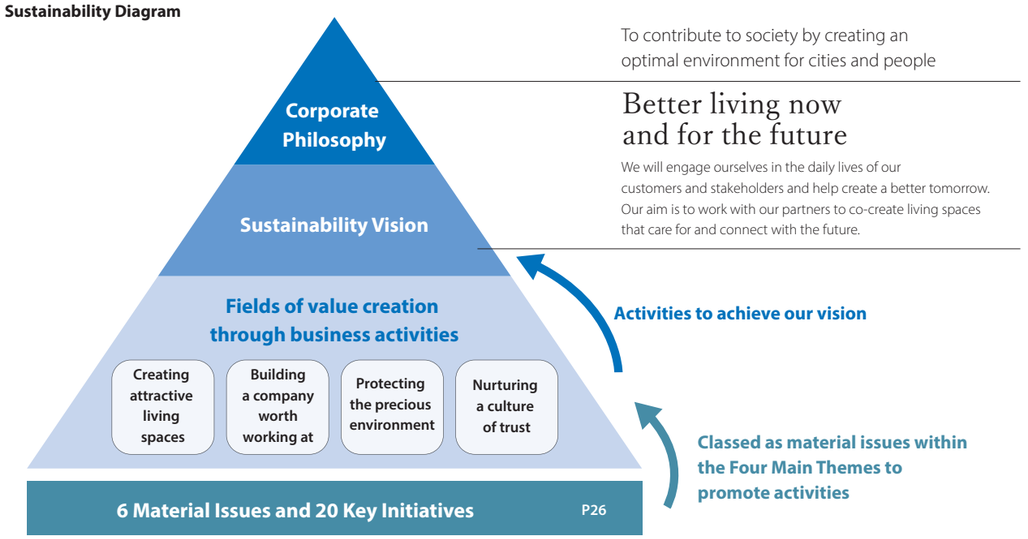


Message from the Officer in Charge of Sustainability Promotion

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

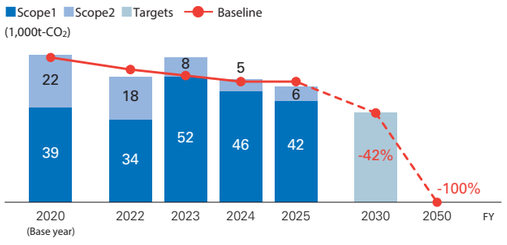
Roadmap to target achievement

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)

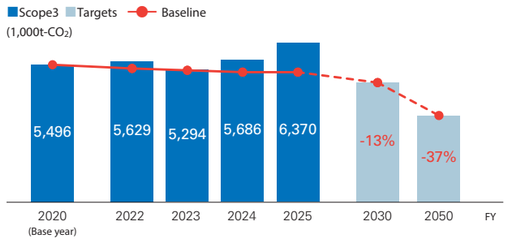
*CN: Carbon Neutral

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.

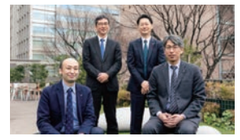
Scope3 **Category 11: Switching to low-carbon buildings**

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

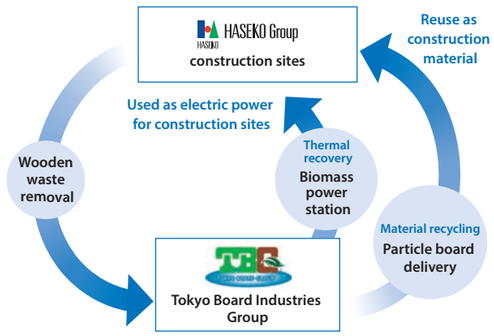
We use resources carefully in every process of our business activities and aim to recycle them as much as possible.
In condominium development projects, we will also give due consideration to environmental pollution, noise, and vibration, while actively proposing initiatives such as the creation of green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

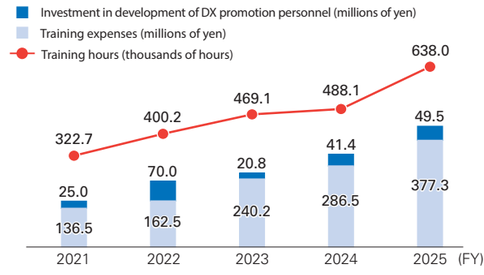
Support for defining people's visions

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.

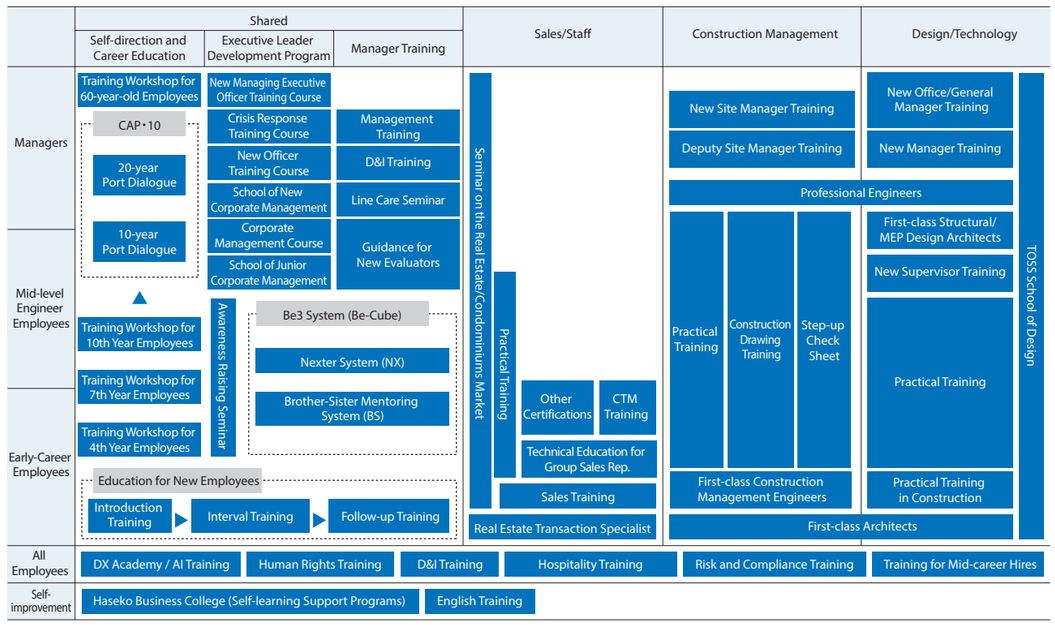
In addition, we provide all employees with opportunities to reflect on their careers and consider their future, either through a self-assessment form or through discussions with their supervisors as part of the CBO (Goal Management) program. We also utilize an internal job posting system as a mechanism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

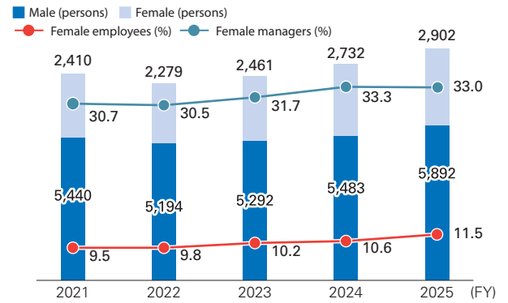
Active participation of diverse employees

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

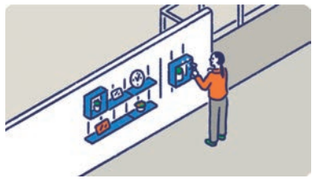
UGOCLO, movable storage unit to suit residents' lifestyles

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

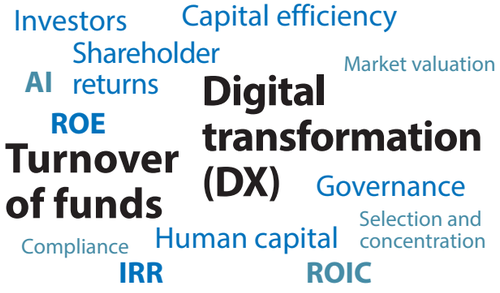
- Regarding the digital transformation (DX) initiatives that were advanced under the previous mid-term business plan, we hope that the new medium-term business plan will demonstrate the benefits of these initiatives by making the result visible, and to see steady progress in the digital transformation 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.

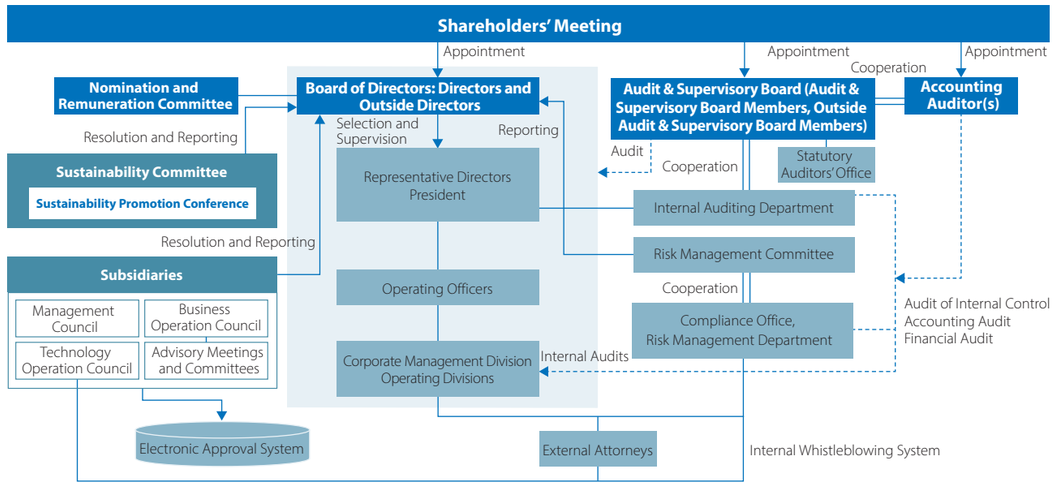
Company Institutions

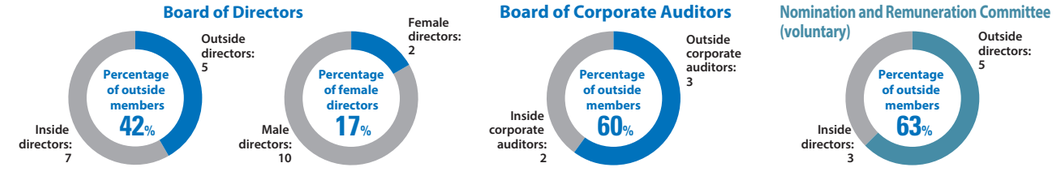
Haseko Corporation has adopted an Audit & Supervisory Board system as a corporate institution. By appointing outside directors with abundant experience and track records to occupy at least one-third of the Board of Directors, we aim to further activate discussions at the Board of Directors and enhance 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

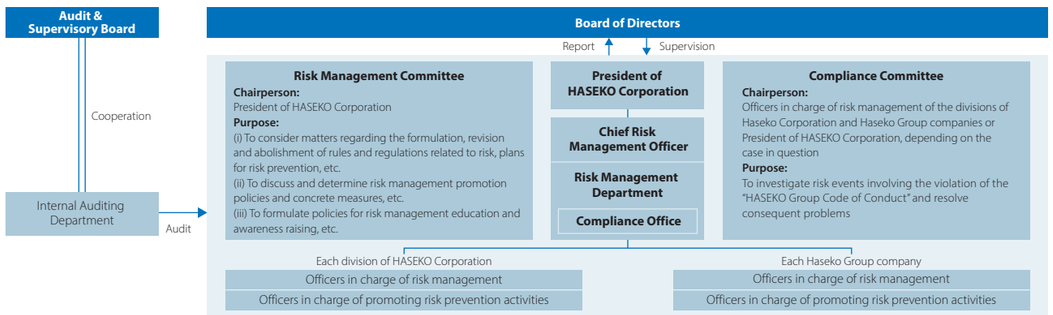
The Haseko Group has set out the "Haseko Group Risk Management Policy" with the aim of properly managing various internal and external risks and continuing to maintain and enhance its corporate value. The Company has put in place its risk management system, and has ensured that rules and measures under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

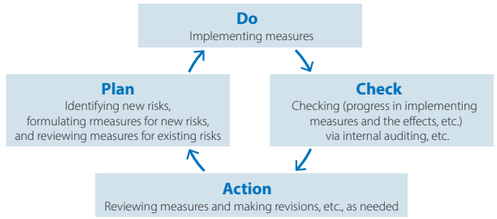
The Company has also established the Risk Management Committee under the chairmanship of the President of Haseko Corporation. The Committee meets once every quarter, while convening an extraordinary meeting as needed when a serious risk event occurs, and works to conduct information gathering, analysis,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

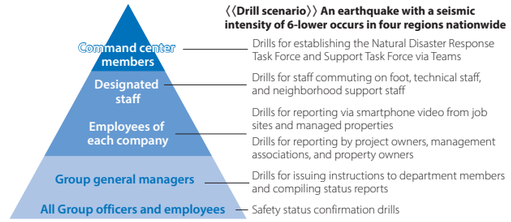
The Haseko Group endeavors to ensure compliance and to prevent bribery and corruption. The "Haseko Group Code of Conduct" stipulates measures for preventing bribery and corruption, and in accordance with the standards, the Company has taken actions, such as distributing the Haseko Compliance Book to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

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