

Management Resources of the Haseko Group

With a focus on for-sale condominiums, we are engaged in various businesses including land information collection, project planning, neighborhood negotiations, permit acquisition, design, and construction. The Group companies provide services in ancillary fields. We will aim to improve our corporate value by enhancing our six types of capital.



Human capital

- Based on our philosophy of further enhancing corporate value through investment in and utilization of human assets, we are striving to foster autonomous human resources and organizations that will propel the Group into uncharted fields, while also aiming to evolve our distinctive workstyle reforms and promote diversity.

- Number of Group employees (consolidated) ... 7,829
- Number of qualified employees ... 6,149
 - First-class architects ... 749
 - First-class building construction management engineers ... 1,259
 - Real estate transaction agents ... 3,132
 - Licensed representatives of condominium management companies ... 1,009
- PET-CT screening (cancer screening) participation rate ... 80.0% (2,039 people participated out of an eligible 2,550 people. The target ages were 45 and 50–64)
Costs were fully born by the company



Intellectual capital

- Unique-to-Haseko exclusive contracts, under which land is provided for project owners, set a clear distinction from standard contracts used by general contractors, thereby establishing an advantageous business model.

- We have a long history of constructing condominiums that serve as the foundation of people's lives for a long time, with over 700,000 units completed to date. Construction know-how, cultivated through proven experience of achieving the number one position in Japan for the total number of condominium units constructed, guarantees superior quality in our construction.

- Research and development costs in FY2023 ... 3.82 billion yen
- Number of patents held ... 265 (202 patents, 58 designs, 5 utility models)



Manufacturing capital

- LIPS (Koto City, Tokyo and Chuo Ward, Osaka)—which stands for Living, Image, Presentation, Space—is a presentation room that enables project owners to select products and materials promptly and securely by seeing and touching actual offerings as samples. The room regularly exhibits products of approximately 70 manufacturers, including exterior finishing materials, builders' hardware, steel fittings, interior finishing materials, and housing equipment. The Company primarily utilizes LIPS for project owners as the base for making specific proposals on planning, design and specifications as well as demonstrating new technologies and new products, etc.

- As one of the projects commemorating the Haseko Group's 80th anniversary since its founding, Haseko Technical Center (Tama City) was completed in March 2018. We have consolidated our technology-related functions, which encompass Haseko Technical Research Institute, Haseko Group Technical Training Center, and Haseko Community Owl 24 Center, into Haseko Technical Center, while also integrating Haseko Condominium Museum into this consolidation. Haseko Technical Center not only conducts research and technological development aimed at safe, secure and comfortable housing from residents' point of view, but also disseminates information on new technologies, new products, and technology verification targeted broadly at condominium owners, administrative agencies, condominium management associations, and other customers.

- Key locations in Japan ... 43
- Group companies ... 84
- Overseas locations ... 3
- Precast manufacturing location (under construction)



Haseko Condominium Museum



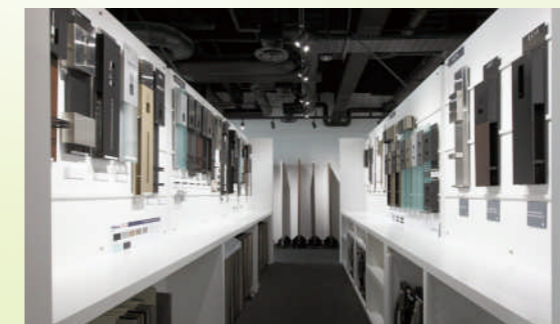
Social and relationship capital

- We are endeavoring to enhance quality through the integrated operation of four bodies (quaternity), consisting of the construction divisions, architecture & engineering divisions, technological promotion divisions, and Ken-ei-kai (an organization of approximately 300 of our main cooperating companies). We have enjoyed a strong relationship of trust with the Ken-ei-kai for more than 25 years, and this quality control framework by quaternity is a strength that no other company has.

- Convert all condominiums developed by Haseko Corporation to ZEH-M Oriented from fiscal year 2022 onwards
 - Number of condominiums constructed ... 708,000 (cumulative total)
 - Ken-ei-kai comprising cooperating companies around ... Approx. 300 companies
 - Number of housing units that adopted Haseko's Premium After-sales Service ... cumulative Approx. 120,000 units



Haseko Condominium Museum



Interior of the presentation room LIPS



Natural capital

- In the pursuit of business activities that contribute to the preservation of natural capital, we successfully completed the 100% conversion of the electricity used at our construction sites to renewable energy at the end of May 2023.



Financial capital

- We are making growth strategy investments to strengthen the competitiveness of our core businesses, to expand investment in the Real Estate-Related Business, and to pursue initiatives for future growth, which are some of the focused strategies in the HASEKO Next Stage Plan (Plan NS).

- We will endeavor to increase profits and expand our business while placing greater emphasis on capital efficiency and being conscious of the share price. In order to improve capital efficiency, we are implementing business management that specifically increases the turnover rate of real estate-related businesses.

- Total assets ... 1,351.2 billion yen
- Equity ... 511.2 billion yen



Haseko Technical Research Institute Structural experiment area