

Value Creation Process

We at the Haseko Group adopt a long-term perspective as we aim to address the social issues surrounding our daily lives through business operations. We will deepen coordination among the Group companies and realize a corporate entity that proves to be worthy of the trust received from urban dwellers.

Resolving social issues through our business operations

Haseko Group Long-Term Vision
—What the Company Aims to Be for the Fiscal Year Ending March 2030—
Medium-term Business Plan [HASEKO Next Stage Plan]

Social issues surrounding our daily lives

Improvement of corporate value

Delivering richness in housing and living

Inputs

Human capital

- Number of employees (consolidated) •• 7,829 persons
- Number of qualified employees •• 6,149 persons
- First-class architects •••••••••••••••• 749 persons
- First-class building construction management engineers •••••••••••••••• 1,259 persons
- Real estate transaction agents •• 3,132 persons
- Licensed representatives of condominium management companies •• 1,009 persons
- PET screening participation rate •• 80.0 %

Intellectual capital

- Investments in R&D •••••••••••••••• 3.82 billion yen
- Number of patents held •••••••••••••••• 265 (202 patents, 58 designs, 5 utility models)
- Cumulative number of housing units that adopted Haseko's Premium After-sales Service •••••••••••••••• approx. 120,000

Manufacturing capital

- Presentation space LIPS
- Haseko Technical Center
- Key locations in Japan •••••••••••••••• 43
- Number of Group companies •••••••••••••••• 84 companies

Social and relationship capital

- Haseko Group supply chain "Quaternity"
- Real estate information network
- Haseko's Premium After-sales Service

Natural capital

- Energy usage
- Electric power •••••••••••••••• 24,171 thousand kwh
- Light oil •••••••••••••••••••••••••• 17,114 kl
- Kerosene and heavy oil •••••••••••••••••••••••••• 398 kl
- Water ••• 756,000 m³

Financial capital

- Total assets ••• ¥1,351.2 billion
- Equity ••• ¥511.2 billion
- Interest-bearing debt ••• ¥415.0 billion

(Figures for FY2023)
*As of March 31, 2024

Management Resources of the Haseko Group P.18 ▶



Outputs

Construction-Related Business

- Annual number of units constructed: ••• 11,664 units (Cumulative total: 708,000 units*)

(Business Strategy P36-37 ▶)

Real Estate-Related Business

- Number of for-sale condominium units sold ••• 1,627 units

(Business Strategy P38-39 ▶)

Service-Related Business

- Number of for-sale condominium units managed: ••• 436,798* units
- Number of rental condominium units managed: ••• 191,162* units
- Orders received for large-scale repair and interior remodeling: ••• 42.2 billion
- Number of for-sale condominium units sold on consignment: ••• 7,670 units
- Number of real estate brokerage transactions: ••• 2,327 units
- Number of paid facilities for the elderly operated: ••• 2,549 units

(Business Strategy P40-41 ▶)

Overseas-Related Business

(Business Strategy P42-43 ▶)

(Figures for FY2023)
*As of March 31, 2024

Outcomes

Human capital

- Percentage of women among new graduates hired ••• 37.1%
- Percentage of female managers ••• 10.2%
- Percentage of childcare leave taken by males ••• 36.0%
- White 500 certification acquired
- Promotion of foreign national personnel utilization
- Education plans (Business College, DX Academy)

Intellectual capital

- Creation of building and living information database on the BIM & LIM platform
- Development of efficient construction methods and improvement of productivity in cooperation with cooperating companies

Manufacturing capital

- A comfortable construction site, in addition to high safety and productivity

Social and relationship capital

- Proposal of Hazard-resistant Condominium
- Three-piece set disaster prevention equipment
- Adoption of Smart Water Tank
- Creation of new value by means of condominium renewals (rebuilding, redevelopment, renovation)
- Owl 24 Center Number of alarms received (responded) ••• 44,119 cases

Natural capital

- Number of wooden buildings Constructed: ••• 442 buildings (incl. 26 non-detached housing buildings)
- Number of condominiums accredited with ABINC Certification ••• 5 buildings
- ZEH condominiums and houses

Financial capital (consolidated)

- Ordinary income ••• 83.3 billion
- Net income ••• 56.0 billion
- ROE ••• 11.6%
- Payout ratio ••• 41.4%

(Figures for FY2023)
*As of March 31, 2024

Improvement of corporate value