# Financial Highlights

▶ See website for more

| Key Financial Data (Consolidated) | Unit | FY2015 99th term | FY2016 100th term | FY2017 101st term | FY2018 102nd term | FY2019 103rd term | FY2020 104th term | FY2021 105th term | FY2022 106th term | FY2023 107th term | FY2024 108th term | FY2025 109th term |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Orders | (millions of yen) | 551,445 | 577,811 | 558,405 | 568,931 | 518,847 | 483,158 | 546,537 | 563,474 | 600,909 | 652,442 | 800,463 |
| Net sales | (millions of yen) | 787,354 | 772,328 | 813,276 | 890,981 | 846,029 | 809,438 | 909,708 | 1,027,277 | 1,094,421 | 1,177,353 | 1,273,136 |
| Operating profit | (millions of yen) | 68,762 | 89,032 | 100,805 | 98,430 | 85,925 | 72,909 | 82,702 | 90,162 | 85,747 | 84,701 | 98,743 |
| Ordinary profit | (millions of yen) | 67,327 | 88,827 | 100,497 | 100,369 | 85,253 | 71,832 | 81,871 | 88,265 | 83,334 | 83,408 | 94,051 |
| Profit attributable to owners of parent | (millions of yen) | 51,226 | 58,762 | 72,289 | 87,391 | 59,851 | 48,258 | 54,490 | 59,326 | 56,038 | 34,450 | 54,839 |
| Comprehensive income | (millions of yen) | 44,259 | 58,116 | 74,798 | 86,214 | 53,040 | 53,273 | 57,958 | 63,316 | 78,975 | 44,549 | 74,953 |
| Net assets | (millions of yen) | 185,374 | 238,467 | 296,835 | 368,051 | 387,682 | 394,365 | 417,667 | 454,088 | 511,246 | 532,033 | 563,451 |
| Total assets | (millions of yen) | 589,993 | 630,937 | 687,706 | 773,219 | 799,319 | 953,659 | 1,081,907 | 1,198,105 | 1,351,231 | 1,365,203 | 1,417,724 |
| Total real estate/overseas investments | (millions of yen) | 241,718 | 243,864 | 292,437 | 328,543 | 417,688 | 492,881 | 563,238 | 711,457 | 783,906 | 840,726 | 819,733 |
| Net assets per share (BPS) | (yen) | 615.21 | 791.24 | 995.44 | 1,234.13 | 1,323.51 | 1,425.93 | 1,520.73 | 1,666.30 | 1,874.17 | 1,950.61 | 2,126.38 |
| Earnings per share (EPS) | (yen) | 170.41 | 195.48 | 241.98 | 293.87 | 201.36 | 168.62 | 198.32 | 216.10 | 205.45 | 126.20 | 204.54 |
| Equity ratio | % | 31.3 | 37.7 | 43.0 | 47.5 | 48.5 | 41.4 | 38.6 | 37.9 | 37.8 | 39.0 | 39.7 |
| Return on equity (ROE) | % | 31.1 | 27.7 | 27.0 | 26.3 | 15.8 | 12.3 | 13.4 | 13.6 | 11.6 | 6.6 | 10.0 |
| Net cash provided by (used in) operating activities | (millions of yen) | 65,590 | 109,536 | 56,516 | 33,064 | -15,263 | 31,876 | 65,448 | -51,909 | 115,023 | 3,916 | 157,414 |
| Cash flows from (used in) investing activities | (millions of yen) | -30,801 | -19,824 | -16,351 | -14,473 | -37,222 | -35,772 | -31,601 | -55,446 | -39,846 | -32,472 | -53,225 |
| Cash flows from (used in) financing activities | (millions of yen) | -16,286 | -40,213 | -34,742 | -12,379 | -8,356 | 66,799 | 15,728 | 50,785 | -753 | -20,545 | -53,373 |
| Cash and cash equivalents at end of the year | (millions of yen) | 152,115 | 201,456 | 206,866 | 212,980 | 151,754 | 214,299 | 264,864 | 208,333 | 283,493 | 235,798 | 288,134 |
| Interest-bearing liabilities | (millions of yen) | 174,721 | 141,850 | 125,441 | 120,404 | 152,262 | 267,951 | 311,841 | 391,500 | 415,000 | 420,000 | 425,000 |
| Annual dividend per share (DPS) | (yen) | 15 | 30 | 50 | 80 | 70 | 70 | 80 | 80 | 85 | 85 | 95 |
| Payout ratio | % | 8.8 | 15.3 | 20.7 | 27.2 | 34.8 | 41.5 | 40.3 | 37.0 | 41.4 | 67.4 | 46.4 |
| Ratio of total amount of dividends to net assets (DOE) | % | 2.7 | 4.3 | 5.6 | 7.2 | 5.5 | 5.1 | 5.4 | 5.0 | 4.8 | 4.4 | 4.7 |

## Key financial highlights in FY2025

### PL

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

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

### BS

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

### CF

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

### Returns

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

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

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

# Non-Financial Highlights

▶ See website for more

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

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

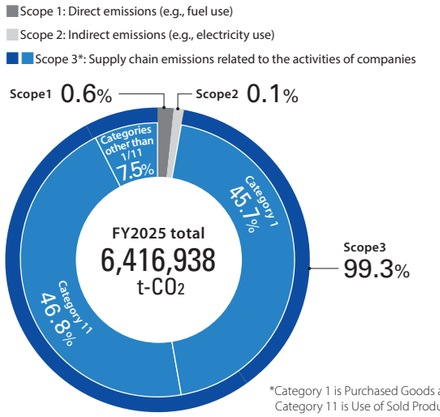
| Social metrics | Unit | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|---|---|---|---|---|---|---|
| Number of employees (consolidated)*1 | (persons) | 7,880 | 7,850 | 7,473 | 7,753 | 8,215 | 8,794 |
| Percentage of female employees (consolidated) *1 | % | 29.7 | 30.7 | 30.5 | 31.7 | 33.3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

*1 From FY2020 to FY2021, performance data was calculated for HASEKO Corporation and its related subsidiaries (excludes those overseas).
From FY2022 onward, the calculation has included HASEKO Corporation and its consolidated subsidiaries (excludes those overseas).
*2 Companies included in the denominator of the group application are as follows.
HASEKO Corporation, Haseko Systems (renamed HASEKO Links Co., Ltd. in April 2026), Haseko Urbest, Haseko Community, Haseko Livenet, Haseko Reform, Haseko Anesis, and Haseko Real Estate.
*3 Key qualifications: Real Estate Notary, First-Class Architect, First-Class Building Construction Management Engineer, Licensed Representative of Condominium Management Companies, Property Manager, First-Class Plumbing Construction Management Engineer, First-Class Electrical Construction Management Engineer, First-Class Civil Engineering Construction Management Engineer, Interior Coordinator, Condominium Reform Manager
*4 Performance data calculated for HASEKO Corporation and its related subsidiaries (excludes those overseas).
*5 In offices that have joined Haseko Health Insurance Association

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

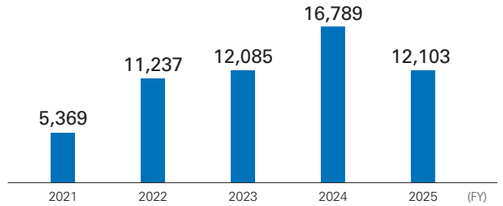
## Environment

### $CO_2$ emissions (consolidated)



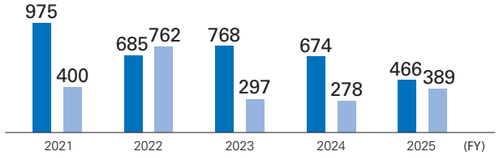

*Category 1 is Purchased Goods and Services
Category 11 is Use of Sold Products

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



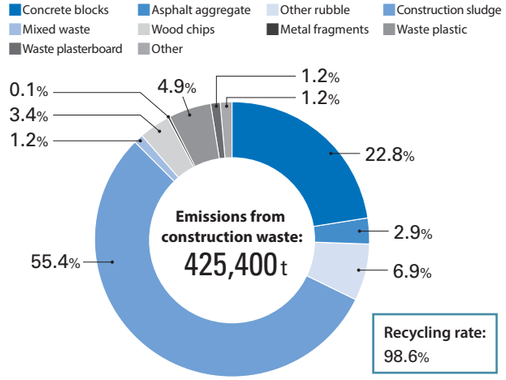

*Energy-saving condominium design (comparison with standards in the Act on the Improvement of Energy Consumption Performance of Buildings)

### Water intake/discharge* (1,000m³)



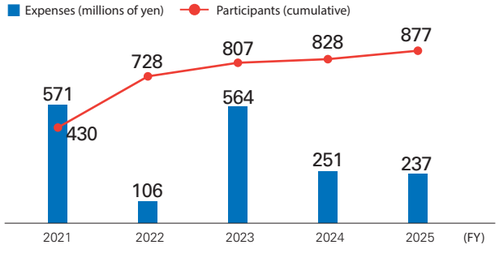

*Total water intake is the aggregated use of water from the public supply
Total water discharge is the aggregated discharge of water into the public sewage system

### Building waste volume and recycling

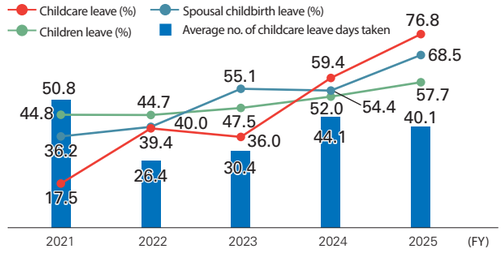



## Society

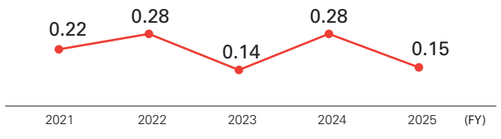
### Social contribution activities



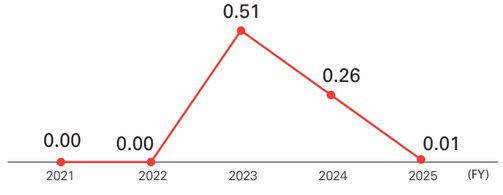

### Percentage of employees taking advantage of parenting related programs (men, consolidated)




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




### Severity rate of industrial accidents



# Corporate Overview

## Corporate Overview (as of March 31, 2026)

| | |
|---|---|
| Company name | HASEKO Corporation |
| Head office | 32-1 Shiba 2-chome, Minato-ku,<br>Tokyo 105-8507, Japan<br>Tel 813-3456-5451 (general inquiries) |
| Founded | February 11, 1937 |
| Incorporated | August 22, 1946 |
| Share capital | 57.5 billion yen |
| Number of employees | 2,711 |
| Business activities | Construction, real estate, engineering |
| License and permit registration numbers | Building Lots and Buildings Transaction Business:<br>Granted by the Minister of Land, Infrastructure, Transport and Tourism, (17) No. 68<br>Special Construction Business License:<br>Issued by the Minister of Land, Infrastructure, Transport and Tourism, (Special 7) No. 3792<br>First-class Registered Architects Office:<br>Registered with the Governor of Tokyo, No. 27765.<br>Registered with the Governor of Osaka (H) No. 12327.<br>Specified Joint Real Estate Ventures Permission:<br>Granted by the Commissioner of the Financial Services Agency and the Minister of Land, Infrastructure, Transport and Tourism, No. 8<br>Type II Financial Instruments Business:<br>Registered with the Director-General of the Kanto Local Finance Bureau, (FIBO) No. 1447 |
| Major member associations | KEIDANREN (Japan Business Federation)<br>Japan Federation of Construction Contractors<br>The Real Estate Companies Association of Japan<br>The Association of Real Estate Agents of Japan<br>Association of New Urban Housing Technology<br>The Remodeling Promotion Committee for Condominium<br>Type II Financial Instruments Firms Association |

| | |
|---|---|
| Offices | HASEKO Corporation Kansai Office<br>HASEKO Corporation Urban Development Division<br>HASEKO Corporation Overseas Business Division<br>HASEKO Corporation Technology Promotion Division<br>HASEKO Corporation Yokohama Branch<br>HASEKO Corporation Nagoya Branch<br>HASEKO Corporation Kyoto Branch<br>HASEKO Corporation<br>Kyushu and Okinawa Operations Division<br>HASEKO Corporation<br>Okayama Business Promotion Department<br>HASEKO Corporation Technical Research Institute<br>HASEKO Corporation Hanoi Representative Office |

| | |
|---|---|
| Main group companies | **Construction-Related Business**<br>Fujikensetsu Co., Ltd.<br>Hasec Inc.<br>Haseko Furnishing Co., Ltd.<br>Haseko Reform Inc.<br>Hosoda Corporation<br>Haseko Home, Co., Ltd.<br>WOOD FRIENDS Co., Ltd.<br>FOREST NOTE Co., Ltd.<br>LUMBER LAND Co., Ltd.<br>**Real Estate-Related Business**<br>Haseko Real Estate Development Holdings Inc.<br>Haseko Real Estate Development, Inc.<br>Sohgoh Real Estate Co., Ltd.<br>Haseko Sohgoh Development Co., Ltd.<br>Haseko Urbest Inc.<br>Haseko Real Estate, Inc.<br>Haseko Intech Inc.<br>**Condominium Management and Operation Business**<br>Haseko Anesis Corporation<br>Haseko Property Management Holdings Inc.<br>Haseko Community, Inc.<br>Haseko Community Kyushu Inc.<br>Haseko Community Okinawa Inc.<br>Haseko Livenet, Inc.<br>Joint Property Co., Ltd.<br>Haseko Business Proxy, Inc.<br>Haseko Senior Well Design Co., Ltd.<br>Furusato Co., Ltd.<br>Haseko Systems Inc. (trade name changed to HASEKO Links Co., Ltd. in April 2026)<br>SHINRIN KOEN GC Co., Ltd.<br>**Overseas Business**<br>HASEKO America, Inc.<br>HASEKO (Hawaii), Inc.<br>HASEKO North America, Inc.<br>HASEKO UK LIMITED |

## Stock Information (as of March 31, 2026)

| | |
|---|---|
| Securities code | 1808 |
| Stock exchange listing | Tokyo Stock Exchange Prime Market |
| Date of listing | October 1961 |
| Number of shares constituting one unit | 100 |
| Total number of shares authorized to be issued | 420,000,000 |
| Total number of shares issued | 292,479,897 |

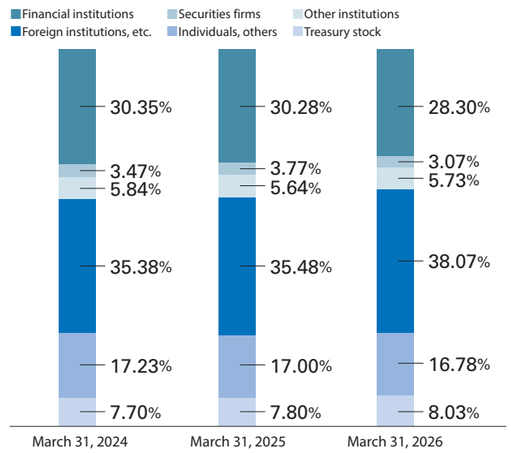
## Major shareholders (top 10)

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

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

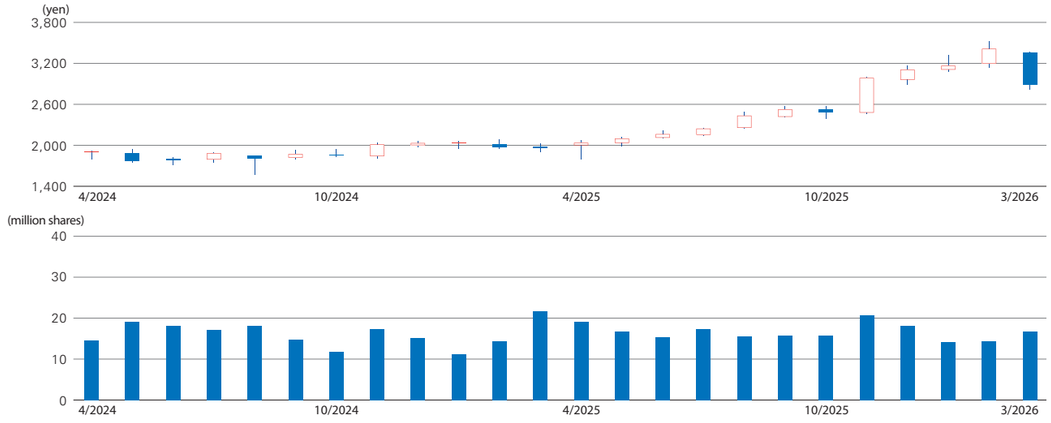
| | |
|---|---|
| Number of shareholders | 56,480 |
| Fiscal year end | March 31 |
| Shareholder register administrator (and special account management institution) | Mitsubishi UFJ Trust and Banking Corporation<br>1-4-5 Marunouchi, Chiyoda-ku,<br>Tokyo 100-0005 |
| Handling office | Corporate Agency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

## Ownership and share distribution




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

## Share price / Trading volume / By month / Two years




Source: StockWeather.com, Inc.