the way we develop human resources and nurture the next generation of executive leaders who will open up the way forward into a new era, and evolve our succession plan initiatives.

As a non-capital-intensive industry, the driving force behind the source of the Haseko Group's corporate value is people. I see the invigoration of human resources, and by that I mean investment in people, as the key to ongoing corporate value enhancement.

Since FY2025, we have undertaken "town hall meetings" where we can have a frank and even exchange of opinions with employees from each location of the Group. I also regularly visit construction sites, sales centers, real estate brokerages, senior living sites, and other sites to lend my encouragement.

By going to work sites, not only can I directly convey my thoughts as the person at the top of the company, but I also have the chance to directly hear feedback from employees. This is something that I intend to cherish.

In terms of governance, we will continue our initiatives to improve the effectiveness of the Board of Directors. We will also take the inspection of Haseko Reform by the Japan Fair Trade Commission as a spur to rethink governance across the Group as a whole. In FY2026, the Board of Directors and Audit & Supervisory Board will welcome new outside members, so we will ensure further transparency and accountability in our decision-making, and undertake risk management in an effective way.

Haseko Reform is currently being investigated by the Japan Fair Trade Commission on the suspicion of violating the Antimonopoly Act. I would like to offer my sincere apologies for causing great concern to our stakeholders. Going forward, we will implement effective initiatives to foster an awareness of compliance across the entire Group, and strengthen our governance.

Furthermore, we have decided to introduce ESG and other non-financial indicators as well as capital efficiency into our evaluation metrics for deciding remuneration for directors (and other officers), and to incorporate them into the calculation of share awards that constitute medium- to long-term performance-linked remuneration. The directors and other officers shall take the lead, and go about our management work with an awareness of ESG.

6. Closing Remarks

The Haseko Group will celebrate the 90th anniversary of its founding in February 2027, and I am our ninth president.

Looking back on our founder, the executive leaders who have served throughout the years, and the course of our history upon this milestone for the Group shows that in every generation we have met the needs of society through our provision of housing and living.

The speed of change in the current generation is very fast, and keeping things the way they are means falling behind in relative terms. With our Corporate Philosophy of contributing to society by creating an optimal environment for cities and people in our heart, we will pursue corporate value enhancement as an organization that is lean and has the capacity to endure.

I look forward to your ongoing support.



Evolution

Initiatives

Our medium-term business plan is called the Haseko Evolution Plan, and it uses the word evolution as this is a keyword for Haseko Corporation. This plan aims to achieve further enhancement of corporate value by successfully implementing **changes** while ensuring the strengths that Haseko has built up are passed on through **succession**. In this section, we showcase the concrete initiatives we have taken toward **evolution** and their results, and the sincere consideration of more by our employees.

Succession

The source of our power to overcome challenges and difficulties lies in the Haseko DNA that has been passed down through generations. We will ensure that this DNA is handed down to the next generation.

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Change

Change comes from the concrete initiatives we take toward sustainable growth. In keeping with the times, we continuously embrace challenge to create new value and refine our strengths through an incremental process of trial and error.

→

Evolution

Our accumulation of financial resources, social and relationship resources, and other such management resources reflect our evolution. While ensuring that we continue to hand down our DNA and achieve change, we will aim for sustainable growth.

TOPICS

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Profit growth and improved capital efficiency
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Evolution 2 — Ingenuity / Manufacturing resources
Greater productivity and supply chain strengthening
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Nurturing of a culture of innovation
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Development of a new experience through DX
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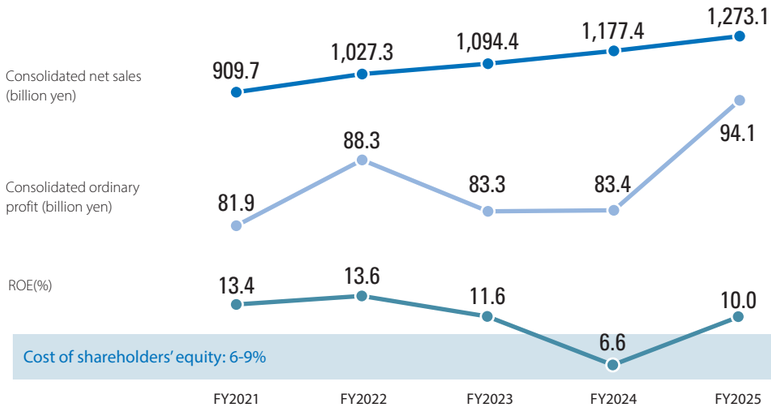
Evolution 5 — Teamwork / Social and relationship resources
A new brand message and enhanced communication
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Evolution 1

Profit growth and improved capital efficiency

April 2025: HASEKO Evolution Plan medium-term business plan commences

FY2025 marked the first year of our medium-term business plan, and our efforts to implement our strategies led to improvements in both profit and capital efficiency. While we need to continue to monitor changes in geopolitical risks and other aspects of the business environment, we expect improvement in the gross profit margin of construction contracts in FY2026 on the back of a continued favorable environment for orders. And with the goal of improved ROE, we also take capital efficiency into consideration in corporate management through actions including the acquisition of treasury shares.



Financial resources

ROE
10.0%

Consolidated ordinary profit
94.1 billion yen

Key points in profit and capital efficiency improvement

In the medium-term business plan, we commenced work on the implementation of our five business strategies, and this led to robust growth in each of our three main businesses (Construction-Related, Real Estate-Related, and Condominium Management and Operation). In our core Construction-Related Business, we achieved our highest ever orders received while also seeing a recovery in the gross profit margin of construction contracts, which drove profit growth. And in order to improve capital efficiency and expand shareholder returns, we acquired 20 billion yen in treasury shares and provided an increased dividend. While achieving growth in profit, year-end ROE improved to 10.0%.

Issues going forward

We will continue to work on profit growth and improved capital efficiency by adapting our business to changes in the environment. And in addition to business investment that keeps the cost of capital in mind, through fund allocation with an awareness of balance between investments toward medium- to long-term business growth and shareholder returns, we will aim to achieve our ROE target level of around 13% by FY2030.

The DNA behind our ability to reach targets

I feel that the important aspects of our business activities are taking action and identifying and securing projects. Learning from my seniors who take this approach in their work, I myself have always made effort to think carefully while taking action and to make decisions swiftly. Taking a creative approach under a harsh environment, we tackle our work speedily and achieve results.

Here at Haseko there are many employees who work autonomously to identify and secure projects and in doing so contribute to profits. I myself also tackle my daily work while always thinking about what I can do to secure new contracts.

Business Dept. II,
Business Promotion Division
HASEKO Corporation



Evolution
Initiatives

Evolution 2

Greater productivity and supply chain strengthening

October 2025: Full operation starts at Haseko's own PCa plant for a sustainable production system

The commencement of full operations at the Kasumigaura PCa Center is highly significant in terms of establishing a sustainable construction system. A stable supply of pre-cast concrete (PCa) components from our own plant will support our implementation of industrialized construction methods and the strengthening of our supply chain. This will help to achieve labor-saving and manpower reduction on construction sites, and contribute to the continued stable provision of high-quality residences and improvements in construction efficiency.



Key points for greater productivity and supply chain strengthening

We employ industrialized construction methods that include switching to precast concrete and unitization with the aim of achieving productivity improvements and the stabilization of quality. By commencing interior floor PCa production at our own plant, we have optimized procurement based on stable supply and costs, and strengthened our supply chain.

And based on production linked with BIM data, which Haseko is in a unique position to implement, we will undertake activities that include automation and component development while also leveraging our defining design and construction strengths in design proposals that will lead to improved productivity.

Issues going forward

We will eliminate bottlenecks in our production processes and review personnel deployment, and improve productivity on an ongoing basis by putting in place the infrastructure for data utilization.

Henceforth, we will continue to work to establish a sustainable construction system through actions including the expanded use of PCa components, unitization, and finding dependable suppliers.

The DNA behind our ingenuity

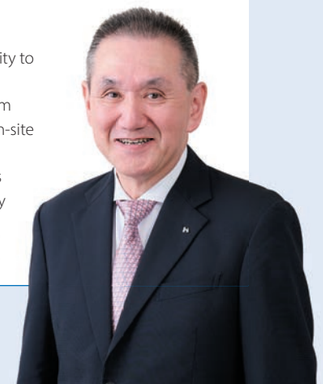
Establishing our own PCa plant involved a series of unprecedented challenges.

But driven by a desire to reduce the workload on our colleagues working on-site and to deliver reliable quality to our customers, our ingenuity at each stage along the way allowed us to achieve full operation.

Prior to the start of operations, members from different divisions would come together for each process, from planning to construction support, system establishment, and operational preparations, and work with those on-site to overcome each individual issue through a process of trial and error.

Going forward, while ensuring we retain the passion behind this approach, we will continue to take forward steps through ingenuity and embrace the challenge of maintaining stable operations as we work toward advanced quality control through further efficiency streamlining and digital transformation (DX).

Production Planning Office
Haseko Industries



Evolution 3

Nurturing of a culture of innovation

July 2025: A program called the SPARK Project commences to solicit ideas in-house

This program will identify signs of change from within our organization and provide a testing ground for high-quality proposals, while also verifying and developing promising ideas in progressive stages up to their full adoption. By running this program on an annual basis, we will foster a corporate mindset that drives challenges, and aim to nurture and instill a culture of ongoing innovation.



Key points in nurturing of a culture of innovation

The SPARK Project is a program that was launched to solicit ideas for new business and new products as an initiative for creating a foundation for new businesses as called for by our medium-term business plan, the HASEKO Evolution Plan.

The aim here is to establish an environment to facilitate us in taking on challenges for new business starting out from a range of different perspectives, including the perspective of issues faced on-site, and to nurture a culture of innovation under which we embrace such challenges without fear of failure. Furthermore, it is also the goal of this project to build a foundation for the diversification of revenue sources and strengthening our core business.

Issues going forward

The first fiscal year in which we ran this project saw a number of submissions that exceeded expectations, and illustrated to me the strong desire our employees have for challenge. Going forward, it is important to ensure we keep this level of desire and ensure it takes root in our organizational culture. And as we see it, the issues that we face are the enrichment of a companywide system of support to continuously stimulate our employees' desire for challenge, and the establishment of a process to bring the selected ideas up to the stage of full adoption.

The DNA behind our ability to take action

The SPARK Project Secretariat proactively took on the challenge not only of launching a new program, but also of taking new actions unconstrained by precedents or customs in order to encourage participation in this program by as many employees as possible. It disseminated information in an open and timely fashion through actions such as posting video showing seminars by external instructors arranged with the purpose of lowering the mental barrier to submitting ideas as well as presentation screenings on the internal portal. As a result of this, it stimulated the desire for challenge among many employees and achieved great traction that saw over 300 submissions.

Planning & Promotion Dept.
Value Creation Division
Haseko Anesis Business



Evolution Initiatives

Evolution 4

Creating new experiences through DX

April 2025: HASEKO Digital Technology Lab opens, offering experiences in cutting-edge technology

HASEKO Digital Technology Lab, a space offering experiences of the future of condominiums, is now open. Utilizing cutting-edge digital technology based on HASEKO-version BIM, this facility will act as a creation and communication center for new condominium sales, merchandise display, design, and production methods that blend the virtual world with reality.



Ultrahigh-resolution LED screen
Displays life-sized images of BIM models for buildings in the planning stage, and provides a highly realistic and immersive experience



AR/MR technology
AR/MR technology is used to superimpose a virtual image on a real space in a model room, thus enabling the visual presentation of facility information, layout changes, and other such things



Virtual reality
Offers a realistic experience of a virtual house using cutting-edge head-mounted displays. Overcoming location, size, room type, and other spatial restrictions on model room, it enables a wide variety of proposals to be made

Issues going forward

Going forward, we need to utilize the vast amount of 3D data accumulated through HASEKO-version BIM, which we have fully adopted since 2020, not only in design and construction but also in sales, maintenance, and management, and to aim for further value creation in the condominium business while ensuring it leads to revenue for the Haseko Group.

The DNA behind our ability to take action

In the face of a tight schedule, we needed to achieve a virtual customer experience at a level of detail approaching that of the actual product while simultaneously proceeding with architectural design that makes maximum use of this experiential sequence.

As such, we exercised our ability to take action, and swiftly brought together a broad range of subsidiaries and associates. Cutting-edge technology in addition to the content and design to communicate it effectively is essential in creating an experience to excite people, so we assigned the person with the right expertise to each zone of the lab. As a result of doing so, we were able to take things forward in parallel while still paying attention to every last detail, and successfully put the project together.

Division Digital Technology Lab (concurrent role),
Technology Promotion,
DX Promotion Office
Architecture & Engineering Business Dept.
HASEKO Corporation



Evolution 5

A new brand message and enhanced communication

April 2025: New brand message "We consider more." rolled out

We will convey to customers, society, and employees just how relevant the work of the Haseko Group is when it comes to people's living and happiness. We are also working to enhance and expand our dissemination of company information to investors and other stakeholders.



Intentions and key points behind the creation of a new brand message

Our brand message is "We consider more." and it was created as the core of our rebranding to coincide with the start of our new medium-term business plan. Having realized that we faced the issue of the details of Haseko's business and our value not being sufficiently conveyed, we formulated this as an articulation of the way each and every Haseko employee approaches their work and of our desire to stay by our customers' side in terms of living and their future. It succinctly expresses the direction of Haseko as it continues to evolve and hands down the DNA that it has developed over the years.

Issues going forward

The issue we must address going forward is to ensure that this brand message does not become a mere transient statement, and instead ensure its gradual infusion both internally and in society at large. We believe that we need to increase its practical applicability by connecting it to the actions and value provision of each employee, and to continuously and specifically convey Haseko's approach and value through diverse communication.

The DNA behind our teamwork

The in-house workshops that were run when considering our brand message "We consider more." reaffirmed to me that Haseko's DNA lies in the connections between people, teamwork, and passion for work. This articulation of the value of cherishing good relationships both internally and externally means that each and every employee can view this as something that concerns them, and going forward we will continue to work on measures to bring a palpable feeling of this to daily work and communication so as many people as possible think "I'm glad I chose Haseko."

Corporate Communication Dept.
Corporate Management Division
HASEKO Corporation



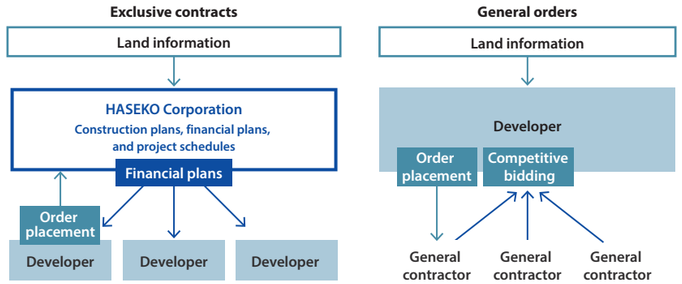
Strengths

With a comprehensive system centering mainly on our overwhelming capability in land information gathering and for-sale condominiums and covering everything from upstream to downstream, we ensure that we are highly competitive.
Leveraging our integrated construction system of the quaternity and the collective capabilities of the Haseko Group, we undertake high-quality manufacturing while also steadily expanding into peripheral areas.

Capability in gathering land information

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

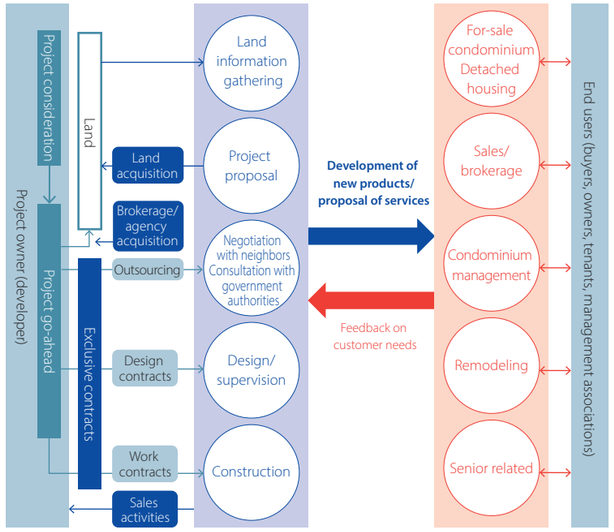


Core competences

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

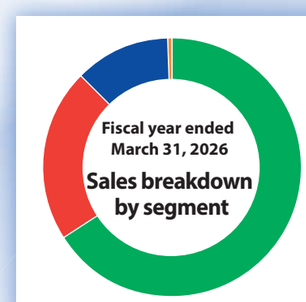


Integrated construction system of the quaternity

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, Architecture & Engineering divisions, and Technology Promotion divisions of Haseko Corporation





Net sales
1,273.1 billion yen

Adjustment: -90.7 billion yen

Construction-Related Business
900.9 billion yen
71%

Condominium Management and Operation Business
165.4 billion yen
13%

Real Estate-Related Business
293.2 billion yen
23%

Overseas Business
4.3 billion yen
0.3%

Construction-Related Business P39

Real Estate-Related Business P43

Condominium Management and Operation Business P45

Overseas Business P47

Long-term industry-leading results

Annual number of units constructed
10,961

Cumulative total number of units constructed
728,627

Share of construction
Tokyo metropolitan area **35.8%**
Kinki area **18.4%**

Number of for-sale condominium units delivered
2,062

Number of condominium units managed
644,954

Approx. 10% of domestic condominium stock

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 has matured.



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

















The Haseko Group, with you for life, across generations, chosen for its value

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

- Haseko Senior Well Design Co., Ltd.
- Haseko Livenet, Inc. (rental/lodgings)
- Haseko Business Proxy, Inc. (management agency for corporate housing)

Haseko Intech Inc. (interior furniture)

Haseko Reform Inc. (large-scale refurbishment)

Haseko Real Estate, Inc. (brokerage/renovation)

- Hosoda Corporation (detached houses)
- Haseko Home, 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 us starts from there, and we always stay close to customers in every situation of living, including daily building management, interior renovation, 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 apartments 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 produce confidence in Haseko Corporation, and where this is continuously handed down from the parents' generation to the children's and the grandchildren's generations.

A company always chosen for its value

Toward the provision of high added value and increased corporate value

Haseko Corporation boasts outstanding results that include the construction of a cumulative total of 720,000 condominium units, 640,000 units under management (for-sale, rental, agency for corporate housing), and more than 120,000 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

Ever since we started work on our first ever condominium, the history of the Haseko Group has been a story of constant focus on what will come next after the social environment goes through change, and of the construction of residential infrastructure in cities throughout Japan. Going forward, we will continue to view the issues that society faces in each generation and changes in lifestyles as opportunities, and bring further evolution to our comprehensive business model that covers all aspects of housing and living.

1937

Founding of Hasegawa Komuten

Founder Takehiko Hasegawa establishes Hasegawa Komuten in Amagasaki City, Hyogo Prefecture. After the war, the Company worked on the construction of many schools and other public buildings before going on to win 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 time of the founding

1960s– Era of condominium growth

Needs

Japan's population grew in the era of high economic growth. The establishment of the Act on Building Unit Ownership in 1962 led to the introduction of the for-sale condominium as a new form of residence, and this brought about a quantitative expansion in condominiums.

HASEKO's response

In 1968, we commenced work on the construction of our first condominium. As well as achieving rapid growth, in 1973 we also developed our own standard condominium design and production system, named "CONBUS." Haseko contributed to the quantitative spread of condominiums and the improvement of housing standards, establishing a business model that is still in use to this day.



Ashiya Matsuhama Heights, the first condominium Haseko constructed

1980s– Era of diversification and focus on basic performance

Needs

Needs diversified as lifestyles changed. Greater emphasis began to be placed on the basic performance of condominiums driven by a heightened awareness of safety after the introduction of the Warranty Program for Houses and the Great Hanshin-Awaji Earthquake.

HASEKO's response

We led the way in the industry and introduced our own Performance Indication Mark, putting our efforts into visualizing the basic performance of condominiums
At the same time, we shifted the focus of our condominiums and products from standardization to diversification, while also moving into condominium management, consignment sales, and the care business. Thus, we evolved to become a corporate group whose business now covered housing and living.



Acro City Towers, the first skyscraper condominium Haseko constructed

2000s– Era of emphasis on safety and security

Needs

Compliance, safety, and security came to assume more importance following scandals in the construction industry that included an earthquake-resistance data falsification scandal, and in light of the Great East Japan Earthquake and other natural disasters.

HASEKO's response

Haseko became the first ever company in Japan to acquire Long-Life Quality Housing certification for a for-sale condominium, and as a construction company, began to provide its own long-term after-sales service that exceeded industry standards. We also began to make full use of HASEKO-version BIM, whereby architecture and construction divisions share data, and established a business model that achieves both efficiency streamlining and high quality.



Haseko Technical Center and Haseko Mansion Museum, newly established as part of the projects commemorating the 80th anniversary of Haseko's founding

2020s– Era of sustainability

Needs

The COVID-19 pandemic brought enormous change to lifestyles and working styles. Social conditions are also undergoing rapid changes, including a shift to an inflationary economy, rising geopolitical risks, the emergence of labor shortages, and changes in industrial structure caused by AI. In this era, we need to achieve sustainable growth while maintaining harmony with the environment, including addressing climate change, and respecting diversity.

HASEKO's response

Haseko has formulated a climate change response policy, and has elevated its initiatives toward achieving carbon neutrality through actions such as wooden construction and the use of wood. We have also proceeded toward the creation of a sustainable society and new value, through condominium renewal and other such actions. Through sensors, AI, and other ICT technologies and digital transformation (DX), Haseko is working on further quality improvements and new value provision as well as improved productivity.
Looking for a profit driver, we have commenced fully-fledged investment in overseas housing development in the United States and other locations. And in the real estate development business and other areas, we have set up an intermediate holding company to take business forward, enhance governance, and improve operational efficiency, thus evolving to have a management structure fit for business expansion.

Cumulative number of condominiums constructed
2025 Exceeded 720,000 units
Equivalent to roughly 10% of Japan's for-sale condominium stock



Sustaina Branche Hongyotoku

Group business expansion



Accumulated Management Resources and Results

By pursuing both enhancement and efficiency for six types of resource, Haseko Corporation aims to further strengthen its core competences, 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: Construction-Related Business, Real Estate-Related Business, and Condominium Management and Operation Business.

Resolving social issues through our business activities

Vision

To continuously provide environmentally friendly, safe, and secure housing and rich, comfortable living both domestically and internationally

Sustainable growth and evolution

Human resource

Strengths

Our creation of an environment to allow a diverse range of human resources to display their capabilities is progressing, as reflected in figures including the ratio of personnel taking childcare leave and the percentage of female managers.
Our ranks of specialized personnel are also increasing, steadily bolstering our organizational foundation.

Results

- Employees ····· **8,875**
- Number of employees with specialist qualifications ····· **6,786**
  - First-class architects ····· **832**
  - First-class building construction management engineers ····· **1,417**
  - Real estate transaction agents ····· **3,473**
  - Licensed representatives of condominium management companies ····· **1,064**
- PET screening participation rate ····· **81.5%**
  - Participants 2,144/ Eligible persons 2,630
  - Eligible age groups 45, and 50 to 64
  - Costs were fully borne by the Company
- Diversity
  - Percentage of women among new graduates hired ····· **33.0%**
  - Percentage of female managers ····· **11.5%**
  - Promotion of foreign national personnel utilization
- Percentage of childcare leave taken by males ····· **76.8%**
- White 500 certification acquired
- Kurumin certification
- Education plan
  (business college / support for self study, DX Academy, nurturing of innovative talent, training of global human resources)

*All figures are for FY2025 and current as of the end of March 2026 (except the figure for PET screening participation rate, which is for FY2024)

Key points to enrichment of human resource

With a foundation built from the specialized personnel we have added to our ranks and a comfortable environment, we will offer a broader venue for a diverse range of human resources to shine and further increase our on-site capabilities in each business and our ability to handle change.

Manufacturing resources

Strengths

In addition to the expansion of key locations in Japan and group companies, the strengthening of our research, technology, and manufacturing functions is progressing, leading to a steadily expanding infrastructure to support everything from design to construction and supply.

Results

- Key locations in Japan ····· **48**
- Group companies ····· **101**
- Haseko Technical Center (Tama City, Tokyo)
- Haseko Mansion Museum (Tama City, Tokyo)
- Presentation Space LIPS (Koto Ward, Tokyo and Chuo Ward, Osaka)
- HASEKO Digital Technology Lab (Koto Ward, Tokyo)
- HASEKO MIRAI BASEMENT (Chuo Ward, Osaka)
- Precast concrete plant (Kasumigaura City, Ibaraki Prefecture)
- Bamboo chip manufacturing plant (planned) (Narita City, Chiba 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)

Key points to enrichment of manufacturing resources

In addition to proceeding to enhance the functions of R&D and manufacturing locations, we will deepen the links between locations in a way that leverages their strengths, and work to enhance the system that supports stable supply and quality improvements.

Social and relationship resources

Strengths

In addition to the infrastructure for strong relationships with cooperating companies, we are steadily expanding our customer touchpoints through after-sales service and member base, and in doing so boosting our ongoing relationships of trust pertaining to housing.

Results

- Ken-ei-kai (an organization of our main cooperating companies) ····· **300 (approx.)**
- Groupwide PDCA cycle for better comfort and construction accuracy in housing and living
- Haseko Premium After-sales service* ····· **122,000 units**
- Owl 24 Center alarms received (responded) ····· **50,382**
- Branchera Club members ····· **495,000 (approx.)**
- Hazard-resistant condominiums
  - Three-piece set disaster prevention equipment
  - Adoption of Smart Water Tank
- New value creation through condominium renewal (rebuilding, redevelopment, large-scale refurbishment)

*We revised the calculation standard for cumulative subscriber figures for the Haseko Premium After-sales Service.

Key points to enrichment of social and relationship resources

On a foundation formed of the network of cooperating companies and customer touchpoints we have built up thus far, we will work to enhance the functions that support living, such as monitoring and disaster prevention functions, through increased and enhanced utilization of our after-sales service and member base.g

Intellectual resources

Strengths

Through progressive steps in technological development, we have accumulated intellectual property, including patents and design rights, steadily strengthening the technology infrastructure that is leveraged in our design, construction, and services.

Results

- Investments in R&D ····· **3.9 billion yen**
- Intellectual properties ····· **345**
  - Patent ····· **248**
  - Design ····· **94**
  - Utility model ····· **3**
- Haseko's Premium After-sales Service

Key points to enrichment of intellectual resources

Leveraging our accumulated intellectual property, we will strengthen the link between technology development and on-site application, further enhancing the quality of our comprehensive value provision from design and construction to services.

Natural resources

Strengths

Our manufacturing is becoming ever more environmentally friendly as we work to ensure environmentally conscious initiatives such as construction by wood are always incorporated as standard into every step of design and construction.

Results

- Number of wooden buildings constructed (incl.17 non-detached housing buildings) ····· **331**
- Number of condominiums accredited with ABINC Certification ····· **9**
- ZEH condominiums ····· **71**
- ZEH houses ····· **69**

Key points to enrichment of natural resources

On a foundation formed of the approach of construction by wood that we have taken thus far and environmentally conscious technology, we will increase the scope of utilization in each business and implement environmentally conscious initiatives from the design and construction phases.

Financial resources

Strengths

The accumulation of owner's equity is progressing along with profit growth and we are seeing a recovery in profitability and improved capital efficiency, which, among other factors, has led to steadily increasing stability and growth potential in our financial base.

Results

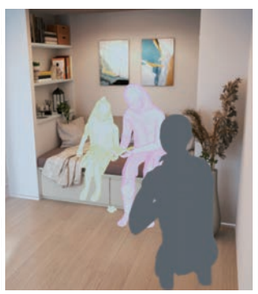
- Total assets ····· **1,417.7 billion yen**
- Ordinary profit ····· **94.1 billion yen**
- Owner's equity ····· **562.7 billion yen**
- Profit attributable to owners of parent ····· **54.8 billion yen**
- Interest-bearing debt ····· **425.0 billion yen**
- ROE ····· **10%**
- Payout ratio ····· **46.4%**

Key points to enrichment of financial resources

Driven by improved profitability, we will undertake capital allocation that is mindful of the balance between growth investments and sound finances, and bring further increases in capital efficiency.









Value Creation Process

The issues that corporate management must tackle 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.

Changes and issues in the social environment surrounding housing and living

- Domestic population decrease
- Elderly population increase
- Urbanization
- Changing lifestyles
- Environmental issues
- Decarbonization, Biodiversity
- Emergence of geopolitical risks
- Intensification of disasters
- Advancement of technology

New issues faced by society

Resolving social issues through our business activities

Enhance corporate value (expansion of social/ economic value)

Investment in the necessary capital

Creation and review

Vision

To continuously provide environmentally friendly, safe, and secure housing and rich, comfortable living both domestically and internationally

A leading company in housing and living

Originality

- Strengths/Business Model P15、P17
- Accumulated Management Resources and History of the Haseko Group P19、P21
- Business Overview P37

×

Growth strategy

Medium-term Business Plan

HASEKO Evolution Plan

P27

Management materiality (material issues)

P25

- Improved market valuation
- Improved ROE
- Non-financial KPI

The HASEKO Group Philosophy

Corporate Philosophy

To contribute to society by creating an optimal environment for cities and people.

Sustainable growth and evolution

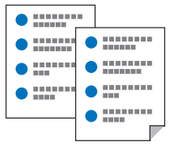
Materiality

Society faces many issues, including climate change and human rights, and proactive engagement is demanded in order to address these issues. In order to achieve both sustainable business growth and the creation of social value, the Haseko Group examines the issues that should be prioritized for tackling from the perspectives of both business and society, and designates them as material issues.
We review the details of our materiality as and when necessary from the perspective of compatibility with management policy and social conditions. After first identifying our material issues in 2018, we subsequently revised their details in April 2020 and May 2023, and then again in July 2026.

Materiality identification process

The HASEKO Evolution Plan, medium-term business plan, commenced in April 2025, and we re-identified our material issues with the goal of increasing their connection to changes in the social environment and our business strategy. Basing our review of the materiality we had previously identified while incorporating international guidelines, external assessments, and the perspective of stakeholders, we set out the material issues faced by the Haseko Group in a systematic manner and overhauled our materiality to further take into account risk response and opportunity creation.

Step 01 Identification of candidate material issues

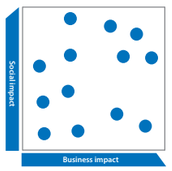


Looking back on the materiality we had previously identified and the identification process, we checked for compatibility with the current business environment and the medium-term business plan to form a structured impression of the issues faced. We then created a broad-ranging list of material issues from the following perspectives.

- International initiatives (WEF, WBCSD)
- International standards / guidelines (SASB, ESRS, etc.), business sector industry associations (Japan Federation of Construction Contractors, etc.)
- Aspects assessed by ESG rating agencies (FTSE, MSCI, Sustainalytics)
- Industry trends

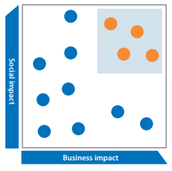
Based on these, we examined and set out relations between social / environmental issues and the Haseko Group, and selected materiality candidates.

Step 02 Evaluation of candidate material issues



For the identified candidates, we clearly documented the business risks and opportunities and the impact on society, and evaluated each issue.
We gathered issues that take into account medium- to long-term management strategy and business environment through interviews with top management, input sessions with the Sustainability Committee, and questionnaires for the Sustainability Committee (31 members at group management level), and incorporated them in the evaluation of candidate material issues.

Step 03 Identification of materiality



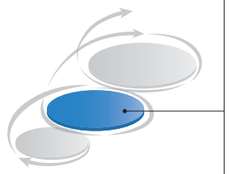
Based on the results of this assessment, we sorted through the issues faced by the Haseko Group and rated their importance on the two scales of impact on society and impact on business to create a materiality matrix. In order to ensure objectivity regarding the impact on society, we incorporated the opinions of external experts.
We then broke down and integrated the candidates we had mapped, and came up with six material issues and 20 key initiatives.
After then going through a process of screening and approval by the Sustainability Committee, Management Council, and Board of Directors, these were then finalized as the materiality of the Haseko Group.

Solving social issues and creating value through corporate activities

Reviews carried out on an as-needed basis in accordance with social conditions, etc.

6 material issues and 20 key initiatives (reviewed in July 2026)

By addressing our materiality, we will work to both find solutions to the issues faced by society through our business activities and achieve growth in our business, thus resulting in the creation of further value.



Living and the Built Environment
- Safety and security of buildings and services
- Comfortable and enriching living and built environment
- Resilience in living and the built environment
- Diversity among residents
- Contribution to community formation

Climate Change
- Mitigation
- Adaptation

Resources and Nature
- Resource recycling
- Consideration for the local environment and pollution prevention
- Biodiversity

Human Capital
- Securing and developing human resources
- Diversity in our workforce

Human Rights and Labor
- Occupational health and safety
- Working conditions and labor practices

Trust and Foundations
- Supply chain management
- Technology and innovation
- Data security and personal information/ privacy
- Compliance
- Governance
- Risk management

Initiatives and Targets

We are taking action on specific measures and targets based on the details set out in HASEKO Evolution Plan, our medium-term business plan. We will undertake reviews as necessary in light of the business environment and status of progress going forward.

Initiatives to Enhance Market Valuation Expectations for stable growth and shareholder returns	
Growth strategy investment	• Invest in R&D, DX, and human capital • Expand business area and new areas, M&A
Sustainable returns for shareholders	• Increase annual dividends, progressive dividends • Raise the level of total return ratio
Enhance initiatives for sustainability	• Achieve CO_2 emission reduction targets • Continuous review of non-financial KPIs
Enhance communication with stakeholders	• Enrich information disclosure and understanding for corporate activities • Promotion of constructive dialogue with shareholders

Initiatives to Improve ROE Maintain over 10% and aim for approximately 13% by FY2030	
Improve profitability	• Improve construction profit margins • Secure profits in Overseas Business • Improve productivity through DX and discover new revenue sources
Improve capital efficiency	• Improve turnover rate in real estate business • Optimal control of liabilities and capital • Purchase treasury stock as needed

Main Non-Financial KPIs

Materiality	Initiatives and KPIs	Target
Climate change response	Reduce greenhouse gas (CO_2) emissions (base year FY2020) • Scope1+Scope2 • Scope2 (t-CO_2) • Scope3	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 partner companies)	Each FY 100%
	% of engagement with foreign workers Implementation rate (based on the number of partner companies)	Each FY 100%

Medium-Term Business Plan: HASEKO Evolution Plan

Amidst a changing business environment, we have undertaken measures toward strengthening the foundation of each business and toward the recovery of earning power on the basis of our medium-term business plan. Furthermore, technology development, digital transformation (DX), and other such initiatives toward growth are underway. Going forward, we will steadily translate these into results and bring sustainable growth.

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

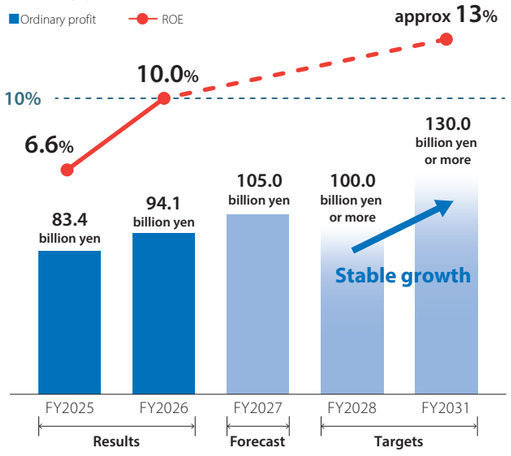
1. Promote further growth and enhancement in the Construction-Related Business
2. Expand and improve quality of the Real Estate-Related Business
3. Promote Condominium Management and Operation Business growth
4. Monetize Overseas Business
5. Challenge of new business areas

Strengthen the Management Foundation

1. Financial strategy
2. Strengthen technology development
3. Accelerate DX
4. Enhance initiatives for sustainability
5. Strengthen functions of corporate division

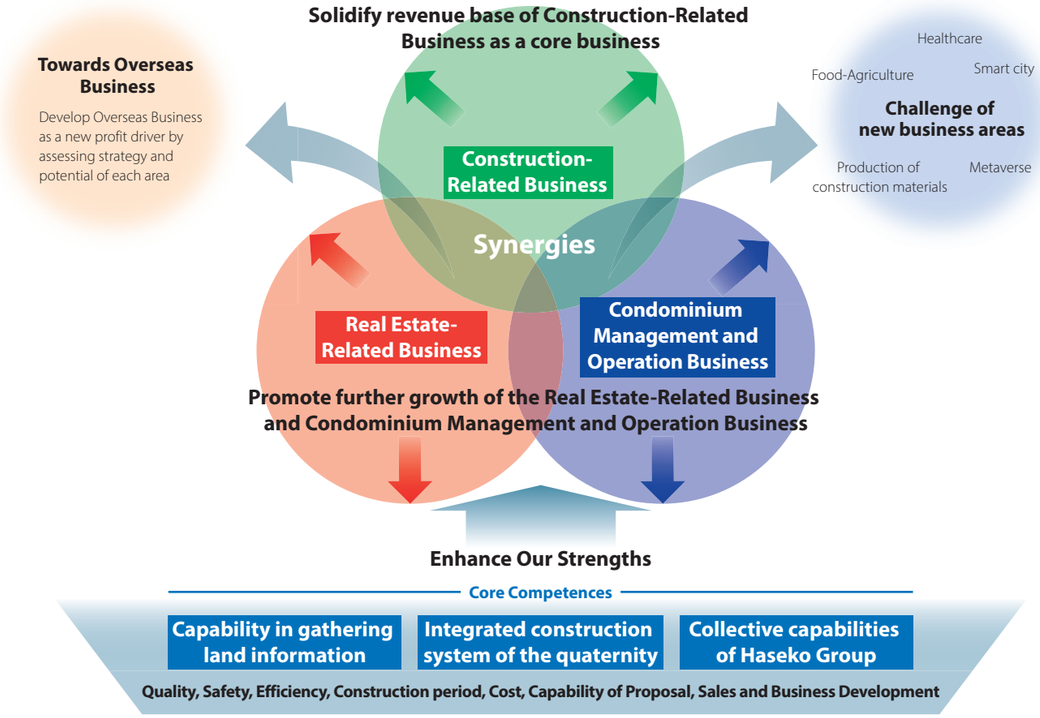
Consolidated ordinary profit	Target for FYE Mar. 31, 2028: **100** billion yen or more Target for FYE Mar. 31, 2031: **130** billion yen or more Establish stable profit base over **100** billion yen
ROE	Maintain over **10%** and aim for approximately **13%** by FY2030
Investment plan	About **400** billion yen
Capital structure	Try to maintain a D/E ratio below **1.0**
Shareholder returns	Total return ratio of about **50%** for 6 fiscal years total **Progressive dividends** Flexible purchase of treasury shares

Ordinary profit / ROE



Progress toward planned targets

The first year of the plan, the fiscal year ended March 31, 2026, saw a smooth start with net sales reaching a record high of 1,273.1 billion yen and ordinary profit exceeding the planned amount at 94.1 billion yen. Earning power recovered thanks to an incrementally increasing construction volume and an improved profit margin in the Construction-Related Business, and ROE increased to 10.0%. We also expect to achieve the target for the fiscal year ending March 31, 2028 of ordinary profit in excess of 100 billion yen a year early. Toward the achievement of the goals of the plan, going forward we will work to strengthen our revenue base and increase capital efficiency by further increasing the gross profit margin of construction contracts, strengthening our supply structure, and other such efforts.



Business strategy progress

1) Further Construction-Related Business growth and evolution

In addition to achieving a swift recovery in gross profit margin of construction contracts and maintaining and improving our construction system, we expanded use of construction methods that use PCa, commenced operations at our PCa plant, utilized BIM and digital transformation (DX), promoted wooden interior decoration, and continued our expansion into data center construction and a range of other fields of construction. As a result, orders received reached an all-time high, and both sales and operating profit grew. However, we still face issues in terms of securing construction staff and increasing work site productivity, and shall work to further enhance our system.



Kasumigaura PCa Center

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

With the aim of improving capital efficiency, we increased the operational efficiency of our owned real estate and achieved an increase in revenue. In addition to strengthening our renovation, brokerage, and other businesses that have a fast turnover, we strengthened our foundation for growth by reviewing our portfolio, undertaking development to meet a diverse range of needs, carefully selecting regional projects to concentrate on, and worked on areas such as the utilization of digital transformation (DX). However, there is still room for improvement in the turnover ratio of owned assets and in the selection of projects, so we will continue to work on increasing efficiency.



Bransiesta Shin-Maruko

Medium-Term Business Plan: HASEKO Evolution Plan

3) Promote Condominium Management and Operation Business growth

We worked to increase our housing stock, thoroughly implemented profitability management, and achieved better efficiency by leveraging digital technology. Net sales grew robustly, and operating profit increased greatly. Housing stock increased, and we are strengthening our operations by expanding third-party management and providing value-added services. On the other hand, there is still room for ingenuity in addressing labor shortages and rising costs, and we will continue working to further improve efficiency and productivity.

4) Monetize the Overseas Business

As well as making progress with projects under development in the mainland United States, we have made fresh investments in housing complex developers. And in Vietnam, we are engaged in business related to condominiums with a focus on construction. We expanded our business foundation by selling residences and selling off land in Hawaii, establishing a local subsidiary in the UK, and participating in joint projects in Australia, among other efforts. However, there are still issues that we need to address when it comes to full monetization and structure building, so we will work on increasing the certainty of return on investment and enhancing business management.



Rental housing development business in Melbourne, Australia

5) Challenge of new business areas

We commenced operations at our own PCa plant, and expanded production functions and products. Further, in addition to new business creation through our internal system for soliciting ideas, we worked on lifestyle support, the utilization and reuse of empty houses, and other such initiatives through partnerships with venture companies, leading to steady progress in the establishment of a foundation. On the other hand, we have issues to address in terms of cooperation with the companies we invest in and the monetization of new business, so going forward we will work on verification and practical implementation.

Progress in strengthening of management foundation

1) Financial strategy

We undertook growth strategy investment with a focus on real estate in Japan and overseas. Thanks to factors including an improved asset turnover ratio with investment efficiency in mind, consolidated real estate sales achieved an increase of more than 10% over the previous fiscal year despite real estate and the overseas investment balance remaining at the same level as the end of the previous fiscal year. Along with this, we have continued to feed results back to shareholders through increased dividends, the acquisition of treasury shares, and in other such forms. Going forward, we will work to further increase our earning power and improve capital efficiency.

2) Strengthen technology development

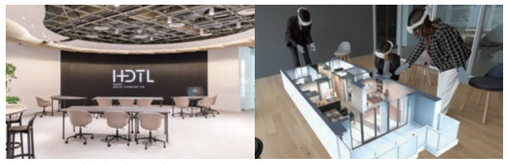
In addition to starting work on the construction of an HS wood plant that utilizes domestically produced timber and promoting the use of wood, we made progress on technological development in terms of both preparations for future use as well as utilization in actual projects, with efforts including the start of operations at our PCa plant, functional improvement in external wall tile inspections utilizing AI, and initiatives toward stretching the frequency with which large-scale refurbishments need to be carried out. Henceforth, we will advance our efforts toward the start of full operations at the HS wood plant in 2028 and a setup for increased production at our PCa plant, and in addition we will further advance technology development that will result in improvement in productivity and quality and action on decarbonization.



Haseko Technical Center

3) Accelerate DX

Toward the creation of new experience based on digital transformation (DX), we opened the HASEKO Digital Technology Lab in April 2025. Leveraging HASEKO-version BIM ultra-high-definition images and AR/MR and VR technology, it disseminates sales and design methods that combine the real and the virtual. Going forward, while expanding our utilization of the 3D data we have accumulated, we will translate this into further value creation and monetization.



HASEKO Digital Technology Lab

4) Enhance initiatives for sustainability

We re-examined our sustainability management based on a review of our materiality, and systematically set out six material issues and 20 initiatives. Progress was made on the establishment of a system for addressing these material issues and initiatives that takes into account TCFD/TNFD and other such things, and the link between business activities and KPI management has been strengthened. Going forward, we will increase our ability to take action for each measure, and work on visualizing their effects while disseminating this within our organization.

5) Strengthen functions of corporate division

By working on improving the quality of discussions while assessing their effectiveness and advancing initiatives for improvement on the basis of the results, the Board of Directors made steady progress on enhancing our governance system. Discussions on important themes, such as capital efficiency and human capital, have also taken on more depth. Going forward, we will translate these discussions into concrete management results while undertaking an ongoing review concerning our evaluation system.

Message from the officer in charge of technology

Leveraging the technology and thinking in the field of housing development that we have accumulated over the course of many years to find resolutions to the issues faced by society, we will achieve corporate value enhancement through sustainable growth and evolution.



Kazuo Ikegami
Executive Vice Chairman and Representative Director
In charge of technology for the Group

Since we first developed our "CONBUS" standardized houses in 1973, Haseko Corporation has advanced its housing complex business under the concept of swiftly providing high-quality and long-lasting housing efficiently and at a fair price. Amidst structural changes in the construction industry that include labor shortages, decarbonization, and digitalization, Haseko Corporation has gone beyond productivity improvements and views using the know-how and technology in the field of housing development we have built up over the course of many years to create a mechanism that produces sustainable competitiveness and profitability as an issue for management to tackle.

With the addition of the plants belonging to the WOOD FRIENDS Group that joined the Haseko Group last year, we now have a highly sustainable supply chain foundation underpinning our business operations that promote the switch to wooden structures and materials, from lumber production to sawing, logistics, and construction. In addition, by working toward labor-saving through the start of full operations at our PCa plant, we will further increase the competitiveness of the safe, secure, and comfortable housing that we create. In the course of undertaking this, we will expand our concept of housing creation to wooden structures, and provide high-quality, high-added-value housing that leverages the warmth, aroma, and other characteristics of wood to secure value in terms of both the environment and lifestyle.





On the other hand, going forward, we will take the design, construction, and quality management knowledge we have fostered in Japan and apply it overseas in accordance with local characteristics, with a main focus on the mainland United States and Vietnam. And in terms of AI utilization, we will (1) introduce the "Genbanome" safety support app at 129 work sites in the Tokyo metropolitan area and shift to a safety management system that doesn't depend on the capabilities of the construction manager, (2) proceed with design trend analysis, automated quality checks, and automated design leveraging data, and (3) take forward the practical incorporation of AI in each stage or work, for purposes such as the optimization of living through the introduction of AI concierges in our own projects, as we strive to create corporate value.

Message from the Officer in Charge of Finance



Aiming to achieve the goals of HASEKO Evolution Plan medium-term business plan, we will continue to make ambitious growth investments and undertake management that is conscious of cost of capital and stock price.

Takehiko Asano
Director, Senior Operating Officer
in Charge of Corporate Planning, Finance, and IR in the Corporate Management Division,
and in Charge of Accounting

As the Officer in Charge of Finance of the HASEKO Group

In FY2026, I assumed the position of Officer in Charge of Finance for the Haseko Group. As well as developing my career with a main focus on roles such as corporate planning and HR in the Corporate Management Division, I also have experience in the real estate investment business and the overseas business, and of being involved in sales for condominium management associations in the Group's management companies. The thing that stands out most in my memory is my involvement in the formulation and implementation of a reconstruction plan that included a request for debt waivers from the 1990s in the era after the collapse of the bubble. And I now recognize that my role as the Officer in Charge of Finance is not only to prevent anything like the management crisis we experienced in the past from happening again, but also to proactively advance the investment required to achieve the goals of the HASEKO Evolution Plan medium-term business plan while ensuring that this investment is understood both internally and externally. Whilst taking a thorough approach to playing these roles, I intend to establish the management foundation required to achieve a further great advance toward the next generation.

Overview of performance in the fiscal year ended March 31, 2026, and outlook for the next year

The condominium market in the fiscal year ended March 31, 2026 saw the first increase in supplied condominium units over the previous year in four years in the Kinki area, while the Tokyo metropolitan area recorded the fourth straight year of figures below the previous year as a result of ongoing decline.

On the other hand, turning our attention to product details, the sales prices per square meter in both the Tokyo metropolitan area and the Kinki area reached its highest level ever for the fifth consecutive year. While condominium prices continued to rise, concerns over future increase in interest rates on variable-rate mortgages and wage increases at companies underpinned purchasing sentiment and resulted in resilient sales.

In the HASEKO Evolution Plan, we have set our goal for consolidated ordinary profit to 100 billion yen for the fiscal year ending March 31, 2028, which marks the halfway point in the plan, and to 130 billion yen for the fiscal year ending March 31, 2031, the plan's final year. We are working to establish a revenue base that will enable us to stably achieve consolidated ordinary profit of 100 billion yen. In the fiscal year ended March 31, 2026, for which we forecasted ordinary profit of 85 billion yen, net sales reached a record 1,273.1 billion yen while ordinary profit reached 94.1 billion yen, meaning we successfully achieved the best start in the first year of this plan. I see the main factor behind this as the synergistic effect of an increase in construction sales in our mainstay Construction-Related Business and an improvement in construction profit margin. The dividend for the fiscal year ended March 31, 2026 was set at 95 yen, marking an increase of 5 yen on the original forecast. In addition to this, we also acquired 20 billion yen in treasury shares over the course of the year. This is because we have set the cumulative total shareholder return ratio for the period of the plan to around 50%, with a basic policy for shareholder returns of stable, sustained, and progressive dividends over the course of the plan.

For the fiscal year ending March 31, 2027, we forecast net sales will stand at a record high of 1,380.0 billion yen on the back of an increase in net sales of completed construction contracts and real estate sales. We also anticipate that the improvement in the gross profit margin of completed construction contracts, which had been sluggish due to the impact of rising prices, will gain momentum, and for this reason among other factors, we forecast that ordinary profit will exceed the previous fiscal year and reach 105.0 billion yen. We are on course to achieve the aforementioned target of 100 billion yen in consolidated ordinary profit by the fiscal year ending March 31, 2028 a year early.

Our approach to share price and capital cost

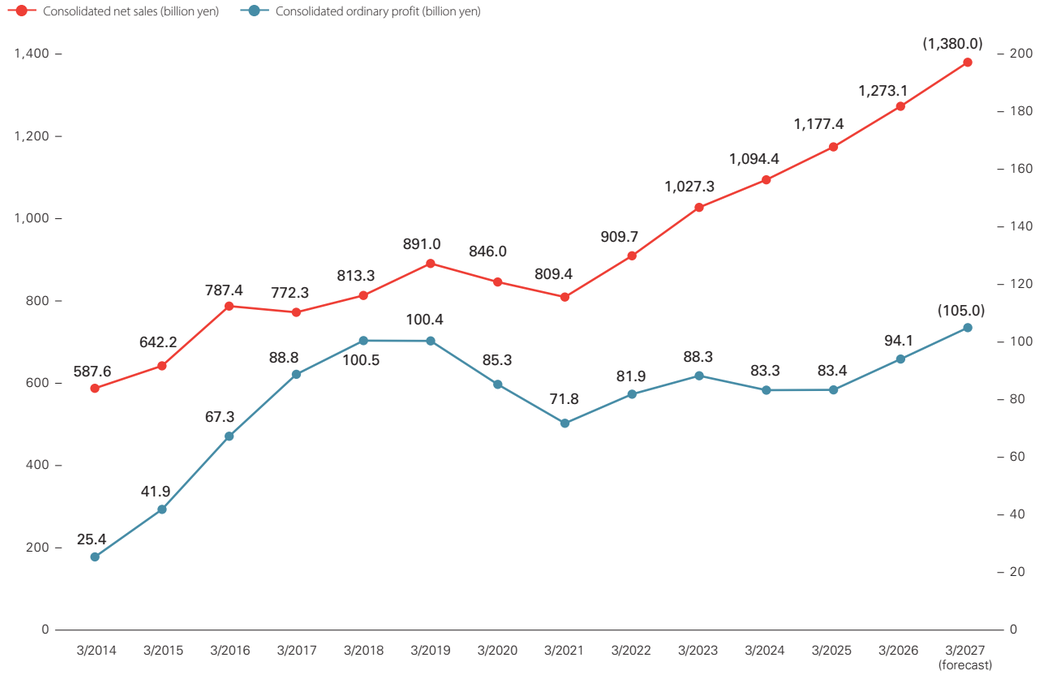
In terms of our investments, we practice management that is conscious of rate of return on equity (ROE) and return on assets

Summary of financial results and forecast

(billion yen)

(consolidated)	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	Change	%	Fiscal year ending March 31, 2027 Forecast	Change	%
Net sales	1,177.4	1,273.1	+95.8	+8.1%	1,380.0	+106.9	+8.4%
Operating profit (Operating profit ratio)	84.7 (7.2%)	98.7 (7.8%)	+14.0 (+0.6pt)	+16.6%	110.0 (8.0%)	+11.3 (+0.2pt)	+11.4%
Ordinary profit (Ordinary profit ratio)	83.4 (7.1%)	94.1 (7.4%)	+10.6 (+0.3pt)	+12.8%	105.0 (7.6%)	+10.9 (+0.2pt)	+11.6%
Profit attributable to owners of parent (Profit ratio)	34.5 (2.9%)	54.8 (4.3%)	+20.4 (+1.4pt)	+59.2%	66.0 (4.8%)	+11.2 (+0.5pt)	+20.4%
EPS (yen)	126.20	204.54	+78.34	+62.1%	249.39	+44.85	+21.9%
ROE	6.6%	10.0%	+3.4pt		11.3%	+1.3pt	
Orders received (non-consolidated)	586.6	726.7	+140.1	+23.9%	730.0	+3.3	+0.5%
Annual dividend per share (yen)	85	95	+10		100	+5	
Payout ratio	67.4%	46.4%	–21.0pt		40.1%	–6.3pt	

Consolidated net sales/consolidated ordinary profit over time



Message from the Officer in Charge of Finance

(ROA) in consolidated financial statements, including factoring capital cost into our IRR criteria for investment. 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 will use this cost of capital as the basis to calculate the weighted average cost of capital (WACC) taking into account the cost of liabilities. Since we took on many of our current borrowings under a negative interest rate policy, we will assume a cost of liabilities of 3.1% to 3.4% (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 4.1% to 6.0%.

Compared with this WACC, our return on invested capital (ROIC) as of the end of March 2026 is approximately 7%, which we regard as meeting the minimum acceptable level. Looking at the Company's ROIC by business segment, while the Construction-Related Business and Condominium Management and Operation Business are generating sufficiently high ROIC relative to WACC, ROIC in the Overseas Business is dragging down the companywide average, and although the Real Estate-Related Business is tending toward improvement, it still cannot be said to be making a positive contribution so we think there is plenty of room for improvement.

For the 10 years up to the fiscal year ended March 31, 2024, our ROE was 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, and dropped to 6.6% in the fiscal year ended March 31, 2025. 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 and 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 the 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. However, initiatives in the first year of the medium-term business plan produced results, and in the fiscal year ended March 31, 2026, the ratio of profit to net sales and ROA recovered to 4.3% and 3.9%, respectively, thanks to factors including improvement in the gross profit margin of completed construction contracts. And with the impact of the aforementioned acquisition of 20 billion yen in treasury shares among other things, ROE recovered to the minimum level of the target set out in the medium-term business plan of 10.0%. Furthermore, we expect ROE to improve to 11.3% in the fiscal year ending March 31, 2027 as a result of further improvement in the gross profit margin of completed construction contracts.

Even though the ROE exceeds the cost of capital calculated according to CAPM, the PBR remains in the lower half of the 1x range because the PER has remained low at around 10x.

While PER momentarily reached around 15 times due to a temporary reduction in profit through the recording of extraordinary losses in the fiscal year ended March 31, 2025, and due to construction-related stocks being in an upward trend in the fiscal year ended March 31, 2026, it has returned to around 11 times as of the end of June 2026.

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 1,273.1 billion yen in the fiscal year ended March 31, 2026 for an average annual growth rate in net sales of 6.7%. In addition, consolidated ordinary profit increased from 25.4 billion yen in the fiscal year ended March 31, 2014 to 94.1 billion yen in the fiscal year ended March 31, 2026. The average annual growth rate over the last 13 years has been 11.5%. To improve PBR, it is essential to improve ROE and PER. While we were unable to absorb the effects of rising prices and labor costs up to the fiscal year ended March 31, 2025 in our mainstay Construction-Related Business, leading to a decline in the gross profit margin of completed construction contracts, in the fiscal year ended March 31, 2026 we proceeded with DX and industrialization as well as shifting to receiving orders with payments for construction premised on inflation, which enabled us to improve our profit margins. While this trend toward improvement is expected to continue in the fiscal year ending March 31, 2027, I see the recording of profit with stable and high margins in the construction industry as an ongoing important issue for us going forward.

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 (the previous medium-term business plan), especially with respect to the expansion of the real estate for rent 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. Taking the investments we made ahead of schedule during the period of Plan NS to generate revenue in the HASEKO Evolution Plan medium-term business plan, we have set targets that take into account real estate turnover ratio in order to improve the capital efficiency that had declined temporarily due to the expansion of our Real Estate-Related Business. Although this was the first year of the plan, ROA improved (from 2.5% to 3.9%), and the effects of this are already seen in the figures. 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.

Key points in financial strategy under the HASEKO Evolution Plan

In the HASEKO Evolution Plan, we designate 400.0 billion yen (or around 70%) of the 610.0 billion yen in total cash inflow over

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%

Estimated weighted average cost of capital based on cost of shareholders' equity

Interest-bearing liabilities 0.8-1.0	Cost of liabilities (A-rated 10-year bond) 3.1-3.4% After tax 2.1-2.3%	}	Capital/liabilities Weighted average cost WACC 4.1-6.0%
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, 2026	FYE Mar. 31, 2027 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2026	FYE Mar. 31, 2027 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2026	FYE Mar. 31, 2027 (forecast)
9.6%	3.9%	4.7%		1.5	0.9	1.0		6.5%	4.3%	4.8%

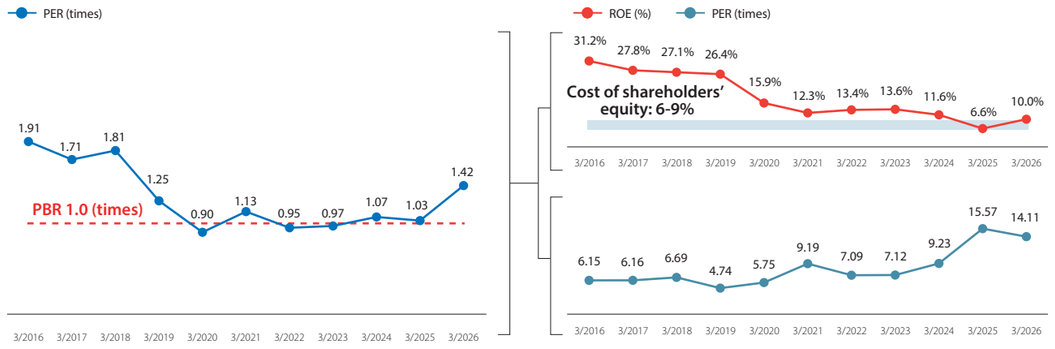
ROE			=	Financial leverage			×	ROA		
FYE Mar. 31, 2016	FYE Mar. 31, 2026	FYE Mar. 31, 2027 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2026	FYE Mar. 31, 2027 (forecast)		FYE Mar. 31, 2016	FYE Mar. 31, 2026	FYE Mar. 31, 2027 (forecast)
31.1%	10.0%	11.7%		3.2	2.5	2.5		9.6%	3.9%	4.7%

ROE		=	Financial leverage		×	ROA		
Basic earnings per share			Total assets			Total asset turnover ratio		Ratio of profit to net sales
Net assets per share			Net assets			Net assets		Net sales

PBR formula

PBR	=	ROE	×	PER
Share price		Basic earnings per share		Share price
Net assets per share		Net assets per share		Basic earnings per share

PBR and ROE/PER over time



*1 PBR and PER are calculated using the closing price at the end of each fiscal year.
*2 PBR and ROE are calculated using the average owner's equity at the beginning and end of the fiscal year.

Message from the Officer in Charge of Finance

the course of the plan as funds for growth strategy investment in order to increase our profits. In the fiscal year ended March 31, 2026, which was the first year of the plan, we made a suitable volume of investment.

In Japanese real estate, the plan calls for investment mainly in business with a relatively high turnover ratio such as the renovation business and detached housing business with the aim of increasing the turnover ratio of the real estate segment as a whole, and so the increase in the real estate balance remained slight. In the Overseas Business, on the other hand, we made an investment of around 25 billion yen and this was mainly composed of investments in the rental condominium business in the mainland United States.

Furthermore, in the current plan, we are pivoting away from real estate and into areas for sustainable growth, such as construction-related, DX-related, and new business and M&A. Our PCa 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, commenced full operation in October 2025. Thus far we have ensured a production capacity that is almost exactly as planned, and have achieved a smooth operating situation. 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 houses in the Tokai area of Japan. The fiscal year ended March 31, 2026 was a process of adjustment to the business model of the Haseko Group, with impairment losses being recorded at some facilities and other locations. However, with the technology that this company possesses, not only can we utilize domestically-produced timber for wooden materials in the private areas within condominiums going forward, in the future we anticipate 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 contribute indirectly, and the Company's earning power will improve if these investments achieve results. Our ROE is expected to be 11.3% for the fiscal year ending March 31, 2027, 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, (2) increasing the ratio of profit to net sales to around 5.2%, and (3) after achieving these two things, having financial leverage of 2.5 times.

The most important factor in achieving this is restoration of the gross profit margin on completed construction contracts in the construction business. This fell to 12.5% in the fiscal year ended March 31, 2025 from 21.1% in the fiscal year ended March 31, 2018. While it recovered to 14.1% in the fiscal year ended March 31, 2026, it is still not close to the level it originally was. While we expect a recovery to 15.9% in the fiscal year ending March 31, 2027 and forecast a profit margin of 4.8% in the same year, in order to boost this to our target of 5.2%, we need to either further improve the gross profit margin of completed construction contracts or aim to further build up profit without significantly increasing assets in our real estate business or our overseas business.

Toward increased share price

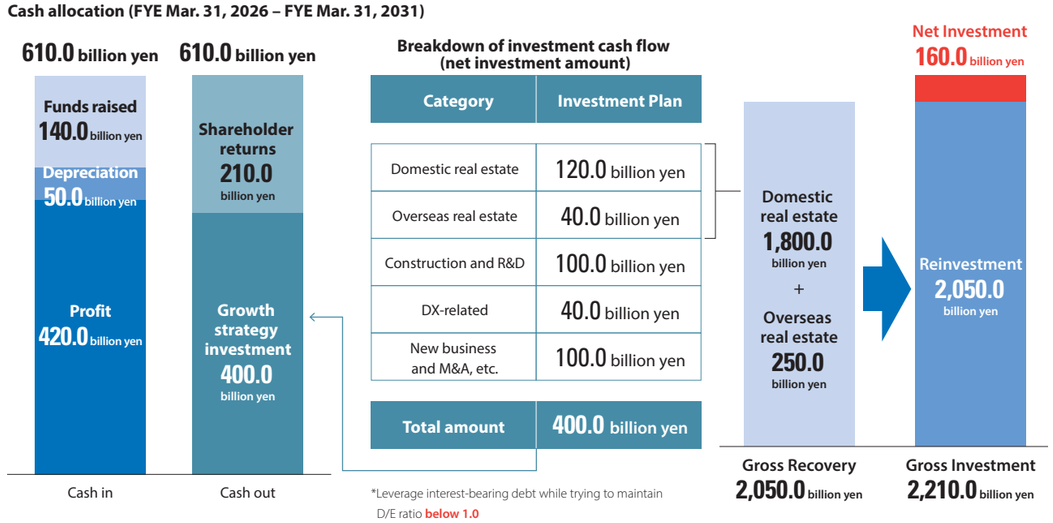
As set out above, the HASEKO Evolution Plan medium-term business plan increases the total shareholder return ratio beyond that of the previous medium-term business plan to around 50%, and with a policy of progressive dividends throughout its period, it embarked on a policy sustainably increasing dividends. 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 at an average of around 10 times over the most recent five years. As of the end of June 2026, the share price stands at around 11 times the EPS forecast of approximately 250 yen. Considering that this is about 15 times for major construction companies, this means that relative growth expectations are relatively lower for Haseko Corporation. 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, EPS will improve to around 300 yen. If the market accepts the certainty of achieving this EPS, then with a PER of 15 times, this will mean we will aim for a share price of 4,500 yen.

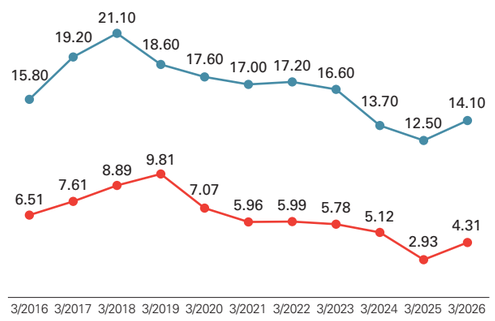
In order to nurture expectations regarding this forecast in the market, enhanced information disclosure and dialog with shareholders are important. We emphasize proactive and constructive dialog with investors, and after quarterly announcements of financial results we hold an online conference. Also, 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 shareholders' 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 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.

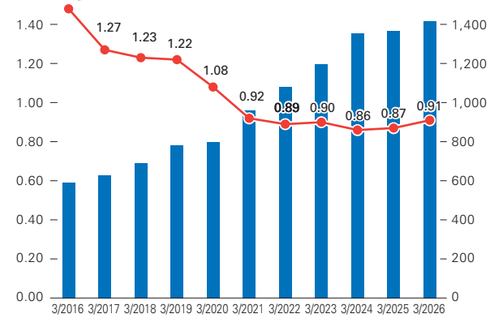
Cash allocation (FYE Mar. 31, 2026 – FYE Mar. 31, 2031)



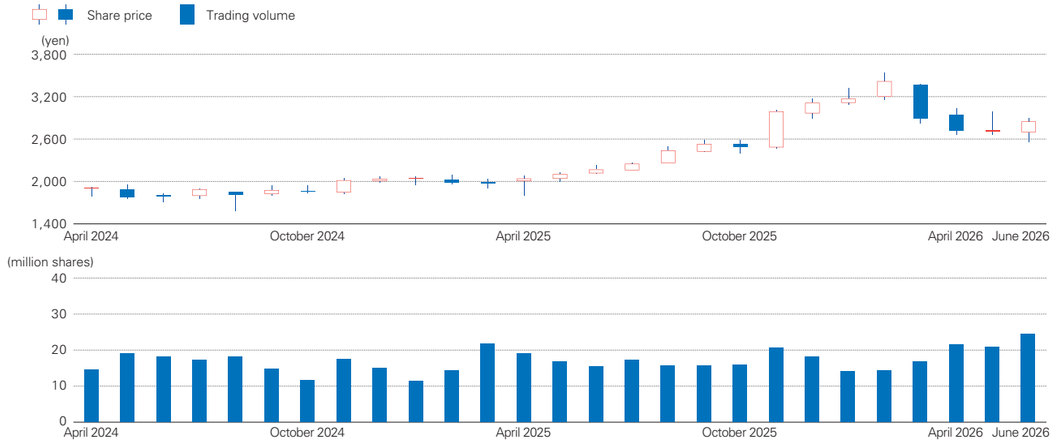
Profit margin/gross profit margin of completed construction contracts over time



Total assets/total asset turnover ratio over time



Share price/Completion rate



Source: StockWeather.com, Inc.

Business Overview

The Haseko Group classifies its businesses into four segments, and aims to achieve sustainable growth and enhanced corporate value by implementing a strategy in each segment while producing synergies between businesses.

Construction-Related Business

› Business Strategy p.39



Centering on the Tokyo metropolitan area, the Kinki area, and the Tokai area that constitute Japan's three major metropolitan areas, in this segment we are engaged in business as a general construction company that offers a comprehensive service covering everything from the planning and design of condominiums and other such buildings, to their construction. We provide high-quality buildings under a comprehensive system, and have an industry-leading track record in condominium construction. Our subsidiaries also undertake, in addition to the construction and sale of detached houses, large-scale refurbishment projects that contribute to maintaining and enhancing the asset value and safety of condominiums, and this helps the Group to provide safe and secure housing in various forms.

Real Estate-Related Business

› Business Strategy p.43



Leveraging the data and know-how accumulated in the Construction-Related Business, we undertake for-sale condominium business in Japan's three major metropolitan areas and around the rest of the country. In addition to for-sale condominium business, we offer a diverse range of real estate solutions that include the development of rental apartments, refrigerated warehouses, and other income property as well as renovation services. Furthermore, we are also engaged in brokerage that includes consignment sales of new condominiums and brokerage for existing condominiums, and through this we contribute to realizing rich and comfortable housing and living.

Condominium Management and Operation Business

› Business Strategy p.45



Utilizing the condominium stock we have built up through our Construction-Related Business and Real Estate-Related Business, we are engaged in the management of for-sale and rental apartments, corporate housing, and other such properties. Through our provision of high-quality property management, we support comfortable living for residents. We also run fee-based nursing homes to offer rich living for life, across generations. Furthermore, we offer a wide variety of services that include advertising agency work for real estate and proposals for sales promotion plans.

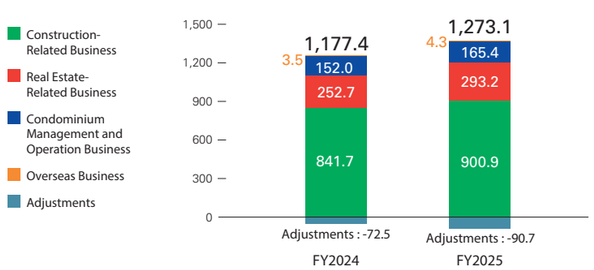
Overseas Business

› Business Strategy p.47

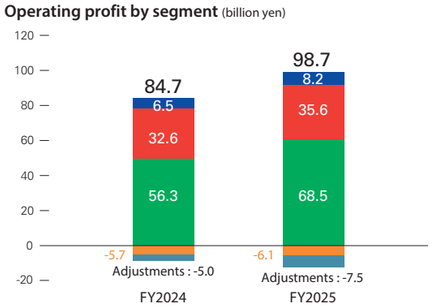


Looking squarely at the future shrinking of the domestic market in Japan, we are taking our business forward in line with the housing situation in other countries. In the mainland United States, the UK, and Australia, we are engaged in developing and investing in rental housing and senior housing. In Vietnam, we have partnered with a local general contractor and are engaged in the construction and operation of serviced apartments. We have also been engaged in a large-scale complex development with a focus on resort residences on the island of Oahu in Hawaii since the 1980s.

Net sales by segment (billion yen)



Operating profit by segment (billion yen)



Medium- to long-term outlook concerning the Haseko Group's business environment

Business Environment Outlook

The Haseko Group perceives the decline in Japan's population as being a medium- to long-term risk factor in its business environment. On the other hand, we expect the demand for condominiums in Japan's three major metropolitan areas that form the main domain of our activities to continue henceforth, and we see room for expansion and growth in our business through expansion of market share and the creation of new demand.

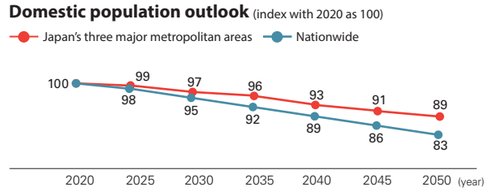
Based on this perception and with a core focus on the construction of condominiums in Japan, we will advance our business in the non-residence field and overseas with the aim of achieving sustainable growth and enhancing corporate value.

Population and household trends in Japan's three major metropolitan areas

According to figures from the National Institute of Population and Social Security Research, population decline in Japan's three major metropolitan areas will be mild in comparison to the expected forthcoming decline in the population of Japan as a whole, and is expected to be limited to a fall of around 7% by 2040 in comparison with 2020.

The number of households is expected to gently increase across Japan as a whole up to around 2035 before beginning to decline as a result of more people living alone and smaller families, but the number of households in Japan's three major metropolitan areas is expected to stand at a level around 4% higher than 2020 in the year 2040.

Domestic population outlook (index with 2020 as 100)



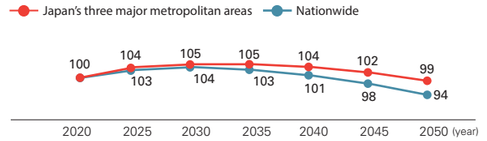
*Figures as of 2023 Calculated based on assumptions of median birth and death rates
Graph: Created by Haseko Corporation based on [Regional Population Projections (Prefecture/Municipality) for Japan 2023] from the National Institute of Population and Social Security Research

Change in approach to lifestyles and housing

Daily life in condominiums entails many different advantages and disadvantages. We view condominiums in the urban areas that form the main area in which the Haseko Group undertakes its business as possessing a high level of value in the shortened commuting times, the wealth of common facilities and equipment to reduce the burden of housework, and the reduced burden of building maintenance and management that they offer.

They are also highly regarded for the reassurance they offer in terms of disaster and crime prevention, and we believe that people will continue to opt for condominium living going forward.

Outlook for the number of households in Japan (index with 2020 as 100)

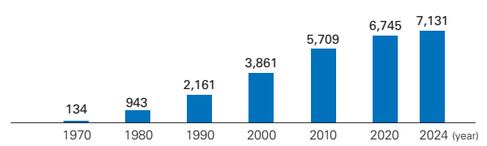


*Figures as of 2024
Graph: Created by Haseko Corporation based on [Prefectural Household Number Projections for Japan 2024] from the National Institute of Population and Social Security Research

Expansion of housing stock and new business opportunities

Given the build up of for-sale condominium stock in Japan, it is expected that the need to maintain and improve levels of comfortable living through management, remodeling, relocation, and other such actions will continue to expand into the future. Addressing the aging of condominiums will also be an important theme in our business. While the issues of consensus building for reconstruction and lengthy project periods remain, we believe that the necessity of this will take on yet more importance from the perspective of maintaining the infrastructure for daily life in cities.

For-sale condominium unit stock in Japan (thousand units)



Graph: Created by Haseko Corporation based on [Trends in the Stock of For-Sale Condominiums as of the End of 2024] from Ministry of Land, Infrastructure, Transport and Tourism

Business 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. See the Haseko website for the details of each risk and other risks.

- Dependence on the for-sale condominium business
- Accidents and other incidents in the construction business
- Geographic concentration of operations
- Construction market trends
- Credit risk of business partners
- Overseas Business risks
- Relationships with local residents
- Owned real estate
- Climate change risk etc.

▶See website for details

Construction-Related Business

With a focus on the construction of for-sale condominiums, our work spans everything from planning and design to construction. Our unique business model provides us with the strength to achieve high levels of quality and safety as we respond to diversifying lifestyles and a changing social environment while increasing the value of housing as we aim to create the optimum environment for daily life.



Performance in FY2025

Segment net sales
900.9 billion yen

Segment operating profit
68.5 billion yen

Segment assets
401.3 billion yen

Number of employees
4,124

Risks and opportunities

Risks	Opportunities
● Falling demand for newly built condominiums and worker shortages due to the declining population in Japan	● Compactification of city
● Lower willingness to purchase due to soaring land prices	● Initiatives to renew aging condominiums
● Deteriorating material procurement environment due to geopolitical uncertainty	● Initiatives on resilient housing and communities
● Soaring and persistently high prices of construction materials and cost of labor	● Responding to new needs for housing and living
● Changes to relevant bills regarding construction, occupational health and safety, the environment, etc.	● Elimination of labor shortages and avoidance of construction delays through industrialization and DX
● Foreign exchange fluctuations	● The creation of new opportunities (and avoidance of loss) accompanying responses to climate change

Business overview

Role of business

The goal of our Construction-Related Business is to create environmentally conscious, safe, and secure housing. With a unique business model under which, operating mainly in Japan's three major metropolitan areas, Haseko Corporation offers a comprehensive service spanning everything from the planning and design to the construction of condominiums and other buildings, we have built up the strongest record of results in Japan.

This business is a core business for the Group and forms a starting point for expansion into other businesses, thus supporting the sustainable growth of the Group and the creation of corporate value.

Business model and strengths

In contrast to other general contractors, Haseko Corporation also has functions that include the gathering of land information and making proposals for business plans. One of our strengths comes in the form of our exclusive contracts under which land is provided for project owners, and under this system we present land information to companies along with a proposal for the optimum business plan.

In addition to our rich construction track record, our business model is also characterized by the way we have worked together with group members and cooperating companies to build a system under which we leverage information on customer needs in terms of sales, management, refurbishment, and other aspects of our services, and provide high-quality condominiums that receive very few after-sales complaints.

Taking on challenges in different fields

We view responding to changes in the social environment and diversification in customer needs as an important management issue, and we are currently in the process of expanding into a wide range of other fields of construction.

Leveraging the technological capabilities and rich track record of results that we have built up over the course of many years, we are expanding our fields of business into areas including detached houses, hotels, senior living residences, data centers, and logistics facilities.

And especially when it comes to the use of wood, by linking the sawing technology of WOOD FRIENDS Co., Ltd. with Hosoda Corporation's proven track record of results in wooden construction and applying the wooden construction technologies accumulated by both companies, we are aiming to reduce our burden on the environment while providing housing that offers high added value.

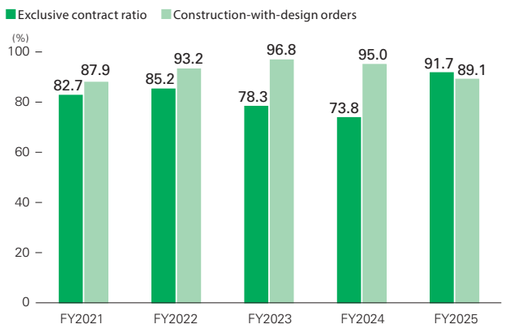
Results in FY2025

FY2025 was the first year of the HASEKO Evolution Plan medium-term business plan, and the priority issues we focused on were achieving a swift recovery in the gross profit margin of construction contracts, and maintaining and improving our construction system. Through developments that include an expansion of pre-cast concrete (PCa) construction methods, the start of operations at our own PCa plant, progress in our utilization of BIM/DX, and expanded back-office support for work sites, we made progress in our efforts to establish a sustainable construction system.

As a result of this, non-consolidated orders for Haseko Corporation alone stood at a record 726.7 billion yen, chiefly due to orders for private-sector condominiums. We completed the construction of 65 for-sale condominiums with 12,154 units in the Tokyo metropolitan area and 27 with 4,831 units in the Kansai and Tokai areas, totaling 92 for-sale condominiums with 16,985 units.

Furthermore, in addition to an increase in net sales of completed construction contracts, the gross profit margin of construction contracts continued to improve thanks to factors including better efficiency in construction, and this resulted in an increase in both segment sales and operating profit.

Exclusive contract ratio, construction-with-design orders



Priority issues

Handling changes in demand due to soaring prices and other factors, and the order environment

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 our capability to produce highly accurate estimates are one of the sources of our competitive advantage.

In addition to a shift toward inflation, factors that include uncertainty surrounding circumstances overseas and exchange rate fluctuations are expected to keep the cost of construction materials high for the time being. Therefore, suitably controlling the impact of construction cost increases on sales prices to maintain and secure demand is an important issue for us.

We have established a price level that takes into account customers' purchasing potential through optimization of the exclusive floor area in each unit and other such examples of ingenuity in product design rather than passing on increases in construction material prices to sales prices in their entirety, and we produce suitable business plans and proposals to allow us to handle an environment such as this.

And for the risk of fluctuations in construction material prices, we are working to enact more advanced cost management through measures including planned material procurement that takes order forecasts and market trends into account.

Going forward, we will aim to ensure stability in orders and profit as we respond to a range of environmental changes.

Establishing a sustainable construction system

In light of changes in the social environment and worsening labor shortages, we are working to establish a sustainable construction system.

We will further advance our industrialized construction methods that include PCa methods and unitization while working to standardize construction methods and achieve labor savings, and in doing so strive to improve productivity while ensuring both quality and safety. And by enhancing pre-construction investigations through digital transformation (DX), we are working to reduce the burden of those on worksites and establish a stable supply system.

In addition, we are advancing our multiskilling efforts, our establishment of an education system, and the enhancement of our system for accepting foreign workers, and proceeding to build an environment that enables a diverse range of human resources to work in safety and security. Furthermore, as part of our work-style reforms, we are working to entrench a system of eight closures every four weeks and aiming to achieve a sustainable working environment.

In the supply chain also, we undertake responsible procurement activities by focusing on our partnerships with cooperating companies and ensuring thorough compliance with procurement guidelines, including respect for human rights and ensuring a healthy working environment. Through these initiatives, we will fulfill our social responsibility and work to strengthen stability in our production base and improve corporate value.

Achieving both high quality and productivity

Condominiums are a form of social infrastructure that supports daily life, and they need a comprehensive approach to ensuring quality and creating value across the whole of a building's life cycle, from design to construction, maintenance and management, and repair.

Not only does Haseko Corporation offer the efficient and stable provision of high-quality housing, we also see improvement in the value of housing as an aspect of

Construction-Related Business

productivity and have thus positioned it as an important issue that provides a source of competitiveness.

In terms of construction, we work with the Ken-ei-kai organization of cooperating companies to bring sophistication to process management, ensure a thorough approach to creating a safe and orderly environment for construction, and expand our leveraging of industrialization products. Furthermore, our combination of a diverse range of technologies, examples of which can be found in the leveraging of our own PCa plant to achieve quality homogenization and labor saving and in our promotion of wooden interior decoration to improve design properties and livability, allows us to achieve both efficiency and the creation of added value.

And also in terms of linking design and construction, we leverage HASEKO-version BIM and ICT to improve design precision and reduce reworking, thus putting in place a mechanism to ensure stable quality. In addition to this, we feed back the knowledge gleaned through Haseko's Premium After-sales Service and other such operations to the design and construction phases to create a system that leads to continuous improvement.

Going forward, by putting all of this into action on worksites, we will seek to improve value creation productivity that goes beyond efficiency, and maximize quality, supply capacity, and residential value.

Haseko's Premium After-sales Service

Concept

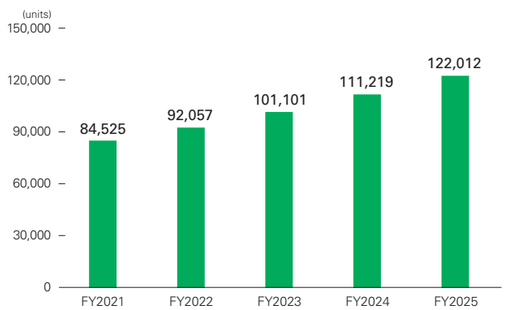
Commitment to Quality

Haseko Corporation will take an even more comprehensive approach to its after-sales service responsibility

4 Features

Direct Direct order receiving system	**For Longer** Unique long-term after-sales service
Even More Enhancement of periodic services	**Greater Convenience** Home Maintenance Handbook and maintenance tool set

Units subscribed to Premium After-sales Service



R&D / DX

Enhanced supply capacity through standardization in construction

Shortages and aging of skilled workers as well as discrepancy in construction quality are structural problems that the construction industry faces. With the aim of addressing these issues and improving productivity, we are rethinking the carpentry work that has conventionally been performed onsite and shifting to a construction process based on component standardization and unitization.

A specific example of an initiative in this area is our progress on the unitization of washrooms. In this construction method, we create panels for the ceilings and walls in advance to reduce the need for construction work onsite. At the same time, we are aiming to reduce the number of processes and stabilize quality.

By going through a verification process based on life-size mockups to optimize the balance of workability, quality, and cost at a realistic level, we are advancing the creation of a standard model that includes work procedures and repair methods. Our objective is to entrench it as a mechanism capable of horizontal deployment on any worksite.

Furthermore, as we go through an incremental process of innovation in terms of operations to handle differences in construction work conditions and schedules, we are making progress on establishing a highly efficient construction method. Along with this, we are working on visualizing cost structure, refining implementation criteria, and stabilizing profitability.

Going forward, we will work to improve accuracy through a variety of performance tests and layout verifications and to construct a system that can provide a stable supply despite workforce limitations, and translate this into productivity improvement for the business as a whole and enhancement of our profit base.

Construction of a decarbonization model based on resource recycling

As a new environmental technology, we are working on the commercialization of ground improvement and construction sludge processing technology that utilizes bamboo chips. In the background to this is the problem of neglected bamboo forests that is being faced around Japan. As a means of solving this issue that society faces, Haseko Corporation is working on a circular construction model that utilizes bamboo resources.


Life-size mockup of a washroom unit

This technology allows construction sludge to be reused as reclaimed soil by mixing bamboo chips into it and solidifying it. In trials, we reduced the amount of cement required through the use of bamboo chips, and have confirmed that it provides the strength necessary for construction while offering transportability. And in addition to the reduction in CO2 emissions by replacing cement with bamboo chips, the carbon absorbed by the bamboo can be locked away in the ground, thus achieving both a reduction in the environmental burden and construction functionality.

Currently, we are verifying its applicability on construction sites, and are confirming the construction procedure and work efficiency. We are working to establish it as a technology that can be implemented without any major schedule changes compared to conventional construction methods, and are now at the level of practical use.

Furthermore, we are also advancing work on establishing a manufacturing system with the goal of ensuring a stable supply of bamboo chips, and we will roll this out as a business model that brings together everything from resource procurement to utilization in construction.

Going forward, by working to expand the fields in which bamboo resources are applied while optimizing costs and achieving both decarbonization of construction sites and resource recycling, we will aim to establish a new field of growth that offers both environmental value and profitability.


Mixing bamboo chips into construction sludge

Business topics

HASEKO Value Enhancement Committee

The HASEKO Value Enhancement Committee (the VU Committee) was established with the objective of solving problems and increasing productivity on construction sites, and has led improvement activities onsite over the course of more than 30 years. Its sharing of knowledge and ingenuity across worksites and its linking of this to companywide improvement in technological capabilities form one of the major features of its work.



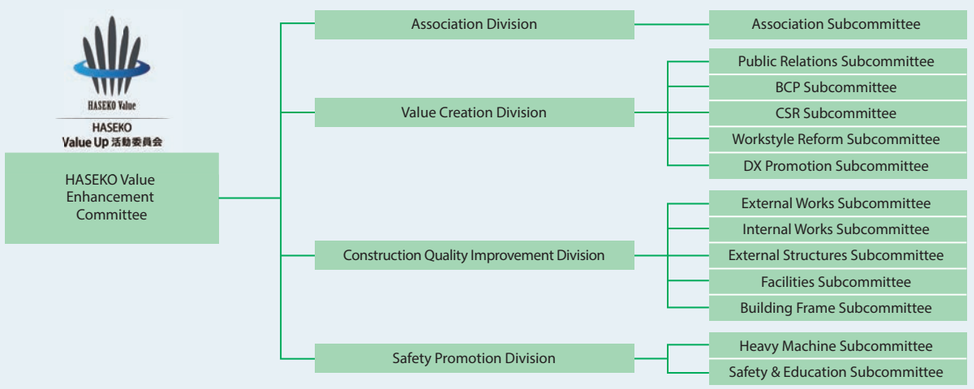
Value Enhancement Committee

The VU Committee goes beyond simply undertaking improvement activities, and has played the role of responding to management issues in each generation. It initially started out working on construction efficiency improvement and cost reduction before expanding its field of operation to include the advancement of quality and safety. Over recent years, its scope has expanded again to include addressing labor shortages, bringing in work-style reforms, improving productivity, and promoting digital transformation (DX).

To date, it has come up with various innovations from worksites, including the standardization of temporary construction plans, the optimization of material delivery flows, and the review of construction procedures. In addition to reducing costs and shortening construction periods, these initiatives have contributed to improvements in safety and quality, making a significant contribution to building a foundation for our competitiveness in construction.

As an initiative to translate the ideas of each individual on worksites into value creation, the VU Committee will continue to be a crucial foundation to support the growth of Haseko Corporation through the succession of our worksite-centric culture of improvement and the establishment of a sustainable construction system.

Committee structure



Real Estate-Related Business

As we take forward our supply, development, and holding of housing as well as associated business, we aim to maximize value through synergies with 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 businesses.



Performance in FY2025

Segment net sales
293.2 billion yen

Segment operating profit
35.6 billion yen

Segment assets
633.9 billion yen

Number of employees
1,487

Risks and opportunities

Risks	Opportunities
● Decreased demand of new condominium units	● Improvements in the employment and income environment
● Intensified competition for land acquisition, rising land prices	● Diversification of housing styles and expansion of the remodeling and existing brokerage market
● Prolongation of development period, drastic inflation during development period	● Expanding our business to major regional cities
● Fluctuations in financial and capital markets, rising interest rates	● Increased business opportunities through the use of private REITs
	● Increased number of condominiums requiring rebuilding

Business overview

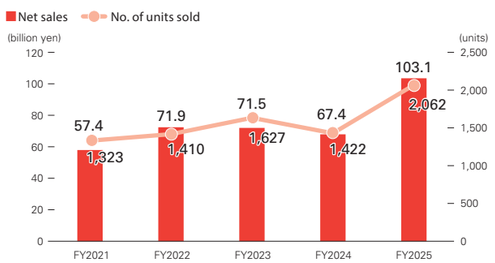
Robust sales of condominiums

While the rise in the sale price of for-sale condominiums continued, the condominium sales market was robust amidst the continuation of an environment that supports housing acquisition, with elements such as an improvement in the employment and income environment and an expectation of rising interest rates and prices.

Leveraging its strengths in the form of its capability in gathering land information, development capabilities, the abundant know-how, and group collaboration capabilities it has built up over many years through its Construction-Related Business and Condominium Management and Operation Business, the Haseko Group works on the development of for-sale condominiums for individuals and rental apartments for investors. Furthermore, we have also steadily built up 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 needs of diversifying housing styles.

Under our HASEKO Evolution Plan medium-term business plan, we emphasize capital efficiency and are focusing our efforts on profitability and asset turnover. In FY2025, the first year of the plan, this policy allowed us to achieve growth in revenue. Going forward, we will continue to undertake proactive investment toward sustainable growth.

Net sales from for-sale condominiums / number of new units sold



Priority issues

Capital efficiency improvement progress and initiatives

In FY2025, we strived to enhance profitability and turnover ratio as an initiative focused on improving capital efficiency. We are now working to enhance the structure of our asset management business, and are also steadily growing our net sales by selling off income property and other such assets. Going forward, we will continue to undertake efficient asset management with an emphasis on avoiding prolonged asset holdings. Going forward, we will seek to expand our renovation business, brokerage business, and other businesses that have a high turnover ratio, and aim for qualitative improvement in assets value through the optimization of our real estate portfolio.

Furthermore, the Haseko Group, which possesses a wealth of land information, sees enhancing development capabilities in order to extract maximum value from each property as an important issue in our Real Estate-Related Business. In order to meet the everchanging needs of our customers, we are working to expand the range of development services we provide, from luxury condominium series to logistics facilities, refrigerated warehouses, data centers, and detached houses. In addition, we will continue to embrace the challenge of initiatives that focus on innovative and distinctive properties, such as concept rental apartments to meet the needs of a diverse range of lifestyles.


Bransiesta Shin-Maruko

Business expansion in regional cities

The expansion areas for the for-sale condominium business go beyond Japan's three major metropolitan areas and into 41 prefectures in the regions of Hokkaido, Tohoku, Hokuriku, Chugoku/Shikoku, Kyushu, and Okinawa, and our track record in for-sale condominiums stretches over 31 prefectures.

On the other hand, in light of factors such as soaring construction costs, when it comes to our business in regional cities, we intend to select and concentrate on areas in which we are able to pass costs on. In addition to carefully crafting business plans, we will leverage the comprehensive strengths of the Haseko Group by, for example, using Haseko Urbest to gain an understanding of customer needs and utilizing Haseko Intech to make proposals to increase added value of interiors, thus maintaining a high level of quality in our supply of housing.

Expansion areas



●: Areas where Haseko Real Estate Development Holdings has a track record in the for-sale condominium business (as of March 2026)

Differentiation in the developer business

In order to grow sustainably in the rapidly-changing real estate market, we shall go beyond for-sale condominiums for families and also focus on the development of luxury condominiums and resort condominiums.

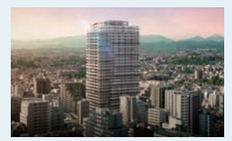
And through our own unique DX measures such as the utilization of BIM data to replicate the layout of residences in metaverse space on the web to provide a "Metaverse furniture coordination service" that allows individuals with whom a contract has been concluded to select furniture from the comfort of their own home, we are working to enhance our competitiveness and improve our productivity.

Business topics

Renai Tower Hachioji (planned completion: 2028)

The Renai Tower Hachioji is a project under which a competition was held to select contractors for a new for-sale condominium on corporate-owned land, and the Haseko Group came together to participate in this competition. The Haseko Group was selected as a contractor in recognition of its compelling proposal, which integrated the diverse expertise of our Group companies, including development, sales, management, and leasing.

This large-scale project will feature a 32-floor condominium with a seismic isolation structure and a total of 499 units. Comprising units with various layouts ranging from the 30m^2 range to the 120m^2 range in area, the building is expected to acquire Long-Life Quality Housing certification and Net Zero Energy Houses-M Oriented certification. It is also anticipated that the common facilities and services typical of a high-rise condominium, including concierge services and a sky lounge, will be further enhanced going forward.



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 the Group's integrated value chain, we deliver trusted and distinctive services, aiming to build a stable profit foundation and create new value.



Performance in FY2025

Segment net sales
165.4 billion yen

Segment operating profit
8.2 billion yen

Segment assets
161.5 billion yen

Number of employees
3,183

Risks and opportunities

Risks	Opportunities
● Increasingly severe labor shortages and soaring personnel expenses and inflation	● Expansion of business opportunities due to increased stock of condominiums in Japan
● A crowded and intense competitive environment	● Building of touchpoints with customers and residents and improvement of convenience through advances in ICT
● Change in consumer sentiment due to inflation	● Fundamental productivity reforms by leveraging LIM (Living Information Modeling) data and cutting-edge technology, and digital transformation (DX)
	● Acquisition of business opportunities by strengthening the Group's value chain and expanding business areas

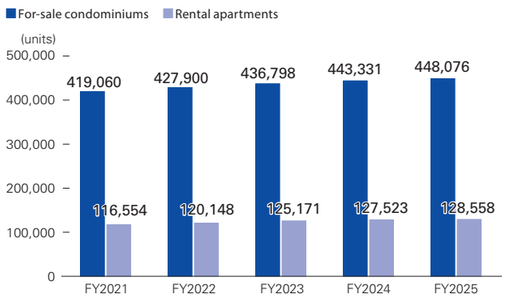
Business overview

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 apartments, corporate housing, and other properties to the management of fee-based nursing homes and services to support the Group.

Driven by a steady increase in our housing stock, including increases in the number of for-sale and rental apartment units under our management, net sales in this segment continue to grow. With improving profit in the senior living business, FY2025 saw a major increase in segment operating profit.

Going forward, we will continue to work on enhancing our business foundation by steadily building up our housing stock, while also creating stable profit with high capital efficiency through efficient operations based on action that includes the leveraging of digital technology and providing new added value and services, thus contributing to the improvement of the corporate value of the Group.

Number of condominium units managed



Priority issues

Buildup of stock and streamlining

Amid an increase in domestic condominium stock and in the elderly population, we plan to further build up our housing stock.

Furthermore, new issues and needs are emerging, including an increase in inspections of aging condominiums and related work such as facility upgrades and repairs, a shortage of people to become directors of management associations, and the spread of third-party management.

However, there are also heightening concerns that cost increases resulting from labor shortages and increasing personnel expenses and inflation will squeeze profits. For these issues, we will enact thorough profitability management while striving to ensure profit through a range of efficiency measures and service provision. We will also work to expand and enhance touchpoints with residents through functional expansion of Suteki Net and the rollout of smooth-e, and aim to ensure improved customer satisfaction while at the same time aiming to operate efficiently and reduce the burden on employees.

Suteki Net

This is a dedicated condominium portal that aims to improve convenience in condominium life and encourage communication among residents, management associations, and management companies.

smooth-e

This is an outsourced condominium management service that uses third-party management and an app. Based on residents' submitted ideas and review features, it supports decision-making while incorporating ideas from Haseko.



smooth-e

Business topics

Greater efficiency through DX in services for seniors

Since Haseko Senior Well Design Co., Ltd. was launched in 2021 as an amalgamation of three companies working in the senior living business, we have incrementally taken forward initiatives that include setting out our vision for our care-related business and services for residents, as well as the introduction of digital devices.

Going beyond nighttime rounds, care record input, and other work directly related to care, we have also included expense reimbursement, working shift creation, and other associated work in the scope of the measures we have taken. Furthermore, in addition to achieving greater efficiency on each individual worksite, we have advanced overall optimization through consolidation at head office, and implemented a comprehensive reconstruction of our operational structure.

At offices where the measures were enacted, the percentage of negative evaluations of services from residents has dropped compared to before the enactment, and no instances of customer experience being harmed have been seen. At the same time, employee working hours have decreased by around 3% and work satisfaction has increased by around 40%. In financial terms, profitability was enhanced by factors including a roughly 8-point drop in the ratio of personnel expenses and an increase in sales, delivering an effect in both financial and non-financial terms.

Using the introduction of digital tools as a catalyst, we reviewed the way we deliver operations and services. In doing so, we designated the execution of these initiatives as a top priority for management, clearly communicating their purpose to employees to foster a sense of unity throughout the process. Furthermore, we see the fact that employees worked together on activities such as providing careful explanations to residents and took things forward in an incremental and smooth manner as being an important factor that led to the delivery of results.

Milestones in DX initiatives

- 2021 **Integration of three companies in the senior living business**
  - Definition of vision for operations and services, and directionality
- 2022
  - Preparation for migration to new operations/systems (vendor selection, development, etc.)
- 2023
  - Introduction of digital devices
  - Operational changes
- 2024 **Completion of introduction of Honobono Next care support app**
- 2025 **Completion of introduction of LIFELENS**
  - Definition of vision for operations and services, and directionality
- 2026 **DX evaluation report to management**

Overseas Business

With the aim of establishing an important revenue base for the future and distributing risk through business portfolio diversification, we are promoting business expansion overseas. And with a focus on the mainland United States, we are exploring leveraging our strengths to expand into the most suitable business areas for us in line with the market environment in each country or region.



Performance in FY2025

Segment net sales
4.3 billion yen

Segment operating profit
-6.1 billion yen

Segment assets
158.5 billion yen

Number of employees
81

Risks and opportunities

Risks

- Country risks (political and social changes)
- Weakness in overseas real estate markets caused by high interest rate policies
- Fears of deceleration in the global economy due to increasing tariffs and the emergence of geopolitical risks
- Foreign exchange risk

Opportunities

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

Vietnam
- Growing demand for construction works due to recovery in the housing market
- Competitive advantage with Haseko Corporation's construction, quality, and management know-how

Business overview

Basic policy in Overseas Business

Our Overseas Business broadly comprises three businesses. These are a real estate development business in developed countries that commenced work in 2019 with a focus on the mainland United States, a condominium-related business that centers on the construction business in Vietnam, and a large-scale complex development project on the island of Oahu in Hawaii in which we have been engaged since 1989.

Real estate development business in the mainland United States is at the stage of advance investment, and we expect to recover these investments from the fiscal year ending March 31, 2028. While incrementally advancing a migration to an asset-light business model and working to increase capital efficiency and distribute risk, we will aim to establish a stable and sustainable revenue base.

Toward the conclusion of the Ewa Project in Hawaii, we are working to develop and sell off surrounding land while aiming to stimulate business at the commercial facilities.

Although losses are continuing to be recorded in the Overseas Business segment, the main factor behind this is losses incurred in the project in Hawaii and a loss on valuation ahead of the completion of the project.

Priority issues

Progress of business in the mainland United States

Under the business strategy set out in our HASEKO Evolution Plan medium-term business plan, we are proceeding with investments in Overseas Business that includes investments in the mainland United States. The outstanding investment balance as of the end of FY2025 is 85.6 billion yen.

In our rental housing development business in the mainland United States, the projects on which we had started development are progressing as planned, and we plan to recover the investment by selling off these developments after they enter stable operation.

As a business platform that fits with this policy, in April 2026 we acquired a 30% stake in TRG Holdings, LLC., which is engaged in the development and construction of rental housing complexes.

Through our partnership with TRG, going forward we will share our technological know-how and the quality management methods we possess concerning the design and construction of rental housing complexes, and together expand the area in which we can leverage them. Through this we will aim to produce a business synergy and achieve medium- to long-term enhancement of corporate value.

Business progress in Hawaii

Toward the completion of the Ewa Project, a large-scale complex development project that we are working on in the west of the island of Oahu, we are undertaking a range of measures.

Under this project, in addition to approximately 4,000 housing units we have developed thus far, we have also undertaken development that includes an artificial lagoon and the Wai Kai commercial facility. We are now selling all 32 residences of the Kekainani Project that marks the final phase of our sales of housing for primary residence, and we plan to start the process of handing these over in FY2026.

Currently, 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) development of resort housing land (condominiums, town houses, etc.).

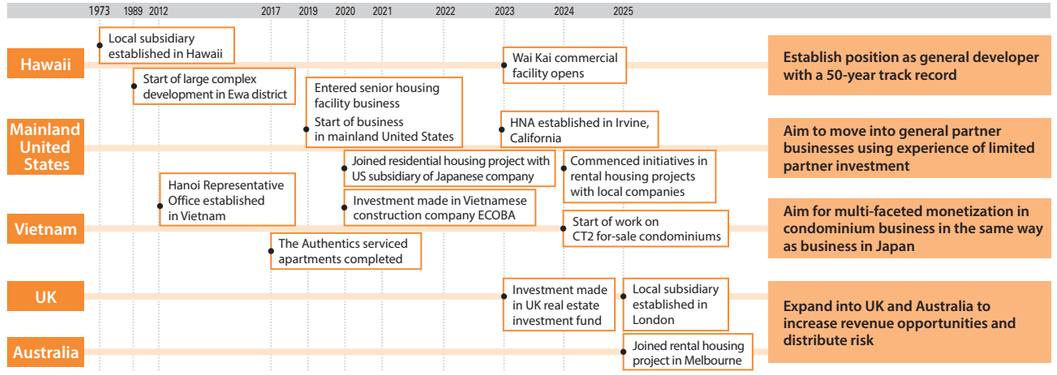
In FY2025, we recorded a loss on valuation of inventories for our hotel land, and are proceeding with initiatives to sell it off.

Progress in other aspects of our Overseas Business

We are currently mainly engaged in business in the US and Vietnam, where we already had a presence, and in addition to the mainland United States, we have commenced work on business in the UK and Australia in reflection upon market size, growth potential, business environment transparency, and other such factors with the aim of distributing our portfolio. In the UK, we have commenced engagement in the rental housing development business and fund investment business from our office in London that we opened in 2025.

In Australia, we have entered the rental housing development business in Melbourne, and are exploring business opportunities going forward in reflection upon the progress of projects in this area.

History of our Overseas Business



Business topics

Local subsidiary established in London

We are expanding our real estate development business outside of the mainland United States with the aim of portfolio distribution, and we have been involved in the business of real estate investment in the UK since 2018. As part of this, we established HASEKO UK Limited in London in October 2025. With this as a springboard, we will work to further deepen our understanding of the local market and undertake initiatives toward the establishment of a foundation for future business and the enhancement of base functionality.

Participation in the management of a U.S. mainland real estate developer

Through a subsidiary of TRG, we entered the real estate development business in the mainland United States in April 2026.

With a focus on Texas, this company is engaged in numerous rental housing complex developments in the sunbelt area, and it offers a complete suite of functions required for the rental housing complex business covering everything from land acquisition to permit acquisition, construction, and asset management, thus providing a high degree of compatibility with the business of the Haseko Group.


Aura Crown Heights, Lewisville, Texas

Creating a synergy by fusing the strengths of both companies, we will aim to become one of the top ten multi-family (rental housing complex) developers in the US.

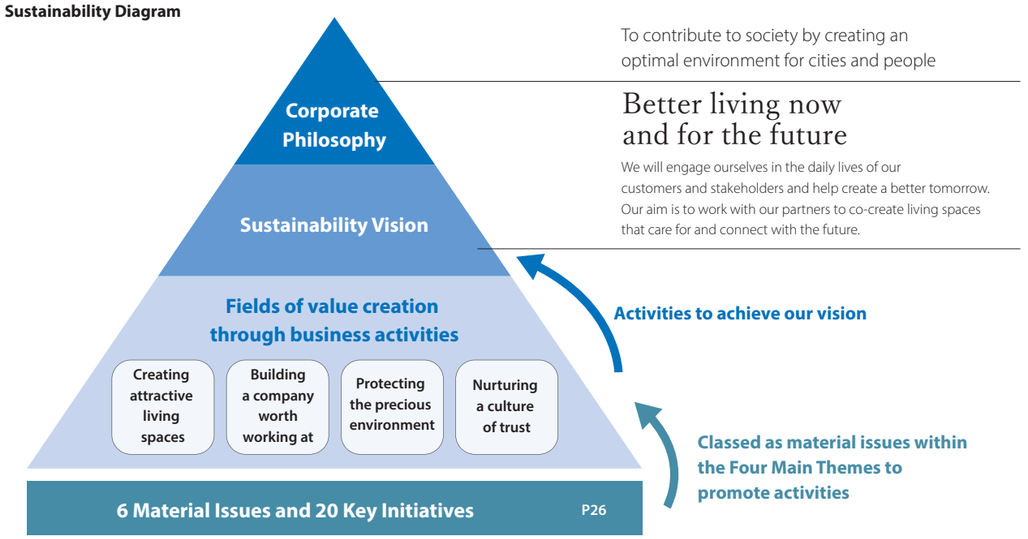


Message from the Officer in Charge of Sustainability Promotion

By rethinking our material issues, we will take the evolution and deepening of our sustainability management to the next level

Naoko Yoshimura
Director, Operating Officer
Corporate Management Division, Sustainability Promotion
Responsible for Corporate Communication

Sustainability Diagram



Basic approach to sustainability management

The HASEKO Evolution Plan medium-term business plan (FY2025 to FY2030) that commenced in April 2025 places sustainability management at the core of value creation.

Haseko Corporation's Corporate Philosophy is "To contribute to society by creating an optimal environment for cities and people," and we have a Sustainability Vision geared to making this a reality. Under our Corporate Philosophy and Sustainability Vision, we aim to find solutions to the issues faced by society that affect living through our business as a leading company in housing and living. The HASEKO Evolution Plan sets out ***[Succession x Change = Evolution]*** as the direction that we are aiming to take, and now, in the second year of this plan, we will take the evolution and deepening of our sustainability management to the next level.

Progress in the first year of the HASEKO Evolution Plan

In the first year, we set reconstruction of the sustainability promotion system and enhancement of information communication and disclosure as our priority focus. As part of this, since FY2025 we have incorporated a corporate value improvement coefficient that reflects non-financial indicators and capital efficiency metrics in the formula for calculating performance-linked remuneration (share awards) of directors and other officers in order to increase the commitment at the executive level (see p.71). Furthermore, in April 2026 we established the new Integrated Disclosure Promotion Office, thus putting in place a system under which I, the officer in charge of sustainability promotion, can oversee all aspects of disclosure. We are currently working to establish deeper connections with group companies and divisions, and on enhancing monitoring of non-financial KPIs and progress management.

The aim of launching the Integrated Disclosure Promotion Office was to enhance our disclosure framework ahead of the application of SSBJ standards* and to strengthen our integrated communication capabilities for financial and non-financial information. For environment-related information, we have continued to undertake disclosure in line with both TCFD and TNFD recommendations, and have worked to reduce CO_2 emissions under our SBTi-validated targets. While progress is mainly as planned in terms of our main KPIs relating to human capital, human rights, and the supply chain, reducing CO_2 emissions (including Scope 3 emissions) is a medium- to long-term challenge for us, so we will continue to enhance our initiatives across our supply chain as a whole.

*We plan to apply these standards from FY2028

Review of material issues and their significance

In July 2026, we reviewed and published our material issues. This revision was prompted by insights gained through our dialogue with investors. This ongoing dialogue gave me a firm understanding of their expectation for us to create a story that goes beyond merely enhancing disclosure and depicts the kind of social value we will produce through our business activities. In order to meet demands for linking our material issues to ROIC and KPIs and for integration in the value creation process, we overhauled our process for identifying material issues and ensured that the will of our top leadership was deeply woven into all aspects of material issues by undertaking interviews with the president and questionnaire survey of directors (and other officers) and those at the executive and management levels at group companies. This also represents a switch from our passive approach of meeting the demands of society to a proactive approach of providing value to society through our business.

Six material issues were identified - Living and the Built Environment / Climate Change / Resources and Nature / Human Capital / Human Rights and Labor / Trust and Foundations - as well as 20 key initiatives, and all of these flow from our Corporate Philosophy and Sustainability Vision. Each one is set out in a concrete form in our fields of value creation that are composed of our Four Main Themes: creating attractive living spaces, building a company worth working at, protecting the precious environment, and nurturing a culture of trust.

Our new material issues focus our initiatives on areas that fit with our growth story, and fulfill the role of a compass to guide management decision-making. Among these issues, the one that most embodies the essence of Haseko Corporation is living and the built environment. Through our business activities in this field, we will provide a wide range of value in the form of safety and security for residents, comfort, diversity, and community formation.

In light of this review of material issues, we are also considering whether or not our Sustainability Vision should also be rethought in the near future. I see my own duty as being to incorporate the expectations and issues that our dialogue with stakeholders revealed into our management strategy, and to carefully convey our progress in addressing these matters. At the same time, as the officer in charge of sustainability promotion I also see creating an environment in which each and every employee can discover where their work fits in with sustainability as an important role of mine.

Promotion of the Sustainability Action Plan

We are following our Haseko Group Sustainability Action Plan as a mechanism for action on the 6 Material Issues and 20 Key Initiatives. This plan takes the aforementioned four areas of value creation as its basic composition, and comprises initiatives toward our vision for 2037 (our centenary) set out for each area as well as KPIs to measure the level of achievement of their goals. Building in the business activities of the Group as a whole and going through a process of reviews and improvements each fiscal year, we will steadily put this plan into practice while also working to make progress on it visible.

To open up the future of housing and living

The condominiums and other housing and buildings that Haseko Corporation builds are not completed at the moment they are handed over; their value is nurtured through their use and by people living in them over the course of several decades. By its nature, the business in which the Haseko Group is involved brings with it long-term responsibility, and requires the production of value that lasts over generations. I see sustainability management as the natural form that management is led to by the unique characteristics of this business.

Furthermore, effectiveness in sustainability management is not something that Haseko Corporation can achieve by itself. As a company that engages in business alongside a variety of cooperating companies and business partners in processes spanning everything from design and construction to sales, brokerage, and management, dialogue and co-creation with the partners that constitute our supply chain are absolutely essential. While working toward deeper cooperation with group companies, local communities, and government, we will advance our initiatives with a view to contributing to increasing sustainability in the industry as a whole. I recognize this as being another of the responsibilities that we have to fulfill.

February of 2027 will mark the 90th anniversary of the founding of Haseko Corporation. Our brand message of "We consider more." reflects the fact that we consider all stakeholders from the past, the present, and those in the future, and in line with this, we hope to work together with all of our stakeholders to open up a sustainable future through a process of dialogue. We take the responsibility given to us by society for the future of housing and living very seriously, and will continue to fulfill this responsibility going forward.

Climate Change

▶ See website for more

Basic Approach & Targets/Results

The corporate philosophy of the Haseko Group is "To contribute to society by creating an optimal environment for cities and people," and to bring this to fruition, we view responding to climate change as an important management issue. In line with the Haseko Group's HASEKO ZERO-Emission climate change response policy, we are aiming to achieve carbon neutrality by 2050.

KPIs

Initiatives and KPIs		Target value		FY2025 results
Reduce greenhouse gas (CO_2) emissions (base year FY2020)	• Scope 1+Scope 2	FY2030	-42%	-21.7%
	• Scope 2 (t-CO_2)	FY2026	0	5,666 t-CO_2
	• Scope 3	FY2030	-13%	+15.9%
Introduce renewable energy power (including Group companies and offices)		FY2026	100%	76.4%
Adopt H-BA Concrete		FY2030	50% or more	14.3%
Expand ZEH-M supply	• Properties developed by the Group	Each fiscal year	100%	87.5%
	• Properties constructed by the Group	FY2030	100%	92.2%

Initiatives for realization

On the basis of the above policy, the Haseko Group set reduction targets using greenhouse gas (CO_2) total emissions as a metric, and the 2030 reduction targets were approved as science-based targets by the SBT (Science Based Targets) initiative.We have also established and are moving forward with a concrete plan for achieving the reduction targets.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

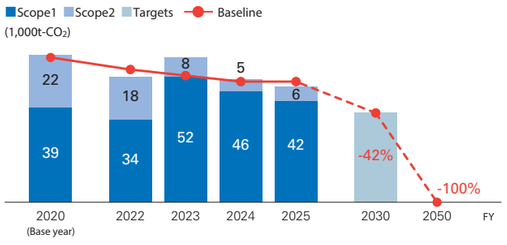
Roadmap to target achievement

CO_2 reduction target (vs. FY2020)		By FY2025	By FY2030	By FY2050
		—	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 EVs	• Thoroughly implement energy-saving measures • Full-scale introduction of EVs	• 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 electricity : Haseko Corporation completed its shift to 100% renewable energy in May 2023 : Group companies completed its shift to 100% renewable energy in March 2025	• Use 100% renewable energy sources (Achieve zero Scope 2 emissions for FY2026 and beyond)	
	Offices, etc.	• Expand the introduction of renewable electricity (Achieve zero Scope 2 emissions for FY2026 and beyond) : Haseko Corporation's offices completed their switch 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 (Category 11)	• 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 • Promote CN* refurbishment works in existing condominiums (Depending on the status of technological development and commercialization)

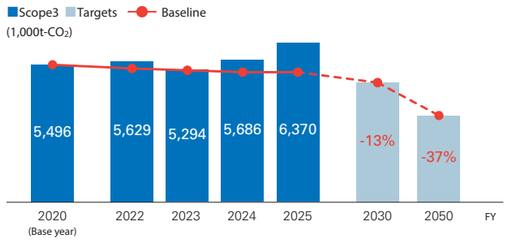
*CN: Carbon Neutral

Haseko Group CO_2 emissions reduction targets and results

Scope 1 + 2 emissions results and reduction targets



Scope 3 emissions results and reduction targets



Initiatives to Reduce Our Own Emissions

Scope1 **Fuel decarbonization**

Initiatives on construction sites

As approximately 90% of the CO_2 emitted at the construction stage comes from the use of diesel fuel, we are taking actions toward the reduction in fuel used that include the electrification of construction vehicles and other such vehicles, the use of GTL fuel and B5 fuel, and the promotion of systems that use waste cooking oil. At the construction site of a new condominium in Yokohama, we have introduced an electric rough terrain crane.



An electric rough terrain crane introduced at a construction site

Scope2 **Decarbonization of electric power**

Initiatives on switching to renewable energy sources for electricity

To reduce CO_2 emissions from electricity consumption, we aim to source 100% renewable electricity for our offices and other facilities by FY2026. Haseko Corporation's construction sites completed the transition to 100% renewable electricity in May 2023, and construction sites across the Haseko Group followed in March 2025.



Signboard at the site adopting biomass power generation

Initiatives to Reduce Emissions Across Our Supply Chain

Scope3 **Category 1: Development and use of low-carbon materials**

Increasing wooden structures and use of wood among other wood initiatives

The rental apartment building Bransiesta Meguro Chuocho, which features a hybrid wood and reinforced concrete structure on its top four floors , stores approximately 603 t of CO_2 thanks to its wooden construction, and through the use of H-BA concrete and other such measures, reduced CO_2 emissions by approximately 570 t compared to buildings of the same scale that are made with reinforced concrete. Furthermore, in recognition of its initiatives aimed at achieving both environmental sustainability, the building received the Japan Wood Design Award 2025.

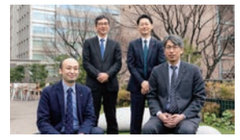
Scope3 **Category 11: Switching to low-carbon buildings**

Popularizing ZEH-M (ZEH Mansions, i.e. condominiums)

We are working to promote the adoption of ZEH-M in order to reduce CO_2 emissions during building operations. The Haseko Group will strive to increase the ratio of ZEH among the new condominiums primarily developed by the Group, and we will ensure that all for-sale condominiums for which we commence design, as well as Group-owned rental apartments, meet the ZEH-M Oriented standard.

FOCUS **The Haseko-style decarbonization seen in the development of eco- conscious technology**

Focusing our attention on the freshly mixed concrete that is used in massive volumes in condominium construction, we took on the challenge of reducing CO2 emissions in phases including the manufacturing phase. The fact that we aimed for a general-purpose product that can be widely used on a daily basis across construction sites and offers a 20% reduction in emissions rather than a difficult-to-use special product that offer a 60% reduction in emissions during construction was because we considered its effect would manifest itself incrementally, and that the key to this was widespread use. This was an unprecedented initiative and we struggled when it came to acquiring certification, handling inspections, and coordinating with concrete mixing plants and construction worksites, but we were able to successfully develop eco-conscious H-BA concrete that can be used with the same processes as conventional concrete both below and above ground while offering both ease of use from the fact that it needs no special handling and environmental performance. One of its strengths is that it requires no special preparations and can be manufactured in a ready-mixed concrete plants. Going forward, we will continue to contribute to a sustainable future through a range of projects.



The four members of the development team

▶ Sustainability Blog

H-BA Concrete usage volume 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
2025	80,147	4,087.5
Total	123,197	6,584.4

Resource Circularity / Pollution Prevention

▶ See website for more

Basic Approach & Targets / Results

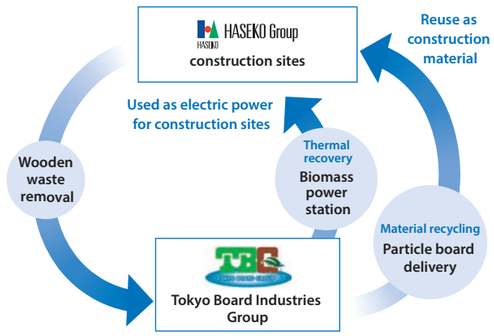
We use resources carefully in every process of our business activities and aim to recycle them as much as possible.
In condominium development projects, we will also give due consideration to environmental pollution, noise, and vibration, while actively proposing initiatives such as the creation of green spaces.

Main initiatives

Wood waste resource recycling initiative

In collaboration with a wood waste processing company for wooden waste, we implement a wooden waste resource recycling initiative under which wooden waste generated on construction sites in the Tokyo metropolitan area is recovered and construction material (particle board) is delivered at the same time. By recycling wooden waste as particle board while utilizing wooden waste that cannot be recycled for electric power on construction sites, we have achieved a recycling rate of 100%.

Wood waste resource recycling initiative



Reducing the use of wooden formworks

At Haseko Corporation, we use precast concrete (PCa) units for handrails and edges of corridors and balconies, decorative columns, exterior stairs, floor slabs, and rooftop parapets, and employ the ALC method for non-load-bearing walls while. We also utilize reusable steel and plastic formwork in other areas to reduce the use of wooden formwork.



ALC method for non-load bearing walls

Manufacturing of new Haseko sustainable wood (HS wood) construction material utilizing domestically produced cedar

From April 2028, we plan to commence the manufacture of wooden construction materials that utilize domestically produced cedar to achieve stable quality at our own plant. Manufacturing and utilizing HS wood can not only be expected to ensure the traceability of construction wood, but also to reduce CO_2 emissions in transport and across the rest of the supply chain while achieving a carbon storage effect.
Going forward, we will promote the adoption of HS Wood in condominiums constructed by the Company, primarily in the Kansai and Tokai regions.



Factory building: Image of completed administration building

Pollution prevention/water resources

Based on applicable relevant laws and regulations, the Haseko Group thoroughly implements proper management and treatment of hazardous substances. Furthermore, for matters such as water quality in discharged water from construction work, we implement thorough management using a list of environment-related laws and regulations put together in-house having first checked the relevant local laws and regulations for each construction site and created a plan for discharged water. To monitor the status of implementation, we undertake checks through an environmental patrol performed by a dedicated department.

To ensure the responsible use of limited water resources, we strive to reduce the amount of water we use and to conserve water resources by gaining an understanding of the volume of water we use and preventing pollution. Furthermore, as part of our green procurement initiatives for construction materials, we are promoting installation of water-saving toilet bowls and showerheads.

Biodiversity

▶ See website for more

Basic Approach & Targets/Results

Our business activities are built upon the rich natural environment. We will endeavor to prevent pollution and give consideration to nature and ecosystem and contribute to restoring them.

Main initiatives

"Haseko no Mori" project

The Haseko no Mori project is part of the commemorative business undertaken to mark the 80th anniversary of the founding of the Company. In this project, we undertake forest conservation and management in the two locations of Chino City in Nagano Prefecture (approximately 13 hectares) and Tanabe City in Wakayama Prefecture (approximately three hectares) with the themes of social contribution, future-oriented, and collaboration with the local community. The three key objectives of the project are to restore and regenerate forests, to create forests where people can gather and enjoy returning again and again, and to contribute to both our core business and society through the continuation of these activities. Guided by these objectives, the Haseko Group as a whole actively engages in the project in collaboration with local communities. These activities also deepen ties with local communities and provide opportunities for employees and their families to learn about and engage with the natural environment.



"Haseko no Mori" project activities

Natural Symbiosis Site (Haseko Technical Center)

With its abundant greenery, the Haseko Technical Center is the focal point for the Haseko Group's technology research and development functions, and is built on to the Haseko Mansion Museum. In October 2023, it was certified as a Natural Symbiosis Site, and in August 2024 it was registered as an OECM. Ongoing monitoring surveys conducted since 2018 have confirmed the presence of many living organisms, demonstrating that the newly created green space at this site contributes to the conservation of biodiversity of the ecological network of the Tama Hills in western Tokyo. We utilize the knowledge gained here in the creation of green spaces at condominiums and in management/operations with an awareness of biodiversity.



Haseko Technical Center

Response to TCFD and TNFD Recommendations

Disclosures Based on the Recommendations of the TCFD

The Haseko Group has positioned responding to climate change as a material issue and undertakes disclosures based on the TCFD recommendations. We aim for sustainable growth and enhanced corporate value by analyzing risks and opportunities from the perspectives of governance, strategy, risk management, and metrics and targets before incorporating the results of this analysis into our operations. We will also work to understand future impacts through scenario analysis and undertake highly transparent information disclosure while enhancing dialogue with stakeholders in order to continuously expand our disclosure.

▶ See website for details

Disclosures Based on the Recommendations of the TNFD

The Haseko Group recognizes natural capital and biodiversity as a material issue and undertakes information disclosures based on the TNFD recommendations. We used the LEAP approach to undertake assessments of nature-related dependencies, impacts, risks, and opportunities in our business and then identified nature-related risks and opportunities in our construction business before setting out and sorting through the likelihood of occurrence, measures to take, and other such matters. Going forward, we will aim to incrementally expand and improve our disclosure, and work to achieve sustainable enhancement in corporate value.

▶ See website for details

Human Capital

▶ See website for more

Message from the officer in charge of personnel



Masaru Naoe

Senior Operating Officer, Corporate Management Div.; In charge of Personnel and Corporate Communication, as well as operation and administration of Group Customers and Haseko Mansion Museum Management

As the Haseko Group aims to become a 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. To strengthen our competitiveness and increase our corporate value over the medium to long term, we will continue to invest in human capital to enhance employee engagement and foster innovation.

In FY2025, we also revised our human resources strategy to support the implementation of the Group's medium-term business plan. In addition to recruiting and developing human resources who contribute to the realization of our strategy, as well as encouraging the autonomous growth and aspirations of our employees, we have made it a strategic priority to pass on the DNA that has underpinned our Group's growth and to enhance employee health and job satisfaction accordingly.

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 these initiatives 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." Moving forward, the Haseko Group will keep striving to resolve social issues while also growing our businesses sustainably, providing the best housing and living for urban communities through strategic investment in human capital.

"With autonomous growth and carrying forward the Haseko DNA as our guiding principles, we aim to become a flexible group of people capable of taking on even greater challenges"

Vision and management strategy → **Human Resources Strategy and Policies** → **KPIs and initiatives to maximize the potential of people and organizations** → **Outcomes**

"To contribute to society by creating an optimal environment for cities and people"

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

Succession × Change
↓
Evolution

- 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
  = Expand our business portfolio
  (Strengthen existing businesses × Identify new business opportunities)

1. People

Recruit, develop, and foster the success of the talent the organization needs

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

- Recruit, develop, and transfer the know-how of specialized personnel
- Pool and develop potential executive leaders

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

2. Growth driver

Build a team of self-directed, growth-oriented individuals

Support education and taking on challenges that lead to individual growth

- Support for defining people's visions
- Promote voluntary/bottom-up initiatives
- Take on challenges; recognition and praise for striving toward ambitious goals; the experiential learning cycle

3. Culture

A foundation for Haseko-style "evolution"

Pass on the Haseko identity

- Pass on unchanged values
- Collaboration (strength as a Group)

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

- Open, candid, and constructive communication
- Improve productivity and foster a sense of fulfillment at work

	Measures	Main KPIs (as of the end of FY2030)	FY2025 results
1. People	Recruit and develop global human resources	Cumulative number of English program participants reaches 250 (Japan, consolidated)	Cumulative total of 183 participants
1. People	Implement DX promotion personnel development program	Percentage of DX promotion personnel: 20% (Japan, consolidated)	5.3%
1. People	Analyze trends among employees who resign for personal reasons and implement countermeasures	Employee turnover rate: 5.0% or less (Japan, consolidated)	5.5%
2. Growth driver	Implement SPARK Project	Total number of applications: 1,200 (Japan, consolidated)	331
3. Culture	Promote health management	% of eligibles for specific health guidance FY2030 15% or less	15.4%
3. Culture	Promote D&I	% of female managers FY2030 12% or more	11.5%
3. Culture	Achieve a balanced approach to work	% of operation with 8 close every 4 weeks FY2027 100%	78.1%

	Measures	Specific initiatives	FY2025 results
1. People	Implement a succession plan	Implement a selective training program to develop future leaders and the continuous cultivation of successors (Japan, consolidated)	Implemented (Reference: cumulative total of 1,921 people)
3. Culture	Instill culture	Implement ongoing town hall meetings, history training sessions, and company-wide assemblies (Japan, consolidated)	Implemented

Outcomes	
Impact on financial statements	Maximized the value of our workforce by increasing the number of employees who can grow independently
	Created new business ventures by fostering a culture of taking on challenges
	Stronger technical capabilities and build customer trust through the recruitment and development of specialized talent
	Increased the proportion of DX promotion personnel; improve productivity through the use of AI
	Reduced hiring and training costs through employee retention
	Improved productivity through enhanced physical and mental health and increased engagement
Impact on business operations (risks and opportunities)	Reduced business risks through open, candid, and constructive communication
	Refined decision-making through the convergence of diverse perspectives and ideas
	Stronger group collaboration for further "evolution"

Human Capital

1. People: Recruit, develop, and foster the success of the talent the organization needs

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

Recruiting and developing global human resources

To steadily achieve the goal of "monetizing overseas business" set forth in our new medium-term business plan, HASEKO Evolution Plan, we will continue to recruit individuals with experience in overseas business.

In addition, we will identify employees with the potential to play a global role within the company and discover and develop future personnel for our overseas business through voluntary English language training.

Acquire, develop, and deploy the talent and expertise needed to challenge new business areas

In order to expand into the "non-residence" sector beyond condominium construction, which has been our core strength, and to accelerate our digital transformation (DX), we must recruit talented individuals from outside the Company who possess wide-ranging skills and experience. In this way, we will use the internal sharing of expertise that we do not currently possess as a driving force for future business expansion.

Recruiting and developing DX promotion personnel

Insight into digital technology is essential for taking on new business areas and further evolving our existing businesses. Furthermore, as regulations on overtime work in the construction industry are tightened, companies must not only eliminate unnecessary effort and waste, but also improve productivity through the use of digital technology, thereby achieving continued growth while maintaining profit margins and the number of orders received.

Against this backdrop, Haseko Corporation has been working to develop DX promotion personnel since 2021, and we aim to increase the proportion of such personnel among our total workforce to 20% by FY2030. Currently, the figure stands at 5.3%, and while efforts to improve productivity through digital technology and drive digital transformation are still a work in progress, we will strengthen our foundation through ongoing initiatives to help achieve the goals of our medium-term business plan, HASEKO Evolution Plan, and improve our operating profit margin through increased productivity.

Note that we define DX promotion personnel as those rated "B or higher" in the following figure. Specifically, this refers to employees who meet the following requirements.

- Individuals who can identify digital solutions to challenges facing their company or department from a company-wide optimization perspective and take appropriate action
- Individuals who can effectively bridge the gap between internal and external stakeholders and drive projects forward to bring DX ideas to fruition

▶ HASEKO DX

Definition of DX promotion personnel

S: Promotion personnel	Strategic-level project execution skills
A: Design personnel	Tactical-level project executionskills
B: Utilization personnel	Ability to improve tasks and implement alternatives
C: Implementation personnel	Ability to carry out tasks
D: Potential personnel	Will join projects as they develop further

* Excerpted from "Matsuda Method DXM"

Pooling and developing potential executive leaders

The qualities required of executives to expand the business portfolio in the future cannot be developed overnight. We identify individuals with the potential to become executives at an early stage, develop succession plans,{j}and cultivate future leaders through selective training programs, thereby building a pool of executive candidates.

Number of participants in the selective training program for developing future leaders

(Group-wide) (persons)

FY2021	FY2022	FY2023	FY2024	FY2025
108	107	113	111	132

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

Our compensation system is designed so that high evaluations, based on contributions to business performance and the level of achievement of individual goals, lead to improved compensation. Furthermore, to secure and retain the workforce that will drive our future in the face of intensifying competition to obtain human resources, we have raised both initial salaries and overall compensation levels. By enhancing our recruiting competitiveness and improving retention, we intend to strengthen our workforce to further expand our business areas and start new businesses.

2. Growth driver: Build a team of self-directed, growth-oriented individuals

Support education and taking on challenges that lead to individual growth

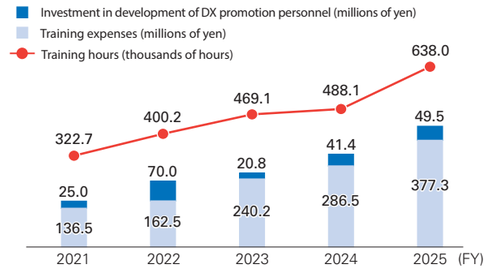
Support for defining people's visions

It is essential for our Company's growth during this period of change that each and every employee in the Group draws on their diverse experiences to learn and grow independently. When it comes to fostering self-directed growth, encouragement from supervisors and the presence of role models are key factors. We believe that using these as a foundation for employees to reflect on "who they want to become" serves as the driving force behind sustainable growth. Based on this philosophy, Haseko Corporation has incorporated career development training into its annual training program with the goal of fostering "talent that evolves through self-directed learning and meets the expectations of society and the Company." In addition, at the 10-year and 20-year marks, we implement "CAP 10," a program in which employees formulate their vision for their career at the Company 10 years into the future and discuss it with their supervisors; we also review their progress every three years. From an onboarding perspective, in addition to the Brother-Sister Mentoring System (BS), we have introduced the Nexter Program(mentoring program) to support new employees in shaping their careers and achieving success early on.

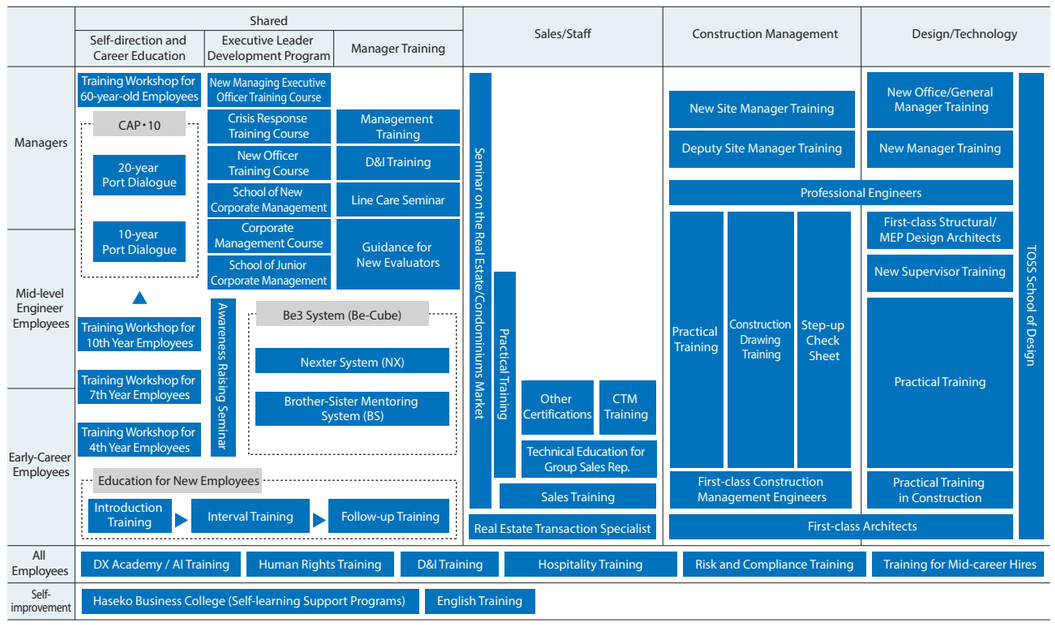
In addition, we provide all employees with opportunities to reflect on their careers and consider their future, either through a self-assessment form or through discussions with their supervisors as part of the CBO (Goal Management) program. We also utilize an internal job posting system as a mechanism to support employees in achieving their career goals, and we plan to expand the range of positions available through this system in the future.

In addition, as part of our initiatives to support self-directed growth, we offer the Haseko Business College, as well as comprehensive educational support programs and programs to assist with obtaining professional certifications. To ensure that the insights gained through these initiatives are shared within the company, we will continue to invest in training and strive to enhance our workforce's capabilities.

Investment in education on human resources development (Domestic consolidated companies)



Educational framework for the fiscal year ending March 31, 2027



Human Capital

New business proposal system to encourage taking on challenges

The Haseko Group has consistently nurtured proactive individuals who take on ambitious goals. To achieve the goals of our medium-term business plan, the HASEKO Evolution Plan, and to ensure sustainable growth, it is essential that every employee embrace this DNA and "take on new challenges".

As part of these efforts, we launched a new business proposal competition called the "SPARK Project" in FY2025.

We received 331 applications for this project, and following the final review, two proposals have moved forward toward commercialization. We will continue these efforts going forward to foster a culture of boldly taking on new challenges.

3. Culture: A foundation for Haseko-style "evolution"

Pass on the Haseko identity

It is our firm belief that the Haseko DNA is the foundation of our Group's growth. In the past, our Company has faced financial difficulties. We were able to overcome this crisis thanks to a spirit, passed down through the generations, of "improving the company ourselves," as well as our commitment to "we consider more" for all our stakeholders. This is the result of our mindset and our DNA: "initiative," "ability to reach targets," "teamwork," "ingenuity," and "a sense of Group collaboration." These are the values we intend to continue cherishing, and they form the foundation of the Company's growth. To pass on this "Haseko identity" we hold monthly in-person company-wide meetings where the President personally conveys his thoughts and passion. This allows him to share the sense of urgency he feels, as well as his heartfelt message of "let's work hard together," which helps boost teamwork and morale as we strive to achieve our Group-wide goals. In addition, we conduct "Group Sales Representative" initiatives, operate a recognition program, promote our brand website "We Consider More,"{j}hold town hall meetings, and provide history training sessions.



Scene from a town hall meeting



Scene from a history training session

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

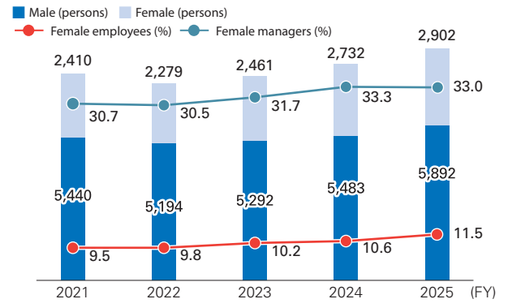
Active participation of diverse employees

Under the guiding principle of "empowering individuality," the Haseko Group aims to create an environment where a diverse workforce can thrive. As a result of our efforts, including establishing support systems, setting KPIs for the proportion of new graduates hired, and conducting training programs, the percentage of female managers has reached 11.5% (as of the end of March 2026). We will continue these initiatives to promote the active participation of women and other members of our diverse workforce.

For more information on our initiatives related to women's advancement and work-life balance support, please visit the link below.

▶ See website for details

Trends in the percentage of female employees and managers



* FY2021: all domestic Group companies; FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan



Scene from a training session for female staff members

Haseko Corporation has been awarded a three-star Eruboshi Certification as an exemplary company under the Act on the Promotion of Women's Active Engagement in Professional Life, and has also received "Kurumin certification" under the Act on Advancement of Measures to Support Raising Next-Generation Children. In addition, some of our Group companies have also obtained these certifications.

Furthermore, a culture that fosters open, frank, and constructive communication is essential for a diverse workforce to thrive. To that end, our Group provides training on psychological safety and unconscious bias, and we will continue to offer such training on an ongoing basis.

Improving productivity and fostering a sense of fulfillment at work

In the environment surrounding the Haseko Group, challenges such as a shortage of workers in the construction industry and regulations on working hours present obstacles, necessitating further improvements in productivity and the quality of output. As part of these efforts, we are focusing on company-wide work-style reforms and improvements to the working environment. Working closely with management, we are promoting the use of paid time off and the reduction of working hours, with goals such as making sure 100% of construction sites are closed for eight days every four weeks. We are also promoting efficiency through our MOSt initiative. As a result, while the achievement rate for having workers take eight days off every four weeks of work was 30.4% in FY2024, it reached 78.1% in FY2025.

Implementation rate of operation with 8 days closed every 4 weeks

	8 days closed every 4 weeks	Overtime	Annual paid leave taken	(Of which, scheduled leave taken)
Haseko Corporation	78.1%	25.8 hours	71.8%	98.4%
Consolidated	-	18.4 hours	75.7%	98.2%

▶ See website for details

Promoting health management

As part of Haseko Corporation's health management initiatives, various measures are in place to help officers and employees improve their physical and mental health in line with the "Health HASEKO Genki PLAN" under the slogan of "No results without the health of 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 lead to greater task performance (productivity) and engagement for employees and the organization so that we can realize "a truly healthy company."

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
- A comprehensive lineup of wellness activities (retreats, optional employee events, etc.)

With these efforts paying off, the Company and its affiliates were selected under the "2026 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.

▶ See website for details



Optional employee event (Live Run)

Conducting engagement surveys

The Haseko Group has introduced an engagement survey to identify challenges related to fostering our employees' further growth, enabling them to thrive, and creating a sense of fulfillment at work. The results showed an overall satisfaction rating of B+*, indicating a positive evaluation, but there is still room for improvement. By providing feedback on the results to each division and implementing initiatives to address these challenges through both top-down and bottom-up approaches, this will contribute to the sustainable enhancement of corporate value.

*Ratings are on a 7-point scale: S, A, B+, B, B-, C, and D

Summary

Target	Full-time employees
Number of respondents / Total number of employees surveyed	8,802/8,810 (Response rate: 99.9%)
Response period	October 6–23, 2025

Sustainability Topics

New Value Creation

▶ See website for details

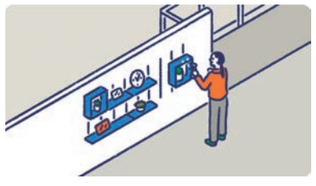
UGOCLO, movable storage unit to suit residents' lifestyles

UGOCLO is a flexible floor plan system that enables residents to freely adjust the size of rooms and storage spaces by moving modular storage units. In addition to serving as closets, the units can be fitted with shelves or desks to create customized spaces such as studies and children's corners. By allowing residents to adapt the layout of their homes to changes in family composition and lifestyle without the need for major renovations, UGOCLO helps create an ideal living environment. The system can be installed in detached houses and existing condominiums undergoing renovation, as well as in newly built condominiums.



Be-Fit, a new living space that can be changed freely

This is a new floor plan system featuring a customizable space (Fit-Zone) in which rails mounted on walls in rooms and hallways hold shelves and storage boxes that can be arranged into any desired configuration. Designed to free users from the constraints of fixed storage, this space can be adapted to evolving lifestyles and changing daily needs, whether as storage, a desk area, or a children's play area. For family storage, a centralized large-scale unit (Large Storage) can be utilized to combine the freedom of an area without fixed storage but with the peace of mind offered by abundant storage space.



FOCUS **Well-Doing Smart City: Urban development that circulates prosperity**



Condominium Development
No. 2 Development Section
For-sale Business Department
Sohgoh Real Estate

The first project under the Haseko Group's HASEKO Well-Doing Smart City urban development concept for circulating prosperity got underway at Renai Kamakura Fukasawa. Based on the idea of the "three circulations," this project realizes a safe, secure, and comfortable living environment for residents through advanced energy management achieved with highly efficient living facilities, reduced CO_2 emissions realized with solar power generation and the use of virtually 100% renewable energy, disaster preparedness that ensures access to gas, electricity, and water in disasters, and sustainable community formation in cooperation with the local community and local authorities among other offerings. Furthermore, it also offers advanced ICT condominium services such as a dedicated residents app for residents and facial recognition-based security. Looking ahead to the future development of the area, supported by the opening of a new station on the JR Tokaido Line and the approximately 31-hectare Fukasawa District Land Readjustment Project, we will continue to create new and sustainable value in housing.

* Please note that the use of common areas is subject to restrictions regarding details of usage, operating hours, and other such matters as per management regulations. In addition, certain services and facilities may incur a fee (and/or require a reservation). The services and details of usage are current as of the planning stage and are subject to change.



Rendering of Renai Kamakura Fukasawa after completion



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

Enhancing Safety and Quality in Buildings and Services

▶ See website for details

Haseko's Premium After-sales Service (PAS)

Traditionally, inquiries were generally routed through condominium management companies or sellers. However, PAS, which Haseko introduced in 2008, enables customers' feedback and requests to be communicated directly to the Company, allowing first-class registered architects and other technical staff with extensive condominium expertise to respond more promptly and effectively. PAS also supports safe and comfortable long-term living through measures such as extending after-sales service periods and enhancing periodic maintenance services.

Haseko's Three-Item Disaster Preparedness Set to secure post-disaster living necessities

Since becoming the first in Japan to install an emergency potable water generation system in a for-sale condominium in 2003, we have been putting efforts into adopting and proposing the "Three-Item Disaster Preparedness Set"—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.

Community

▶ See website for details

Promotion of Asuka Village projects

Since signed a Framework Agreement on Public-Private Cooperation with Asuka Village and Asuka Village Regional Development Corporation in 2017, we are undertaking a range of initiatives under the themes of "Enjoying the charm of Asuka Village," "Experiencing Asuka Village," and "Living in Asuka Village." Through these, we will contribute toward activities to preserve the history of the ancient capital of Asuka as well as the regional development and revitalization of Asuka Village.



BRANCHERA ISHIBUTAI TERRACE

Research and Technology Development

▶ See website for details

Virtually zero CO_2 emissions × Sustaina Branche Hongyotoku residential-type experimental homes

This is Japan's first renovation project that achieves virtually zero CO_2 emissions during building operation. The 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-oriented housing development through the use of IoT devices and AI technology. 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.



Sustaina Branche Hongyotoku

地球にやさしいグリーンリノベーションを目指しました。
GREEN RENOVATION

Our goal is net-zero CO_2 emissions through improved housing energyconservation and renewable energy

居住型実験住宅で未来をつくります。
RESIDENCE LABO

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

Social Contribution Activities (Next-generation development)

▶ See website for details

Haseko housing design competition

This competition has been held since 2007 and is open to students throughout Japan with the aim of fostering young talent aspiring to careers in architecture. Each year a theme reflecting social issues and current trends is selected and the theme for FY2025 was "A village of 100 people." Housing complexes are a vital component of cities, and by soliciting design proposals for housing complexes that leverage the ideas students are uniquely capable of producing to provide an opportunity for students to utilize the things they have learned and their own ideas, we have created a process that leads to the development of talented young people.

Respect for Human Rights

▶ See website for more

Basic approach, targets, and results

The Haseko Group explicitly states "respect for human rights" in the Haseko Group Code 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 have worked to 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 have required 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's Human Rights Policy

KPIs

Initiative item and KPIs	Target	FY2025 results
Implementation of human rights due diligence	Implement every FY	implementation

Status of human rights due diligence initiatives

Our human rights initiatives are reported to the Sustainability Committee, chaired by the President of Haseko Corporation, for review. The Board of Directors oversees the agenda items of this committee, and decisions on important matters are made following deliberation by the Board. In addition, we have established a new Human Rights Subcommittee that meets regularly to review the status of initiatives in each department and exchange views.



Identified Human Rights Issues

The Corporate Management Division and Construction Division created the Human Rights Working Group to identify potential human rights violations related to the business activities of the Haseko Group. In October 2022, the working group identified human rights issues for priority handling, 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.

Human rights issues
- 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

Main initiatives

Consideration and implementation of preventive and mitigation measure

Many of the identified human rights issues are addressed as company-wide or department-specific risks through our regular risk prevention activities. Through our annual risk prevention activities, we raise awareness of the identified human rights issues and identify potential risks.

Distribution of Human Rights Handbook

This handbook was created to raise awareness of human rights and is designed to deepen understanding of social demands for human rights, our Company's initiatives, and the connection between human rights and each officer/employee's individual duties.

Human Rights Consultation Desk

We have established a Human Rights Consultation Desk on the Haseko Corporation corporate website. The consultation desk accepts consultations regarding concerns about human rights violations associated with the Group's corporate activities. It is also available to the general public, and consideration is given to anonymity and other safeguards to ensure that users do not suffer any disadvantage as a result of raising concerns.

Announcement of "My Declaration of Human Rights"

Haseko Corporation supports the objectives of the "My Declaration of Human Rights" initiative promoted by the Ministry of Justice, and declares its commitment to conducting business activities that respects human rights, with the aim of realizing a society in which all people show mutual respect for each other's human rights.

Supply Chain Management

▶ See website for more

Basic approach, targets, and results

The Haseko Group's business activities are sustained by the support of our cooperating companies and many other organizations, and we consider them important partners in advancing sustainability. To build a sustainable supply chain, we carry out procurement activities based on the Haseko Group Sustainable Procurement Guidelines. These guidelines set out basic items for conducting procurement in an environmentally and societally responsible procurement, and we ask all our business partners, including contractors and agents, to comply with them.

KPI

Initiative item and KPIs	Target	FY2025 results
% of response for sustainable procurement questionnaire (construction-related organizations of partner companies)	Each FY 100%	99.2%
% of engagement with foreign workers implementation rate (based on the number of partner companies)	Each FY 100%	100%

Implementation of the Sustainable Procurement Guidelines

To build a sustainable supply chain, we carry out procurement based on the Haseko Group Sustainable Procurement Guidelines. Furthermore, through annual surveys of all our business partners, we confirm their compliance with the Guidelines and to promote understanding and adoption of our initiatives.

Sustainable Procurement Guidelines: List of items

Thorough compliance	Care for the environment
Respect for human rights	Proper disclosure of information
Fair business activities	Thorough information security
Commitment to safety and hygiene	Contribution to society
Securing quality	Preparation of the Business Continuity Plan

▶ Haseko Group Sustainable Procurement Guidelines

Survey period	August 2025
Companies surveyed	929 companies consisting of the member companies of Ken-ei-kai(HASEKO Corporation), Shinwakai(Hosoda Corporation), Ju-yu-kai(Haseko Reform), Kenshou-kai(Fujikensetsu), Ko-sho-kai(Haseko Community). * Some business partners that are not member companies of partner company organizations were also added to the target respondents.
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	Compliance with laws and regulations related to the matters in the Guidelines.
Implementation responses	922 companies (a response rate of 99.2%)
Results	• We confirmed that there are no significant compliance problems. • We confirmed individually with some partner companies to promote understanding of related laws and regulations.

Main initiatives

Activities through partner companies' organizations

Haseko Corporation delivers high-quality condominiums through the combined efforts of a four-way partnership comprising the Architecture & Engineering Division, Construction Division, and Technology Promotion Division of Haseko Corporation, together with Ken-ei-kai, an organization of approximately 300 major partner companies. This cooperative relationship has continued for more than 25 years, and through the unique Haseko Value Enhancement activities jointly carried out by the technology-related divisions and Ken-ei-kai, we work to strengthen these relationships 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 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.

FOCUS

Engagement with foreign workers from partner companies

We hold "Global Workers' Meetings" for foreign workers working at construction sites, with the aim of sharing information, promoting cultural exchange, and improving skills. By addressing and resolving on-site issues, promoting interaction among foreign workers, and fostering a sense of solidarity in the workplaces, we are working to create safe and comfortable construction sites.


The atmosphere of the Global Workers Meeting

Corporate Governance

▶ See website for more

List of Directors and Corporate Auditors



Noriaki Tsuji
Chairman and Director



Kazuo Ikegami
Executive Vice Chairman and Representative Director



Satoshi Kumano
President and Representative Director



Kuniyoshi Mimori
Director, Executive Vice President

	Noriaki Tsuji	Kazuo Ikegami	Satoshi Kumano	Kuniyoshi Mimori
Reasons for appointment and expected roles	Boasting a wealth of experience in the fields of building sales and real estate as well as strong results as president and chairman, Noriaki Tsuji continuously contributes to the growth and enhancement of the Group as a whole.	Boasting a wealth of experience in the field of design and strong results as president and vice chairman, Kazuo Ikegami continuously contributes to the growth and enhancement of the Group as a whole.	Intimately familiar with building sales, real estate, and corporate management, Satoshi Kumano is responsible for group management and continuously contributes to the achievement of corporate value enhancement and sustainable growth.	Possessing broad-ranging experience and a wealth of knowledge in construction administration, Kuniyoshi Mimori continuously contributes to the growth and strengthening of the Group as a whole while supporting our core businesses.
Attendance at Board Meetings in FY2025	14 out of 14 meetings (100%)	14 out of 14 meetings (100%)	14 out of 14 meetings (100%)	14 out of 14 meetings (100%)
Skills				
Company management/ Management strategy	●	●	●	●
Finance/Accounting				
Legal affairs/ Risk management	●	●	●	
Overseas Business			●	
Construction/Architecture		●		●
Sales/Real estate	●		●	
Urban development	●		●	
Technology/DX		●		●
ESG/Sustainability	●	●	●	



Toru Yamaguchi
Director, Executive Vice President



Takehiko Asano
Director, Senior Operating Officer



Naoko Yoshimura
Director, Operating Officer



Kazuhiko Ichimura
Outside Director

	Toru Yamaguchi	Takehiko Asano	Naoko Yoshimura	Kazuhiko Ichimura
Reasons for appointment and expected roles	Possessing broad-ranging experience and a wealth of knowledge in the fields of building sales and real estate, Toru Yamaguchi continuously makes a significant contribution to the growth and strengthening of the Group as a whole.	Boasting a wealth of experience in corporate planning, investment, and global business, Takehiko Asano contributes to the enhancement of corporate value and the achievement of our growth strategy through his drafting and implementation of medium-term business plans.	Possessing experience in both research and practical work in the field of senior housing, Naoko Yoshimura leverages her specialist knowledge to make a significant and ongoing contribution to strengthening the results of the Group.	Possessing experience in the areas of redevelopment and income property at Mitsubishi Corporation and having achieved results in management, Kazuhiko Ichimura is anticipated to provide management oversight and strengthened controls from an objective standpoint.
Attendance at Board Meetings in FY2025	14 out of 14 meetings (100%)	–	14 out of 14 meetings (100%)	14 out of 14 meetings (100%)
Skills				
Company management/ Management strategy	●	●	●	●
Finance/Accounting		●		●
Legal affairs/ Risk management				●
Overseas Business	●	●		
Construction/Architecture				
Sales/Real estate	●		●	
Urban development	●			●
Technology/DX		●		
ESG/Sustainability			●	●



Mami Nagasaki
Outside Director



Toshikatsu Ogura
Outside Director



Takeshi Fujii
Outside Director



Nobuaki Kitamori
Outside Director

	Mami Nagasaki	Toshikatsu Ogura	Takeshi Fujii	Nobuaki Kitamori
Reasons for appointment and expected roles	Offering expertise as a lawyer and experience in corporate operations, Mami Nagasaki is anticipated to strengthen governance and provide oversight of corporate management from an objective standpoint.	Toshikatsu Ogura possesses a wealth of management experience and has achieved strong results at NTT WEST, Inc. and NTT BUSINESS ASSOCIE Corporation, and it is anticipated that he will provide management oversight from an objective standpoint.	With experience as the director of the Policy Bureau at the Ministry of Land, Infrastructure, Transport and Tourism and broad insight into the construction industry, Takeshi Fujii is anticipated to provide management oversight and strengthen controls from an objective standpoint.	Possessing a wealth of experience in global business and corporate management at Mitsui & Co., Ltd., Nobuaki Kitamori is anticipated to offer corporate management oversight and enhance governance from an objective standpoint.
Attendance at Board Meetings in FY2025	14 out of 14 meetings (100%)	14 out of 14 meetings (100%)	11 out of 11 meetings (100%)	–
Skills				
Company management/ Management strategy		●	●	●
Finance/Accounting	●	●	●	●
Legal affairs/ Risk management	●	●	●	●
Overseas Business				●
Construction/Architecture			●	
Sales/Real estate				
Urban development				
Technology/DX		●		●
ESG/Sustainability	●	●	●	●

Skills	Reasons for selection
Company management/ Management strategy	Formulating management strategies from a medium- to long-term perspective and overseeing their execution are core responsibilities of the Board of Directors for sustainably enhancing corporate value, and company management and management strategy skills are essential from the standpoint of ensuring appropriate decision-making and operational effectiveness.
Finance/Accounting	In addition to increasing capital efficiency, properly evaluating profitability, and ensuring the rationality of investment decisions, maintaining financial soundness, achieving highly transparent information disclosure, and utilizing specialized financial and accounting expertise play a very important role.
Legal affairs/ Risk management	Ensuring the fairness and continuity of corporate activities through thorough compliance and risk identification, analysis, and control while maintaining and increasing social trust is an essential function.
Overseas business	As business expands in overseas markets, possessing the understanding of and capability to adapt to each country's regulations, business customs, and geopolitical risks contributes to strengthening global competitiveness and achieving sustainable growth.
Construction/ Architecture	Ensuring quality and safety and creating advanced technical capabilities in our core businesses of construction and design forms the source of our competitive advantage, and oversight based on specialist knowledge is essential.
Sales/Real estate	Gaining an accurate understanding of real estate market trends and maximizing revenue opportunities through the acquisition of land and the building sales that form the foundation of our business are crucial in terms of achieving stable corporate value enhancement.
Urban development	From the standpoint of long-term creation of living spaces focusing on mixed-use development and increased regional value to achieve both social value and economic value, a high level of knowledge relating to urban development is required.
Technology/DX	This is an essential strategic element when it comes to establishing competitive advantage through business streamlining, improved productivity, and new business creation by leveraging digital technology, and changing our business structure.
ESG/Sustainability	These skills are required to fulfill our corporate social responsibility by addressing environmental and social issues and enhancing governance, while achieving medium- to long-term corporate value enhancement and sustainable growth.

Corporate Governance

Message from the Chair of the Board of Directors



Noriaki Tsuji
Chairman and Representative Director

With the changing business environment, the role that the Board of Directors is expected to play and the topics of its discussions have become increasingly diverse and advanced over recent years. Overseeing the direction of the Haseko Group from a medium- to long-term perspective and correcting our strategic trajectory when necessary is an important function of the Board of Directors. As the Chair of the Board of Directors, I see my role in this as encouraging highly constructive and effective discussions and ensuring transparency in management, while working to ensure this results in a sustainable enhancement of corporate value.

In my running of the Board of Directors, I have always strived to eliminate the information gap between the executive side and outside directors while reflecting the opinions of our highly experienced outside directors into the discussions. In FY2026, I intend to keep working to further increase the effectiveness of the Board of Directors toward the goal of sustainable growth for the Group as a whole and corporate value enhancement.

Messages from Outside Directors



Kazuhiko Ichimura
Outside Director

We need to evolve, because in this age of drastic change it will not be possible to keep growing unless we do. So how should we ourselves go about evolving in our daily work? I think it boils down to each of us taking a good hard look at what we are working on, and thoroughly thinking things through. Our brand message is "We consider more. ", and when we do this, we make our brain cells work to full capacity in an attempt to find the best, the optimum solution to the subject of efforts. I think that going through this process again and again will lead to evolution.

While bearing in mind that bringing evolution to a company lies at the root of corporate management, as an outside director I intend to contribute to achieving a further enhancement of corporate value.



Mami Nagasaki
Outside Director

In FY2026, the second year of the HASEKO Evolution Plan medium-term business plan, we enter the phase in which the results of changes will be shown in a concrete form. The construction industry continues to face a harsh environment that presents issues such as labor shortages and rising costs, and so it is very important for us to leverage the technical, development, and sales capabilities that we possess and find the optimum combination for our construction business, real estate business, and condominium management and operation business to increase business value. With condominium construction as the foundation of our business, we also need to identify growth areas such as rental development, housing stock-related business, and overseas business. I intend to oversee management from my independent position as an outside director, and fulfill the role of supporting management in taking on challenges while giving careful consideration to such challenges in terms of the risks and growth opportunities that they present.



Toshikatsu Ogura
Outside Director

The political and economic circumstances both in Japan and overseas are becoming increasingly opaque. It is precisely under such circumstances that we need to leverage the strength that comes from having our own unique business model and the experience of having been to the very brink of bankruptcy, and, on the basis of our Construction-Related Business, achieve great advances in our three business areas of real estate, condominium operation and management, and overseas business toward the achievement of the goals of the HASEKO Evolution Plan. And to do this, we need to determine which direction we need to take in a calm and collected fashion.

And of course, thorough compliance is the prerequisite for all of this. From this standpoint, in addition to checking the status of business execution, I will provide advice and recommendations on all aspects of business management.



Takeshi Fujii
Outside Director

While the business environment constantly changes in any generation, generations that see the kind of drastic change we see today are exceedingly rare. Energy being cut off as a result of international conflicts. Fluctuations in finance. Intensifying global warming. The drastic progress of AI. And in Japan, we are seeing an accelerating decline in the population.

To enable people to continue to enjoy living that offers safety, security, and comfort despite such circumstances, Haseko Corporation needs to further increase its sustainability and achieve value creation. To do this, we need to envisage a range of risks and to have a management strategy from a medium- to long-term perspective. I will proactively work to make as significant a contribution as I can to Haseko Corporation.



Nobuaki Kitamori
Outside Director

We are currently right in the middle of a change in our business model. Furthermore, the business environment is in a highly uncertain state of affairs, with factors including inflation, an increasingly weak yen, a decline in population, and a shift in value from tangible to intangible sources of value. In such circumstances, there is a need to identify facts, have full discussions and thoroughly think things through, and to reach a conclusion based on this without being restrained by precedent. I believe that if this becomes a company-wide practice, it will enhance the abilities of each and every employee and make the organization more resilient.

With a mindset of healthily stretching our capabilities and thoroughly thinking things through, I intend to offer recommendations and support toward achieving the goals of the HASEKO Evolution Plan.

Corporate Governance

Examples of Discussion Points at Meetings of the Board of Directors

Keywords

Strengthening governance | Compliance | Internal controls | Risk management

- Would it be advisable to develop regulations tailored to the actual circumstances of each Group company and to review them as necessary?
- From the perspective of preventing scandals before it occurs and detecting it early, we ask that the relevant measures be properly implemented, including thorough communication of internal regulations and the effective use of the Internal Whistleblowing System.
- Improvements are needed to strengthen the governance structure, and we would like to see a thorough review conducted.

Keywords

Digital transformation (DX) | Visualization of results | Productivity | Human capital

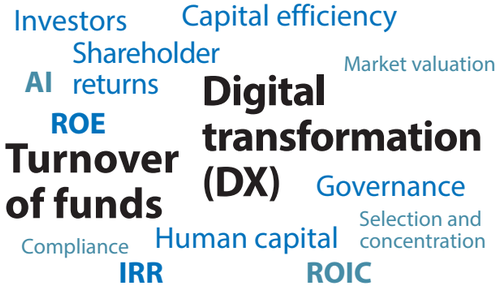
- Regarding the digital transformation (DX) initiatives that were advanced under the previous mid-term business plan, we hope that the new medium-term business plan will demonstrate the benefits of these initiatives by making the result visible, and to see steady progress in the digital transformation of daily operations.
- The extent to which DX initiatives are being implemented has a significant impact on employee turnover rates and the hiring rate of new graduates, and as such, we hope that these efforts will continue to be actively promoted so that the Company does not fall behind its industry peers.

Keywords

Turnover of funds | Shareholder returns | Capital efficiency | Selection and concentration

- The viability of a business should be assessed from a comprehensive perspective that takes into account not only profit but also cash flow and the funds turnover ratio.
- We would like to receive timely reports, including figures, on how funds are being utilized in each business after they have been invested.
- With regard to the residential property sales business, it appears that a strategic shift is needed to maximize turnover and sell properties as quickly as possible. We would like a close eye kept on this to ensure that properties do not remain unsold for extended periods.

Frequently mentioned keywords in Board of Directors meetings



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.

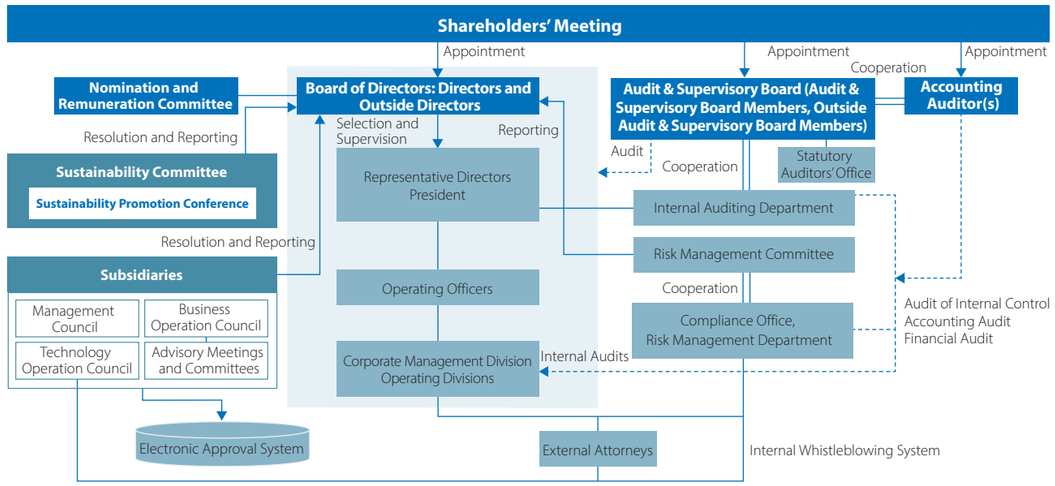
Company Institutions

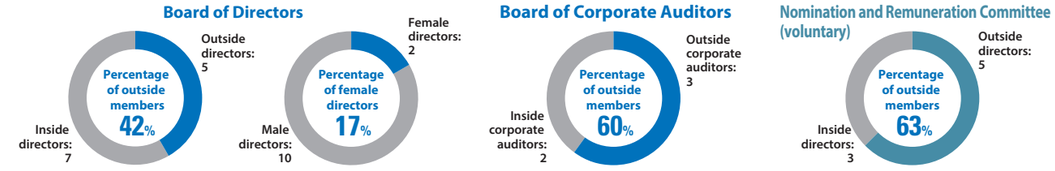
Haseko Corporation has adopted an Audit & Supervisory Board system as a corporate institution. By appointing outside directors with abundant experience and track records to occupy at least one-third of the Board of Directors, we aim to further activate discussions at the Board of Directors and enhance the function to monitor business management. To ensure diversity on the Board of Directors, we have appointed female directors and will continue striving to ensure diversity. In terms of management oversight, we have established a system in which audits are conducted by the Audit & Supervisory Board, the majority of which consists of outside Audit & Supervisory Board members.

Decisions regarding matters authorized by the Board of Directors are made by bodies such as the Management Council, Business Operation Council, and Technology Operation Council, which have limited participation by directors, thereby separating the decision-making and supervisory functions. The Management Council also conducts preliminary deliberations on important matters to be resolved on by the Board of Directors.

As part of our Sustainability Organizational Framework, we have established a Sustainability Committee, chaired by the President, as a subcommittee of the Board of Directors. Matters brought before this committee are reported to and resolved on by the Board of Directors. A Sustainability Promotion Conference has been established as a subcommittee of the Sustainability Committee to discuss and deliberate on operational matters.

Diagram of company governance





Board of Directors

In addition to holding regular monthly meetings, the Board of Directors holds extraordinary meetings as necessary. It is made up of 17 directors and outside directors, as well as full-time Audit & Supervisory Board members and outside Audit & Supervisory Board members. In addition to important decision-making and regular reports on matters related to management, it holds discussions on responses to various environmental changes affecting society.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is an advisory body for the Board of Directors, in order 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.

The committee consists of eight members and is chaired by the President and Representative Director. The Nomination and Remuneration Committee met four times in FY2025, with all members in attendance (except for absences due to illness). As an advisory body to the Board of Directors, this committee deliberates on the following matters and reports to the Board of Directors accordingly.

- Appointment of directors and Audit & Supervisory Board members
- 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

Regarding the succession plan for the President and Representative Director, 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. During selection, the Nomination and Remuneration Committee will coordinate the evaluation of candidates based on this plan.

Corporate Governance

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 criteria for payment of remuneration of directors prepared by the President in consideration of discussions at the Nomination and Remuneration Committee.

Summary of the remuneration system for directors

- **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, and is structured to be adjusted based on business performance.

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 x 0.3 x corporate value improvement coefficient/book value of BBT (Board Benefit Trust) per share

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

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

The ratio of basic remuneration: executive bonuses : stock remuneration is approximately 46: 42: 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.

Total remuneration by category of directors (and other officers), total amount of remuneration by type, and the number of recipient directors (and other officers)

Category of directors (and other officers)	Total amount of remuneration (millions of yen)	Total amount of remuneration by type (millions of yen)				Number of recipient directors (and other officers) (persons)
		Basic remuneration	Performance-linked remuneration		Other	
			Executive bonus	Stock remuneration		
Directors (excluding outside directors)	998	374	480	144	–	7
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	50	50	–	–	–	2
Outside directors (and other officers)	93	93	–	–	–	9

Audit & Supervisory Board

Haseko Corporation is a company with the Audit & Supervisory Board. It consists of five Audit & Supervisory Board members, 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 Audit & Supervisory Board members cooperate with each other to conduct audit activities including an audit of the Company's internal control system. More specifically, the Audit & Supervisory Board members attend the Management Council and other important meetings, observe internal audits, interview directors and other officers and employees about the status of business operations, and inspect approval documents, minutes, meeting materials, and reports, among others. The Audit & Supervisory Board members also hold a Group Audit & Supervisory Board members' Liaison Meeting to cooperate with members of Group companies' Audit & Supervisory Boards.

In accounting audits, all the Audit & Supervisory Board members meet with Ernst & Young ShinNihon LLC., the Accounting Auditor of the Company, to receive the explanations of accounting audit plans, interim reviews, and accounting audit reports from the Accounting Auditor. As necessary, the full-time Audit & Supervisory Board members interview the Accounting Department and the Accounting Auditor.

Status of internal audits

In internal audits, the Internal Auditing Department comprised of 12 members conducts audits of internal 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, the Audit & Supervisory Board and the Accounting Auditor.

Further, the Internal Auditing Department carries out such activities while reporting the status of them to the Audit & Supervisory Board as appropriate in order to coordinate the roles of internal audits with the roles of audits by the Audit & Supervisory Board and ensure consistency between these roles. The Audit & Supervisory Board members observe internal audits, receive reports on the results of those audits, and exchange information as appropriate.

Furthermore, as an initiative to ensure the effectiveness of internal audits, the Company's internal rules establish a system whereby the results of internal audits are reported directly not only to the President but also to the Board of Directors, the members of the Audit & Supervisory Board, and the Audit & Supervisory Board, thereby establishing and implementing a dual reporting structure.

Evaluation of the Effectiveness of the Board of Directors

We analyzed and evaluated the effectiveness of the Board of Directors for FY2025 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 method and evaluation items for FY2025 (no changes from FY2023)

We conducted a questionnaire regarding the effectiveness of the Board of Directors for all Directors and Audit & Supervisory Board members. Reflecting on the results and reports on the operation of the Board of Directors in FY2025, the effectiveness of the Board of Directors as a whole was analyzed and evaluated at the Board of Directors Meeting on April 16, 2026.

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	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 Raised During the FY2024 Evaluation

- While we believe that the fundamental role of the Board of Directors is to determine the overall direction of management and to provide supervision, we acknowledge the issues raised to the effect that the Board has not been fully fulfilling these functions. To address this, we have taken steps to improve the situation by shortening the time allocated to regular business execution reports to ensure more time for discussion, and by holding opinion exchange sessions in addition to Board of Directors meetings to facilitate vigorous discussion.
- In response to feedback that reporting on measures taken and actions implemented following accidents or incidents of misconduct sometimes took too long, and that there was a need to provide explanations and share interim updates, we implemented improvements by ensuring prompt information sharing (initial notification) as soon as a significant incident is identified.
- In response to concerns that Board of Directors materials are sometimes overly lengthy and lack coherence, we reviewed the required documents and took steps to reduce their volume.

FY2025 Evaluation Results and Future Response

- **Evaluation Results**

Compared to the FY2024 evaluation, although the rating for "Deliberation/function" declined, the Board of Directors as a whole received ratings above a certain threshold in each category; therefore, we have determined that the Board of Directors' effectiveness continues to be sufficiently ensured.

- In light of uncertain domestic and international conditions, including the Trump tariffs, the formation of the Takaichi Cabinet, and the rise in global conflicts, lively discussions were held regarding the Company's current management issues.
- In light of the uncertain domestic and international situation, including political and economic conditions both at home and abroad, as well as rising geopolitical risks, lively discussions were held regarding the Company's current management issues.
- Focusing on the HASEKO Evolution Plan medium-term business plan, separate meetings for exchanging opinions were held in advance of Board of Directors meetings to discuss important matters from multiple perspectives.
- 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.
- Regular reports were received on the status of DX initiatives, and a meaningful exchange of opinions with an eye toward the future took place.

- **Future Response**

- To further improve the effectiveness of the Board of Directors, we will strive to stimulate discussion at the Board of Directors meetings from a medium- to long-term perspective in response to the key strategies set forth in the HASEKO Evolution Plan medium-term business plan.
- From a defensive standpoint, we will continue to work with even greater consideration on risk management, compliance, and other matters to which companies must adhere.
- To ensure that there is adequate time for discussion, we will implement measures to shorten presentation times, particularly for regular business reports, as well as reviewing meeting materials, thereby further enhancing discussions on management strategy and capital policy.

Compliance / Risk Management

▶ See website for more

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 officers and employees 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, and the Company's articles of incorporation, so that the Company can win the confidence of society. The Company regularly reviews the Code of Conduct and revises it as needed.

In addition, we have established the "Haseko Group Basic Policy on Compliance with the Antimonopoly Act" and are ensuring that all Group directors and employees are fully aware of and adhere to it.

System for Promoting Compliancee

The Compliance Office, established as a department responsible for instilling the Code 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 across the Group, 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 risks. Audits are conducted at least once every three years for major divisions, etc.

Furthermore, if concerns arise that a violation of the Code of Conduct may have serious consequences, the matter is reported to the President. The officer in charge of risk management in each department or division conducts an investigation and, if necessary, convenes a "Compliance Committee," chaired by that officer or the Company's President, to resolve the issue by confirming the facts, analyzing the causes, implementing corrective measures, investigating whether similar cases exist, formulating measures to prevent recurrence, and ensuring thorough dissemination of information throughout the Group.

Basic approach to and policy for risk management

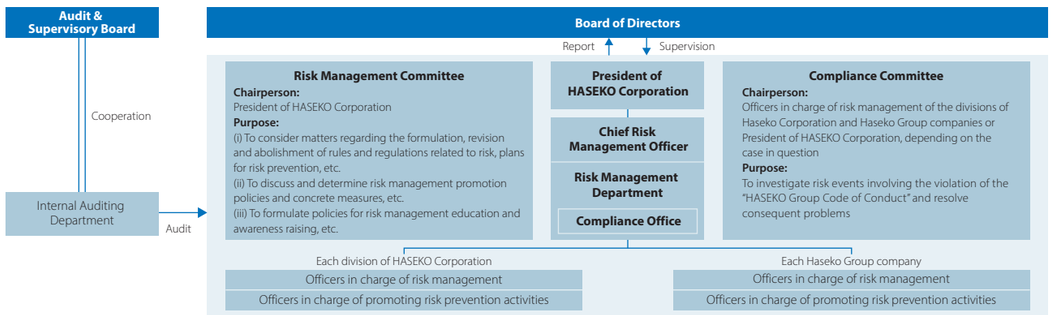
The Haseko Group has set out the "Haseko Group Risk Management Policy" with the aim of properly managing various internal and external risks and continuing to maintain and enhance its corporate value. The Company has put in place its risk management system, and has ensured that rules and measures under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

Risk Management System

The Haseko Group has established 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 the Group companies. In addition, the Company has appointed risk prevention activity promotion officers who are responsible for promoting risk prevention activity in each division of the Group. Each Group company also has its risk management department, which conducts the formulation and implementation of Group-wide measures for promoting risk management.

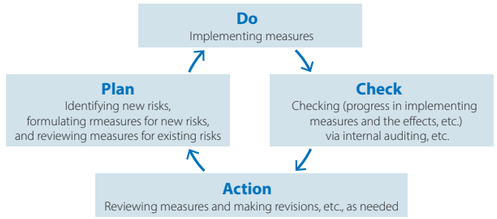
The Company has also established the Risk Management Committee under the chairmanship of the President of Haseko Corporation. The Committee meets once every quarter, while convening an extraordinary meeting as needed when a serious risk event occurs, and works to conduct information gathering, analysis, evaluation and response across the Group. The results of discussions at the 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



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. In doing so, the Company seeks to continue to improve and raise its performance in this area.



Internal Whistleblowing System

In accordance with the Whistleblower Protection Act, etc., the Haseko Group has established the "Haseko Group Whistleblower Protection Rules" and has implemented an "Internal Whistleblowing 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. 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 Audit & Supervisory Board members on a regular basis.

Prevention of Bribery and Corruption

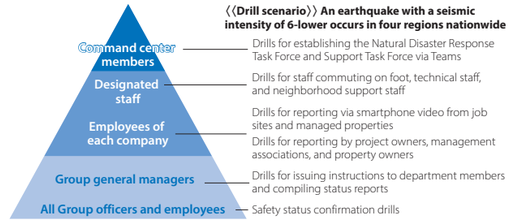
The Haseko Group endeavors to ensure compliance and to prevent bribery and corruption. The "Haseko Group Code of Conduct" stipulates measures for preventing bribery and corruption, and in accordance with the standards, the Company has taken actions, such as distributing the Haseko Compliance Book to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

For relationships with public employees and the like, the Company 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 authority, etc. 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 for clarifying the operations of Group companies in the event of a major earthquake or other natural disasters, preventing the suspension of operations or in the event that they are suspended, enabling the resumption of operations within the shortest possible time, and enabling employees engaged in restoration activities and restoration support to take action autonomously after their safety and that of their families has been ensured. Dividing the country into four regions, drills are conducted at least once a year to verify the safety of employees and assess the damage status of properties owned by Group companies.



Dialogue with Stakeholders

▶ See website for more

Methods of dialogue with stakeholders

Stakeholder	Definition	Purpose of communication	Main opportunities for dialogue
Customers	Residents, Homebuyers, and Others.	Providing safe, secure, and comfortable living environments and enhancing satisfaction	After-sales service Customer surveys, coordination with condominium management associations, company website
Local communities	Local communities and residents affected by our business	Coexisting with local communities and building social trust	Environmental conservation activities Visits to the Haseko Condominium Museum Community events, community clean-ups
Shareholders, investors, and financial institutions	Individual and institutional investors, banks, etc.	Sharing of Enhanced corporate value and sustainable growth	Shareholders' meetings, financial results briefings, online conferences following the release of financial results, institutional investor meetings, integrated report, company website
Employees and their families	Haseko Group employees and their families	Creating a workplace that is worth working at, developing the workforce, and building relationships of trust with families	Education and training Self-reporting system, Intranet, labor-management consultations, events with family participation
Business partners and cooperating companies	Project owners, business partners, suppliers, etc.	Building fair trade relationships and a sustainable supply chain	Activities within Partner Company Associations Procurement activities Daily business activities, safety conference
Educational institutions and students	Universities and other educational institutions, students	Joint research, fair recruitment practices, and value creation through development of the next generation	Joint research with universities, internships, company information sessions, holding the Haseko Residential Design Competition and Riko Challenge
Government agencies and industry organizations	National government, local governments, and various industry associations, etc.	Addressing institutional and policy changes and ensuring sound development of the industry as a whole	Policy proposals, collaboration with government agencies, industry association meetings, compliance with building and environmental standards

Main initiatives

"HASEKO MIRAI BASEMENT," an information hub showcasing our wide-ranging businesses and technologies

Opened in April 2026, this facility serves as a promotional space for the technological developments, products, and services produced through the collaborative efforts of Haseko Corporation and other Haseko Group companies, targeting clients such as developers and reconstruction/redevelopment associations.



HASEKO MIRAI BASEMENT

"U's-style" Reflecting the voices of our customers in product development

"U's-style" is our own specifications jointly developed by Haseko Urbest Inc., a member of the Haseko Group engaged in the sales of condominiums, and Haseko Corporation. By listening to the wide-ranging needs of our customers, we develop products that aim to provide a smarter and more functional living experience from the perspective of those who actually live in them.

Haseko Mansion Museum: An Information Hub for Sharing a Passion for Building

This is the first condominium museum in Japan in which visitors can see, touch, feel, and learn various things about condominiums, including the history of condominiums and transition of floor plans as well as design, construction, repair, and rebuilding of condominiums.



Future Housing Zone

A construction site tour for employees and their families, "Condominium Building Community Festival"

This is an event in which Haseko Group employees and their families are invited to construction sites. By experiencing actual construction tasks and the equipment used, participants can engage with the craft of building and deepen their understanding of the construction industry. As such, it serves as a valuable opportunity to convey the appeal of the construction industry to the next generation.



Attendees experience a ride on a long-span elevator

Conversations with Shareholders, Institutional Investors, and Analysts

Aiming for sustainable growth and the medium- to long-term enhancement of corporate value, the Company proactively converses with its shareholders, institutional investors, and analysts and holds a variety of explanatory meetings, such as a financial results briefing in which the President himself participates.

In addition, it discloses information in a timely and fair manner by posting information such as financial results presentation materials, integrated reports, and other disclosure materials (including English versions) on its website. In recognition of these IR activities and other initiatives, the Company was ranked first in the "Construction, Housing, and Real Estate" category in the Securities Analysts Association of Japan's FY2025 (31st Annual) "Awards for Excellence in Corporate Disclosure."

Main IR activities in FY2025

Item	Number of times conducted	Details
Financial results briefing	2	The Company holds the financial results briefings in which top management participates, twice a year (in May and November)
Internet conference after the announcement of financial statements	4	Held on the same day as the announcement of quarterly financial statements, four times a year (in May, August, November, and February)
Meeting with institutional investors	299	The Company had meetings with a cumulative total of 299 institutional investors through individual interviews, Web interviews, small meetings, etc.
Condominium market explanatory meeting	2	Held twice a year (in September and March)
Site tours	3	Tours of Company facilities and business activity report sessions

Participation in initiatives and external evaluations

▶ See website for more

THE INCLUSION OF HASEKO CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF HASEKO CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Financial Highlights

▶ See website for more

Key Financial Data (Consolidated)	Unit	FY2015 99th term	FY2016 100th term	FY2017 101st term	FY2018 102nd term	FY2019 103rd term	FY2020 104th term	FY2021 105th term	FY2022 106th term	FY2023 107th term	FY2024 108th term	FY2025 109th term
Orders	(millions of yen)	551,445	577,811	558,405	568,931	518,847	483,158	546,537	563,474	600,909	652,442	800,463
Net sales	(millions of yen)	787,354	772,328	813,276	890,981	846,029	809,438	909,708	1,027,277	1,094,421	1,177,353	1,273,136
Operating profit	(millions of yen)	68,762	89,032	100,805	98,430	85,925	72,909	82,702	90,162	85,747	84,701	98,743
Ordinary profit	(millions of yen)	67,327	88,827	100,497	100,369	85,253	71,832	81,871	88,265	83,334	83,408	94,051
Profit attributable to owners of parent	(millions of yen)	51,226	58,762	72,289	87,391	59,851	48,258	54,490	59,326	56,038	34,450	54,839
Comprehensive income	(millions of yen)	44,259	58,116	74,798	86,214	53,040	53,273	57,958	63,316	78,975	44,549	74,953
Net assets	(millions of yen)	185,374	238,467	296,835	368,051	387,682	394,365	417,667	454,088	511,246	532,033	563,451
Total assets	(millions of yen)	589,993	630,937	687,706	773,219	799,319	953,659	1,081,907	1,198,105	1,351,231	1,365,203	1,417,724
Total real estate/overseas investments	(millions of yen)	241,718	243,864	292,437	328,543	417,688	492,881	563,238	711,457	783,906	840,726	819,733
Net assets per share (BPS)	(yen)	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	2,126.38
Earnings per share (EPS)	(yen)	170.41	195.48	241.98	293.87	201.36	168.62	198.32	216.10	205.45	126.20	204.54
Equity ratio	%	31.3	37.7	43.0	47.5	48.5	41.4	38.6	37.9	37.8	39.0	39.7
Return on equity (ROE)	%	31.1	27.7	27.0	26.3	15.8	12.3	13.4	13.6	11.6	6.6	10.0
Net cash provided by (used in) operating activities	(millions of yen)	65,590	109,536	56,516	33,064	-15,263	31,876	65,448	-51,909	115,023	3,916	157,414
Cash flows from (used in) investing activities	(millions of yen)	-30,801	-19,824	-16,351	-14,473	-37,222	-35,772	-31,601	-55,446	-39,846	-32,472	-53,225
Cash flows from (used in) financing activities	(millions of yen)	-16,286	-40,213	-34,742	-12,379	-8,356	66,799	15,728	50,785	-753	-20,545	-53,373
Cash and cash equivalents at end of the year	(millions of yen)	152,115	201,456	206,866	212,980	151,754	214,299	264,864	208,333	283,493	235,798	288,134
Interest-bearing liabilities	(millions of yen)	174,721	141,850	125,441	120,404	152,262	267,951	311,841	391,500	415,000	420,000	425,000
Annual dividend per share (DPS)	(yen)	15	30	50	80	70	70	80	80	85	85	95
Payout ratio	%	8.8	15.3	20.7	27.2	34.8	41.5	40.3	37.0	41.4	67.4	46.4
Ratio of total amount of dividends to net assets (DOE)	%	2.7	4.3	5.6	7.2	5.5	5.1	5.4	5.0	4.8	4.4	4.7

Key financial highlights in FY2025

PL

Results in FY2025 saw an increase in revenue and profit, with net sales of 1,273.1 billion yen (+8.1% year-on-year) resulting from an increase in net sales of completed construction contracts and in the volume of real estate transactions, operating profit of 98.7 billion yen (+16.6% year-on-year) due to improvements in the gross profit margin on completed construction contracts, ordinary profit of 94.1 billion yen (+12.8% year-on-year), and profit attributable to owners of parent of 54.8 billion yen (+59.2% year-on-year).

The operating profit ratio stood at 7.8% (+0.6 percentage points year-on-year), while the ordinary profit ratio stood at 7.4% (+0.3 percentage points year-on-year).

BS

Consolidated total assets stood at 1,417.7 billion yen after a 52.5 billion yen increase compared to the end of the previous fiscal year due mainly to factors including an increase in cash and deposits. Consolidated total liabilities stood at 854.3 billion yen after a 21.1 billion yen increase compared to the end of the previous fiscal year due to factors including procurement of loans. Consolidated net assets increased by 31.4 billion yen compared to the end of the previous fiscal year and reached 563.5 billion yen due to factors including the recording of profit attributable to owners of parent and an increase in retained earnings. As a result, the owner's equity ratio stood at 39.7%, whereas it was 39.0% at the end of the previous fiscal year.

CF

Net cash provided by operating activities was 157.4 billion yen due to a 54.2 billion yen increase in cash accompanying a decrease in inventories. Net cash used in investing activities was 53.2 billion yen due to a 34.7 billion yen decrease in cash resulting from the acquisition of investment securities. Net cash used in financing activities was 53.4 billion yen due to a 20.1 billion yen decrease in cash accompanying the purchase of treasury shares. These results led to a year end balance of 288.1 billion yen for cash and cash equivalents.

Returns

The HASEKO Evolution Plan medium-term business plan (FY2025 to FY2030) sets out the following as our shareholder returns policy.

(1) Total shareholder return ratio of around 50% of the 6-year total of profit attributable to owners of parent
(2) Continuously provide stable dividends, and provide progressive dividends in the period of the plan
(3) Flexible purchase of treasury shares as necessary

On the basis of this, the dividend for the fiscal year under review is planned to be 95 yen per share, and the dividend for the following fiscal year is planned to be 100 yen per share.

Non-Financial Highlights

▶ See website for more

*Scope of aggregation: Unless otherwise stated, Haseko Corporation (non-consolidated)
If a figure is noted as consolidated, this refers to Haseko Corporation and its consolidated subsidiaries (excluding overseas companies)

Environmental metrics		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
CO_2 emissions Scope 1	(consolidated)	t-CO_2	38,596	40,487	34,486	52,224	45,571	41,591
	Haseko Corporation	t-CO_2	33,636	34,379	30,869	45,449	39,886	36,100
Scope2	(consolidated)	t-CO_2	21,786	24,258	18,302	8,349	4,766	5,666
	Haseko Corporation	t-CO_2	10,366	11,531	6,129	680	493	760
Scope3	(consolidated)	t-CO_2	5,495,690	6,175,367	5,629,382	5,294,469	5,685,999	6,369,681
	Haseko Corporation	t-CO_2	3,522,486	4,679,218	4,179,710	4,088,921	4,521,843	5,136,955

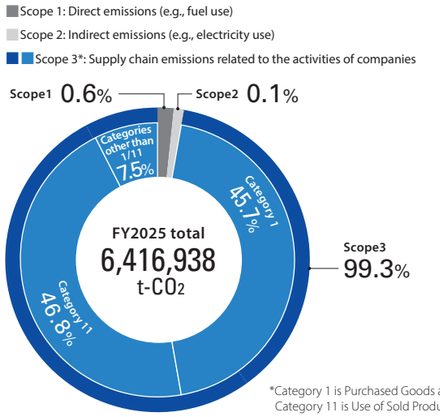
Social metrics	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (consolidated)*1	(persons)	7,880	7,850	7,473	7,753	8,215	8,794
Percentage of female employees (consolidated) *1	%	29.7	30.7	30.5	31.7	33.3	33.0
% of female managers (consolidated)*1	%	9.0	9.5	9.8	10.2	10.6	11.5
Percentage of women among new graduates hired (consolidated)*1	%	35.1	37.2	35.8	37.1	36.5	33.0
Percentage of disabled persons employed (group-wide)*2	%	1.99	2.20	2.42	2.38	2.48	2.75
Hours spent on education and training for human resources development (consolidated)	(hours)	—	322,731	400,194	469,082	488,077	638,002
Education and training expenses for human resources development (consolidated)	(millions of yen)	—	162	233	261	328	427
Percentage of employees holding key qualifications (consolidated)*3	%	—	—	—	—	82.2	87.2
Percentage of employees undergoing health checks*4	%	99	100	100	100	100	100
% of eligibles for specific health guidance*5	%	—	—	—	—	—	15.4
% of operation with 8 close every 4 weeks	%	—	—	—	—	30.4	78.1

*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 (renamed HASEKO Links Co., Ltd. in April 2026), Haseko Urbest, Haseko Community, Haseko Livenet, Haseko Reform, Haseko Anesis, and Haseko Real Estate.
*3 Key qualifications: 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, Condominium Reform Manager
*4 Performance data calculated for HASEKO Corporation and its related subsidiaries (excludes those overseas).
*5 In offices that have joined Haseko Health Insurance Association

Governance metrics	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of directors	(persons)	13	13	13	14	12	12
Number of independent outside directors	(persons)	5	5	5	5	5	5
Number of female directors	(persons)	1	1	1	2	2	2
Attendance rate at Board of Directors' meetings	%	99	99	99	99	99	97
BCP training participation rate	%	100	100	100	100	100	100
Compliance training participation rate	%	100	100	100	100	100	100
Sustainable procurement questionnaire response rate	%	—	—	—	—	81.4	99.2

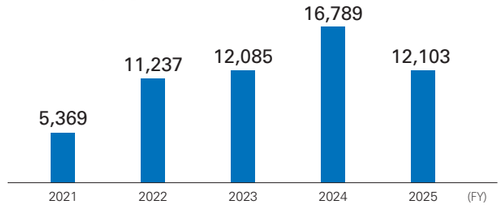
Environment

CO_2 emissions (consolidated)



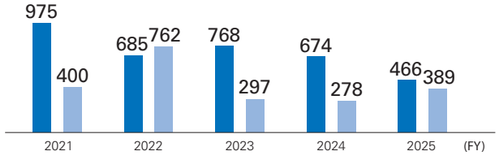
*Category 1 is Purchased Goods and Services
Category 11 is Use of Sold Products

CO_2 emission reduction based on CO_2 emission calculation program * (t-CO_2)



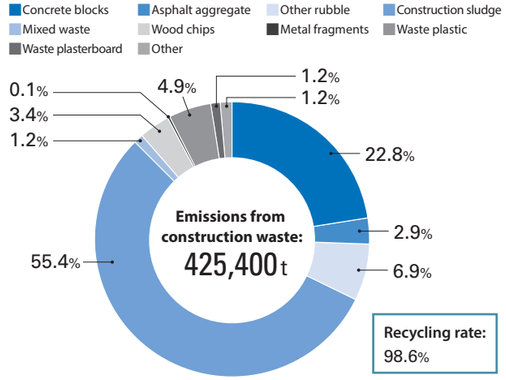
*Energy-saving condominium design (comparison with standards in the Act on the Improvement of Energy Consumption Performance of Buildings)

Water intake/discharge* (1,000m³)



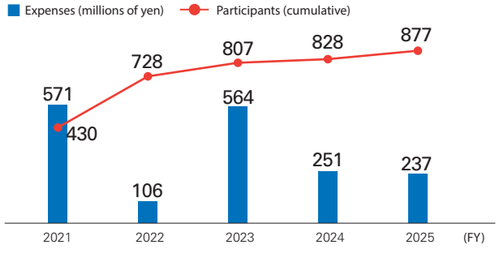
*Total water intake is the aggregated use of water from the public supply
Total water discharge is the aggregated discharge of water into the public sewage system

Building waste volume and recycling

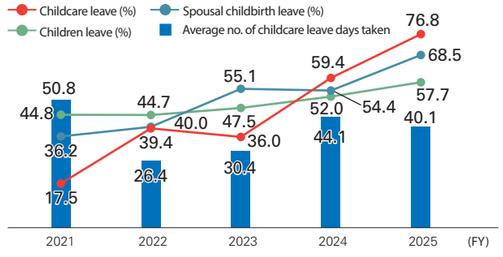


Society

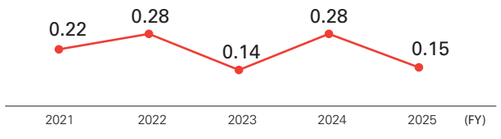
Social contribution activities



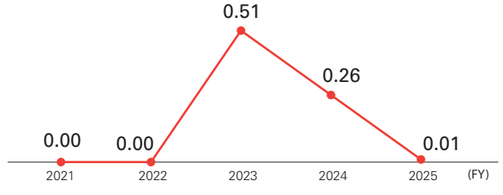
Percentage of employees taking advantage of parenting related programs (men, consolidated)



Frequency rate of industrial accidents (Four or more days of absence from work)



Severity rate of industrial accidents



Corporate Overview

Corporate Overview (as of March 31, 2026)

Company name	HASEKO Corporation
Head office	32-1 Shiba 2-chome, Minato-ku, Tokyo 105-8507, Japan Tel 813-3456-5451 (general inquiries)
Founded	February 11, 1937
Incorporated	August 22, 1946
Share capital	57.5 billion yen
Number of employees	2,711
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 Overseas Business Division HASEKO Corporation Technology Promotion 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

Main group companies	**Construction-Related Business** Fujikensetsu Co., Ltd. Hasec Inc. Haseko Furnishing Co., Ltd. Haseko Reform Inc. Hosoda Corporation Haseko Home, Co., Ltd. WOOD FRIENDS Co., Ltd. FOREST NOTE Co., Ltd. LUMBER LAND 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 Management 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. (trade name changed to HASEKO Links Co., Ltd. in April 2026) SHINRIN KOEN GC Co., Ltd. **Overseas Business** HASEKO America, Inc. HASEKO (Hawaii), Inc. HASEKO North America, Inc. HASEKO UK LIMITED

Stock Information (as of March 31, 2026)

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	292,479,897

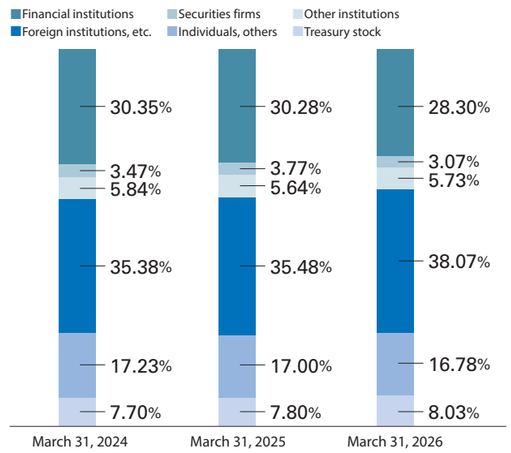
Major shareholders (top 10)

Major shareholders	Number of shares held (thousand shares)	Shareholding ratio (%)
Ichigo Trust Pte. Ltd.	52,933	19.67
The Master Trust Bank of Japan, Ltd. (Trust account)	31,908	11.86
Custody Bank of Japan, Ltd (Trust account)	28,678	10.66
Resona Bank, Limited	12,609	4.68
Haseko Group Employee Shareholding Association	12,086	4.49
Sumitomo Realty & Development Co., Ltd.	9,916	3.68
HASEKO Corporation Tokyo Business Partner Shareholding Association	4,271	1.58
STATE STREET BANK AND TRUST COMPANY 505001	3,827	1.42
JP MORGAN CHASE BANK 385781	3,622	1.34
BNYM AS AGT/CLTS 10 PERCENT	2,726	1.01

*Excluding 23,498,000 shares of treasury stock.
The shareholding ratio is calculated based on the total number of shares issued, net of 23,498,000 shares of treasury stock.

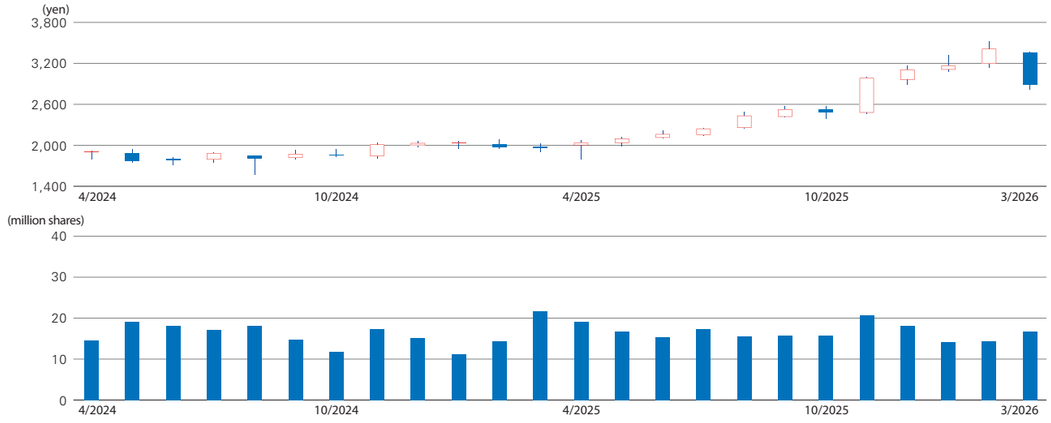
Number of shareholders	56,480
Fiscal year end	March 31
Shareholder register administrator (and special account management institution)	Mitsubishi UFJ Trust and Banking Corporation 1-4-5 Marunouchi, Chiyoda-ku, Tokyo 100-0005
Handling office	Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-4-5 Marunouchi, Chiyoda-ku, Tokyo 100-0005

Ownership and share distribution



*Percentages of shareholdings are rounded down to the second decimal place.

Share price / Trading volume / By month / Two years



Source: StockWeather.com, Inc.