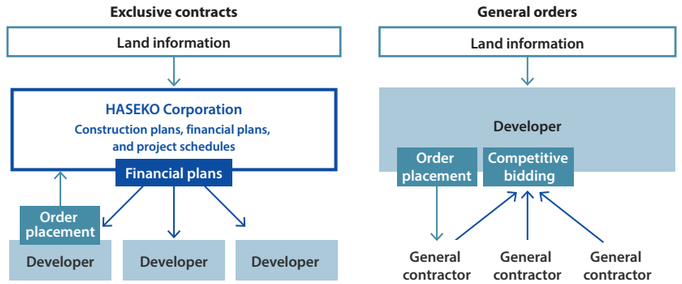
Strengths

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

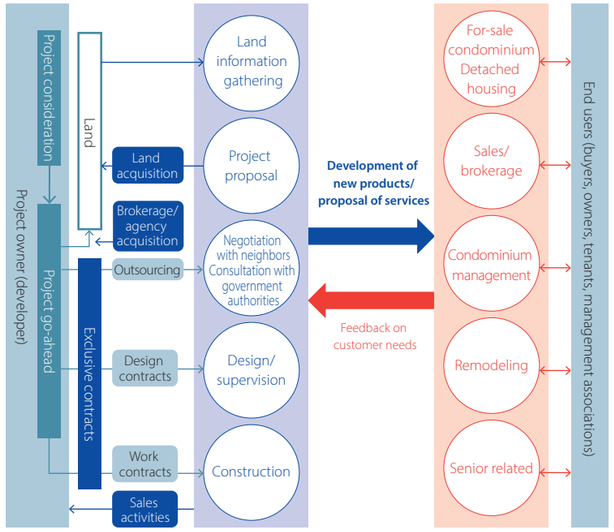


Core competences

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

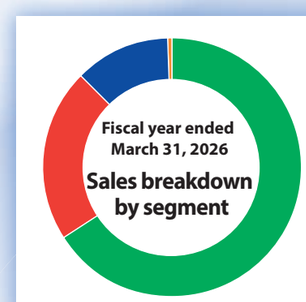


Integrated construction system of the quaternity

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.





