

Financial Results for Fiscal Year Ended March 2025

ES-CON JAPAN Ltd.
(TSE Prime: 8892)

May 19, 2025



Financial Results for Fiscal Year Ended March 2025

• Summary of Topics	P. 2
• About the Company's New Name	P. 3
• Synergies within the Chubu Electric Group	P. 4
• Profit and Loss Statement	P. 5
• Segment Overview	P. 6
• Results by Segment	P. 7-
• Balance Sheet	P. 11
• Shareholder Returns	P. 12

Progress on 5th Medium-Term Management Plan

• Financial Results Plan	P. 14
• Investment Plan	P. 15
• Management Targets	P. 16
• Management Based on an Awareness of Capital Costs and Stock Price	P. 17

Progress on Long-Term Vision 2030

• Overview	P. 19
• Financial Results Trends	P. 20

Topics

• Mixed-use Facility Opened in Kitahiroshima City, Hokkaido	P. 22
• Development of High-End Residences	P. 23
• Further Stability of the Earnings Structure	P. 24
• Expanding Development Types and Areas	P. 25

Sustainability Topics

• Environmentally-Friendly Real Estate Development	P. 27
• Organizational Restructuring to Strengthen the Compliance/Sustainability Management System	P. 28
• Hiring Diverse Human Resources and Promoting Their Participation and Advancement	P. 29
• Initiatives for Local Communities	P. 30
• Sustainability Management	P. 31

*Key to this document

(Group companies)

- Picasso Group: PICASSO CO., LTD., Yuki Sangyo Co., Ltd. and Picasso's group companies
- Shijo Omiya Building: Shijo Omiya Building Co., Ltd.
- FUEL: FUEL Inc.
- ESH: ES-CON HOME Ltd.
- EAM: ES-CON ASSET MANAGEMENT Ltd.
- ELS: ES-CON LIVING SERVICE Ltd.

(Other/Proper nouns)

- EJ: ES-CON JAPAN REIT Investment Corporation
- Chubu Electric Power (or Chuden): Chubu Electric Power Co., Inc.
- Chuden Real Estate: Chuden Real Estate Co., Inc.

(Other/Abbreviations, etc.)

- AUM: Assets under management
- PJ: Project

Summary of Topics for FY3/2025

» New company name finalized (see p. 3)

ES-CON JAPAN has decided to change its Japanese trade name from "Nihon ES-CON" to "ES CON".

» Strengthening synergies within Chubu Electric Power Group (see p. 4)

- Acquired two large urban development sites in the Chubu area.
- Chubu Electric Power launched the new Real Estate Business Division in April 2025.

» Achieved record-high profits in FY3/2025 (see p. 5)

Achieved annual sales equivalent to sales achieved over the 15 months of the preceding consolidated fiscal year.

At each stage, profits exceeded initial forecasts (record-high profits).

» Upwardly revised performance targets in the 5th Medium-Term Management Plan (see p. 14)

Operating profits exceeded the initial target for FY3/2026.

⇒ Thus, we have upwardly revised operating profit forecasts for FY3/2026 and FY3/2027.

About the Company's New Name

Marking an important milestone, our 30th anniversary, we plan to change our Japanese trade name from **Nihon ES-CON** to **ES-CON**. The goal is to further strengthen the Company's brand and enhance societal trust.*

株式会社日本エスコン
(in English: ES-CON Japan Ltd.)



株式会社エスコン
(in English: ES-CON Japan Ltd.)



■ Origin of ES-CON

The name ES-CON comes from **the combination of the words real estate and constellation**, which we established as cornerstones upon our founding. It means that everyone associated with the Company can demonstrate their individuality and strengths to the fullest, and can beautifully harmonize with all and continue to shine for eternity, like a constellation that gives off inimitable light. It expresses our strong desire to be a constellation in the real estate industry.

* The name change will take effect on July 1, assuming that the Partial Amendments to the Articles of Incorporation is approved at the 30th Annual General Meeting of Shareholders scheduled for June 25, 2025.

Synergies within the Chubu Electric Group

We will generate additional synergies within the Chubu Electric Group in various ways, including acquiring land for major urban developments in the Chubu area and personnel exchange with Chubu Electric Power

Business development in the Chubu area (major urban development)

Drawing on the solid reputation of the Chubu Electric Power Group, we acquired multiple sites for large-scale urban developments and were involved in such development projects.

- Kariya City, Aichi Prefecture
(Site acquired in Sept. 2024: approx. 30,000 tsubo (approx. 99,000 square meters))



- Toyota City, Aichi Prefecture
(Site acquired in Feb. 2025: approx. 10,000 tsubo (approx. 33,000 square meters))



- Project to develop former site of Nagoya horseracing track
(Project participation since 2022)

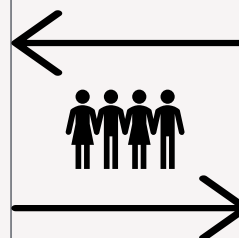


Personnel exchanges

Chubu Electric Power created the **Real Estate Business Division** in April 2025. We plan to ramp up personnel exchanges to generate further synergies.



One Director; **one** Director who is an Audit and Supervisory Committee member
A total of **nine** employees have been seconded to various departments within the Company as of July 2024.



CHUBU Electric Power Group

Chubu Electric Power Group

Chubu Electric Power established a Real Estate Business Division.

Two people have been seconded from the Company (April 2025).

FY3/2025 Profit and Loss Statement

Profits at every stage exceeded initial plans, setting a new record high
Achieved real growth in revenue and profit compared to the previous 15-month fiscal period

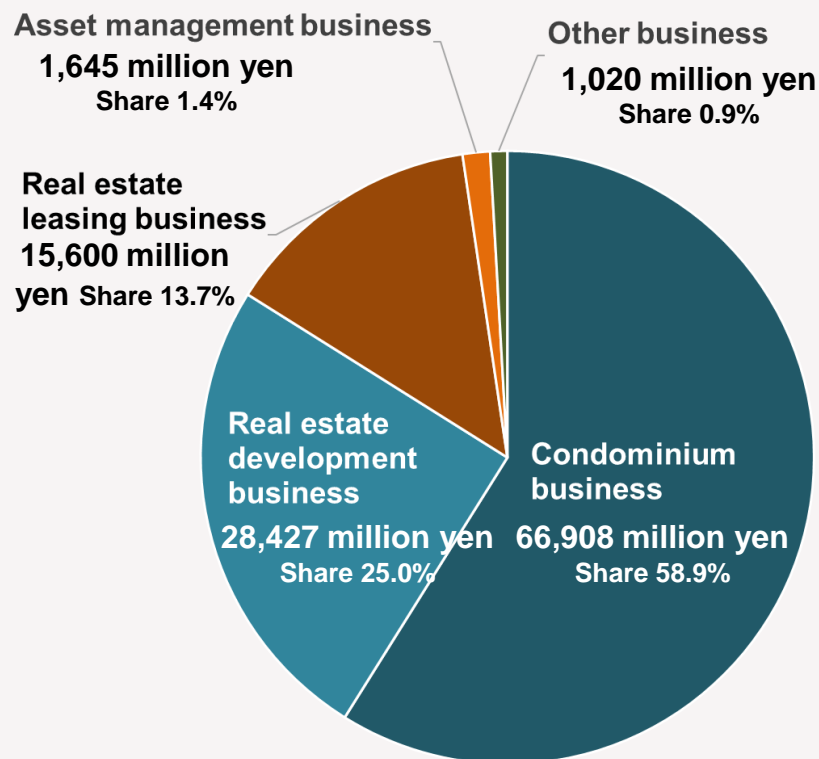
(Unit: million yen)

	12-month period			15-month period
	FY3/2025 Full Term (April 1, 2024 – March 31, 2025)			FY3/2024 Full Term (January 1, 2023 – March 31, 2024)
	Actual	Plan	Rate of achievement	Actual
Sales	113,603	118,000	96.3%	118,861
Gross profit	36,469	–	–	34,941
Selling, general and administrative expenses	15,157	–	–	15,867
Operating profit	21,311	18,000	118.4%	19,074
Interest expenses	3,685	–	–	2,650
Ordinary income	17,320	15,000	115.5%	16,585
Extraordinary loss	159	–	–	1,381
Profit in the quarter attributable to owners of the parent	11,193	10,000	111.9%	10,050
Basic earnings per share in the quarter (yen)	117.18	104.71	–	105.44

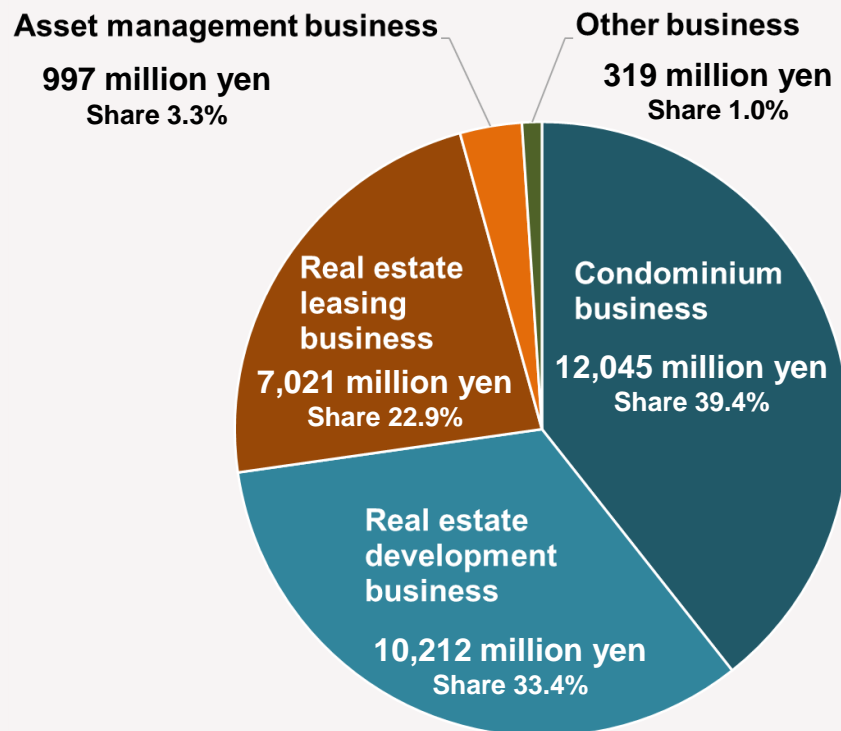
FY3/2025 Segment Overview

Effective increases in revenue and profit compared to the previous 15-month period in segments excluding Other Business

Sales 113,603 million yen



Segment profit 30,595 million yen



FY3/2025 Results by Segment

Condominium business

➤ Pivoting on major projects like Le JADE City Senri Fujishirodai South/East Residence (244 units total) and Le JADE Shin-Omura Station Front/Parkside (191 units total), we were able to absorb increased construction costs and steadily secure profits.

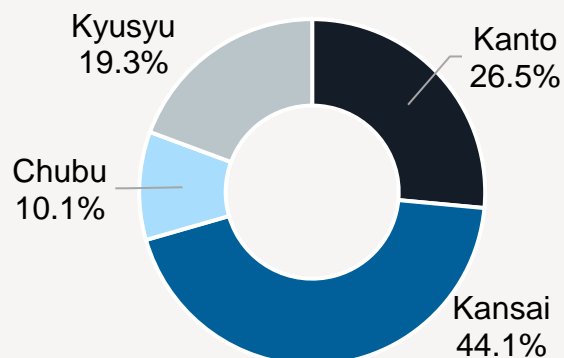
(Unit: Million yen)

	12-month period	15-month period
	FY3/2025 Full Term (April 1, 2024 – March 31, 2025)	FY3/2024 Full Term (January 1, 2023 – March 31, 2024)
Sales	66,908	73,183
Condominiums	64,063 (1,195 units)	69,290 (1,216 units)
Detached houses (ESH)	2,845	3,892
Segment profit	12,045	13,376
Condominiums	11,746	12,884
Detached houses (ESH)	299	491
Segment profit margin	18.0%	18.3%

FY3/2025 Results by Segment

Condominium business

**Percentage of net sales by area
in FY3/25
(Condominiums)**



Development of large urban development sites contributes to sales and profits.

Le JADE City Senri Fujishirodai
East/South Residence
(Suita City, Osaka Prefecture)



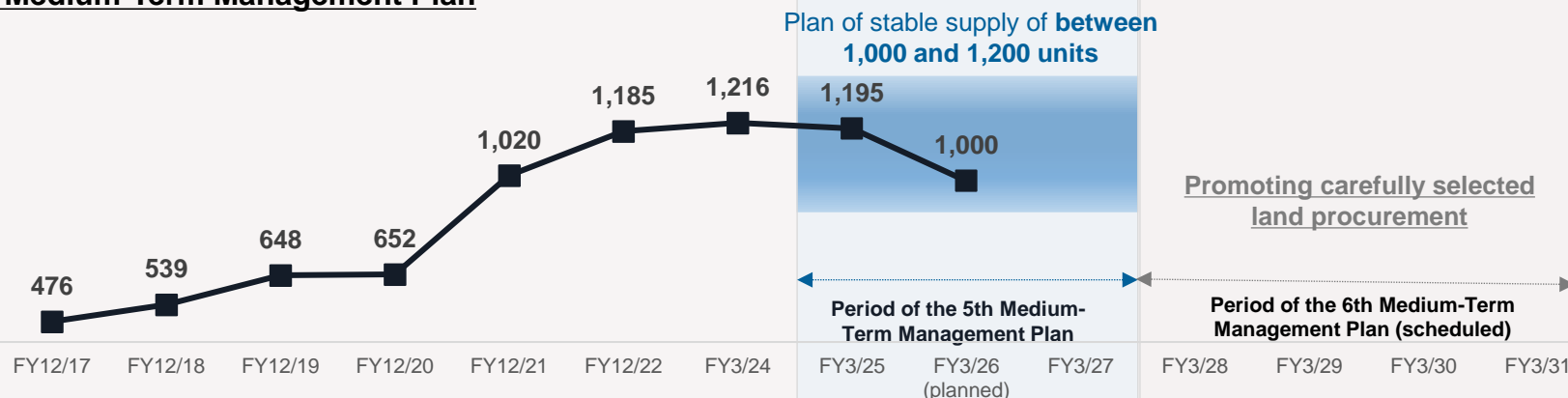
Joint project with Chuden Real Estate
Integrated development underway on residences, a clinic mall, certified daycare center, other commercial facilities, and a park on approx. 20,000 tsubo (approx. 66,000 square meters) of land

Le JADE Shin-Omura
Station Front/Parkside
(Omura City, Nagasaki Prefecture)



Development of a joint project with Daiwa House Industry and Izumi
A mixed-use complex containing condominiums and commercial facilities is underway in front of JR Shin-Omura Station.

Number of units to be supplied during period of 5th Medium-Term Management Plan



FY3/2025 Results by Segment

Real estate development business

- Sold various assets, including logistics facilities, commercial facilities, office buildings, hotels, and rental residences.
- Sales of LOGITRES Narashino Shibazono, ESCON Kudankita Building, and tonarie Hoshida, etc. made a contribution as we achieved sales and profits in excess of the previous period (15-month fiscal year)

(Unit: Million yen)

	12-month period	15-month period
	FY3/2025 Full Term (April 1, 2024 – March 31, 2025)	FY3/2024 Full Term (January 1, 2023 – March 31, 2024)
Sales	28,427	26,423
Segment profit	10,212	7,283
Segment profit margin	35.9%	27.6%



LOGITRES Narashino Shibazono



ESCON Kudankita Building



tonarie Hoshida

FY3/2025 Results by Segment

Real estate leasing business

Asset management business

Other business

- Real estate leasing business: Shijo Omiya Building, which became a subsidiary in July 2023, operated for the full year, with sales and profits exceeding the previous term (15 months).
- Asset management business: Sales and profits exceeded sales and profits for the previous term thanks to increased asset management compensation from EAM in association with property sales by EJR and increased management compensation attributable to an increase in the number of condominium units managed by ELS.

(Unit: Million yen)

	12-month period	15-month period
	FY3/2025 Full Term (April 1, 2024 – March 31, 2025)	FY3/2024 Full Term (January 1, 2023 – March 31, 2024)
Sales		
Real estate leasing business	15,600	16,532
Asset management business	1,645	1,492
Other business	1,020	1,229
Segment profit		
Real estate leasing business	7,021	6,715
Asset management business	997	846
Other business	319	698
Segment profit margin		
Real estate leasing business	45.0%	40.6%
Asset management business	60.6%	56.7%
Other business	31.3%	56.8%

FY3/2025 Balance Sheet

- Increase in real estate for sale in process mainly due to the acquisition of sites in Kariya City and Toyota City, Aichi Prefecture
- While the equity ratio declined due to the acquisition of major properties, purchases proceeded at a pace exceeding plans.
- Overseas investments made progress, starting with condominium developments in Hawaii, with growth in investments and other assets.
- Diversified fundraising methods, such as issuing 7.4 billion yen in a first round of unsecured corporate bonds.

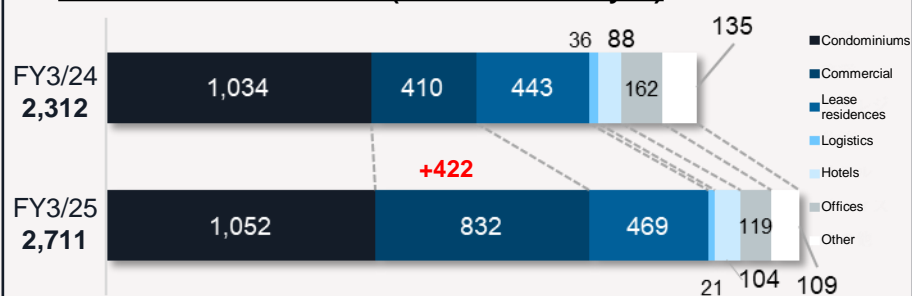
(Unit: Million yen)

Assets			
	FY3/2025 (this term)	FY3/2024 (previous term)	Change
Current assets	335,103	295,492	39,611
Cash and deposits	46,802	48,910	-2,108
Real estate for sale	8,072	3,408	4,664
Real estate for sale in process	263,066	227,887	35,179
Non-current assets	124,708	104,204	20,504
Property, plant and equipment	83,719	75,098	8,621
Intangible assets	15,277	16,170	-893
Investments and other assets	25,711	12,935	12,776
Total assets	459,847	399,696	60,151

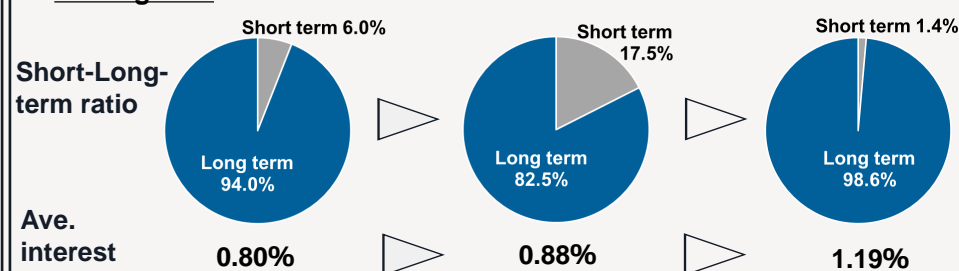
Liabilities			
	FY3/2025 (this term)	FY3/2024 (previous term)	Change
Current liabilities	95,654	108,580	-12,926
Short-term loans	4,735	51,537	-46,802
Current portion of long-term loans	66,387	42,699	23,688
Non-current liabilities	285,512	220,413	65,099
Corporate bonds	7,400	—	7,400
Long-term loans	257,872	199,557	58,315
Total liabilities	381,166	328,994	52,172
Total net assets	78,681	70,702	7,979
Total liabilities and net assets	459,847	399,696	60,151

Equity ratio	17.2%	18.1%	-0.9 points
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■ Breakdown of inventories (unit: 100 million yen)



■ Interest-bearing debt



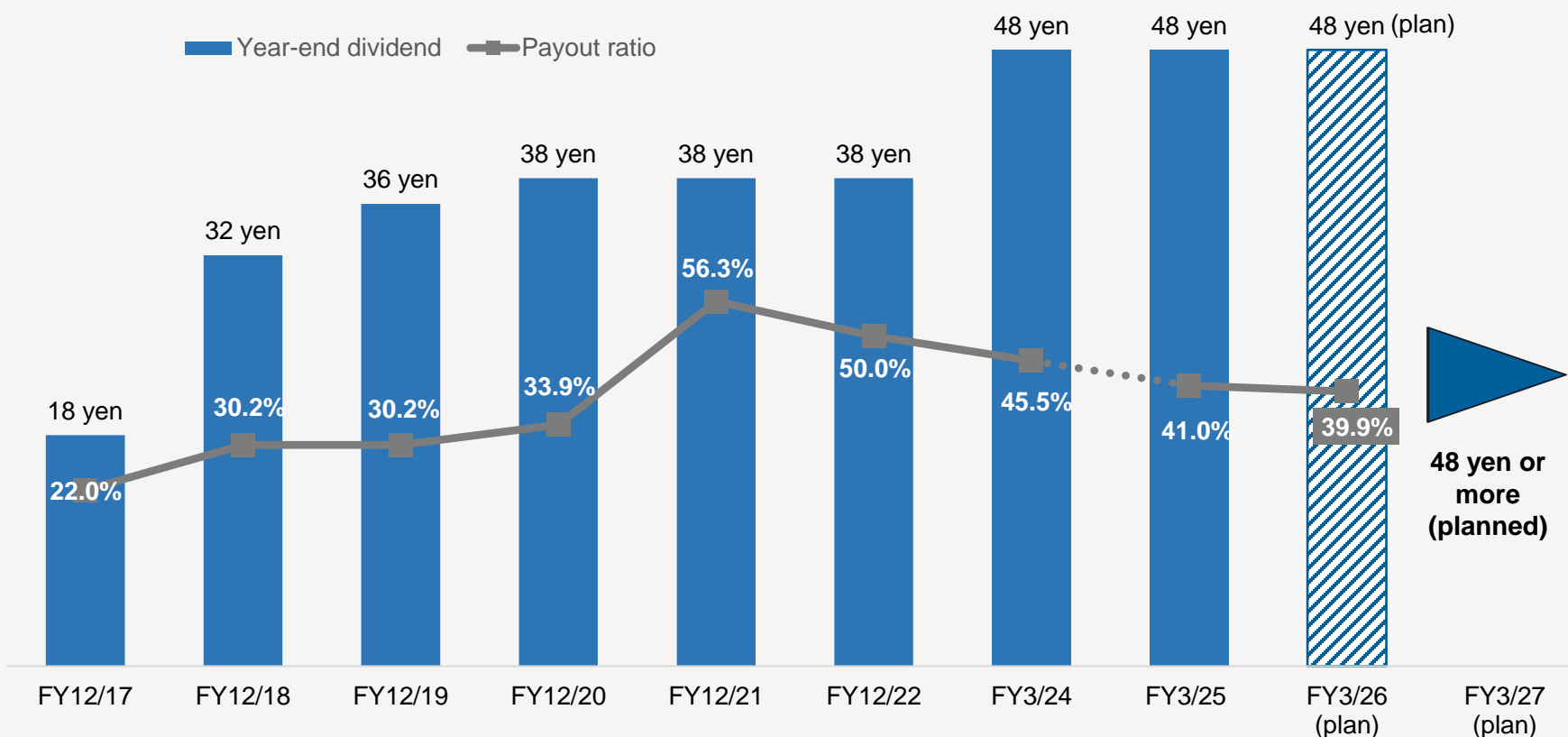
Shareholder Returns

FY3/2025: Dividend of 48 yen

Effective increase from previous term (15-month period)

➤ Maintain progressive dividend policy

Make the previous year's dividend per share (DPS) the lower limit of the dividend per share (DPS) and in principle we have a dividend policy of never lowering the dividend; of maintaining or raising it each year.



Progress on 5th Medium-Term Management Plan

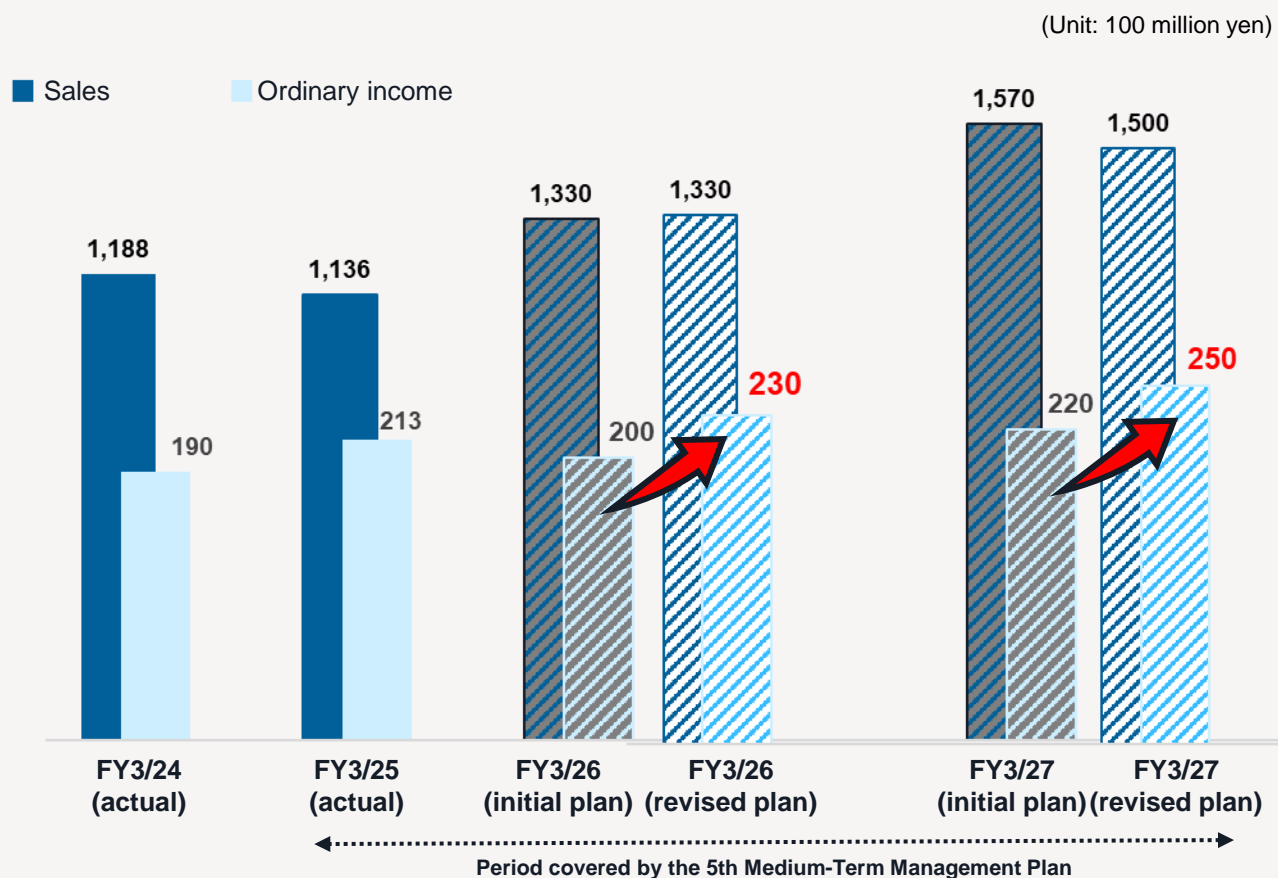
Financial Results Plan

Condominium sales and sales of properties in the real estate development business proceeded smoothly in FY3/2025.

Operating profits exceeded the targets set in initial plans.



Consolidated operating profit forecasts for FY3/2026 and FY3/2027 were upwardly revised.



Investment Plan

FY3/2025 investment plan made steady progress



Investment plans for FY3/2026 and FY3/2027 have been partially changed, but there is no change in the planned figure for gross investment amount on a three-year cumulative basis.

(Unit: 100 million yen)

	FY3/25			FY3/26		FY3/27		Three-year cumulative
	Actual	Plan	Difference	Revised plan	Initial plan	Revised plan	Initial plan	
Total gross investment	720	610	110	660	770	1,120	1,120	2,500
Condominium development	161	200	-39	200	200	250	250	611
Development of revenue-generating real estate	427 *	200	227	200	300	500	500	1,127
Acquisition of revenue-generating real estate currently in operation	78	150	-72	200	200	300	300	578
Overseas investment	54	50	4	60	60	60	60	174
Other	0	10	-10	0	10	10	10	10
Amount recovered	220	284	-64	325	308	400	417	945
From revenue-generating real estate	84	121	-37	144	142	277	242	505
Net investment amount	500	326	174	335	462	720	703	1,555

* Development of revenue-generating real estate: acquired land for major urban development projects in Kariya City and Toyota City, Aichi Prefecture

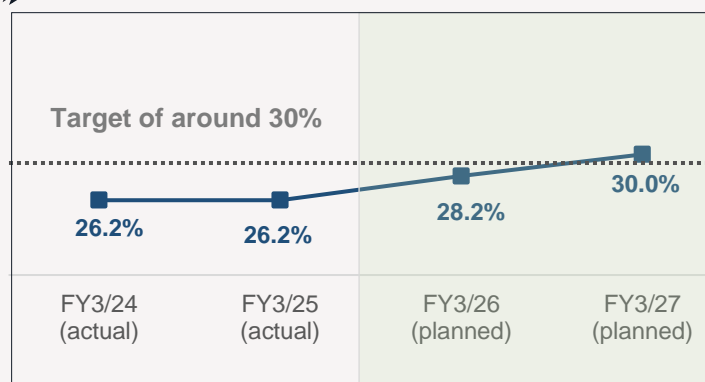
→ Against plans for gross investments of 61.0 billion yen in FY3/2025, the amount actually invested was 72.0 billion yen (on a contract basis).

Management Targets

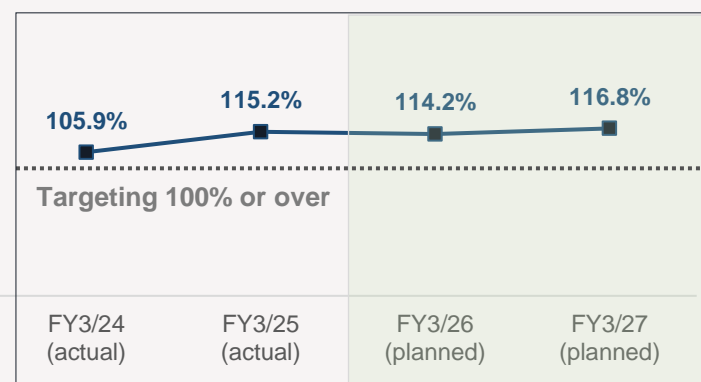
Capital efficiency indicators exceeded plans thanks to higher than projected profits. Overall, safety indicators met the figures targeted in the plans.

		FY3/25			FY3/26	FY3/27
		Actual	Plan	Achievement rate	Plan	Plan
Safety	Stock revenue ratio ^{*2}	26.2%	30.4%	-4.2%	28.2%	30.0%
	Stock revenue / General and administrative expense coverage ratio (cash basis) ^{*3}	115.2%	119.0%	-3.8%	114.2%	116.8%
	Equity ratio	17.2%	17.5%	-0.3%	17.6%	17.5%
Capital efficiency	ROE	14.8%	13.4%	1.4%	13.9%	14.0%
	ROIC ^{*4}	3.5%	3.4%	0.1%	3.5%	3.6%

Stock revenue ratio



Stock revenue / General and administrative expense coverage ratio



*1 Stock revenue: Real estate leasing segment profit + Asset management segment profit

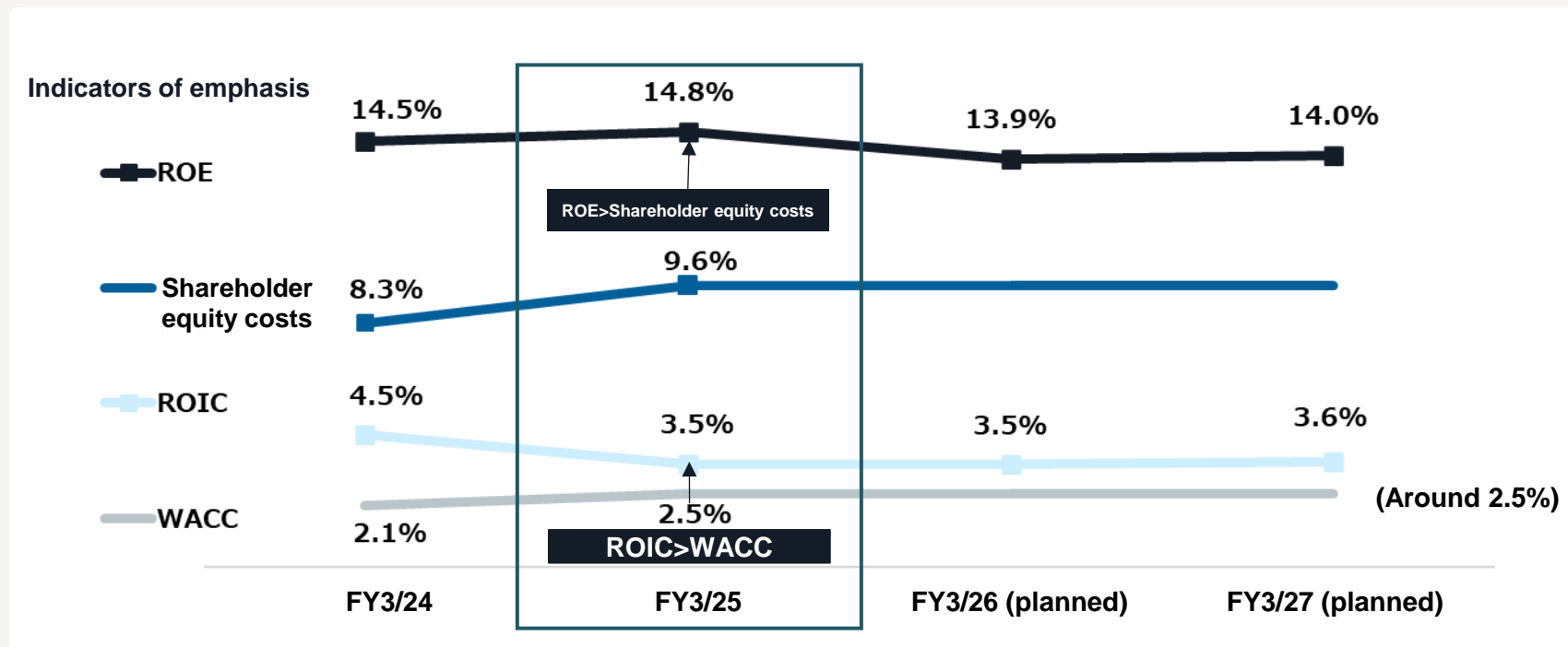
*2 Stock revenue ratio: Stock revenue / Total segment profit

*3 Stock revenue / General and administrative expense coverage ratio: (stock revenue + depreciation in the real estate leasing segment + goodwill amortization in the real estate leasing segment) / (general and administrative expenses – general and administrative expense depreciation – total goodwill amortization)

*4 ROIC: (Consolidated ordinary income + interest expenses – interest income – income taxes) / (average at period-start and period-end of [interest-bearing debt + net assets])

Management Based on an Awareness of Capital Costs and Stock Price

Currently continuing initiatives targeting sustained growth



Basic approach and initiatives

Realizing profit growth

Realize profit growth to meet stakeholder expectations

Awareness of capital efficiency

Management based on an awareness of ROE > Shareholder equity costs and ROIC > WACC

Proactive shareholder returns

Maintain progressive dividend policy during 5th Medium-Term Management Plan; implement proactive shareholder returns.

Constructive dialogue with shareholders and institutional investors

Manage and practice IR activities through the representative director and IR Office (established in April 2025).

Progress on Long-Term Vision 2030

Overview of Long-Term Vision 2030

Currently promoting various initiatives to move toward Deepening and Evolution by fiscal 2030

Deepening

Evolution

Priority themes for business strategy

- 1 Further growth of main businesses
- 2 Synergies within the Chubu Electric Power Group
- 3 Further stabilizing the revenue structure
- 4 Establishing management that accounts for capital costs and stock price

- 1 Diversification of development projects and types
- 2 Expanding domestic area of operations
- 3 Global expansion
- 4 Challenge of new business domains
- 5 New urban development and management
- 6 Promoting DX

Priority themes for sustainability management (materiality)

- 1 Harnessing diverse human resources
- 2 Rigorous compliance
- 3 Strengthening governance and risk management, including Group companies

- 1 Promoting a decarbonized society
- 2 Achieving a society characterized by well-being

Profit growth will create the latitude needed to proactively invest to strengthen the management base and contribute to society.

Realize further profit growth by strengthening the management base and contributing to society



FY2030 Indicators
(Outputs)

Ordinary income

30.0 billion yen

Real estate assets

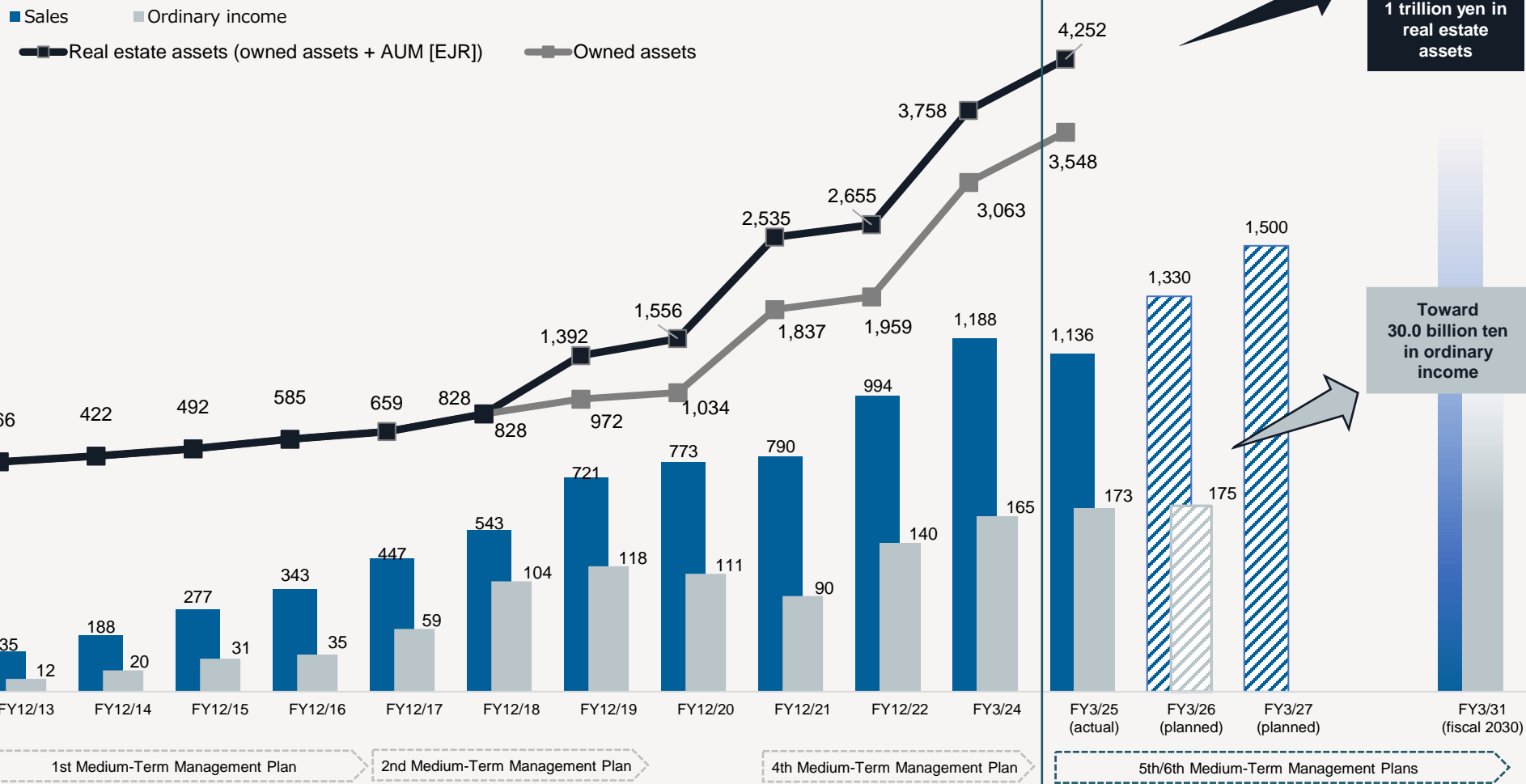
1 trillion yen

* Real estate assets: Owned assets + AUM from funds arranged by EJRI and FUEL, etc.

Financial Results Trends

Continuation of consistent revenue growth since the 1st Medium-Term Management Plan
Efforts to strengthen corporate value steadily under Long-Term Vision 2030 will continue.

(Unit: 100 million yen)



*The 3rd Medium-Term Management Plan was withdrawn due to the highly unclear business environment created by the COVID-19 pandemic.

*Assets owned by Company: inventories (real estate for sale, real estate for sale in process) + property, plant and equipment

*EJR's AUM is the book value total (at the end of each settlement period).

Topics

JR Kitahiroshima Station West Area Vitalization Project

The first stage is now open.

In a place connected by pedestrian decks from JR Kitahiroshima Station, **a mixed-use facility** intended to encourage interactions is now open, which comprises the commercial facility tonarie Kitahiroshima and ES CON Field Hokkaido Hotel Kitahiroshima Ekimae.

4th-13th floors Hotel



Open March 28,
2025



A hotel with **158** total rooms, including a specially designed Fighters Floor for Hokkaido Nippon-Ham Fighters fans
(Hotel managed by SQUEEZE Co, Ltd., a Company investee)

1st-3rd floors Locally rooted commercial facility



Open March 15,
2025



Featuring restaurants where customers can enjoy foods from Hokkaido and a clinic and beauty salon, this commercial facility offers a total of **21** establishments for a diverse range of customers.



Condominium

Le JADE Hokkaido Kitahiroshima

Scheduled handover
in November 2026



Contract progress
rate
94.4%
(as of April 30, 2025)

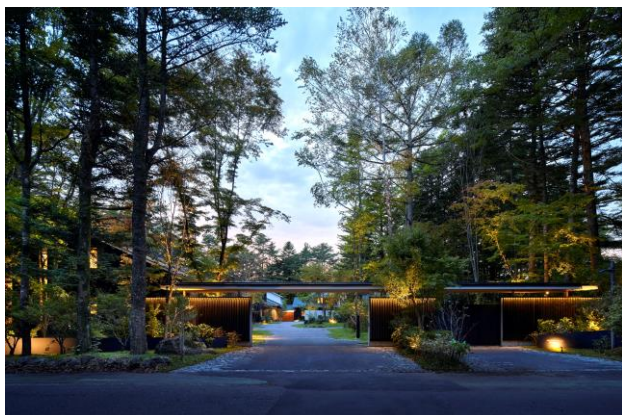
Development of High-End Residences

Continuing to provide high value-added products that take full advantage of the site and its characteristics

SEVENS VILLA Karuizawa

Handover completed
Sept. 2023

Residences seamlessly integrated with Karuizawa's natural environment, all are maisonette-style residences with private gardens.



DIAMAS Hayama

Scheduled handover
July 2025

These residences leverage the oceanside location to provide a spacious and out-of-the-ordinary experience.



Grand Le JADE Mishukudori

Scheduled handover
March 2026

One-minute walk from Setagaya Park, this development, containing a total of 10 spacious residences, offers excellent access to downtown areas.



Future development

From locations set amid natural bounty to urban centers, projects are currently underway in several rare locations.

(Provisional name) Hayama Town II Project

(Provisional name) Karuizawa Nagakura Project

(Provisional name) Minato-ku, Nishi-Azabu
2-chome Project

(Provisional name) Chiyoda-ku Kudanminami,
1-chome Project

Further Stability of the Earnings Structure

▶ Shiba Real Estate Inc. becomes subsidiary in April 2025.

A portion of the real estate business of Mitsubishi Chemical Corporation and its subsidiary DIA RIX CORPORATION was spun off and absorbed by a new company, Shiba Real Estate, Inc. (established January 17, 2025), with the Company acquiring all shares.

FY3/2025 sales and profit results for the two subsidiaries (real estate leasing)

	Sales	Project profit
Picasso Group	3,729	2,137
Shijo Omiya Building	2,660	1,590

Owns numerous prime properties, including condominiums and office buildings.

Real estate assets of three subsidiaries (as of March 31, 2025)

(Unit: million yen)

	Inventories	Fixed assets	Total assets
Picasso Group	16,732	36,252	52,984
Shijo Omiya Building	16,435	25,129	41,564
Shiba Real Estate*	11,785	8,626	20,411
Total	44,952	70,007	114,959

*At the time of stock acquisition

▶ Issuance of first unsecured bonds with prepayment clause

The Company issued 7.4 billion yen in corporate bonds in July 2024 to generate the funds required to expand its range of development projects.

The prepayment clause is a COC clause that allows for redemption requests in the event that the Company is removed from the scope of consolidation of Chubu Electric Power. Based on the strong relationship with our parent company demonstrated to investors, the amount issued exceeded initial plans.

Change in JCR rating outlook (from stable to positive)

The long-term issue rating outlook changed to **positive**, with the strong possibility for continuing upward revisions.

Ratings target	Before change	After change
Rating for long-term issuer	A+	A+
Ratings outlook	Stable	Positive

Expanding Development Types and Areas

Three properties acquired from ESCON JAPAN REIT Investment Corporation, plus one property sold

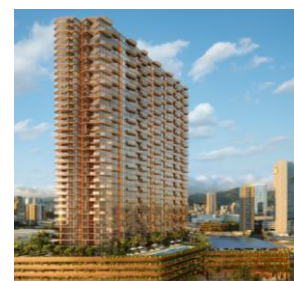
We acquired two land sites and one commercial facility from EJRI. In each case, we plan to develop the properties to maximize the value of the land once the lease contracts are up. We also sold a site to EJRI.

Expanding the Cyclical Investment Business



Overseas business development

We launched sales and marketing activities for the Ālia luxury condominium and Kuilei Place large-scale condominium in Honolulu, Hawaii, and opened a sales gallery at the Tokyo Head Office.



Ālia



Kuilei Place

Domestic area expansion



Okinawa

Opened Okinawa Branch.



April 2024



Tohoku Region

■ Fukushima Prefecture
Mid Tower Iwaki



Handover completed
December 2024

■ Iwate Prefecture
Central Park Seinan
Shintoshin



Scheduled handover around
late February 2027

■ Miyagi Prefecture
Selected as designated manager
for a portion of Nanakita Park
(Sendai Stadium and Gymnasium)

Designated period
April 1, 2025 to March 31, 2028
(three years)

Sustainability Topics

Environmentally-Friendly Real Estate Development

➤ Promoting a carbon zero society

Promoting the development of ZEH condominiums

■ ZEH condominiums: certifications acquired and plans

(Unit: Buildings)

	FY12/2021 (Actual)	FY12/2022 (Actual)	FY3/2024 (Actual)	FY3/2025 (Actual)	FY3/2026 (Plan)
Number of buildings acquiring ZEH condominium certification	1	2	5	15	13
Number of condominium confirmation applications granted*	16	19	17	17	13
Percentage	6.3%	10.5%	29.4%	88.2%	100.0%

*Number of properties granted construction confirmation before construction start

■ Certification acquired in FY2024 (partial list)

Le JADE Sapporo-Odori The Tower



Le JADE Tezukayama



Le JADE Nagoya Marunouchi



➤ Memory Inheritance Furniture Production Project using felled trees (Kitahiroshima City, Hokkaido)

- The furniture in the lounge of ES CON FIELD HOKKAIDO Hotel Kitahiroshima Ekimae was made from trees felled during the hotel's construction.
- The furniture was produced by students at the Hokkaido Shirakaba High School for Special Education as part of their coursework.



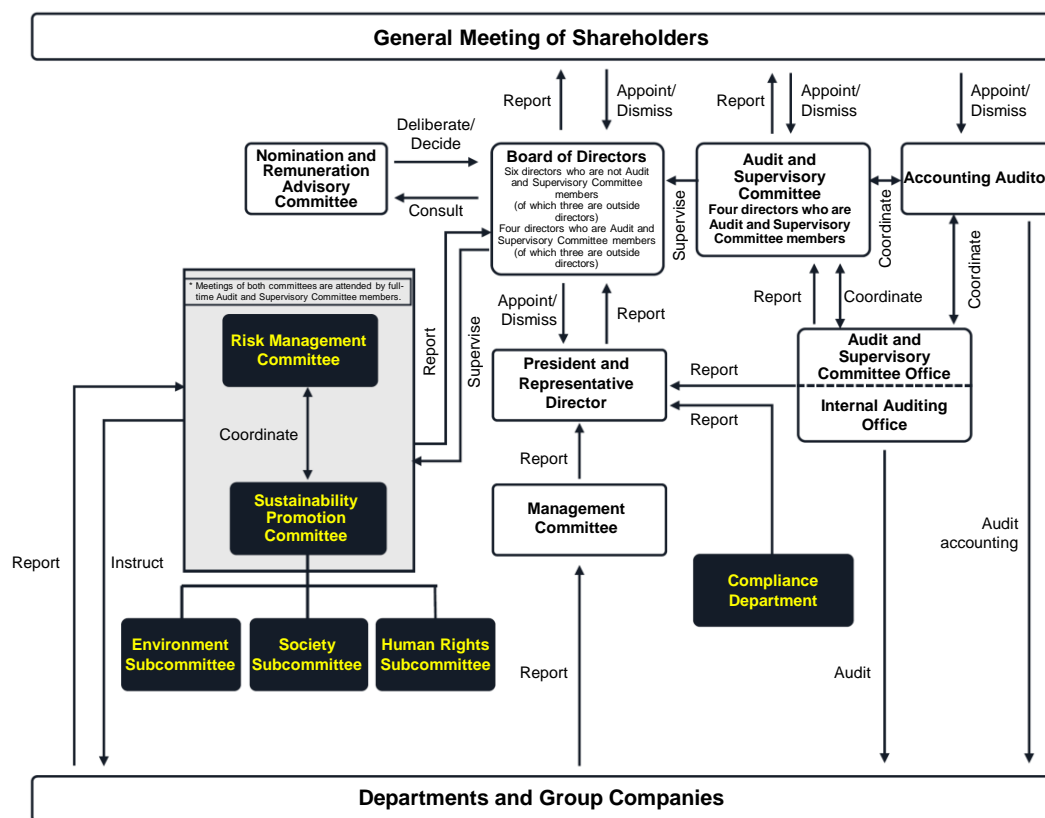
► Compliance Office reorganized into the Compliance Department

- The Compliance Office, established directly under the president in 2022, was reorganized into the Compliance Department.
- The workforce will be expanded and the compliance system further strengthened to further promote compliance management.

Establishment of Sustainability Promotion Committee

- ■ The Sustainability Promotion Committee is chaired by the representative director and president and is made up of members designated by the chairman, with the Audit and Supervisory Committee acting as observer.
- Made up of the Environment Subcommittee, Society Subcommittee, and Human Rights Subcommittee, the Sustainability Promotion Committee is administered by the Sustainability Promotion Department.

Corporate System
Diagram



▶▶ Initiatives to strengthen employee productivity and job satisfaction

- We conducted an engagement survey (satisfaction survey) of all employees in May 2024.
⇒ Based on the results, we established a **Feedback Box** to solicit feedback from all employees and improve business activities companywide.
- In May 2025, to bolster employee engagement and secure talented human resources, we raised base pay by an average of **8.5%**.

April 2023
Average 7.7%



May 2024
Average 8.0%



May 2025
Average 8.5%

▶▶ Promoting human capital management

[Strategy]

Promote the three-pronged strategy of: Securing human resources to support business growth; strengthening human resources development; promoting the health and safety of employees

Securing human resources to support business growth

Number of new graduates hired out of total employees

158 (as of April 30, 2025)



Strengthening human resources development

Provided training tailored to level and age group.



Promoting the health and safety of employees

Formulated general employer action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children and Act on the Promotion of Women's Active Engagement in Professional Life.

▶▶ Notice of certification under the 2025 KENKO Investment for Health program

We strive to promote health and productivity management and have been certified as an outstanding organization under this program for three consecutive years.



Initiatives for Local Communities (Kitahiroshima City, Hokkaido)

▶ Corporate Hometown Tax (Furusato nozei) program

We've donated on a continuing basis since 2022 to contribute to the further development of Kitahiroshima City, Hokkaido.

Drawing on the Corporate Hometown Tax program in FY2024, we launched the Hokkaido Project Design Innovation Lab in April 2025.

Joint industry, government, and academia efforts with the Company, Kitahiroshima City, and the Graduate School of Project Design.

The lab will promote the training of human resources active in local project design work and the creation of new businesses to develop the potential for new industry while maximizing local resources.



- The Hokkaido Project Design Innovation Lab will create new projects intended to contribute to urban development in the Kitahiroshima area and to solve employment and other issues.
- These activities will generate ideas from project fundamentals and lead to the formulation of ideal project models. They will generate insight into social change, on the basis of which, alongside knowledge provided by experts active in cutting-edge spheres like the SDGs and DX, new projects will be designed.
- Polishing observational knowledge through roughly nine months of workshops, and developing human resources for new project design.

Sustainability Management

➤ We will carry out various initiatives taking the achievement targets tied to materiality as a guideline.

Materiality (key issue)	Achievement target	Achievement fiscal year	FY3/2025 (Progress)	FY3/2024 (Actual)
Harnessing diverse human resources	Female hiring ratio of 35% or higher	Each fiscal year	30.8%	48%
	Improve engagement survey. ⇒ Firm improvement once survey starts (FY3/25)	FY2031	Engagement Survey (Entire Group) Rank: B	– (Survey not started)
	Certified as Outstanding Organization under KENKO Investment for Health program	Each fiscal year	Certified as an Outstanding Organization (large enterprise category) under the 2025 KENKO Investment for Health program	Certified as an Outstanding Organization (large enterprise category) under the 2024 KENKO Investment for Health program
Rigorous compliance	Carry out compliance promotion measures in collaboration with Chubu Electric Power.	Each fiscal year	Carried out training and seminars in collaboration with Chubu Electric Power, achieving 100% participation rate	Carried out training and seminars in collaboration with Chubu Electric Power Compliance Declaration made by top management
	Attendance at compliance training 100%	Each fiscal year	100%	100%
Strengthening governance and risk management, including Group companies	Raise the effectiveness of the Board of Directors and make continual improvements.	Each fiscal year	Conducting survey of directors and evaluating effectiveness	Conducted survey of directors and evaluated effectiveness.
Promoting a decarbonized society	Reduce GHG emissions by 40%* (vs. FY12/22). *Scopes 1 and 2	FY2031	Currently being calculated	12,000 tons-CO ₂ * (result for FY3/2024)
Achieving a society characterized by well-being	Contribute to regional revitalization and improved quality of life by promoting urban development that takes into account the environment and society.	FY2031	Nagasaki Prefecture Omura City Complex Development SAKURA MIRAI SHIN ŌMURA Urban Development Project for Regional Revitalization	[Hokkaido Ballpark F Village] ▶ Completed construction on senior residence and medical mall

*The results for the 12 months from April 2023 to March 2024 (FY3/2024) are currently being calculated to account for the difference in the length of the fiscal year.

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» **Press release distribution service**

Register [here](#)



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This document contains forward-looking statements related to the Group's plans and results at the current time. These forward-looking statements are based on the Company's estimates and judgment according to information available at the time the document was prepared. All statements are subject to various risks and uncertainties; actual results may diverge from the forward-looking statements for various reasons, including changes in the external environment.

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