

# **Summary of Financial Statements**

**- For the year ended March 31, 2021 -**



**May 2021**

Disclaimer:

Forecasts or assessment figures on this document is depend and based on data available at the date of issue.

Results or actual performances may be different from those estimates because of unexpected affairs.

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- Consolidated sales and profits for FY 21/3 decreased in YoY, but Net sales, Operating income, and Ordinary income increased compare to FY21/3 forecast.
- Construction contracts decreased sales and profit in YoY mainly due to the Non-consolidated decrease, but Real estate sale increased due to real estate-related subsidiaries.
- We anticipate an increase in sales and profit in FY22/3 due to increases in Non-consolidated real estate sale and real estate-related subsidiaries.

Billions of yen

	March 2020	March 2021	Change		March 2022 Forecast		YoY Change	
	Result < A >	Result < B >	Amount < B - A >	%	Interim	Annual < C >	Amount < C - B >	%
<b>Net sales</b>	<b>846.0</b>	<b>809.4</b>	<b>(36.6)</b>	<b>( 4.3%)</b>	<b>400.0</b>	<b>850.0</b>	<b>40.6</b>	<b>5.0%</b>
Construction contracts	522.8	479.2	(43.6)	( 8.3%)	240.0	489.0	9.8	2.0%
Design and supervision	12.0	9.9	(2.1)	( 17.2%)	3.0	10.0	0.1	0.7%
Leasing and management	85.2	86.3	1.1	1.3%	41.0	84.5	(1.8)	( 2.1%)
Real estate sale	208.5	217.1	8.6	4.1%	107.5	249.5	32.4	14.9%
Others	17.6	16.9	(0.7)	( 4.1%)	8.5	17.0	0.1	0.8%
<b>Gross profit</b>	<b>146.8</b>	<b>136.2</b>	<b>(10.5)</b>	<b>( 7.2%)</b>	<b>68.0</b>	<b>143.5</b>	<b>7.3</b>	<b>5.3%</b>
Construction contracts	92.1	81.4	(10.7)	( 11.6%)	41.0	83.0	1.6	1.9%
[Profit ratio of construction contracts]	[ 17.6%]	[ 17.0%]	[(0.6p)]		[ 17.1%]	[ 17.0%]	( -p)	
Design and supervision	6.2	4.5	(1.7)	( 27.9%)	1.3	4.5	0.0	0.9%
Leasing and management	19.7	19.3	(0.4)	( 2.0%)	9.0	19.0	(0.3)	( 1.8%)
Real estate sale	25.8	29.0	3.3	12.7%	15.7	35.0	6.0	20.6%
Others	2.9	2.0	(1.0)	( 32.7%)	1.0	2.0	0.0	0.9%
Selling, general and administrative expenses	60.8	63.3	2.5	4.1%	32.0	65.5	2.2	3.4%
<b>Operating income</b>	<b>85.9</b>	<b>72.9</b>	<b>(13.0)</b>	<b>( 15.1%)</b>	<b>36.0</b>	<b>78.0</b>	<b>5.1</b>	<b>7.0%</b>
[Operating income ratio]	[ 10.2%]	[ 9.0%]	[(1.2p)]		[ 9.0%]	[ 9.2%]	[0.2p]	
Interest income (expenses), net	(1.6)	(2.7)	(1.2)		(2.5)	(3.7)	(1.0)	
Others, net	0.9	1.7	0.8		0.5	0.7	(1.0)	
<b>Ordinary income</b>	<b>85.3</b>	<b>71.8</b>	<b>(13.4)</b>	<b>( 15.7%)</b>	<b>34.0</b>	<b>75.0</b>	<b>3.2</b>	<b>4.4%</b>
[Ordinary income ratio]	[ 10.1%]	[ 8.9%]	[(1.2p)]		[ 8.5%]	[ 8.8%]	[(0.1p)]	
Special income (losses), net	1.9	(1.0)	(2.9)		-	-	1.0	
Income before income taxes	87.2	70.9	(16.3)	( 18.7%)	34.0	75.0	4.1	5.8%
Current tax	23.6	23.0	(0.6)		}	11.0	24.0	1.4
Deferred tax	3.7	(0.4)	(4.0)					
Net Income attributable to non-controlling interests	0.1	(0.0)	(0.1)					
<b>Net Income attributable to owners of parent</b>	<b>59.9</b>	<b>48.3</b>	<b>(11.6)</b>	<b>( 19.4%)</b>	<b>23.0</b>	<b>51.0</b>	<b>2.7</b>	<b>5.7%</b>
Depreciation and amortization, excluding goodwill-amortization	4.8	5.3	0.5	10.8%				

- Non-consolidated sales and profit for FY 21/3 decreased in YoY, but Non-consolidated sales and profit for FY 21/3 increased compare to FY21/3 forecast.
- Construction contracts decreased due to a slow sales progress and Interest income decreased due to a decrease in dividends received from consolidated subsidiaries.
- In FY22/3, while Real estate sale will increase due to real estate transaction increase, Ordinary income will decrease due to SG&A's increase and Interest income's decrease.

Billions of yen

	March 2020 Result < A >	March 2021 Result < B >	Change		March 2022 Forecast		YoY Change	
			Amount < B - A >	%	Interim	Annual < C >	Amount < C - B >	%
<b>Net sales</b>	<b>614.1</b>	<b>563.3</b>	<b>(50.7)</b>	<b>( 8.3%)</b>	<b>280.0</b>	<b>580.0</b>	<b>16.7</b>	<b>3.0%</b>
Construction contracts	453.4	412.6	(40.8)	( 9.0%)	200.0	410.0	(2.6)	( 0.6%)
Commissioned works	6.1	4.9	(1.2)	( 20.0%)	2.0	5.0	0.1	1.9%
Design and supervision	12.7	11.1	(1.6)	( 12.4%)	3.4	11.0	(0.1)	( 0.8%)
Lease rentals of buildings	4.4	4.8	0.3	7.9%	2.6	5.5	0.7	15.5%
Real estate sale	137.5	130.0	(7.5)	( 5.4%)	72.0	148.5	18.5	14.2%
<b>Gross profit</b>	<b>102.6</b>	<b>90.4</b>	<b>(12.2)</b>	<b>( 11.9%)</b>	<b>44.5</b>	<b>93.5</b>	<b>3.1</b>	<b>3.4%</b>
Construction contracts	78.3	70.8	(7.5)	( 9.6%)	34.0	70.0	(0.8)	( 1.1%)
Commissioned works	4.2	3.0	(1.1)	( 27.4%)	1.2	3.0	(0.0)	( 1.4%)
[Profit ratio of construction works]	[ 17.9%]	[ 17.7%]	[(0.2p)]		[ 17.4%]	[ 17.6%]	[(0.1p)]	
Design and supervision	6.5	5.1	(1.5)	( 22.5%)	1.5	5.0	(0.1)	( 1.3%)
Lease rentals of buildings	1.9	1.7	(0.1)	( 7.9%)	1.0	2.0	0.3	14.8%
Real estate sale	11.7	9.8	(1.9)	( 16.5%)	6.8	13.5	3.7	38.1%
Selling, general and administrative expenses	33.9	35.8	1.9	5.6%	18.5	38.0	2.2	6.1%
<b>Operating income</b>	<b>68.7</b>	<b>54.6</b>	<b>(14.1)</b>	<b>( 20.5%)</b>	<b>26.0</b>	<b>55.5</b>	<b>0.9</b>	<b>1.6%</b>
[Operating income ratio]	[ 11.2%]	[ 9.7%]	[(1.5p)]		[ 9.3%]	[ 9.6%]	[(0.1p)]	
Interest income (expenses), net	19.5	9.2	(10.3)		6.7	7.0	(2.2)	
Others, net	0.6	0.7	0.1		0.3	0.5	(0.2)	
<b>Ordinary income</b>	<b>88.8</b>	<b>64.6</b>	<b>(24.3)</b>	<b>( 27.3%)</b>	<b>33.0</b>	<b>63.0</b>	<b>(1.6)</b>	<b>( 2.4%)</b>
[Ordinary income ratio]	[ 14.5%]	[ 11.5%]	[(3.0p)]		[ 11.8%]	[ 10.9%]	[(0.6p)]	
Special income (losses), net	(0.3)	(0.7)	(0.4)		-	-	0.7	
Income before income taxes	88.5	63.8	(24.7)	( 27.9%)	33.0	63.0	(0.8)	( 1.3%)
Current tax	20.2	17.6	(2.6)		} 8.0	18.0	1.4	
Deferred tax	1.1	(1.0)	(2.1)					
<b>Net income</b>	<b>67.2</b>	<b>47.2</b>	<b>(20.0)</b>	<b>( 29.8%)</b>	<b>25.0</b>	<b>45.0</b>	<b>(2.2)</b>	<b>( 4.6%)</b>
Depreciation and amortization, excluding goodwill-amortization	2.4	2.8	0.4	16.9%				

- Total asset increased 154.3 Bil yen in YoY due to increases of Cash and bank deposits, and Real Estate Balance to purchase land and strengthen condominium sale business.
- Total liabilities increased 147.7 Bil yen in YoY due to increases in Straight bonds, Long-term debt and Deposits.
- Total net assets increased 6.7 Bil yen in YoY due to an increase in Retained earnings despite of an increase in payments of dividend and purchase of Treasury stock.

Billions of yen

	3/31/2020	3/31/2021	Change			3/31/2020	3/31/2021	Change	
			Amount	%				Amount	%
<b>Current assets:</b>	<b>572.3</b>	<b>689.5</b>	<b>117.2</b>	<b>20.5%</b>	<b>Current liabilities:</b>	<b>247.3</b>	<b>272.0</b>	<b>24.6</b>	<b>10.0%</b>
Cash and bank deposits	152.5	216.1	63.6	41.7%	Notes and accounts payable	83.6	87.1	3.5	4.2%
Notes and accounts receivable, trade	141.4	132.3	(9.1)	( 6.4%)	Electronically recorded obligations	54.6	54.9	0.3	0.6%
Maketable securities	3.3	0.5	(2.7)	( 84.2%)	Current portion of long-term debt	4.2	6.0	1.8	43.2%
Costs on uncompleted construction contracts	11.0	10.8	(0.3)	( 2.5%)	Current portion of bonds	10.0	-	(10.0)	( 100.0%)
Real estate for sale	124.9	166.7	41.8	33.5%	Advances received on uncompleted construction contracts	18.7	17.6	(1.1)	( 5.8%)
Cost and advances for real estate operations	102.4	113.3	10.9	10.6%	Deposits	28.2	39.6	11.4	40.4%
Real estate for development projects	23.2	25.7	2.5	10.9%	Other current liabilities	48.0	66.7	18.7	38.9%
Other current assets	13.8	24.2	10.4	75.7%	<b>Long-term liabilities:</b>	<b>164.3</b>	<b>287.3</b>	<b>123.0</b>	<b>74.9%</b>
Allowance for doubtful accounts	(0.1)	(0.1)	0.0	-%	Straight bonds	20.0	90.0	70.0	350.0%
					Long-term debt	118.1	172.0	53.9	45.6%
					Liability for retirement benefit	1.4	1.4	(0.0)	( 1.0%)
					Provision for loss on litigation	2.5	2.2	(0.2)	( 9.3%)
					Other long-term liabilities	22.4	21.7	(0.6)	( 2.7%)
					<b>Total liabilities</b>	<b>411.6</b>	<b>559.3</b>	<b>147.7</b>	<b>35.9%</b>
<b>Fixed assets:</b>	<b>227.0</b>	<b>264.1</b>	<b>37.1</b>	<b>16.4%</b>	<b>Shareholders' Equity:</b>	<b>401.2</b>	<b>402.9</b>	<b>1.7</b>	<b>0.4%</b>
Property and equipment, Land leasehold rights	155.3	174.9	19.6	12.6%	Capital stock	57.5	57.5	-	-%
Goodwill	2.8	2.6	(0.2)	( 7.3%)	Capital surplus	7.6	7.4	(0.3)	( 3.3%)
Investment securities	28.1	40.9	12.8	45.4%	Retained earnings	346.0	369.3	23.3	6.7%
Deferred tax assets	7.5	5.8	(1.7)	( 22.4%)	Treasury stock	(10.0)	(31.4)	(21.4)	-%
Other fixed assets	34.1	40.8	6.7	19.5%	<b>Accumulated Other Comprehensive Income:</b>	<b>(13.5)</b>	<b>(8.5)</b>	<b>5.0</b>	<b>-%</b>
Allowance for doubtful accounts	(0.8)	(0.8)	(0.0)	-%	Net unrealized gain on other securities	(0.5)	4.3	4.8	-%
					Translation adjustments	(5.3)	(7.3)	(2.0)	-%
					Retirement benefits liability adjustments	(7.7)	(5.4)	2.2	-%
					<b>Non-controlling interests</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.0)</b>	<b>( 5.9%)</b>
					<b>Total net assets</b>	<b>387.7</b>	<b>394.4</b>	<b>6.7</b>	<b>1.7%</b>
<b>Total assets</b>	<b>799.3</b>	<b>953.7</b>	<b>154.3</b>	<b>19.3%</b>	<b>Total liabilities and net assets</b>	<b>799.3</b>	<b>953.7</b>	<b>154.3</b>	<b>19.3%</b>

### 《Real estate balance》

	Billions of yen			
	3/31/2020	3/31/2021	Change	
			Amount	%
Real estate for sale	124.9	166.7	41.8	33.5%
Costs and advances for real estate operations	102.4	113.3	10.9	10.6%
Real estate for development projects	23.2	25.7	2.5	10.9%
Inventories	250.5	305.7	55.3	22.1%
Property and equipment, Land leasehold rights	155.3	174.9	19.6	12.6%
<b>Real estate balance, total</b>	<b>405.7</b>	<b>480.6</b>	<b>74.9</b>	<b>18.5%</b>

### 《Interest-bearing debt balance》

	Billions of yen			
	3/31/2020	3/31/2021	Change	
			Amount	%
Current portion of long-term debt	4.2	6.0	1.8	43.2%
Long-term debt	118.1	172.0	53.9	45.6%
Current portion of bonds	10.0	-	(10.0)	( 100.0%)
Straight bonds	20.0	90.0	70.0	350.0%
<b>Interest-bearing debt balance, total</b>	<b>152.3</b>	<b>268.0</b>	<b>115.7</b>	<b>76.0%</b>

### 《Share Buybacks》

#### ■ Status of Share Buybacks resolved to purchase on February. 28, 2020 (Completed)

- Aggregate purchase amount; up to 30 bil yen (or up to 30 mil shares)
- Purchase period; from March 2, 2020 to February 26, 2021
- Results of share buybacks as of February 26, 2021

Total purchased share: 18,150,000 shares Total purchased amount: 22.6 bil yen

#### ■ Status of Share Buybacks resolved to purchase on February. 26, 2021

- Aggregate purchase amount; up to 7.4 bil yen (or up to 7.4 mil shares)
- Purchase period; from March 1, 2021 to September 30, 2021
- Current status of share buybacks as of March 31, 2021

Total purchased share: 2,831,800 shares Total purchased amount: 4.3 bil yen

### 《Equity ratio》

	Billions of yen			
	3/31/2020	3/31/2021	Change	
			Amount	%
Shareholders' equity	387.7	394.4	6.7	1.7%
[Equity ratio]	[ 48.5%]	[ 41.4%]	[(7.1p)]	

### 《Dividend》

	Dividend per share (yen)			Amount Bil yen
	Interim	Year-end	Total	
March 2020	20.00	50.00	70.00	20.815
March 2021	35.00	35.00	70.00	19.945
March 2022 (Forecast)	35.00	35.00	70.00	—

### 《Summary of Consolidated Statements of Change in Net Assets》

	Billions of yen					
	3/31/2020	Cash dividends	Treasury stock Purchased etc.	Net income attributable to owners of parent	other	3/31/2021
Shareholders' Equity:	401.2	(25.0)	(21.4)	48.3	(0.3)	402.9
Capital stock	57.5					57.5
Capital surplus	7.6		0.0		(0.3)	7.4
Retained earnings	346.0	(25.0)		48.3		369.3
Treasury stock	(10.0)		(21.4)			(31.4)
Accumulated other comprehensive income	(13.5)				5.0	(8.5)
Non-controlling interests	0.0				(0.0)	0.0
<b>Total net assets</b>	<b>387.7</b>	<b>(25.0)</b>	<b>(21.4)</b>	<b>48.3</b>	<b>4.8</b>	<b>394.4</b>



## 4. Summary of Non-consolidated Balance Sheets

P.5

Billions of yen

	3/31/2020	3/31/2021	Change			3/31/2020	3/31/2021	Change	
			Amount	%				Amount	%
<b>Current assets:</b>	<b>309.3</b>	<b>365.5</b>	<b>56.2</b>	<b>18.2%</b>	<b>Current liabilities:</b>	<b>177.3</b>	<b>188.1</b>	<b>10.8</b>	<b>6.1%</b>
Cash and bank deposits	72.1	111.2	39.1	54.3%	Notes and A/P, construction contracts	61.8	63.8	2.0	3.3%
Notes and A/R, construction contracts	109.0	96.7	(12.4)	( 11.3%)	Electronically recorded obligations	52.0	51.3	(0.7)	( 1.4%)
AR; Real estate and Lease rental of building	1.4	1.9	0.5	34.8%	Current portion of long-term debt	3.4	3.4	-	-%
Costs on uncompleted construction contracts	8.4	6.6	(1.8)	( 22.0%)	Current portion of bonds	10.0	-	(10.0)	( 100.0%)
Real estate for sale	85.7	109.0	23.3	27.2%	Advances received on uncompleted construction contracts	17.3	17.9	0.6	3.4%
Costs and advances for real estate operations	15.8	16.5	0.7	4.2%	Other current liabilities	32.8	51.7	18.9	57.8%
Other current assets	16.9	23.8	6.9	40.4%	<b>Long-term liabilities:</b>	<b>139.1</b>	<b>266.3</b>	<b>127.1</b>	<b>91.4%</b>
<b>Fixed assets:</b>	<b>339.7</b>	<b>426.9</b>	<b>87.2</b>	<b>25.7%</b>	Straight bonds	20.0	90.0	70.0	350.0%
Property and equipment, Land leasehold rights	99.5	112.8	13.3	13.4%	Long-term debt	114.9	171.3	56.4	49.1%
Investment securities	11.6	21.3	9.8	84.5%	Other long-term liabilities	4.2	4.9	0.7	17.1%
Investments in subsidiaries and affiliates	111.4	124.2	12.8	11.5%	<b>Total liabilities</b>	<b>316.4</b>	<b>454.4</b>	<b>138.0</b>	<b>43.6%</b>
Investments in other equity	1.3	0.6	(0.7)	( 56.0%)	<b>Shareholders' Equity:</b>	<b>333.6</b>	<b>334.4</b>	<b>0.8</b>	<b>0.3%</b>
Long-term loans to subsidiaries and affiliates	92.9	141.6	48.8	52.5%	Capital stock	57.5	57.5	-	-%
Other fixed assets	23.7	27.1	3.3	14.1%	Capital surplus	7.5	7.5	0.0	0.0%
Allowance for doubtful accounts	(0.7)	(0.7)	0.0	-%	Retained earnings	278.5	300.8	22.2	8.0%
					Treasury stock	(10.0)	(31.4)	(21.4)	-%
					<b>Total valuation and translation adjustments:</b>	<b>(1.0)</b>	<b>3.6</b>	<b>4.6</b>	<b>-%</b>
					Net unrealized gain (loss) on other securities	(1.0)	3.6	4.6	-%
<b>Total assets</b>	<b>649.0</b>	<b>792.4</b>	<b>143.4</b>	<b>22.1%</b>	<b>Total net assets</b>	<b>332.6</b>	<b>338.0</b>	<b>5.5</b>	<b>1.6%</b>
					<b>Total liabilities and net assets</b>	<b>649.0</b>	<b>792.4</b>	<b>143.4</b>	<b>22.1%</b>

### 《Excess of work taken on》

Billions of yen

	3/31/2020	3/31/2021	Change	
			Amount	%
Costs on uncompleted construction contracts	8.4	6.6	(1.8)	( 22.0%)
Advances received on uncompleted construction contracts	17.3	17.9	0.6	3.4%
<b>Receipt (payment) in advance, net</b>	<b>8.9</b>	<b>11.4</b>	<b>2.4</b>	<b>27.4%</b>
Notes and A/R, construction contracts	109.0	96.7	(12.4)	( 11.3%)
Notes and A/P, construction contracts	113.8	115.1	1.3	1.2%
<b>Excess (shortage) of work taken on</b>	<b>13.7</b>	<b>29.8</b>	<b>16.1</b>	<b>117.7%</b>

### 《Interest-bearing debt balance》

Billions of yen

	3/31/2020	3/31/2021	Change	
			Amount	%
Current portion of long-term debt	3.4	3.4	-	-%
Long-term debt	114.9	171.3	56.4	49.1%
Current portion of bonds	10.0	-	(10.0)	( 100.0%)
Straight bonds	20.0	90.0	70.0	350.0%
<b>Interest-bearing debt balance, total</b>	<b>148.4</b>	<b>264.8</b>	<b>116.4</b>	<b>78.5%</b>

### 《Real estate balance》

Billions of yen

	3/31/2020	3/31/2021	Change	
			Amount	%
Condominium construction and land for order	101.5	125.5	24.0	23.6%
Property and equipment, Land leasehold rights	99.5	112.8	13.3	13.4%
<b>Total</b>	<b>201.0</b>	<b>238.3</b>	<b>37.3</b>	<b>18.5%</b>

### 《Equity ratio》

Billions of yen

	3/31/2020	3/31/2021	Change	
			Amount	%
Shareholders' equity	332.6	338.0	5.5	1.6%
[Equity ratio]	[ 51.2%]	[ 42.7%]	[(8.5p)]	



	Billions of yen		
	March 2020 < A >	March 2021 < B >	Change < B - A >
Income before income taxes	87.2	70.9	(16.3)
Depreciation and amortization	4.8	5.3	0.5
Special income (losses)	(1.9)	1.0	2.9
Amortization of goodwill	0.2	0.2	0.0
Provision (reversal) of allowance for doubtful accounts, net	(0.0)	(0.0)	0.0
Increase (decrease) in provision for loss on litigation	(0.0)	(0.1)	(0.1)
Valuation loss on inventories	3.7	0.7	(3.0)
Decrease (increase) in costs on uncompleted construction contracts	(0.3)	0.3	0.6
Increase (decrease) in amounts received for uncompleted construction contracts	0.6	(1.1)	(1.7)
Decrease (increase) in notes and accounts receivable	(1.3)	9.2	10.4
Increase (decrease) in notes, accounts payable and accrued expenses	(1.2)	3.8	5.1
Decrease (increase) in inventories	(56.0)	(53.2)	2.9
Increase (decrease) in deposits	(4.0)	11.4	15.4
Others	(6.1)	(5.8)	0.3
Income taxes paid	(40.8)	(10.6)	30.2
<b>Net cash provided by (used in) operating activities</b>	<b>(15.3)</b>	<b>31.9</b>	<b>47.1</b>
Payment for purchase of securities	(7.1)	-	7.1
Proceeds from redemption of securities	5.8	2.1	(3.7)
Purchases of property, equipment and intangible assets	(25.1)	(29.8)	(4.8)
Proceeds from sale of property, equipment and intangible assets	0.1	0.0	(0.1)
Payment for purchase of investment securities	(10.3)	(8.3)	2.1
Proceeds from acquisition of subsidiaries' shares resulting in change in the scope of consolidation	(1.0)	-	1.0
Others	0.3	0.2	(0.1)
<b>Net cash provided by (used in) investing activities</b>	<b>(37.2)</b>	<b>(35.8)</b>	<b>1.5</b>
Increase (decrease) in short-term borrowings, net	(1.8)	-	1.8
Increase in long-term debt	50.0	60.0	10.0
Repayment of long-term debt	(21.6)	(4.3)	17.3
Proceeds from issuance of bonds	10.0	70.0	60.0
Payment for redemption of straight bond	(10.0)	(10.0)	-
Cash dividends paid	(27.1)	(25.0)	2.1
Purchase of treasury stock	(5.4)	(21.5)	(16.1)
Incidental expenses for loan	(1.2)	(1.5)	(0.3)
Others	(1.3)	(0.9)	0.3
<b>Net cash provided by (used in) financing activities</b>	<b>(8.4)</b>	<b>66.8</b>	<b>75.2</b>
Effect of exchange rate changes on cash and cash equivalents	(0.4)	(0.4)	0.0
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(61.2)</b>	<b>62.5</b>	<b>123.8</b>
Cash and cash equivalents at beginning of the year	213.0	151.8	(61.2)
<b>Cash and cash equivalents at end of the period</b>	<b>151.8</b>	<b>214.3</b>	<b>62.5</b>

Operating CF increased 31.9 Bil yen due to Income before income tax and Increase in deposits, despite of increasing in inventories.

Investing CF decreased 35.8 Bil yen due to Purchases of property, equipment and intangible assets and Payment for purchase of investment securities

Financing CF increased 66.8 Bil yen due to Increase in long-term debt and Proceeds from issuance of bonds despite of Purchase of treasury stock

Mainly due to the above factors, Cash and cash equivalents at the end of the period increased 62.5 Bil yen from the beginning of the period.

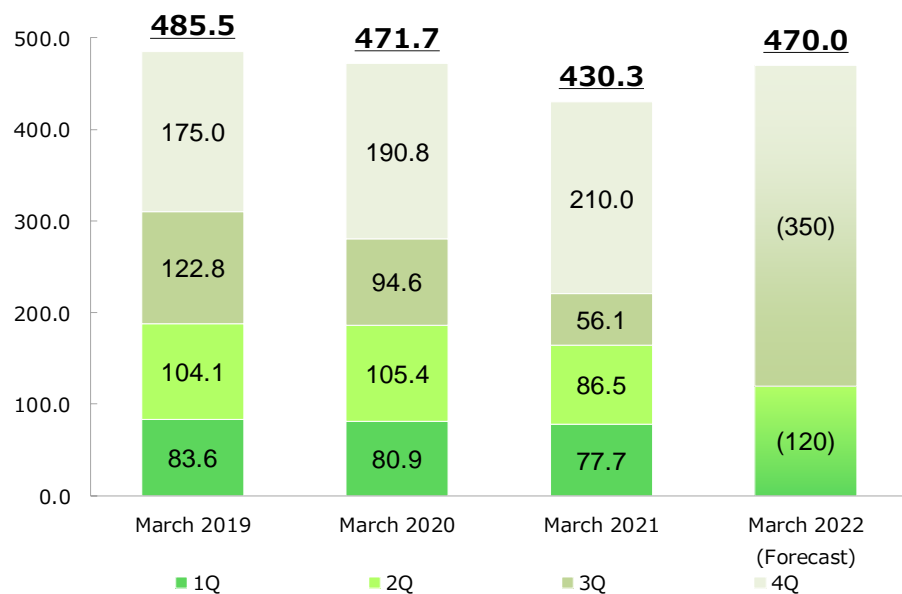
- Orders in FY21/3 decreased 8.8% y/y to 430.3 Bil yen due to a decrease in Private-sector condominiums while an increase in Rental condominiums and Non-Residence.
- Orders in FY22/3 is expected to be 470 Bil yen due to an improvement of Private-sector condominiums

《Orders》 Billions of yen

	March 2020	March 2021				March 2022 Forecast				
	Annual	Interim	Annual	Change		Interim	Change	Annual	Change	
					%					%
<b>Orders</b>	471.7	164.2	430.3	(41.4)	( 8.8%)	120.0	(44.2)	470.0	39.7	9.2%
<b>Construction business</b>	459.8	158.5	417.9	(41.9)	( 9.1%)	115.5	(43.0)	458.0	40.1	9.6%
Residence	443.6	129.7	380.5	(63.1)	( 14.2%)	114.0	(15.7)	442.5	62.0	16.3%
Private-sector condominiums	428.7	129.0	350.9	(77.8)	( 18.2%)	114.0	(15.0)	407.5	56.6	16.1%
Rental condominiums, Company housing, etc.	14.9	0.8	29.7	14.8	99.2%	-	(0.8)	35.0	5.3	18.0%
Non-Residence	10.6	26.9	32.7	22.1	209.6%	-	(26.9)	12.0	(20.7)	( 63.3%)
Consulting contracts	5.7	1.9	4.7	(0.9)	( 16.5%)	1.5	(0.4)	3.5	(1.2)	( 25.9%)
<b>Design and supervision</b>	11.9	5.7	12.4	0.4	3.6%	4.5	(1.2)	12.0	(0.4)	( 3.1%)

《Orders received, quarterly》

(Billions of yen)



《Primary Orders》

Project name	Project Owner	Location	Total Unit
Brillia City Fujimino	Tokyo Tatemono Co., Ltd. etc.	Fujimino-shi Saitama	708
(tentative name) Koto-ku Saga 2chome Apartment Building	NTT Urban Development Corporation	Koto-ku Tokyo	431
City Terrace Shonan Hiratsuka	Sumitomo Realty & Development Co., Ltd.	Hiratsuka-shi Kanagawa	425
(tentative name) Park Well State Toyonaka Project	Mitsui Fudosan Residential Co., Ltd.	Toyonaka-shi Osaka	548
Laurel Tower Sakaisuji Honmachi	Kintetsu Real Estate Co., Ltd. etc.	Chuo-ku Osaka-shi	511
MID WARD CITY	Sohgoh Real Estate Co., Ltd. etc.	Kita-ku Nagoya-shi	351
(tentative name) Sagamihara Project (Office etc.)	SPC Sagamihara Project	Chuo-ku Sagamihara-shi	—

《Backlogs》

	Billions of yen			
	2020/3/31	2021/3/31	Change	
				%
<b>Backlogs</b>	600.8	602.6	1.7	0.3%

### 《Order by Size (Private-sector condominiums)》

Billions of yen

	March 2020		March 2021		Change	
	Annual	Share	Annual	Share	Amount	%
Less than 200 units	163.7	39.6%	162.1	47.6%	(1.6)	( 1.0%)
200 to 399 units	141.2	34.1%	133.8	39.2%	(7.4)	( 5.2%)
400 units or more	108.6	26.3%	45.0	13.2%	(63.6)	( 58.6%)
Total	413.5	100.0%	340.9	100.0%	(72.6)	( 17.6%)

\* Excluding construction incidental to the private-sector condominiums

### 《Order by Region》

Billions of yen

	March 2020		March 2021		Change	
	Annual	Share	Annual	Share	Amount	%
Tokyo metropolitan area	328.7	69.7%	290.0	67.4%	(38.8)	( 11.8%)
Kinki area	97.3	20.6%	119.0	27.6%	21.7	22.3%
Tokai area	45.7	9.7%	21.4	5.0%	(24.4)	( 53.3%)
Total	471.7	100.0%	430.3	100.0%	(41.4)	( 8.8%)

\*Excluding overseas orders

### 《Exclusive contract and Construction-with-design orders》

	March 2020	March 2021	Change
Exclusive contract	91.7%	77.3%	(14.4p)
Construction-with-design orders	97.1%	91.8%	(5.3p)

\*Excluding commissioned works



## 7.Principal Consolidated Companies

P.9

Billions of yen

	March 2020			March 2021			March 2022			Amount of assets and number of employees as of 3/31/2021		
	Results			Results			Forecast			Total assets	Net assets	Employees
	Net sales	Ordinary income	Net income	Net sales	Ordinary income	Net income	Net sales	Ordinary income	Net income			
Haseko Corporation	614.1	88.8	67.2	563.3	64.6	47.2	580.0	63.0	45.0	792.4	338.0	2,437
<b>Construction-related Business</b>												
Fuji Kensetsu, Co., Ltd.	32.1	2.7	2.1	34.5	3.2	2.2	34.0	3.1	2.0	24.6	12.9	226
Hasec Inc.	70.7	0.5	0.3	66.5	0.5	0.3	65.1	0.5	0.3	11.7	2.1	13
Foris Corporation	11.6	0.6	0.4	9.1	0.5	0.3	9.3	0.5	0.3	4.2	2.3	101
Hosoda Corporation *1, 2	-	-	-	14.0	0.2	0.2	15.2	0.2	0.3	12.9	4.6	162
<b>Real Estate-related Business *1</b>												
Haseko Real Estate Development Holdings Inc.										37.6	37.0	47
Haseko Real Estate Development, Inc.	13.6	0.8	0.6	30.3	1.0	0.8	33.6	1.3	0.9	88.7	34.6	97
Sohgoh Real Estate Co., Ltd.	37.2	2.2	1.9	35.8	3.3	2.4	37.2	3.1	2.0	100.3	17.3	57
<b>Service-related Business</b>												
Haseko Anesis Corporation	8.6	6.0	5.8	7.3	4.9	4.8	4.7	2.6	2.6	17.1	16.0	91
Haseko Reform Inc.	35.5	0.9	0.6	30.4	0.1	0.0	37.6	0.9	0.6	11.3	3.4	459
Haseko Livenet, Inc.	35.6	3.2	2.2	36.8	3.3	2.3	38.2	3.6	2.7	21.5	11.4	463
Haseko Business Proxy, Inc.	1.9	0.0	0.0	2.0	0.3	0.2	2.1	0.2	0.1	4.3	0.6	122
Haseko Urbest Inc.	8.6	2.0	1.4	8.7	2.1	1.4	10.1	2.4	1.6	54.0	5.4	506
Haseko Real Estate Inc.	25.6	1.7	1.1	27.7	1.8	1.1	30.1	1.9	1.2	9.5	5.4	384
Haseko Intec Inc.	5.6	0.5	0.3	4.8	0.3	0.2	6.1	0.4	0.3	2.4	0.7	53
Haseko Systems Inc.	7.1	0.5	0.4	8.1	0.9	0.6	9.0	1.2	0.8	5.1	2.2	176
Haseko Property Management Holdings Inc.										20.1	14.6	90
Haseko Community, Inc. *3	56.2	4.2	2.8	51.0	3.0	1.7	59.8	4.5	3.1	27.7	19.7	877
Haseko Community Kyusyu Inc.	2.0	0.0	0.0	2.5	0.2	0.1	2.7	0.2	0.1	0.9	0.5	67
Haseko Community Nishinohon Inc.	1.0	(0.2)	(1.3)	1.0	0.0	0.0	1.1	0.0	0.0	0.6	0.4	17
Haseko Community Okinawa Inc. *4	-	(0.0)	(0.0)	0.4	0.1	0.0	0.5	0.1	0.0	0.2	0.1	10
Joint Property Co., Ltd.	1.9	0.1	0.1	1.7	0.1	0.0	1.8	0.1	0.1	1.6	0.7	45
Haseko Senior Holdings Co., Ltd.										5.2	2.5	101
Century Life Co., Ltd.	3.7	0.1	0.1	3.6	(0.1)	(0.2)	3.4	0.0	(0.0)	4.9	0.5	246
Seikatsu Kagaku Un-Ei Co., Ltd.	8.2	0.2	(0.2)	7.8	(0.4)	(0.4)	8.1	0.0	(0.0)	23.0	2.4	375
Furusato. Co., Ltd.	2.1	0.0	(0.0)	2.1	0.0	(0.0)	2.1	0.0	0.0	0.9	0.7	152
<b>Overseas-related Business</b>												
Haseko America, Inc.	0.4	(3.7)	(3.6)	0.7	(1.1)	(1.1)	0.0	(1.5)	(1.5)	44.4	40.4	41
<b>Consolidated</b>	<b>846.0</b>	<b>85.3</b>	<b>59.9</b>	<b>809.4</b>	<b>71.8</b>	<b>48.3</b>	<b>850.0</b>	<b>75.0</b>	<b>51.0</b>	<b>953.7</b>	<b>394.4</b>	<b>7,415</b>

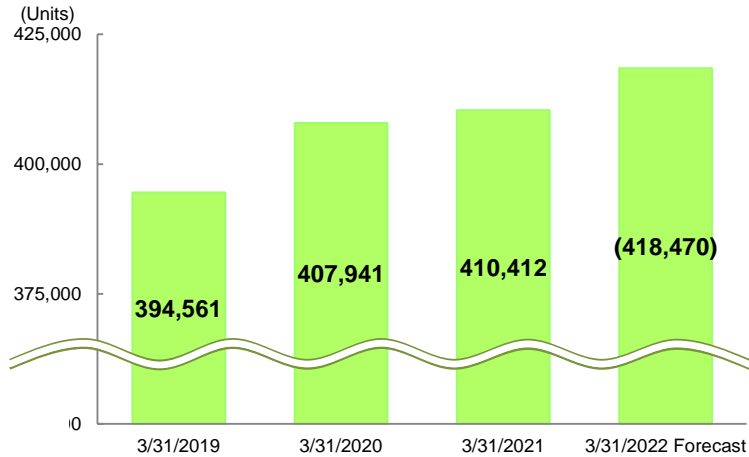
\*1 The segment has changed from FY21/3, and Real Estate-related Business started to be disclosed. Haseko Real Estate Development Holdings, Haseko Real Estate Development, and Sohgoh Real Estate changed from Service-related Business to Real Estate-related Business. Hosoda Corporation changed from Service-related Business to Construction-related Business.

\*2 Hosoda Corporation has been newly consolidated since March 31, 2020.

\*3 On April 1, 2020, Haseko Community merged with Haseko Smile Community and Sohgoh Housing Service. The total number of Haseko Community, Haseko Smile Community and Sohgoh Housing Service is described in March 2020 Result of Haseko Community.

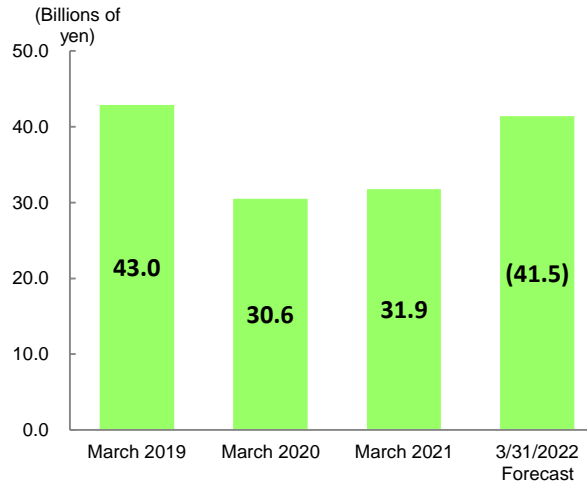
\*4 On April 1, 2020, Haseko Smile Community's Okinawa branch's condominium management business was transferred to newly established Haseko Community Okinawa.

## Condominium Building Management

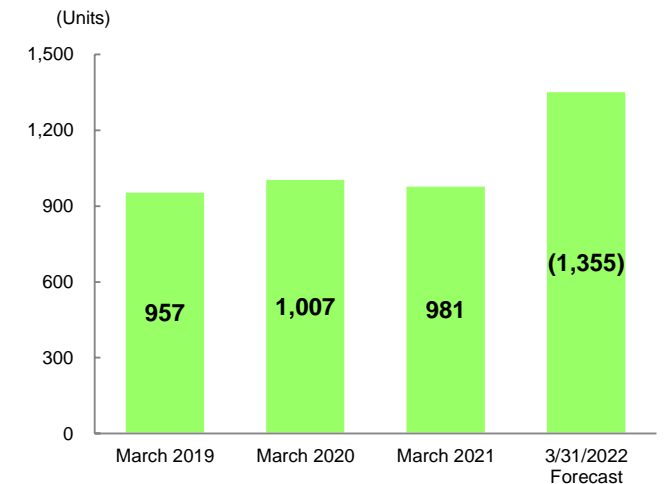


~ 3/31/2020: Total number of Haseko Community, Haseko Smile Community, Sohgo Housing Service, Haseko Community Kyushu, and Haseko Community Nishinohon.  
 3/31/2021 ~: Total number of Haseko Community after reorganization, Haseko Community Kyushu, Haseko Community Nishinohon, and Haseko Community Okinawa

## Extensive Refurbishment and Interior improvement Orders

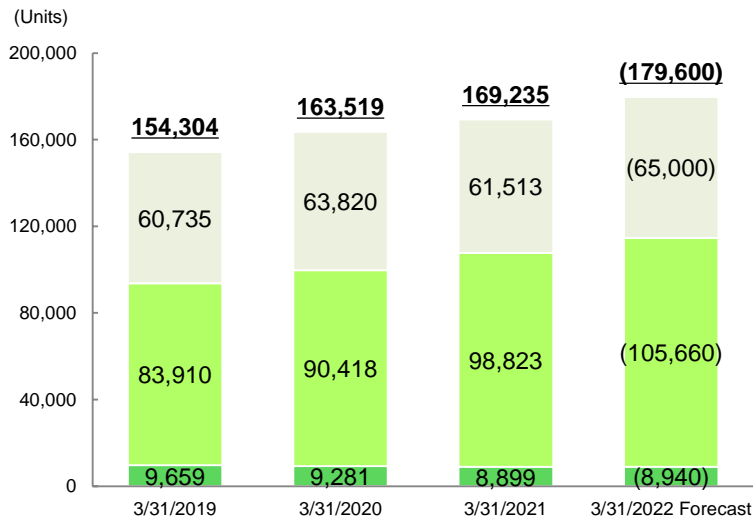


## Number of units of Condominium Sales \*after considering the companies' share



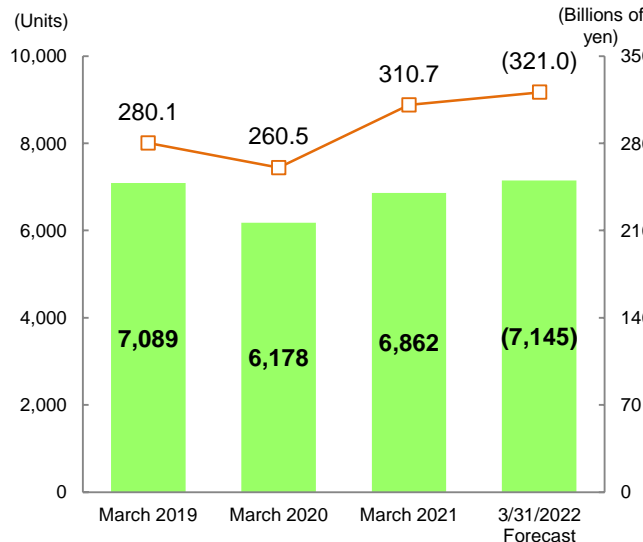
\* Total number of Haseko Corporation, Haseko Real Estate Development Holdings, Haseko Real Estate Development, and Sohgo Real Estate

## Rental Apartment Management and Operation



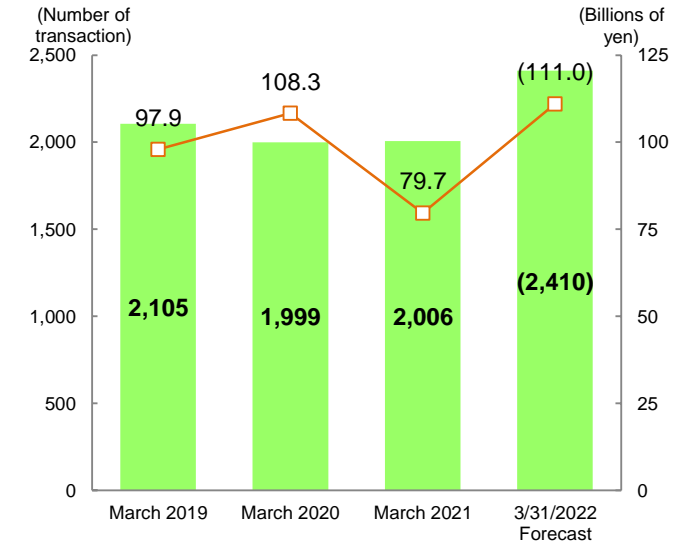
■ Sublease ■ Commissioned property management ■ Company housing management agency

## Consignment Sales



■ Unit of transactions — Trading amount

## Brokerage of Real Estate



■ Number of transaction — Trading amount

**Tokyo metropolitan area**

	From 4/1/2018 to 3/31/2019					From 4/1/2019 to 3/31/2020					From 4/1/2020 to 3/31/2021				
	Supplied			Initial month sales rate		Supplied			Initial month sales rate		Supplied			Initial month sales rate	
	Total	Haseko	Share	Total	Haseko	Total	Haseko	Share	Total	Haseko	Total	Haseko	Share	Total	Haseko
Under 50 units	5,656	0	-	71.0%	-	4,629	36	0.8%	67.7%	36.1%	5,681	12	0.2%	71.6%	0.0%
50 ~ 99 units	8,119	2,236	27.5%	65.3%	68.2%	6,156	1,313	21.3%	66.2%	62.7%	7,211	1,507	20.9%	68.5%	68.2%
100 ~ 199 units	8,071	3,622	44.9%	61.6%	65.9%	5,523	2,298	41.6%	67.5%	61.1%	5,064	1,894	37.4%	67.6%	65.5%
200 ~ 399 units	6,873	4,715	68.6%	58.6%	59.5%	4,825	3,036	62.9%	49.0%	50.6%	4,498	3,426	76.2%	66.8%	64.9%
400 units or more	7,922	4,275	54.0%	55.5%	53.2%	7,422	4,125	55.6%	56.4%	54.0%	6,578	3,882	59.0%	64.9%	51.6%
Total: Fiscal year base	36,641	14,848	40.5%	62.0%	60.6%	28,555	10,808	37.8%	61.3%	55.5%	29,032	10,721	36.9%	67.9%	60.6%
Of which 20 stories and above	6,243	694	11.1%	-	-	4,430	629	14.2%	-	-	4,441	775	17.5%	-	-
Total: Calendar year base	37,132	14,825	39.9%	(Jan.18~Dec.18)		31,238	11,962	38.3%	(Jan.19~Dec.19)		27,228	10,001	36.7%	(Jan.20~Dec.20)	

**Kinki area (\*excluding Tokai area)**

	From 4/1/2018 to 3/31/2019					From 4/1/2019 to 3/31/2020					From 4/1/2020 to 3/31/2021				
	Supplied			Initial month sales rate		Supplied			Initial month sales rate		Supplied			Initial month sales rate	
	Total	Haseko	Share	Total	Haseko	Total	Haseko	Share	Total	Haseko	Total	Haseko	Share	Total	Haseko
Under 50 units	2,828	89	3.1%	73.8%	51.7%	2,487	21	0.8%	81.3%	38.1%	2,111	7	0.3%	74.3%	28.6%
50 ~ 99 units	5,584	608	10.9%	80.8%	71.7%	5,701	854	15.0%	76.1%	61.7%	4,982	476	9.6%	71.4%	40.3%
100 ~ 199 units	5,993	1,377	23.0%	78.8%	69.3%	4,698	1,126	24.0%	72.1%	68.6%	5,240	1,144	21.8%	74.6%	57.6%
200 ~ 399 units	4,363	1,706	39.1%	70.1%	68.7%	2,869	1,249	43.5%	70.4%	62.1%	2,845	1,150	40.4%	79.2%	78.7%
400 units or more	1,310	884	67.5%	41.8%	46.4%	1,697	289	17.0%	58.1%	57.8%	1,061	253	23.8%	45.6%	72.7%
Total: Fiscal year base	20,078	4,664	23.2%	74.4%	64.7%	17,452	3,539	20.3%	73.1%	64.2%	16,239	3,030	18.7%	72.5%	64.1%
Of which 20 stories and above	2,388	331	13.9%	-	-	2,384	353	14.8%	-	-	1,590	362	22.8%	-	-
Excluding studio apartment	14,602	4,664	31.9%	70.2%	64.7%	12,388	3,539	28.6%	67.7%	63.6%	13,041	3,030	23.2%	69.3%	64.1%
Total: Calendar year base	20,958	4,983	23.8%	(Jan.18~Dec.18)		18,042	3,563	19.7%	(Jan.19~Dec.19)		15,195	2,960	19.5%	(Jan.20~Dec.20)	

## Name of the Plan

H A S E K O N e x t S t a g e P l a n (Plan NS) ~Aiming for growth to the Next Stage~

## Period Covered by the Plan NS

The fiscal year ending March 2021 - The fiscal year ending March 2025 (5years)

## Basic Policies

1. Strengthen corporate management that builds on both the Construction-Related Business, which primarily targets the market for new housing supply, and the Service-Related Business, which is centered on the market related to existing residences, etc.
2. Deepen coordination among the Group companies and realize a corporate entity that proves to be worthy of the trust received from urban dwellers
3. Provide safe, reliable and comfortable housing and urban environment
4. Establish a stable profit base through growth strategy investment
5. Maintain a strong financial base and enhance shareholder returns
6. Challenge for new endeavors from a medium- to long-term perspective
7. Focus on establishing CSR management

## Numerical Targets

FY ending March 2025; Consolidated ordinary income **100 billion yen** Ordinary income of consolidated subsidiaries **30 billion yen** or more

FY ending March 2021 ~ FY ending March 2025; Consolidated ordinary income in aggregate for the five fiscal years **400 billion yen**

## Investment Plan

Plan to invest **240 billion yen** in 5 years

## Shareholder return policy

- Minimum annual dividend per share: **70 yen**
- Total return ratio calculated from the sum of Net income attributable to owners of parent for 5 fiscal years : **About 40%**

The condominium sales business is steadily proceeding with projects in regional area.

(Tentative name) Sapporo Soen Project



Location: Chuo-ku, Sapporo-shi  
 Units: 91 units  
 Structure: RC  
 Stories: 14 Stories

BRANCHERA HIROSHIMA



Location: Minami-ku, Hiroshima-shi  
 Units: 71 units  
 Structure: RC  
 Stories: 13 Stories

BRANCHERA KUMAMOTO-CHUO



Location: Kumamoto-shi, Chuo-ku / Units: 112 units  
 Structure: RC / Stories: 14 Stories

BRANCHERA NAHA AKEBONO PREMIST



Location: Naha-shi, Okinawa / Units: 117 units  
 Structure: RC / Stories: 14 Stories





## 10-3. Expansion of investment in real estate related business - Expansion of rental properties holding and development business -P.14

In rental condominium business, we are promoting the expansion of our rental condominium brand "BRANSIESTA". We are currently preparing for the start of operation of a private REIT that invests in assets related to living life in the mainly Tokyo metropolitan area.

### BRANSIESTA MORISHITA



Location: Sumida-ku, Tokyo  
Units: 86 units  
Access: 7 min walk from Morishita Sta.(Toei Shinjuku-line, Toei Oedo-line)  
Structure: RC  
Stories: 9 stories  
Layout: Studio, 1BR, 2BR

### BRANSIESTA RYOGOKU



Location: Sumida-ku, Tokyo  
Units: 99 units  
Access: 4 min walk from Ryogoku Sta.(Toei Oedo-line)  
Structure: RC  
Stories: 13 stories  
Layout: Studio, 1 BR

### BRANSIESTA IIDABASHI



Location: Shinjuku-ku, Tokyo  
Units: 41 units  
Access: 3 min walk from Iidabashi Sta.(Tokyo Metro, Toei Subway)  
Structure: RC  
Stories: 15 stories  
Layout: Studio, 1BR

### BRANSIESTA KOJIYA



Location: Ota-ku, Tokyo  
Units: 90 units  
Access: 4 min walk from Kojiya Sta.(Keikyu Airport Line)  
Structure: RC  
Stories: 7 stories  
Layout: Studio, 1BR

Haseko endeavors for productivity reform and creation of new services in its Construction-Related Business and Service-Related Business by utilizing advanced technologies.

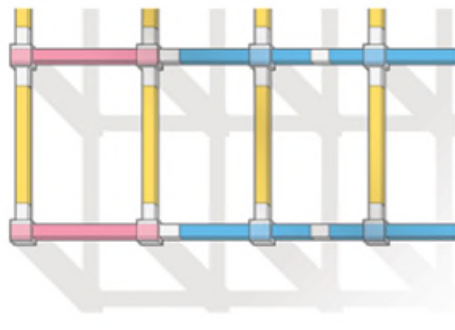
## Improving Productivity of Constructing Ultra-Skyscraper Condominiums Developed "PCa Beam-Division System for Ultra-Skyscrapers" Linked With Haseko-Version BIM

Haseko developed a "precast concrete (PCa) beam-division system for ultra-skyscrapers" linked with Haseko-version BIM(\*) to enhance productivity of constructing ultra-skyscraper condominiums.

The newly developed system makes it possible to simulate beam division by only inputting such construction conditions as beam dimensions, concrete strength, and joint length, without requiring special expertise or experience. Compared with before introduction of the system, the time needed for investigation is nearly halved.

By linking with the Haseko-version BIM, the system also enables information-based production at the precasting plant. This should improve productivity as well as eliminate PCa drawings, etc., changing the way the work has been conducted.

(\*) A system that aims to utilize the BIM model at all stages from design to construction, sale, and administration of condominiums.



illustrative drawing of PCa beam division (divided into blue, red, and yellow portions),



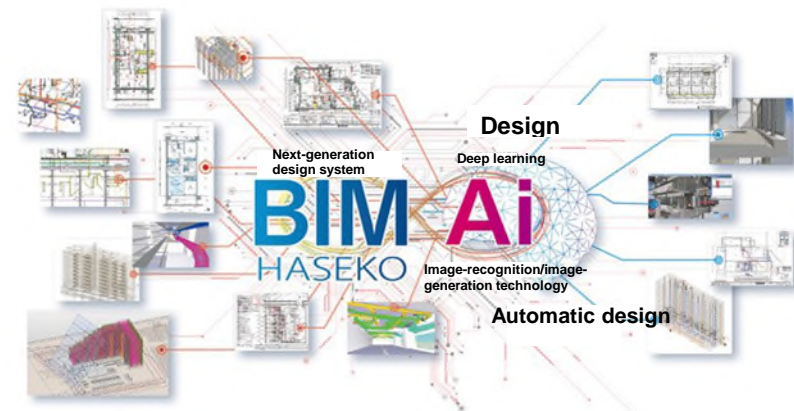
PCa beam construction

## Haseko's Next-Generation Design System Started Joint Research Aimed at Utilization of Image-Generation Technology Using Deep Learning

The Digital Technology Lab of Haseko Corporation has started joint research with Incubit, Inc., which excels in image-recognition and image-generation technologies using deep learning, to promote utilization of AI technologies in the next-generation design system.

Haseko that has endeavored radical productivity reforms by digital transformation (DX), has strived to further evolve, deepen, and utilize next-generation design systems centered on the Haseko-version BIM. In April 2020, Haseko established the specialized departments for DX promotion in Architecture & Engineering division and Construction division. Furthermore, Haseko established The Digital Technology Lab in Technology Promotion division and have researched and acquired more advanced design and construction methods by utilizing the latest digital technologies.

The joint study aims to explore the feasibility of automatic design and AI design and further enhance the efficiency of condominium design work by combining Haseko's knowledge on condominium design and massive quantities of drawing data it has created to date with Incubit's AI technologies, in particular its knowledge and technologies concerning deep learning.



**"AR Takumi RESIDENCE"**  
**Utilizing Mixed Reality for the First Time in Japan**  
**for Condominium Tile-Hammering Tests**

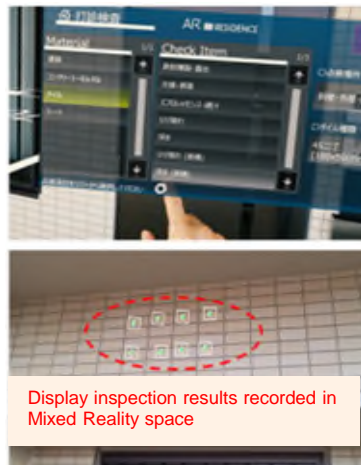
Haseko Corporation and Outsourcing Technology Inc. promote productivity reform in the construction and real estate industries by utilizing cutting-edge digital technologies in cooperation with Microsoft Japan Co., Ltd.

As part of this, we jointly developed "AR Takumi RESIDENCE," a Mixed Reality (MR) solution for exterior wall tile-hammering tests for condominiums. The solution was introduced in July 2020 in the Kanto area where Haseko Reform conducts building diagnosis and is to be gradually expanded nationwide. The use of Mixed Reality in tile-hammering tests for condominiums is the first such application in Japan (according to Microsoft Japan).

Starting with the expansion of this solution, the three companies will contribute to productivity reform and work-style innovation in the construction and real estate industries.



Hammering test conducted by wearing HoloLens2

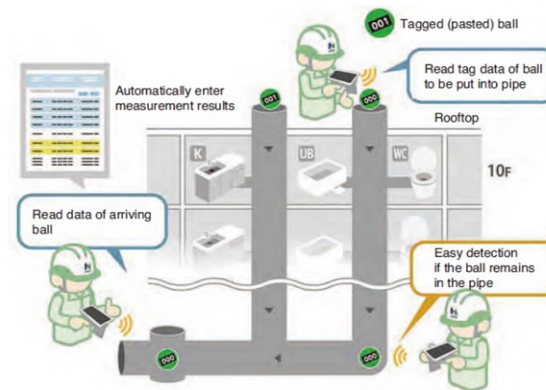


Top: screen of inspection record item selection  
 Bottom: example of lifting tiles

**Development of Ball-Passing Test System**  
**Using RFID (Electronic Tag) for Drainpipes**  
**Started Full-Scale Operation in the Tokyo Metropolitan Area and**  
**Promoted Operational Efficiency of Facility Inspections**

Haseko Corporation has developed "Drain Trace," a ball-passing test system using RFID for drainpipes.

A demonstration test of the developed system started in May 2018 for the purpose of increasing the efficiency of the ball-passing test for drainpipes which had been carried out manually in facility inspections conducted before the completion of newly built for-sale condominiums. The test verified a reduction in inspection time and time needed to prepare inspection record documents and that the evidence from the inspection results can be obtained. Accordingly, Haseko will start full-scale operation of the system for facility inspections of newly built for-sale condominiums in the Tokyo metropolitan area.



Haseko Group is engaged in processes and technological development with less environmental impact for a carbon-free society.

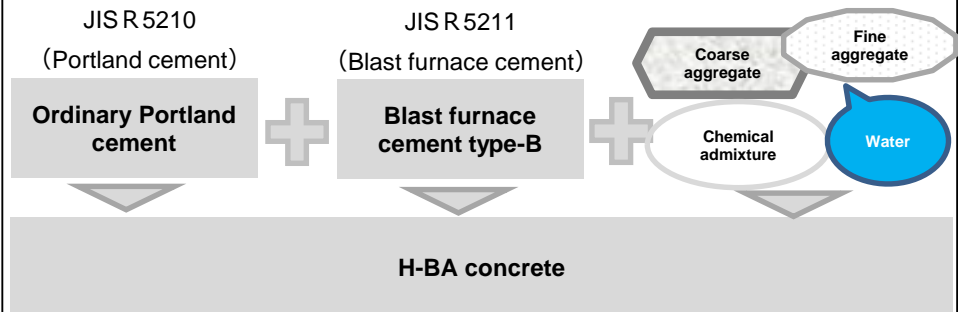
## Highly Versatile Eco-Friendly Concrete First Adoption of Haseko's Original Product "H-BA Concrete" in Buildings

"H-BA Concrete" (patent pending), an eco-friendly concrete originally developed by Haseko Corporation, was first adopted partly at a newly built condominium in Yokohama.

H-BA concrete is eco-friendly concrete manufactured by blending ordinary Portland cement and blast furnace cement type-B and reduces CO2 emissions derived from concrete materials by some 8.2% to 18.5%. It has the same quality as concrete generally used like ordinary concrete (general concrete) and has obtained a construction technology performance certificate by General Building Research Corporation of Japan (GBRC performance certificate No. 17-21).

Taking advantage of the product being applicable to all parts of buildings, we will use it alongside CELBIC (eco-friendly BF concrete)(\*1) in accordance with the characteristics of buildings with an aim to popularize and expand use of eco-friendly concrete as a measure to realize a decarbonized society.

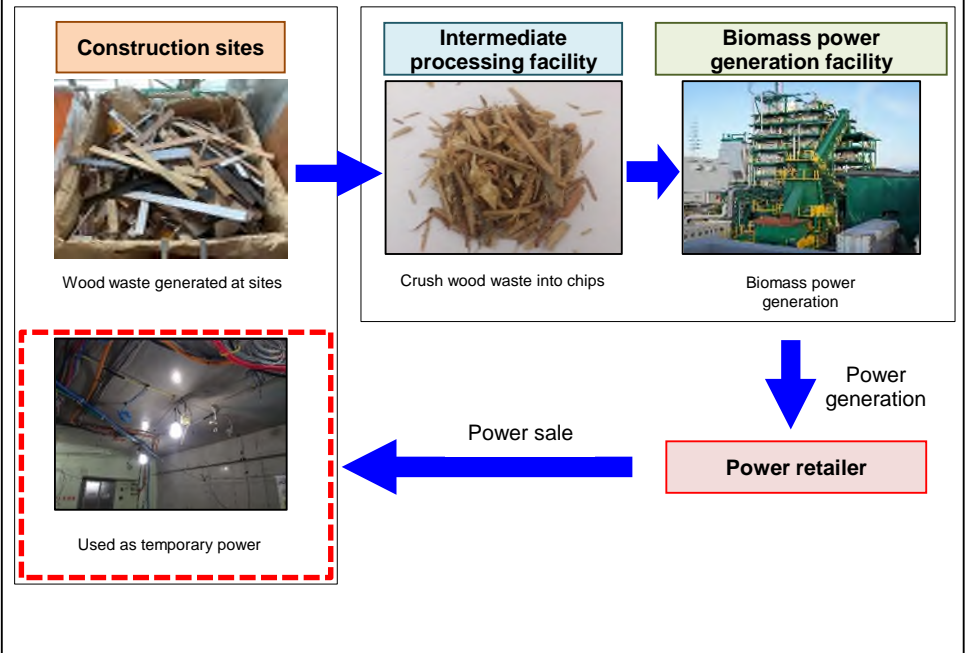
(\*1) CELBIC is eco-friendly BF concrete developed by the CELBIC Study Group, which consists of 13 general contractors led by Haseko Corporation. It uses blast furnace slag powders in the range of 10% to 70% compared with ordinary Portland cement.



## Utilizing Wood Waste from Construction Sites as Renewable Energy Reduction of CO2 Emissions When Combined With Resource Recycling

In November 2020, we started a resource-recycling initiative to use renewable energy generated by biomass power generation, which uses wood waste from construction sites as fuel, at our construction sites.

Under the initiative, 1) wood waste from construction sites is crushed into chips at intermediate facilities for processing industrial waste and then used as fuel for biomass power generation; 2) we use the renewable energy generated at biomass power generation facilities as temporary electric power at construction sites; and 3) by realizing resource recycling combined with the use of renewable energy, we expect reduction of CO2 emissions by 10% compared with thermal power generation that mainly uses fossil fuel.



We continue to develop and provide new technologies and services to meet a variety of needs that are changing in accordance with the trends of the times and life stages.

## Promoting Creation of Condominiums Compatible With the “New Normal”

Under the impact of COVID-19, people are requested to conduct telework and refrain from going out unless necessary, and are spending more time at home. This has caused a change in how people think of their housing.

The Haseko Group has prepared "Practice of New Normal," a design proposal to meet social needs under the pandemic.

Under the three categories of “supporting telework,” “enriching the time spent at home,” and “preventing infection,” the proposal offers ideas on planning, facilities, and specifications for exclusive and common areas to meet new lifestyles. We will promote the proposal as an option based on conventional plans and demonstrate how new housing should be in the age of living with COVID-19 by taking advantage of the Group’s comprehensive strengths.

### Supporting telework

Provide a “venue” for working and learning at home

### Enrich the time spent at home

Enhance indoor environment and diversify living and dining rooms

### Prevention of Infection

Non-contact and ventilation



- Improved “UGOCLO,” Haseko’s original variable storage unit, so that it can be used as a telework desk.



- Set up workplaces at THE ROOF (a common facility) and a corner of the green space at RENAI YOKOHAMA TOTSUKA.

## Promoting a Quaint House Project at Asuka Village, Nara Prefecture

Haseko Corporation has initiated an accommodation business through renovation of quaint houses for the purpose of regional vitalization of Asuka Village.

Since 2015, the Haseko Group has been engaged in activities to support Asuka Village, Nara Prefecture, including selling vegetables sourced from the village at condominiums managed by the Group. In September 2017, we signed the "Framework Agreement on Private-Public Cooperation" with Asuka Village and the Asuka Village Regional Development Corporation. As such, we have contributed to the industrial and regional revitalization of Asuka Village.

In December 2020, Haseko Corporation, Asuka Village, and National University Corporation Nara Women’s University concluded an industry-government-academia comprehensive coordination agreement.

Based on the free and flexible ideas of students, we will provide support as a corporation in an effort to revitalize Asuka Village and solve its issues.

- Matters for coordination and cooperation
- (1) Matters concerning regional revitalization utilizing vacant houses and other resources
  - (2) Joint implementation of architectural education related to the historical architectural heritage of the region
  - (3) Assistance, guidance, and implementation for promoting the development of local industries
  - (4) Any other matter deemed necessary for achieving the goals as a contributor to industry-government-academia activities



Billions of yen, Thousand shares

		Annual Result					
		March 2016	March 2017	March 2018	March 2019	March 2020	March 2021
<b>Consolidated</b>							
	Net Sales	787.4	772.3	813.3	891.0	846.0	809.4
	Operating Income	68.8	89.0	100.8	98.4	85.9	72.9
	Ordinary Income	67.3	88.8	100.5	100.4	85.3	71.8
	Net income attributable to owners of parent	51.2	58.8	72.3	87.4	59.9	48.3
	Total Assets *1	590.0	630.9	687.7	773.2	799.3	953.7
	Inventories *2	137.0	128.9	162.7	189.4	250.5	305.7
	Property and Equipment, Land leasehold rights	102.3	112.3	127.0	136.6	155.3	174.9
	Real Estate Balance total	239.3	241.2	289.7	325.9	405.7	480.6
	Interest-bearing debt balance	167.3	133.3	116.7	120.4	152.3	268.0
	Shareholders' equity	184.9	237.8	296.0	367.0	387.7	394.4
	Equity ratio	31.3%	37.7%	43.0%	47.5%	48.5%	41.4%
	Net cash provided by (used in) Operating activities	65.6	109.5	56.5	33.1	(15.3)	31.9
	Net cash provided by (used in) Investing activities	(30.8)	(19.8)	(16.4)	(14.5)	(37.2)	(35.8)
	Net cash provided by (used in) Financing activities	(16.3)	(40.2)	(34.7)	(12.4)	(8.4)	66.8
	Cash and cash equivalents at end of the period	152.1	201.5	206.9	213.0	151.8	214.3
	Return on Equity	31.2%	27.8%	27.1%	26.4%	15.9%	12.3%
	Dividend per share (yen)	15.00	30.00	50.00	80.00	70.00	70.00
	Payout ratio	8.8%	15.3%	20.7%	27.2%	34.8%	41.5%
	Dividend on equity ratio	2.7%	4.3%	5.6%	7.2%	5.5%	5.1%
	Number of employees	6,136	6,602	6,816	6,974	7,315	7,415
<b>Non-Consolidated</b>							
	Net Sales	560.9	534.9	581.3	652.3	614.1	563.3
	Operating Income	66.4	76.2	84.7	81.5	68.7	54.6
	Ordinary Income	65.4	76.0	84.3	83.1	88.8	64.6
	Net Income	51.1	56.5	59.6	57.6	67.2	47.2
	Order	483.4	502.2	483.8	485.5	471.7	430.3
	Number of employees	2,253	2,325	2,389	2,436	2,475	2,437
<b>Outstanding shares</b>							
	Common stock (including treasury stock)	300,794	300,794	300,794	300,794	300,794	300,794
	Treasury stock	188	191	3,439	3,410	7,879	24,231
	(Treasury stock remaining in the trust) *3	[-]	[-]	[3,242]	[3,209]	[3,150]	[3,043]
	The average number of shares	300,608	300,604	298,737	297,380	297,225	286,194

\*1 "Partial Amendments to Accounting Standard for Tax Effect Accounting" has been applied from FY19/3, and , the figures before FY18/3 is described retroactively.

\*2 Real estate for sale + Costs and advances for real estate operations + Real estate for development projects

\*3 "Board Benefit Trust" and "Employee Stock Ownership Plan" has been introduced since FY18/3.

