

Consolidated Financial and Non-Financial Highlights

Key Financial Data (Consolidated)

Please access additional non-financial information

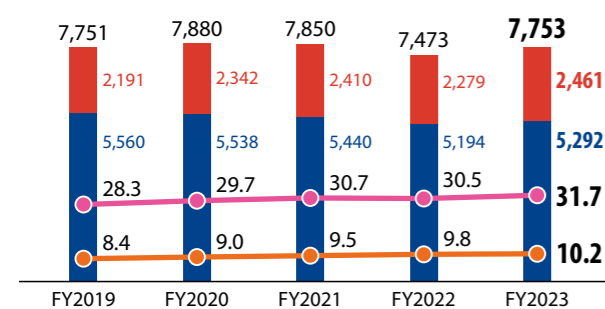
Item		FY2013	FY2014	FY2015	FY2016
		97th term	98th term	99th term	100th term
Orders	(millions of yen)	442,751	539,642	551,445	577,811
Net sales	(millions of yen)	587,571	642,167	787,354	772,328
Operating income	(millions of yen)	28,838	42,698	68,762	89,032
Ordinary income	(millions of yen)	25,405	41,889	67,327	88,827
Net income attributable to owners of parent	(millions of yen)	24,830	28,542	51,226	58,762
Comprehensive income	(millions of yen)	31,207	38,440	44,259	58,116
Net assets	(millions of yen)	119,472	144,089	185,374	238,467
Total assets	(millions of yen)	457,408	476,914	589,993	630,937
Net assets per share	(yen)	346.17	478.45	615.21	791.24
Basic net income per share	(yen)	81.36	94.64	170.41	195.48
Diluted net income per share	(yen)	67.98	92.90	—	—
Equity ratio	(%)	26.1	30.2	31.3	37.7
Return on equity	(%)	21.3	21.7	31.1	27.7
Net cash provided by (used in) operating activities	(millions of yen)	55,267	39,984	65,590	109,536
Net cash provided by (used in) investing activities	(millions of yen)	29,395	△4,067	△30,801	△19,824
Net cash provided by (used in) financing activities	(millions of yen)	△65,425	△40,235	△16,286	△40,213
Cash and cash equivalents at end of the year	(millions of yen)	137,689	133,563	152,115	201,456
Interest-bearing debt	(millions of yen)	147,861	128,245	174,721	141,850

FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
101th term	102th term	103th term	104th term	105th term	106th term	107th term
558,405	568,931	518,847	483,158	546,537	563,474	600,909
813,276	890,981	846,029	809,438	909,708	1,027,277	1,094,421
100,805	98,430	85,925	72,909	82,702	90,162	85,747
100,497	100,369	85,253	71,832	81,871	88,265	83,334
72,289	87,391	59,851	48,258	54,490	59,326	56,038
74,798	86,214	53,040	53,273	57,958	63,316	78,975
296,835	368,051	387,682	394,365	417,667	454,088	511,246
687,706	773,219	799,319	953,659	1,081,907	1,198,105	1,351,231
995.44	1,234.13	1,323.51	1,425.93	1,520.73	1,666.30	1,874.17
241.98	293.87	201.36	168.62	198.32	216.10	205.45
—	—	—	—	—	—	—
43.0	47.5	48.5	41.4	38.6	37.9	37.8
27.0	26.3	15.8	12.3	13.4	13.6	11.6
56,516	33,064	△15,263	31,876	65,448	△51,909	115,023
△16,351	△14,473	△37,222	△35,772	△31,601	△55,446	△39,846
△34,742	△12,379	△8,356	66,799	15,728	50,785	△753
206,866	212,980	151,754	214,299	264,864	208,333	283,493
125,441	120,404	152,262	267,951	311,841	391,500	415,000

Key Non-Financial Data

Number of Group employees/

■ Male ■ Female (persons)
● Female employees (%) ● Female managers (%)
Group: including non-consolidated subsidiaries

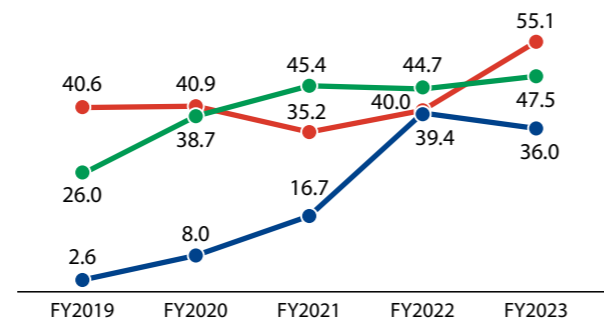


The Haseko Group has been proactively appointing female employees to senior roles from an early stage, ahead of the industry. We will continue our active recruitment of women, with a focus on fostering and retaining core and key personnel, while promoting the development of female employees and their proactive appointment to manager positions in line with our human resources development policy.

*The scope of aggregation is as follows
FY2019–FY2021: Haseko Corporation and all Group companies in Japan
FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan

Percentage of men taking advantage of parenting-related programs (%)

● Childcare leave ● Spouse maternity leave taken ● Children leave taken



We are working to increase the percentage of male employees taking childcare leave, guided by the Iku-Boss Declaration (a statement of commitment by management members in charge of business units to supporting employees in balancing work and family). We further promote this effort by featuring those who have taken such leave in the company newsletter, and other means. Furthermore, in fiscal year 2019, we introduced new paid leaves as our own systems: spouse maternity leave and children leave, which allows employees to attend nursery school events and more.

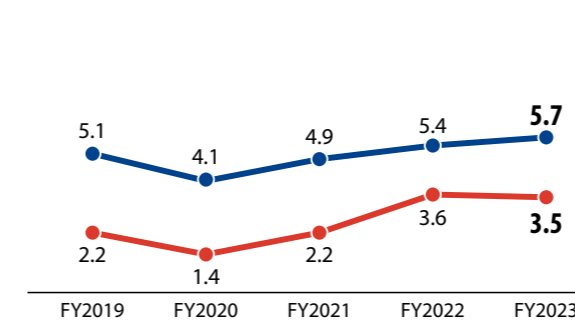
In April 2023, we extended the applicable period for spouse maternity leave, allowing employees to take one-day paid leave within 15 days from the day before the expected delivery date. The adjustments, including this one, aim to create a more accommodating environment for employees to take leave.

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FY2019–FY2021: Haseko Corporation and all Group companies in Japan
FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan

Annual turnover rate of full-time (%)

● Haseko Group ● Haseko Corporation

Group: including non-consolidated subsidiaries



The turnover rate among the younger generation is on the rise due to increased mobility in the labor market. We regard retaining young and mid-level employees, who will lead the Group in the future, as a top priority. In addition to our workplace Brother-Sister mentoring system, experienced employees outside the workplace (commonly referred to as "Nexter"), together with the Personnel Department, provide support and coaching to ensure personnel retention through a three-pronged approach.

Gender wage disparities within the labor force (%)

*Gender wage disparities = (Average annual salary of female workers ÷ Average annual salary of male workers) × 100%

	All workers	Full-time workers	Part-time and fixed-term workers
Haseko Corporation and consolidated subsidiaries in Japan	64.3	57.6	97.4
Haseko Corporation	61.7	61.5	68.6

Gender wage disparities do exist at Haseko Corporation and consolidated subsidiaries in Japan, particularly among full-time workers, but this is influenced by the difference in average years of service between men and women (women: 10.1 years; men: 14.6 years) and the percentage of managers between men and women (10.2% of managers are women). With the ongoing active recruitment efforts and the expected increase in the percentage of female employees, we believe that the gender wage disparities will diminish. This will be facilitated particularly through creating pleasant workplaces and proactively appointing female managers.