February 13, 2025

Company name: HASEKO Corporation
(Securities Code: 1808; Tokyo Prime Market)

Notice Concerning Formulating the "HASEKO Group Medium-Term Business Plan"

At the Board of Directors meeting held on February 13, 2025, HASEKO Corporation resolved to formulate the "HASEKO Group Medium-Term Business Plan" for the period from the fiscal year ending March 2026 to the fiscal year ending March 2031. The details are as follows:

1. "HASEKO Group Medium-Term Business Plan (HASEKO Evolution Plan)"

   Since the current medium-term business plan (HASEKO Next Stage Plan) will conclude in the fiscal year ending March 2025, we have reviewed the current business plan and, based on the business environment surrounding our group, formulated a new "HASEKO Group Medium-Term Business Plan" for the period from the fiscal year ending March 2026 to the fiscal year ending March 2031.

   In the new medium-term business plan, we have set the basic policy of "As a leading company in ‘housing’ and ‘living,’ to achieve sustainable growth and enhance corporate value". This policy will lead to further leaps forward for our group.

2. Attached Documents

   For details on the "HASEKO Group Medium-Term Business Plan (HASEKO Evolution Plan)," please refer to the attached documents.

Note: All forward-looking statements in this document are based on information available as of February 13, 2025, and are estimates. Actual measures and performance may differ due to various factors in the future.

End

Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

HASEKO

HASEKO Group

Medium-Term Business Plan

Towards the Next Evolution



HASEKO Evolution Plan

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1. Our Vision and the Medium-Term Business Plan

Corporate Philosophy

To contribute to society by creating an optimal environment for cities and people

Vision

To continuously provide environmentally friendly, safe, and secure 'housing' and rich, comfortable 'living' both domestically and internationally

Medium-Term Business Plan
HASEKO Evolution Plan

Towards the Next Evolution

Basic Policy

As a leading company in 'housing' and 'living,' to achieve sustainable growth and enhance corporate value

Action Guidelines

To continue evolving with confidence and pride, and with comprehensive strength and action to meet the expectations of all stakeholders

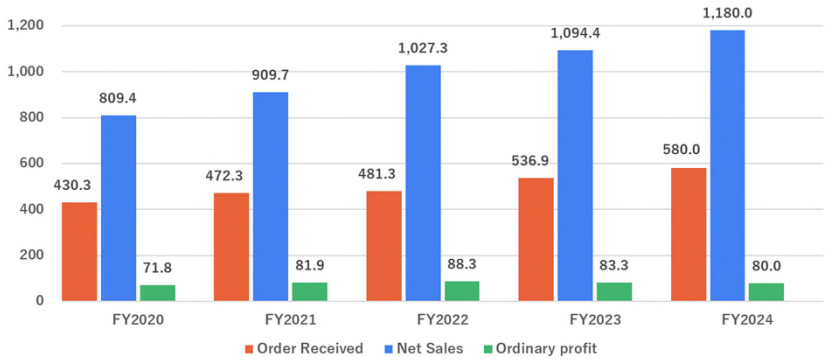
To fulfill social responsibility from all ESG perspectives and contribute to the realization of a sustainable society through business activities themselves

2. Review of the Previous Medium-Term Business Plan (NS Plan)

Performance Goals	Target	Actual (Forecast)
Consolidated ordinary profit for FY2024	100 billion yen	80 billion yen
Ordinary profit of consolidated subsidiaries	30 billion yen or more	Over 30 billion yen
Total consolidated ordinary profit for 5years	400 billion yen	405 billion yen
Total return ratio for 5years	About 40%	Over 40%
Minimum annual dividend per share	70 yen	80 yen ※

※Dividend for FY2024 is 85 yen

(billion yen)



Investment Plan	Target	Actual (Forecast)
Condominium sales business	50 billion yen	275 billion yen
Rental properties holding and development business	70 billion yen	
Overseas business	60 billion yen	100 billion yen
Advanced technology investment	20 billion yen	25 billion yen
New business, M&A, etc.	40 billion yen	10 billion yen

Review of NS Plan

- **Each subsidiary secured profits in volatile environment such as COVID-19**
  Expected to reach our goal on 30 billion yen in ordinary profit of consolidated subsidiaries for FY2024, and 400 billion yen in total consolidated ordinary profit for 5 fiscal years
- **Construction profit margin declined due to soaring material and labor costs, and personnel expenses increased significantly due to salary and conditions improvements**
  Expected to fall short of 100 billion yen in consolidated ordinary profit for FY2024
- **Made advance investments in Real estate and Overseas businesses for future development**

3. Business Environment

Key Themes	Impact on Our Business	Issues to Address
Domestic population decrease Elderly population increase Urbanization	■Shortage of labor, Hike of labor costs ■Shrink of newly built housing market ■Issues of aging houses, condominiums and empty houses ■Compactification of city	■Further improve construction efficiency and productivity ■Diversify human resources such as foreigners and seniors ■Expand business areas, grow overseas business ■Expand business for seniors and inbound tourists ■Initiatives for smart city
Changing lifestyles	■Diversification of customer needs and work styles ■Diversification of living styles	■Strengthen customer touchpoints ■Promote Diversity & Inclusion
Environmental issues Decarbonization, Biodiversity	■Tightening of environmental regulations ■Hike of energy price ■Sophistication and Diversification of disclosure requirements	■Set and Achieve CO_2 reduction targets based on international standards ■Develop new construction methods and materials to decarbonize ■Promote business with consideration for biodiversity
Emergence of geopolitical Risks	■Destabilization of material and energy supply, rising costs ■Complication of risks in Overseas Business	■Enhance supply chain management ■Initiatives to utilize domestic wooden materials ■Select areas to expand in Overseas Business
Intensification of disasters	■Impact on business continuity ■Increase of risks about business activities and buildings	■Initiatives for disaster prevention, mitigation and resilient housing and communities ■Fulfill business continuity plan
Advancement of technology	■Opportunities for Business Model Transformation with AI, etc. ■Emergence of New Competitors, Decline in Competitiveness ■Change of Needs for Housing and Living	■Enhance research and technology development ■Investigate trends in latest technologies and business synergies ■Collaborate with other companies, Invest in venture businesses, etc.

HASEKO Evolution Plan　FY2025 to FY2030 (6 Years)

Basic Policy

As a leading company in "housing" and "living," to achieve sustainable growth and enhance corporate value

Business Strategy

(1) Promote further Construction business growth and deepening
(2) Expand and Improve of quality of Real estate Business
(3) Promote Condominium management and operation business growth
(4) Monetize Overseas business　(5) Challenge to New business areas

Strengthen the Management Foundation

(1) Financial strategy　(2) Strengthen technology development
(3) Accelerate DX
(4) Enhance initiatives for sustainability
(5) Strengthen functions of corporate division

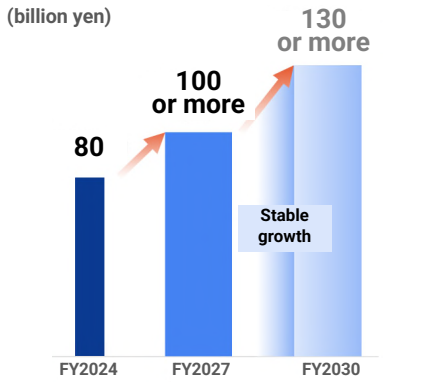
Consolidated ordinary profit

FY2027 Target
100 billion yen or more
FY2030 Target
130 billion yen or more
Establish stable profit base over 100 billion yen

ROE

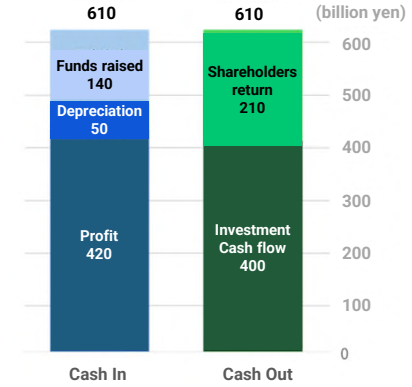
Maintain **over 10%** and aim for **approximately 13%** by FY2030

Consolidated ordinary profit



Cash allocation

Cumulative for FY2025 - FY2030



Investment plan

About **400 billion yen**

Capital structure

Try to maintain a D/E ratio below **1.0**

Shareholder return

- Total return ratio of about **50%** for 6 fiscal years total
- **Progressive dividends**
- Flexible purchase of treasury stock

4. Business Strategy ~Focused Theme~

HASEKO

Construction business

Solidify profit base of Construction business, as a Core business



Towards Overseas business

Develop Overseas business as a next profit driver by assessing strategy and potential of each area

Synergies

Promote further growth of the Real estate and Condominium management and operation businesses

Real estate business

Condominium management and operation business

Food・Agriculture

Healthcare

Smart city

Metaverse

Production of construction materials

Challenge to New Areas

Enhance Our Strengths

- Capability in gathering land information
- Integrated construction system of the Quaternity※
- Collective capabilities of HASEKO Group

※Stable control framework of quality, cost efficiency and safety built with integrated operation of the construction divisions, architecture & engineering divisions, technological promotion divisions, and “Ken-ei-kai”, an organization of our main cooperating companies

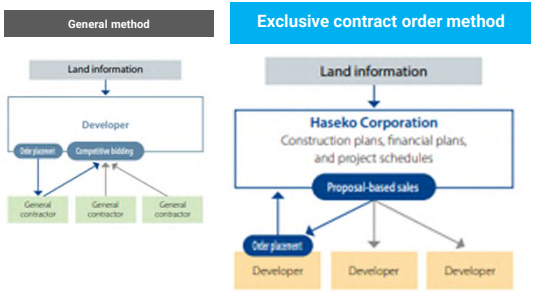
Quality, Safety, Efficiency, Construction period, Cost, Capability of Proposal, Sales and Business Development

5. Business Strategy ～Core Competence～

Capability in gathering land information

◆ Exclusive contracts under which land is provided for project owner

Unique business model that creates highly accurate plans in a short time and achieves high profitability through "proposal-based" sales combined with land information



Integrated Construction System of the Quaternity

◆ High-quality manufacturing

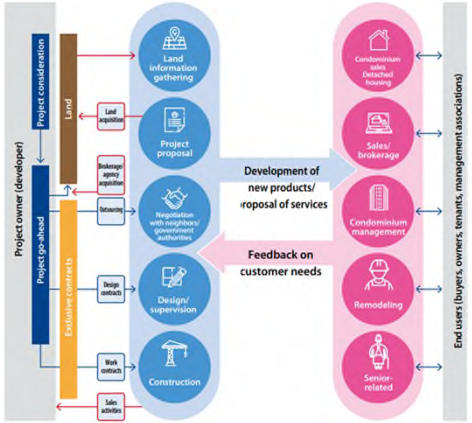
Strong management system for quality, cost, and safety through the integrated operation of the construction divisions, architecture & engineering divisions, technological divisions and "Ken-ei-kai", a cooperating company organization



Collective capabilities of HASEKO Group

◆ Corporate for housing to create great living

Comprehensively support customers from all aspects and create further competitiveness and profits through synergies among businesses in our group



Key achievements of our strengths

Figures of FY2023 except ※2

※1：Sale and Rental Condominium of group ※2：As of Dec. 2024 ※3：Excluding one-room condominiums ※4：Include overseas

Annual construction of 18,840 units※1, Cumulative construction of 715,800 units※2, Construction share Tokyo metropolitan area 31.7% Kinki area 25.1%※3, Number of condominium units delivered of 1,627units, Number of managed and rental condominium of 627,960 units, Major bases 46※4

5. Business Strategy (1) Promote further Construction Business Growth and Deepening

- Maintain dominant position and competitiveness in housing market by refining our strengths in quality, cost efficiency, productivity and construction systems, etc.
- Expand our business domains and lead the market by more productivity and market share in condominium construction

①Establish Sustainable Construction System

- Promote to utilize industrialized construction methods, especially precast concrete, etc.
- Expand to use BIM in construction and architecture & engineering operation for further efficiency
- Further strengthen collaboration with cooperating companies and secure autonomous human resource

② Expand Construction Field

- Fields with high affinity to housing, hotel and elderly facilities, etc.
- Fields of non-residential, data centers, logistic facilities, etc.
- Apply wooden construction technologies to property cultivated in detached houses

③Expand the Refurbishment and Maintenance Business

- Develop new construction methods, services and products that capture resident needs
- Refine construction systems including cooperating companies, improve productivity and expand construction menu
- Expand refurbishment and maintenance work beyond housing



Establish in-house factory for further utilization of precast concrete



Discussion meeting of women employees for further active participation of women



Wooden common building at RENAI YOKOHAMA TOTSUKA



Semi-order storage furniture "RASHIKU" that can be freely customized



Logistics facility developed, designed, and constructed solely by HASEKO Group

5. Business Strategy (2) Expand and Improve of Quality of Real Estate Business

- Maximize profits through synergies with the construction and condominium management and operation businesses
- Focus on improving profitability and turnover rate in conscious of capital efficiency

①Initiatives to Improve Capital Efficiency

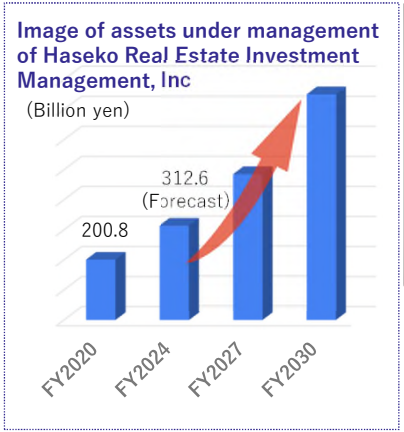
- Optimize real estate portfolio while controlling capital
- Promote Asset Management business through leverage private REITs and private funds
- Focus on high turnover businesses such as renovation and brokerage

②Differentiate through Product Development

- Develop original products leveraging technologies and production function
- Reflect trends from customer contact points in product development
- Propose a lifestyle that suits oneself and provide new experience value

③Expand and Challenge to New Business area

- Expand development menus such as properties for wealthy individuals, logistics facilities and detached houses
- Enhance to promote the condominium sales business and redevelopment business in local communities
- Establish new marketing methods utilizing digital technologies





Movable storage space "UGOCLO" that allows layout changes to suit lifestyles



Luxury condominium series



Metaverse model room tour
BRANCHERA Yokohama Seya

5. Business Strategy (3) Promote Condominium Management and Operation Business Growth

- Rebuild business model through digital
- Capture new business opportunities from market trends to achieve further profit expansion and stable growth

①Develop New Condominium Management Methods and Resident Services

- Respond to the aging of condominiums and changes in lifestyles
- Collaborative initiatives with various product and service providers
- Enhance to add value to housing and improve resident comfort

②Reform Business through DX

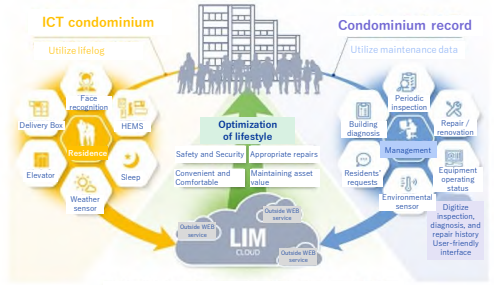
- Improve quality of life for residents through promotion of the LIM concept
- Promote business reform projects through core system renewal, etc
- Expand and deepen customer contact points through digital utilization

③Expand Services for Seniors

- Expand income not covered by long-term care insurance and resident services in elderly facility operation business
- Explore new businesses to address issues of an aging society
- Secure autonomous human resource in senior business



"smooth-e" New entrusted management operation service for condominium management associations with third-party management and apps



Optimize living through data utilization (LIM (Living Information Modeling)) concept diagram



Utilization of IT technology in the operation of elderly facilities

5. Business Strategy (4) Monetize Overseas Business

- Investments to overseas have already been made mainly on the mainland United States. Develop Overseas Business as a next profit driver prepare for shrink of domestic housing market in the future
- Plan to entry into the most suitable business among Construction, Real estate, and Condominium management and operations businesses according to the housing market characteristics in each country



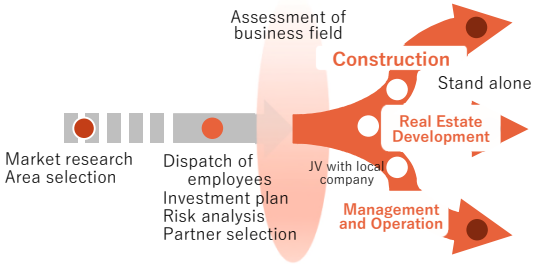
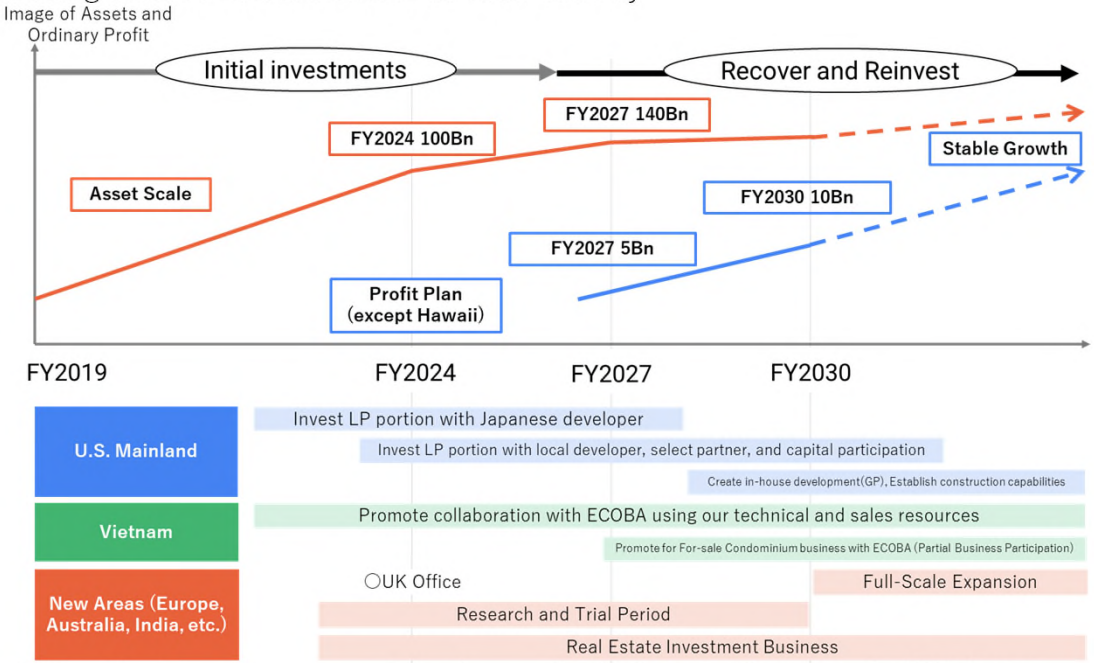


Image of process of expansion of business in Overseas



※ Hawaii business : Focus on completing large-scale mixed-use development in the EWA district
Work on gradually reducing the annual excess expenditure of maintenance and operating costs (approximately $25 million)

5. Business Strategy (5) Challenge to New Business area

- Challenge new areas through synergies and collective capabilities of group
- Change mindset of employee through group-wide programs, etc., and establish a foundation for sustainable growth

① Expand of Production Functions and Products

- Enhance production and external sales of housing equipment and building materials
- Expand services and products for end users
- Expand business area upstream and downstream in the supply chain



Manufacturing and Sales of original housing equipment, furniture, and fixtures

② Initiatives to businesses with solve social issues

- Initiatives to address aging and increasing housing stock such as utilizing vacant houses, etc.
- Develop a circular town that creates new value and prosperity
- Challenge in a wide range of fields related to "Living," such as food and healthcare



Investment in land-based salmon aquaculture business



Accommodation facility utilizing an old house in Asuka Village, Nara Pref.
BRANCHERA Villa Asuka

③ Create a Foundation for New Businesses

- Invest and second to investment funds and venture companies
- Expand business idea contests, award systems, and HR programs
- Form and Participate corporate consortia, and activate of cross-industry exchanges



Urban development that circulates prosperity
Concept diagram of "HASEKO Well-Doing Smart City"

【TOPICS】Examples of Initiatives for Creating New Value

◆Initiatives for data utilization and the introduction and implementation of advanced technologies

① Experiment and test future housing in rental condominium “Sustaina Branche Hongyotoku”



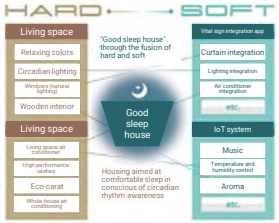
Recovery through immersive nature experiences



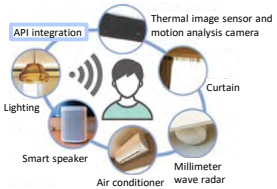
Health maintenance and promotion through IoT devices



Detection and security system using AI image recognition



Improving sleep quality through automatic lighting, etc.



Life optimization through AI control of home appliances

Link to detail

② Research, create and verify new design, production and sales methods that integrate real and virtual



Establish new labs utilizing digital technologies such as XR

◆ Collaborate with professor Hiroshi Ishiguro of Osaka University

① Sponsorship by in-kind provision through design cooperation, construction, and participate in exhibition production activities of EXPO 2025 Signature Pavilion

② Initiatives for utilization of advanced technologies such as avatars and androids, and experiment of concepts and elements of future housing researched by Prof. Ishiguro



The pavilion "Future of Life" completed in October 2024



Avatars for facility guidance and exhibition explanation

◆ Initiative for industry-government-academia collaboration

① Promote joint research with domestic universities

② Promote comprehensive collaboration initiatives with local governments



Joint research with Kyoto University on plant factories and hydroponics (introduction to condominium common areas)

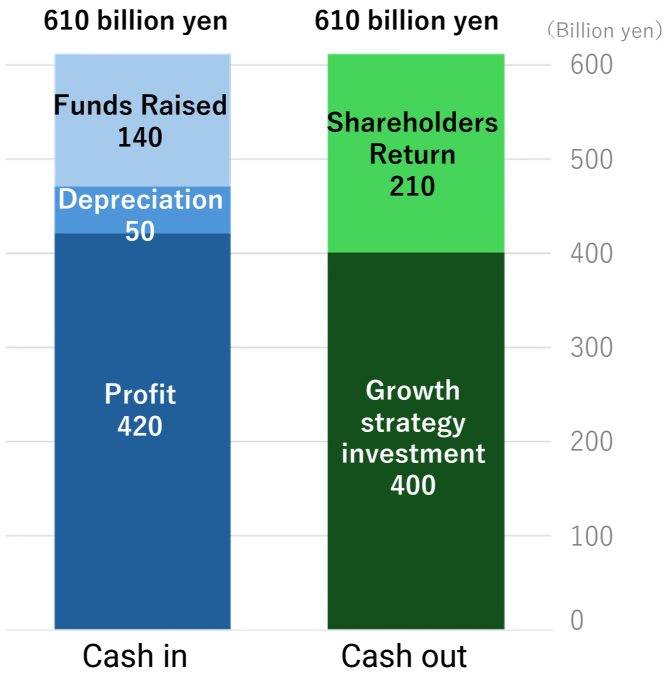


Joint development of construction sludge solidification technology using bamboo waste from Asuka Village with Fukuoka University (about 50% reduction in CO2 emissions)

6. Strengthen the Management Foundation (1) Financial Strategy

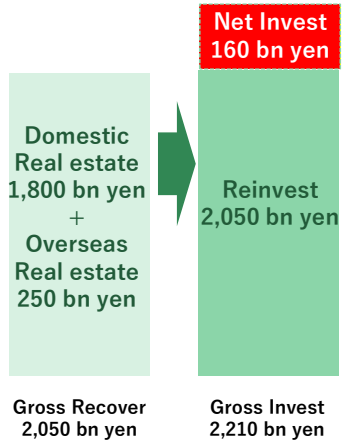
- Continue proactive investment for sustainable growth in conscious of capital costs
- Pursue stable shareholder return under optimal control of debt and equity (total return ratio of approximately **50%**)

Cash Allocation (FY2025 - FY2030)



■Breakdown of Investment Cash Flow (Net Investment Amount)

Category	Investment Plan
Domestic Real Estate	120 billion yen
Overseas Real Estate	40 billion yen
Construction and R&D	100 billion yen
DX related	40 billion yen
New business M&A, etc.	100 billion yen
Total amount	400 billion yen



※**Leverage interest-bearing debt while trying to maintain D/E ratio below 1.0**

6. Strengthen the Management Foundation (2) Strengthen Technology Development

- Develop new technology to increase construction order volume, secure profit margins, ensure competitiveness and expand profits of group companies
- Challenge and invest in new research areas to solve social issues and achieve sustainable growth

① Promote Wooden Interior Decoration

- Contribute to group profits and carbon neutrality
- Produce in-house and promote building materials made by domestic wood
- Effort to reduce costs and expand menu

②Stock business and Renovation Technology

- Establishing our unique renovation technology and sales strategy by group synergy
- Rebuild and Renovate to regeneration and enhance value of properties
- Utilizing housing stock such as vacant houses with a focus on decarbonization

③ Measures Against Intensifying Disasters

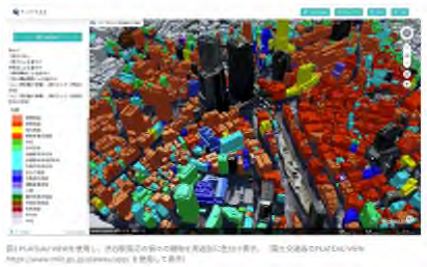
- Self-sufficient lifelines using storage batteries in condominiums
- Further promote resilient housing development
- Assess disaster risk and grasp damage situation faster with advanced technologies



Rental condominium with hybrid structure of wood and RC
BRANSIESTA MEGURO CHUO-CHO



Performance test and R&D at the technology research institute



Disaster damage simulation using 3D urban model "PLATEAU"



Full renovation of corporate housing achieving Net Zero CO2 Emissions during operation
“Sustaina Branche Hongyotoku”

6. Strengthen the Management Foundation (3) Accelerate DX

- Reinforce group's organizational and collective capabilities by connecting entire value chain through digital
- Provide products and services, capturing changes in the times and close to customers , by deepening touchpoints with customers

①Digitize Design and Construction Information and Utilize AI

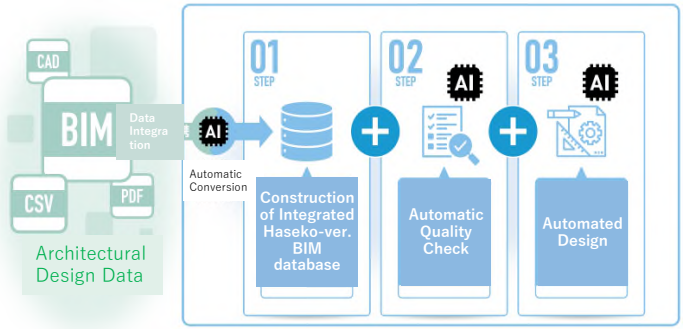
- Digitalize storage and transmission of information, reconstruct business processes
- Improve productivity and quality through technology development such as automation with AI
- Integrate and manage the entire supply chain to explore business chance

②Build and Utilize Group Data Sharing Platform

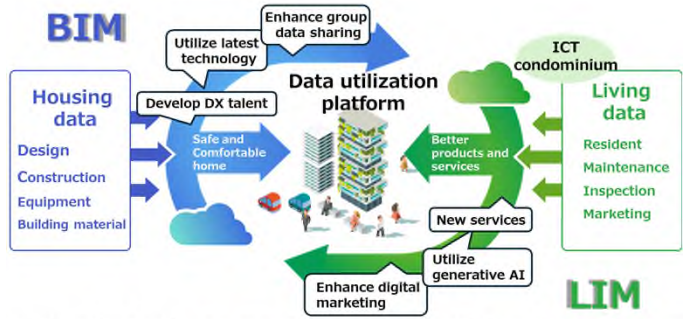
- Upgrade strategic planning and business promotion by aggregating and analyzing data scattered across group
- Promote the data platform concept for "housing" and "living"
- Utilize in product development from the consumer's perspective

③Talent Development for Sustainable Growth and Challenge Areas

- Educate and Train to expand DX personnel and data/AI personnel
- Utilize advanced technologies such as metaverse and generative AI for business
- Promote DX application in labor-intensive businesses



Initiative for automation and productivity improvement using BIM and AI (concept diagram)



Initiative for building a group data sharing platform (concept diagram)

6. Strengthen the Management Foundation (4) Enhance Initiatives for Sustainability

- Address to social and environmental issues surrounding housing and living, work on improvements across the entire supply chain
- Promote organized initiatives through appropriate review of material issues and maintenance and operation of management systems

Link to detail

Response to Climate Change

Aim for carbon neutrality by 2050 along with the climate change response policy "HASEKO ZERO-Emission"

①Plan and Execute Greenhouse gas (CO2) Emissions Reduction Plans, Indicators, and Targets

- Emission reduction target compliant with SBT

Scope	Base Year	Target	
		Midium（FY2030）	Long（FY2050）
Scope1+Scope2	FY2020	(42%)	(100%)
Scope3		(13%)	(37%)

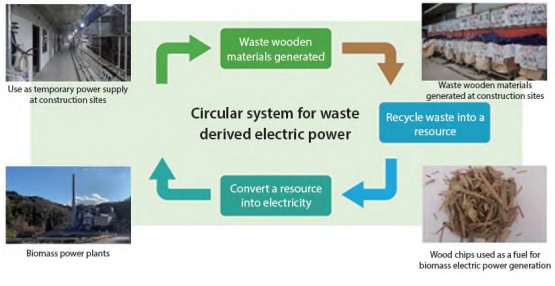
※Expected to obtain SBT certification for FY2030 targets

②Initiatives at Construction Sites and Offices

- Shift to electric heavy machinery and transport vehicles, adopt low-carbon fuels
- Promote the introduction of renewable energy such as biomass

③Initiatives for Expanding Low-Carbon Construction and Decarbonized Housing

- Promote wood construction and wooded interior decoration, Expand ZEH and Long-Life Quality Housing supply
- Develop and Promote new building materials and methods





Introduction of biomass power generation, which uses waste wooden materials generated at construction sites



Adoption of battery-powered full-electrified rough terrain cranes



Environmentally friendly concrete "H-BA Concrete" that reduces CO2 emissions by approximately 20%

6. Strengthen the Management Foundation (4) Enhance Initiatives for Sustainability

Enhance Human Capital Management

- Ensure an attractive workplace environment where diverse personnel, including cooperative companies, continue to work securely and safely
- Continue to be a company where all employees can actively engage and challenge themselves positively

①Secure Personnel and Strengthen Organizational Capabilities

- Ensure recruitment competitiveness for each group company, train and appoint next-generation executives
- Reinforce organizational capabilities, including cooperating companies such as Value-Up Activities

②Workstyle Reform, D&I, and Health Management

- Continue to obtain Certification as a Health and Productivity Management Organization and "Eruboshi"
- Enhance DX skills and management through data

③Treatment and HR Systems

- Continue to improve salary and condition and competitive compensation design for talent acquisition
- Reflect contributions to medium- and long-term growth in treatment

④Human Resource and Career Development

- Revitalize organizations and individuals through assignment by selection-based and open call, etc.
- Reinforce systems that encourage voluntary learning and challenges

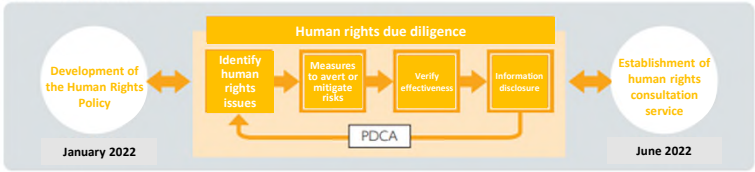
Respect of Human Rights

- Establish and continuously practice mechanisms for respecting human rights

①Human Rights Due Diligence

- Identify human rights issues in business activities
- Continue the PDCA cycle from implementing countermeasures, verifying effectiveness, to disclosing information

Overview of Initiatives for Respecting Human Rights



②Consideration for Increasing Foreign Workers

- Promote understanding of cultures and customs
- Multilingual signage in construction site, etc.

Supply Chain Management

- Fulfill social responsibility across the entire supply chain

①CSR Procurement Guidelines

- Ask compliance not only from the group but also from business partners
- Regularly conduct a questionnaire, using self-checklist, and verify that appropriate action is being taken

6. Strengthen the Management Foundation (5) Strengthen Functions of Corporate division

- Continuously optimize in response to rapidly changing business environments and market demands
- Meet the trust and expectations of all stakeholders, support sustainable growth and enhancing corporate value

①Further Strengthening Corporate Governance

- Link capital efficiency and non-financial KPIs with executive remuneration
- Initiatives to improve the effectiveness of the board of directors

②Enhance Communication with Stakeholders

- Enrich information disclosure and understanding for corporate activities
- Establish systems for strategic internal and external communication

③Improve Productivity and Strengthening Functions of Corporate Management Division

- Utilize budget management systems, BI tools and generative AI, etc.
- Establish risk assessment and management systems for new businesses and Overseas business



Enrich information disclosure
Integrated report



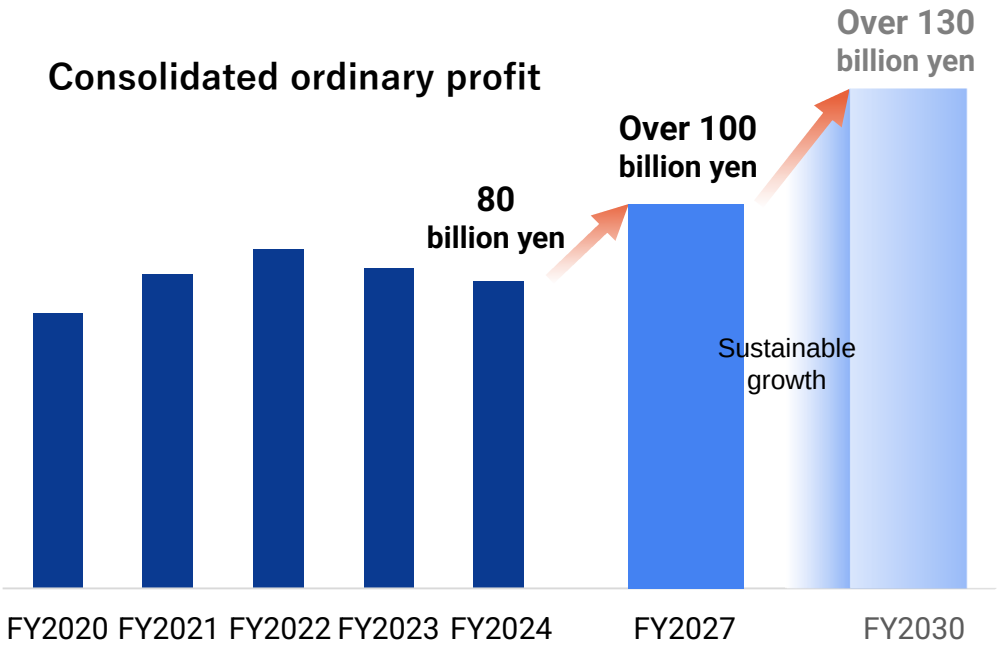
Distribute information and service through membership systems and owned media

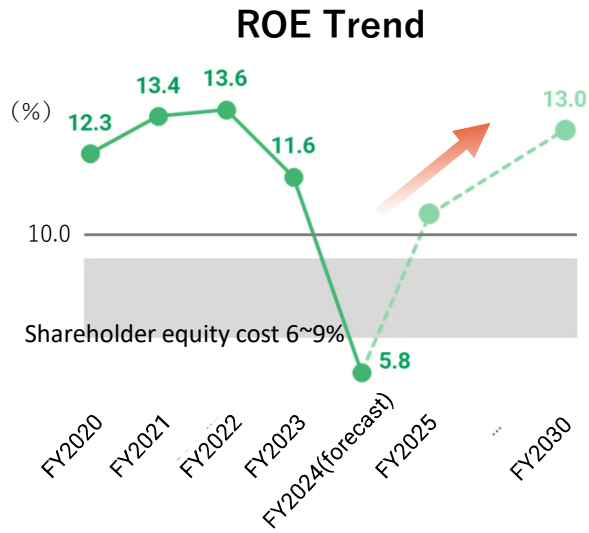


In-House hands-on seminars and re-skilling programs for the utilization of generative AI in business

7. Management Goals and Shareholder Return Policy

- **Consolidated ordinary profit：** Aim **100 billion yen** in FY2027and over **130 billion yen** in FY2030
  Establish a profit base that can stably post over 100 billion
- **ROE：** Maintain a level above **10%** and aim for approximately **13%** by FY2030

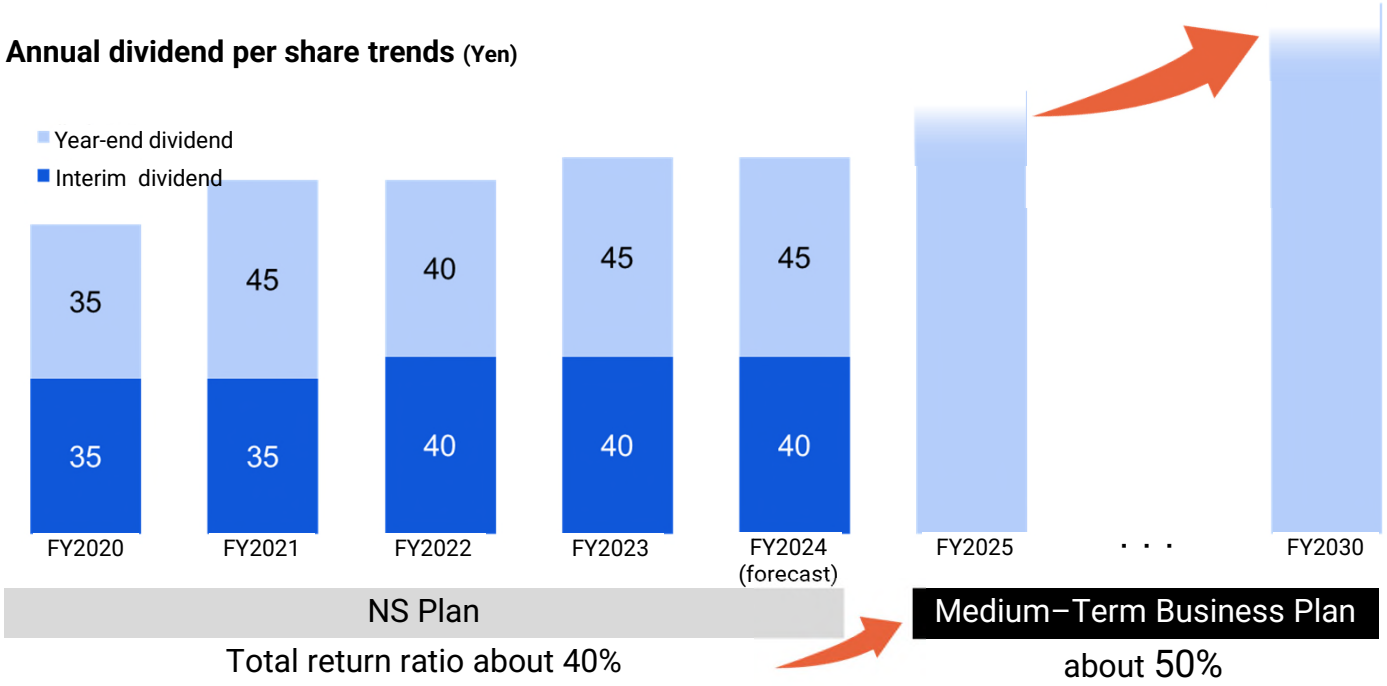




7. Management Goals and Shareholder Return Policy

- Total return ratio of approximately **50%** of profit attributable to parent company shareholders over 6 fiscal periods
- Continue stable dividend, and Implement **progressive dividends** during the plan period
- Purchase treasury stock flexibly as needed

Annual dividend per share trends (Yen)



Towards Sustainable Corporate Value Enhancement

Initiatives to Improve Market Evaluation

Expectations for Stable Growth and Shareholder Returns

Strategic investment for growth	• Invest in R&D, DX, and human capital • Expand business area and new areas, M&A
Sustainable returns for shareholders	• Increase annual dividends, progressive dividends • Raise the level of total return ratio
Enhance initiatives for sustainability	• Achieve CO2 emission reduction targets • Continuous review of non-financial KPIs
Enhance communication with stakeholders	• Enrich information disclosure • Promote constructive dialogue with shareholders

Initiatives to Improve ROE

Maintain a Level above 10% and Aim for 13% by FY2030

Improve profitability	• Improve construction profit margins • Secure profits in Overseas business • Improve productivity through DX and Discover new revenue sources
Improve capital efficiency	• Improve turnover rate in Real estate business • Optimal control of debt and capital • Purchase treasury stock as needed

Main Non-Financial KPIs

Materiality	Initiatives and KPIs	Target
Climate change response	Reduce greenhouse gas (CO2) emissions(base year FY2020) ・Scope1+Scope2 ・Scope2 (t-CO2) ・Scope3	 FY2030 (42%) FY2026 0 FY2030 (13%)
	Introduce renewable energy power (including group companies and offices)	FY2026 100%
	Adopt H-BA Concrete	FY2030 50% or more
	Expand ZEH-M supply ・Properties developed by group ・Properties constructed by group	 Each year 100% FY2030 100%
Human Capital	% of female managers	FY2030 12% or more
	% of DX promotion personnel	FY2030 20% or more
	% of operation with 8 close every 4 weeks	FY2027 100%
	% of eligibles for specific health guidance	FY2030 15% or less
Respect for human rights	Implementation of human rights due diligence	Implement every FY
Supply Chain Management	% of response for CSR procurement questionnaire	Each FY 100%
	% of engagement with foreign workers	Each FY 100%

Corporate group for housing
to create great living

HASEKO Corporation

All future-related content described in this document is estimated based on information available as of the date of publication and may differ from actual measures and performance due to various factors in the future.