

**Takara Leben Group
Sustainability Report 2022**

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Sustainability

Sustainability Basic Policy

The Takara Leben Group will achieve its corporate vision of “THINK HAPPINESS AND MAKE THE HAPPINESS” while working to earn the trust of various stakeholders and society. We will contribute to solutions to social issues and achieving the Sustainable Development Goals (SDGs) by undertaking Sustainability initiatives through our business including supplying housing and introducing natural energy as we strive for continuous growth.



> President's Message



> Takara Leben Group's Sustainability Strategies



> Corporate Governance
> Compliance
> Risk Management

Creating Lifestyles with Value



- > Provision of Condominiums that Embody the Ideals of Diverse Lifestyles
- > Regional Development by Linking Regional Communities with Urban Centers
- > Development of the Overseas Business
- > For Senior Health
- > Responding to New Lifestyles
- > LEBEN LABO ETHICAL ACTION

Forming Communities



- > Relationships with Stakeholders
- > Together with Local Communities
- > Together with Our Customers
- > Together with Our Shareholders
- > Together with Our Employees

Providing Comfortable Spaces of High Quality



- > Providing Comfortable Spaces of High Quality
- > Condominium Management Quality Improvement Measures
- > Pursuit of Safety and Peace of Mind
- > Pursuit of Habitability

Developing Environments and Cultures



- > Environmental Initiatives
- > Renewable Energy
- > Providing Environmentally Conscious Products & Services
- > Social Contribution and Recovery Activities
- > Support for Sports and Culture



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Third-Party Opinion >



Editorial Policy >

President's Message

Considering and realizing the "HAPPINESS" of all stakeholders

Representative Director, CEO and President
Executive Officer
Takara Leben Co., Ltd.

Kazuichi Shimada



Looking Back at Fiscal Year 2021

As a comprehensive real estate developer, the Takara Leben Group has a corporate vision of "THINK HAPPINESS AND MAKE THE HAPPINESS." We are developing our business with the aim of realizing the happiness of our customers and all other stakeholders.

In 2021, the year prior to our 50th anniversary, we continued to think about the "happiness" of people and their lives and actively engaged in projects to create "happiness" in the community and society. In the new condominium business, which is the core of the Group, in collaboration with local residents and municipalities throughout Japan, we have been able to steadily advance development projects that contribute to future housing and new urban development by solving issues faced by regional cities, such as the hollowing out of city centers and the aging of residents. In the energy business, where we have been pioneers in the industry, we have recently embarked on wind power and biomass power generation, in addition to solar power generation, and have begun to further promote the spread of renewable energy that will lead to a recycling-oriented society in the future.

Takara Leben, which celebrates its 50th anniversary in 2022, has adopted the Group slogan "Innovation for a New Lifestyle ." This slogan expresses our desire to "propose new styles of housing by utilizing our experience and knowledge accumulated over the years and breaking down stereotypes to help improve people's quality of life and living." In 2018, we launched the "INNOVATION DEVELOPMENT Project" to solicit ideas from the entire Group and take on the challenge of creating new businesses and services that are not yet available anywhere. In fiscal year 2021, as a commemorative project for the 50th anniversary since the foundation, we developed condominiums that serve as a culmination of our past achievements and a guide for the future, and we launched our first hotel brand.

○ Sustainability Activities of the Takara Leben Group

The Takara Leben Group aims to contribute to solving social issues and achieving the SDGs (Sustainable Development Goals) by engaging in sustainability activities through our business and to achieve continuing development while earning the trust of our stakeholders and society. Based on the social issues surrounding our business and the perspectives of the Group and our stakeholders, we have identified 15 key issues and our key sustainability themes: “Creating Lifestyles with Value,” “Forming Communities,” “Providing Comfortable Spaces of High Quality,” and “Developing Environments and Cultures” to promote Group-wide activities. The progress and results of our activities have been disclosed to our stakeholders in an easy-to-understand manner, and the PDCA cycle has been implemented through the review and deliberation by the Sustainability Committee to ensure continuous improvement. We will continue our efforts to further improve the level of our sustainability activities, including consideration of setting more effective KPIs.

○ Climate Change and the Takara Leben Group

Environment changes such as the spread of COVID-19 and the progress of DX (Digital Transformation) are requiring companies to place greater emphasis than ever on contribution to the global environment and collaboration with stakeholders. The Corporate Governance Code, revised in June 2021, requires companies to recognize “climate change,” “respect for human rights,” and “employee health” as their own management issues, as well as to respond to issues such as “fulfilling the functions of directors” and “diversity in core personnel” at a high level, and the Takara Leben Group is strengthening its efforts to meet such requirements. Besides Takara Leben Co., Ltd., Takara Leben Real Estate Investment Corporation and Takara Leben Infrastructure Fund have endorsed the TCFD (Task Force on Climate-related Financial Disclosure) recommendations, and the Takara Leben Group has expressed its commitment to corporate management that raises awareness of global warming countermeasures and a decarbonized society.

○ Growing as a Sustainable Company

The Takara Leben Group considers our sustainability efforts as one of important strategies for our medium- to long-term growth. In the Mid-term Business Plan formulated in May 2021, we have laid out “active response to ESG (environment, society, and governance)” and “fostering human resources and building a rewarding work environment” in core strategies and have been further driving forward the initiatives including energy business, non-financial data disclosure, carbon neutrality, and diversity and inclusion.

○ To All Stakeholders

The Takara Leben Group has celebrated its 50th anniversary in the knowledge that, since its establishment in 1972, we have won the support of our customers through our steadfast adherence to providing “ideal, affordable housing that anyone can buy with confidence and peace of mind.” We will continue to fulfill our responsibilities as a public entity of society, place importance on actions to realize a sustainable society, and aim to be “a company trusted by all stakeholders” through management from a long-term perspective that is not limited to profit growth alone. We appreciate your continued support and look forward to working with you in the future.

➤ [Takara Leben: The Journey](#) PDF 22.1MB

Takara Leben Group's Sustainability Strategies

Sustainability Basic Policy

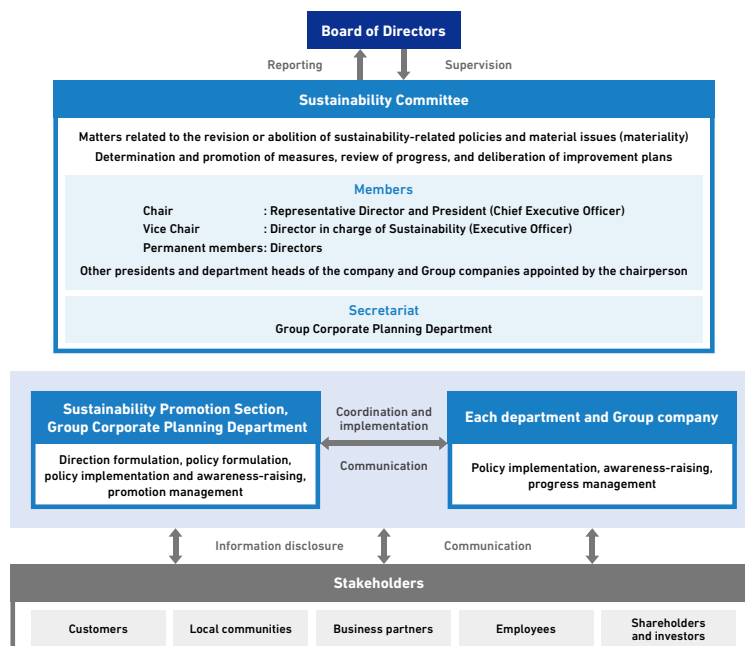
The Takara Leben Group's corporate vision is to "THINK HAPPINESS AND MAKE THE HAPPINESS" and contribute to solving social issues and achieving the SDGs by engaging in sustainability activities through our business, such as the supply of housing and the introduction of natural energy, in order to gain the trust of different stakeholders and society and achieve lasting development.



Sustainability Promotion System

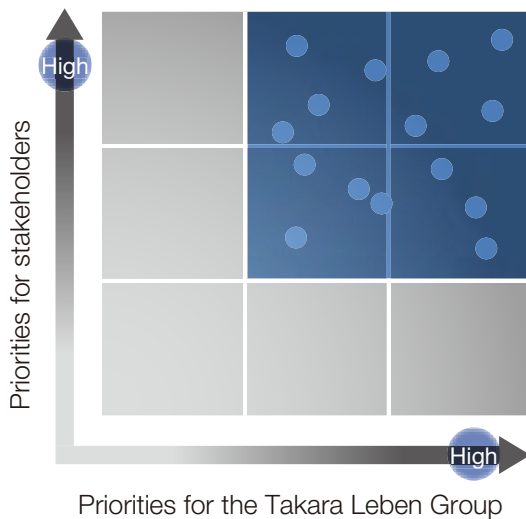
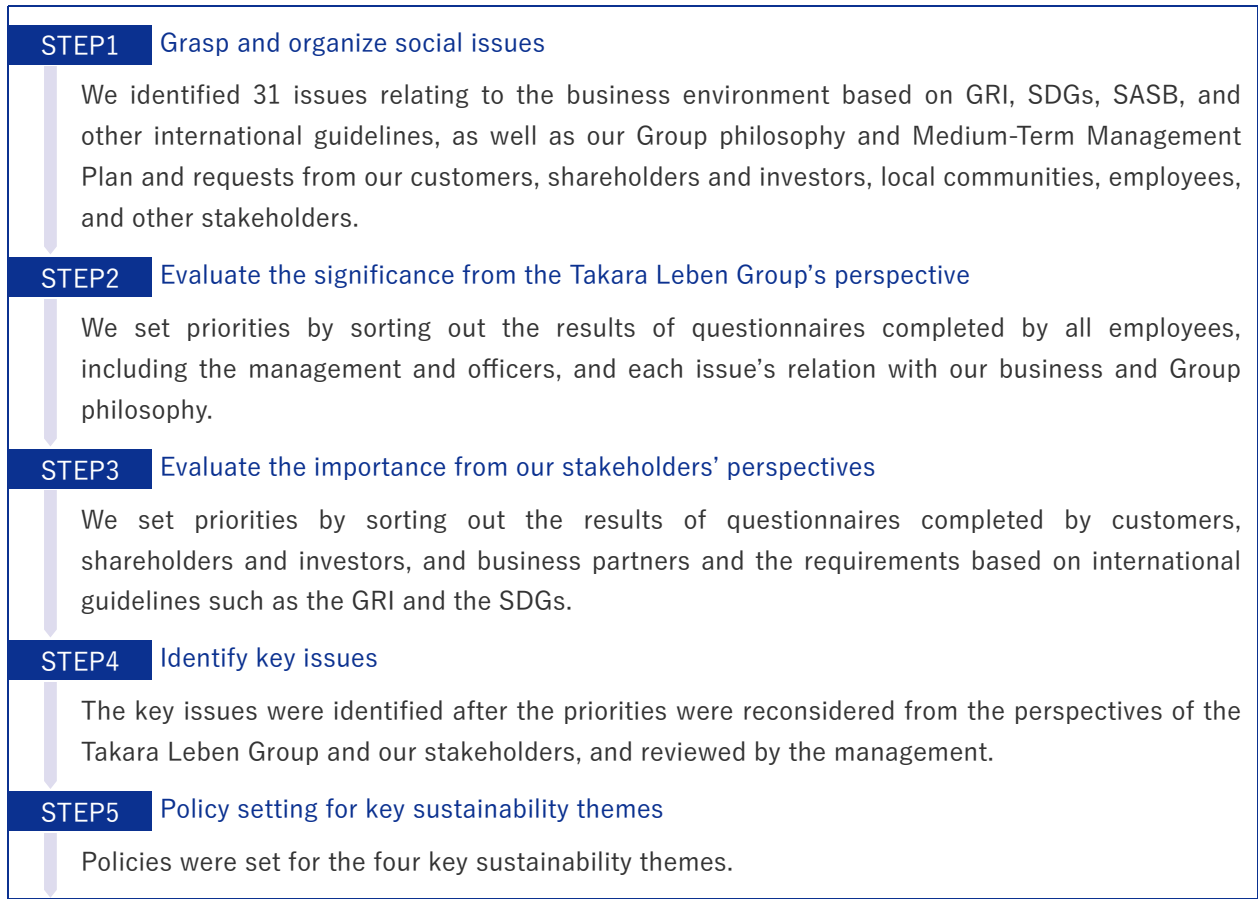
The Group has established a sustainability promotion system based on the recognition that "addressing issues surrounding sustainability, including consideration of climate change and other global environmental issues, respect for human rights, consideration of employee health and the working environment and fair and appropriate treatment of employees, fair and appropriate transactions with business partners, and risk management in the event of natural disasters are important management issues."

The Sustainability Committee, chaired by the Representative Director and composed of internal directors, presidents and division heads of group companies, is responsible for promoting ESG strategies, determining policies and measures concerning sustainability, examining and promoting materiality issues, reviewing progress, and deliberating on improvement plans.



Sustainability Key Themes and Key Issue Identification Process

The Group has identified key sustainability themes and critical issues through the following steps.



The 15 Issues Identified	
1 Support for diversifying lifestyles and globalization	8 Providing safe, secure products and services
2 Responses to changes to business models brought by an ageing society and depopulation	9 Improving customer satisfaction
3 Urban development and creating towns	10 Improving value of buildings
4 Construction and maintenance of a corporate governance system	11 Providing buildings and spaces that consider the environment and culture
5 Promoting compliance	12 Responses to global warming
6 Employee health management	13 Initiatives for renewable energy
7 Encouraging the strong roles of diverse human resources	14 Effective use of resources
	15 Responses to disasters

Key Sustainability Themes	Related SDGs	Policies	Key Issues
<h3>Creating Lifestyles with Value</h3> <p>We contribute to improving the richness of people's lifestyles by reating new value.</p>		<ul style="list-style-type: none"> ● Provide products and services that respond to changing social issues and needs. ● Provide lifestyles that harmonize residents and surrounding environments, such as the LEBEN or NEBEL brands. 	<ul style="list-style-type: none"> ● Support for diversifying lifestyles and globalization ● Responses to changes to business models brought by an ageing society and depopulation
<h3>Forming Communities</h3> <p>We form communities with stakeholders – such as local communities, trading partners, and employees – and aim for growth together.</p>		<ul style="list-style-type: none"> ● Contributing to the revitalization of regional areas through our regional city revitalization business, which connects urban and regional areas. ● Improve our ability to respond to risk through thorough risk assessment and management. ● Provide opportunities and environments where a diverse range of people can work energetically. ● Corporate activities that can respond to social needs with an emphasis on dialogues with our stakeholders. 	<ul style="list-style-type: none"> ● Urban development and creating towns ● Construction and maintenance of a corporate governance system ● Promoting compliance ● Employee health management ● Encouraging employment of diverse human resources
<h3>Providing Comfortable Spaces of High Quality</h3> <p>We support the comfortable and safe living of our customers by providing products bringing great satisfaction to our customers.</p>		<ul style="list-style-type: none"> ● Improve customer satisfaction levels through the use of our proprietary Service Quality Management System (SQMS®). ● Create housing that combines both design and habitability, pursuing the performance of housing. ● Improve building value through regular repairs and renovations to improve building comfort, functionality, and safety 	<ul style="list-style-type: none"> ● Providing safe, secure products and services ● Improving customer satisfaction ● Improving value of buildings
<h3>Developing Environments and Cultures</h3> <p>We contribute to a sustainable society by actively working on environmental issues, and at the same time, contribute to improving quality of life by providing opportunities for mental activities such as learning and practicing the arts.</p>		<ul style="list-style-type: none"> ● Reduce greenhouse gas emissions through supplying housing with high environmental performance and our renewable energy power generation business. ● Provide seismic-resistant and fire-resistant housing that can withstand natural disasters. ● Provide opportunities for cultural activities to our stakeholders. 	<ul style="list-style-type: none"> ● Providing buildings and spaces that consider the environment and culture ● Responses to global warming ● Initiatives for renewable energy ● Effective use of resources ● Responses to disasters

○ Targets and Achievements

Sustainability Key Themes	KPIs	FY Mar. 2022		FY Mar. 2023
		Targets	Results	Targets
Creating Lifestyles with Value	Propose new lifestyle services	5 projects	15 projects	5 projects
	Supply of new condominiums for sale overseas	3 condos* ¹	6 condos in 2 projects	3 projects* ¹
	Supply of NEBEL series condominiums	3 condos	10 condos	3 condos
Forming Communities	Redevelopment projects undertaken	2 projects	1 project* ²	2 projects
	Community sponsorships	10	14	10
	Conduct the board effectiveness assessments		○* ³	
	Enhancement and strengthening of corporate governance system		○* ⁴	
	Consideration of introducing the clawback provisions		○* ⁵	
	Implement anti-corruption education and training		△* ⁶	
	Promote understanding of human rights issues among officers and employees		△* ⁶	
	Number of cases of adverse treatment	0	0	0
	Survey to confirm the recognition rate of the whistle-blowing system		○* ⁷	
	Percentage of employees receiving health checkups	100%	95.6%	100%
	Stress check examination rate	100%	85.0%	100%
	Percentage of employees taking paid leave	70%	60.1%	70%
	Percentage of employees with disabilities	2.30%	2.7%	2.30%
	Percentage of female managers	9.5%* ¹	7.34%	9.5%* ¹
	Percentage of employees returning to work after maternity or parental leave	100%	100%	100%
	Training hours per employee	24 hours	17.9 hours	24 hours
Satisfaction rate of sales staff survey	90%	89.3%	90%	
Providing Comfortable Spaces of High Quality	Number of nonconformities related to business processes and quality standards	10 or less	6	10 or less
	Implementation of preventive action sharing meetings	5 times or more	4 times	5 times or more
	Training of SQMS® masters	2 or more persons	4 persons	2 or more persons
	Acquisition rate of housing performance evaluation certificates	100%	100%	100%
	Rate of accidents and lost time injuries (*covered: employees)	0%	0%	0%
	Number of lost workday injuries (*covered: employees)	0	0	0
	Implementation of customer satisfaction surveys		○	–* ⁸
	Safety meetings	once a year	not held* ⁹	once a year
	Special patrols (safety checks)	4 times a year	3 times* ¹⁰	4 times a year
	Number of safety and health training sessions (**training targets: employees)	twice a year	twice a year	twice a year
	Results of supplier surveys	A-rank acquisition rate 90%	95.59%	–* ⁸
	Rate of accidents and lost time (*target: suppliers)	1.83% or less	0%	1.83% or less

Sustainability Key Themes	KPIs	FY Mar. 2022		FY Mar. 2023
		Targets	Results	Targets
Developing Environments and Cultures	Establishment of environmental policy		○	– *8
	Acquisition and disclosure of CO ₂ emissions		○	
	Setting CO ₂ emission reduction targets		△ *11	
	Percentage of houses certified for energy efficiency rating (Flat 35)	100% of detached houses	100%	100%
	Sponsorship for culture fostering events	5	7	5
	Acquisition of ZEH condominium certification	1	1	1
	Acquisition of CASBEE certification with A rank or higher	1	1	1
	Newly added generation capacity of mega-solar power plant	20MW	41MW*12	20MW*13
	Total power generation	360MW*1	310MW	360MW*1
	Maximizing effective use of resources and water		– *14	
	Formulation of manuals for BCP measures		△ *15	

*1 Set as a mid-term target for FY March 31, 2025.

*2 Number of new projects participated in. In addition, nine projects are under construction or being promoted.

*3 Analysis based on anonymous questionnaires was conducted by an outside consulting firm, targeting all directors and corporate auditors, including outside directors.

*4 Group company information-sharing meetings were held to share compliance-related issues at each company and to alert employees to such issues. Reviewed rules and regulations, shared compliance training, and deployed it company-wide.

*5 As a result of review by the Compensation Committee, the implementation was postponed. Continued consideration.

*6 Implemented through compliance training.

*7 Conducted interviews with each Group company, and for companies with insufficient recognition rate, reorganized displaying posters in the office and distributed portable cards to employees to enhance the recognition.

*8 No plan to implement in FY March 31, 2023.

*9 Not implemented due to measures to prevent new COVID-19 infection. Awareness was raised through education and the slogan displayed at each site during the Occupational Health and Safety Preparation Month.

*10 The plan was reviewed due to a change in the internal organization.

*11 Under consideration by the Sustainability Committee established in April 2022.

*12 Newly added wind power generation was 2MW.

*13 Revised KPI to “Newly added generation capacity of power facilities using renewable energy sources.”

*14 Internal system is being developed for quantitative data acquisition, and KPI was revised to “quantitative data acquisition and setting reduction targets.”

*15 The manuals are being formulated by the Risk Management Promotion Team.

○ GRESB

For the third consecutive year, Takara Leben participated in the 2021 GRESB* Infrastructure Asset Evaluation. It received an overall score higher than last year's as a result of particularly high recognition of the solar power generation facilities owned by Takara Leben Infrastructure Fund and our various ESG-related policies and target setting, as well as disclosure of our ESG initiatives. We also received a 4-star rating in the GRESB Rating, which is a five-level rating based on global relative rankings, surpassing last year's rating.

Furthermore, Takara Leben Infrastructure Fund participated in the GRESB Infrastructure Fund Evaluation for the third consecutive year and was awarded the highest "5-Star" rating in the "GRESB Rating" as well as being selected as an "Asia Sector Leader."

In addition, Takara Leben Real Estate Investment Corporation received a "Green Star" rating in the 2021 GRESB Real Estate Assessment for the third consecutive year, which indicates that the company received high marks for both management and performance with respect to environmental, social, and governance (ESG) considerations.

* The name of an annual benchmark assessment to measure the ESG considerations of companies and funds that own and manage real assets (real estate and infrastructure) and the organization that administers the assessment, created in 2009 by a group of major European pension funds that spearheaded the Principles for Responsible Investment (PRI).



○ Takara Leben Signs UN Global Compact





In 2020, the Takara Leben Group signed the United Nations Global Compact promoted by the UN and registered as a participating company.

We will continue our efforts to achieve the Ten Principles of the UN Global Compact in four areas: human rights, labor, environment, and anti-corruption.

* The United Nations Global Compact was proposed by then UN Secretary-General Kofi Annan in 1999 at the World Economic Forum in Davos and was launched in 2000.



The Ten Principles of the UN Global Compact

 Human Rights	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2 make sure that they are not complicit in human rights abuses.
 Labour	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4 the elimination of all forms of forced and compulsory labour; Principle 5 the effective abolition of child labour; and Principle 6 the elimination of discrimination in respect of employment and occupation.
 Environment	Principle 7 Businesses should support a precautionary approach to environmental challenges; Principle 8 undertake initiatives to promote greater environmental responsibility; and Principle 9 encourage the development and diffusion of environmentally friendly technologies.
 Anti-Corruption	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

Message from the Executive Officer in charge of Sustainability

As a society, we have been changing the way we live even more drastically than we did last year, due to the increasing seriousness of climate change and the outbreak of new COVID-19 infections. I strongly feel that many of our stakeholders are calling for us to change our corporate stance to be flexible and responsive to these changes and to carry out our tasks in a sustainable manner.

We are in the process of promoting ESG management, which is one of the pillars of our new Mid-term Business Plan, announced in May 2021, by dividing it into four key sustainability themes and 15 key issues linked to the SDGs, setting 43 KPIs for each and promoting them throughout the Group. In fiscal year 2021, we promoted initiatives for local communities, acquisition of energy data such as CO₂ emissions, and certification of ZEH condominiums while enhancing and strengthening our corporate governance system and examining effective methods and target values for setting CO₂ emission reduction targets. As the results of these issues accumulate, each employee's awareness of ESG issues rises, and a virtuous cycle is being created within the company in which each employee is encouraged to engage in ESG management.

We will transition to a holding company structure on October 1, 2022, but we will continue to take pride in being “a company that makes people and the Earth happy in the future,” and we will work positively to address social issues through our main real estate, energy, and asset management businesses, leading to sustainable growth. We look forward to your continued support.



Kazuyuki Shimizu

Director, COO and Vice President
Executive Officer

Participation in Industry Groups, Keidanren, and Other Organizations

The Real Estate Companies Association of Japan
 National Residential Industries Association
 Real Estate Fair Trade Council
 Keidanren (Japan Business Federation)

Corporate Governance

Basic Approach

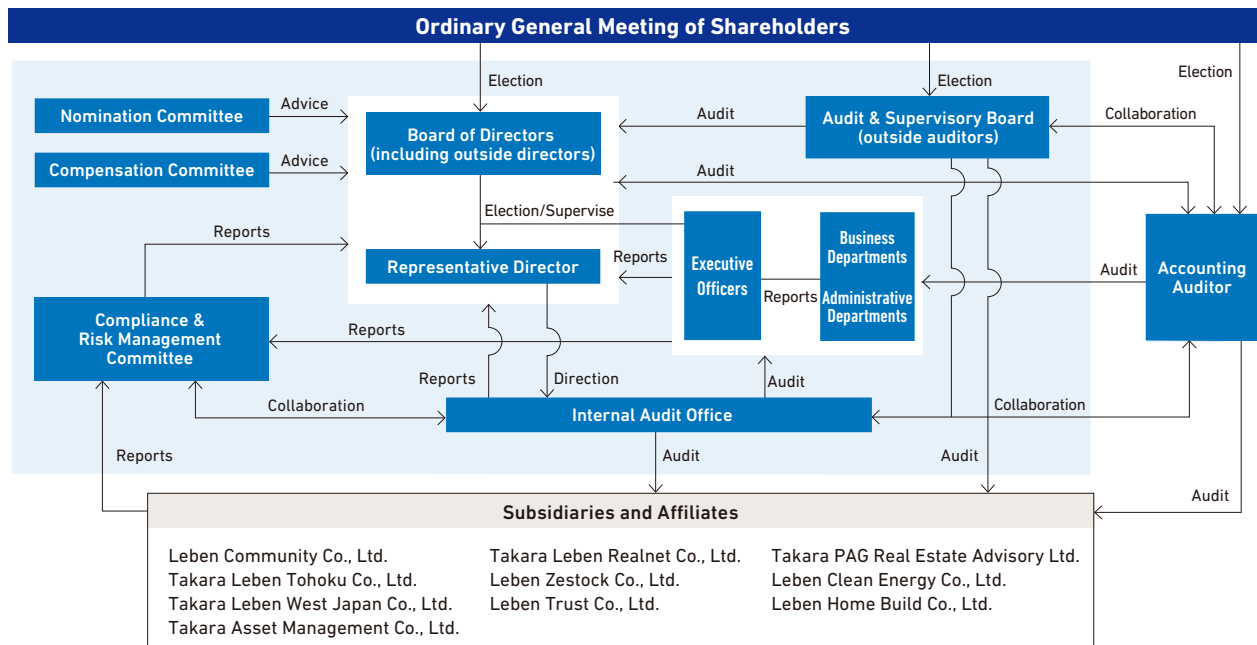
Rather than simply pursuing profit, Takara Leben strongly believes that it must comply with laws and corporate ethics and carry out its duties as a responsible member of society.

While maintaining close relationships with customers, shareholders, and employees—our core stakeholders—we continuously consider how we can deliver further satisfaction. In addition, we believe that reflecting the feedback received from various other stakeholders in our business while responding in ways that keep in mind what our company should achieve, and for whom, will lead to sound and efficient business management as a going concern.

Furthermore, by not limiting ourselves to a systematic check and balance function but, rather, by rooting ourselves in indexes and systems, we will ensure that the check and balance across the entire company will function in sync with each person’s awareness.

Corporate Governance System

In addition to prudent and swift decision-making by the Board of Directors, Takara Leben has built a system to ensure management proprieties, such as appropriate mutual supervision by directors of the state of business execution as well as audit and supervision by auditors of directors’ state of business execution. We have also introduced an executive officer system to clarify the management supervisory roles of directors and the business execution responsibilities of executive officers.



○ Corporate Governance System Trends

There are 12 directors, four of whom are independent outside directors with diverse backgrounds. The term of office of directors expires at the conclusion of the annual general meeting of shareholders relating to the last fiscal year ending within one year of their election. In fiscal year 2021, the Board of Directors held 21 meetings.

The Company has three corporate auditors, three of whom are independent outside corporate auditors, and has established a system that enables it to adequately fulfill its management oversight function from the outside. The Board of Corporate Auditors held 14 meetings in fiscal year 2021.

FY	Form of Organization	Total Number of Directors	Number of Outside Directors	Total Number of Auditors	Number of Outside Auditors
FY2016	Company with Audit & Supervisory Board	10	2	3	3
FY2017	Company with Audit & Supervisory Board	10	3	3	3
FY2018	Company with Audit & Supervisory Board	11	3	3	3
FY2019	Company with Audit & Supervisory Board	13	3	3	3
FY2020	Company with Audit & Supervisory Board	13	4	3	3
FY2021	Company with Audit & Supervisory Board	12	4	3	3
FY2022	Company with Audit & Supervisory Board	12	4	3	3

○ Board of Directors

Takara Leben has appointed 12 directors, four of whom are outside directors. All four outside directors have been designated as independent officers. In addition to carrying out prudent and swift decision-making, directors mutually supervise the status of business execution at Board of Directors' meetings, which, in principle, are held once a month, and also at extraordinary board meetings which are held on an as-required basis.

Auditors are always in attendance at the Board of Directors' meetings and state their opinions as necessary. At the same time, auditors work closely with outside directors and, as necessary, audit and oversee the running of the Board of Directors' meetings and the status of business execution. Also in attendance at the Board of Directors' meetings are executive officers, the head of the Internal Audit Office, and the heads of other departments who have received requests from the Board of Directors based on internal regulations and who express their opinions on each issue or reporting matter.

The Takara Leben Executive Committee, which deliberates on management issues, and the Sales Conference, which discusses the progress of sales, both meet once a month. In addition to sharing the achievement status of management targets at these and other meetings, the Company gleans information on problem areas and issues in the form of performance reports from each department and deliberates important matters relating to overall management. The content of those reports is raised at the Board of Directors' meetings on an as-required basis.

○ Evaluating the Effectiveness of the Board of Directors

With respect to the effectiveness of the Board of Directors as a whole in fiscal year 2021, an anonymous questionnaire was sent to all directors and auditors, including outside directors, with the assistance of an outside consulting organization, and, based on the responses to the questionnaire, the Board of Directors analyzed and evaluated its own effectiveness. The questionnaire generally revealed a positive evaluation, confirming that the effectiveness of the Board of Directors has been secured. In addition, improvements have been made in such areas as “diversity in the composition of the Board of Directors” and “provision of information necessary for discussion,” which were identified as issues in the previous year’s evaluation of the effectiveness of the Board of Directors. Future issues identified include enhancing discussions on management strategy, including the Group-wide crisis management system and investment in human capital, as well as reflecting the opinions of shareholders and other investors. We will continue to fully examine the issues identified and make ongoing efforts to enhance the functions of the Board of Directors.

○ Executive Remuneration

Directors’ remuneration is determined on the basis of the degree of each director’s contribution to business expansion and improvement in corporate value towards sustainable growth. The limit of the annual amount of remuneration is deemed to be ¥600 million (not including, however, the employee portion of the salary), and the limitation of the special stock option remuneration to ¥600 million annually is decided by a resolution at the Ordinary General Meeting of Shareholders. Auditors’ remuneration is limited to an annual amount of ¥60 million or less.

○ Audit & Supervisory Board

As a check and balance system on decision-making, all three auditors of Takara Leben are outside corporate auditors. Each auditor has the requisite background, experience, and mettle to objectively carry out assessments and verifications.

Besides audits for Takara Leben, the auditors are involved in audits of our Group companies, such as attending their board meetings and interviewing their directors, maintaining firm relationships with these companies. Furthermore, the auditors and the accounting auditor work to further improve the effectiveness and efficiency of audits by understanding and adjusting each other’s annual schedules, going together to events such as ground inspections and checks on show rooms, and exchanging information as appropriate.

Takara Leben has also established guidelines on internal audits and established an Internal Audit Office as an independent organization reporting directly to the representative director to enhance and strengthen internal audits. In the proposal and execution of the internal audit plan, the office coordinates the schedules of auditors and the accounting auditor and adjusts the scopes of audits to seek the efficient operation of various functions. Auditors accompany and witness operation audits conducted by the Internal Audit Office and work on building an effective and efficient audit system by means such as verifying the scope of the audit and collecting opinions as appropriate.

○ Nomination and Remuneration Committees

We have established the Nominating Committee and the Compensation Committee as voluntary advisory bodies to the Board of Directors for the purpose of enhancing objectivity and transparency in the decision-making process regarding personnel matters and compensation of directors, etc. and further improving and strengthening the corporate governance system by ensuring appropriate opportunities for involvement and advice by outside directors. Each committee consists of three or more directors selected by resolution of the Board of Directors, at least half of whom are independent outside directors. The chairperson of each committee is selected by a resolution of the Board of Directors. In addition, each committee deliberates and reports mainly on the matters listed below, based on the advice of the directors.

Nomination Committee

- (1) Matters relating to the nomination of candidate directors, executive officers, and others;
- (2) Matters relating to the nomination and succession of the representative director;
- (3) Matters relating to basic policies and criteria on the nomination of directors and others; and
- (4) Other matters referred to the Nomination Committee by the Board of Directors.

Remuneration Committee

- (1) Matters relating to the remuneration of directors and executive officers;
- (2) Matters relating to basic policies and criteria on the remuneration of directors and others; and
- (3) Other matters referred to the Remuneration Committee by the Board of Directors.

Message from an Outside Director

We interviewed Kenji Kawada, who has served as an outside director of Takara Leben since 2017, about how he regards the new Medium-Term Management Plan, initiatives to enhance the governance system, and the roles of directors.

With his many years of involvement in the management of financial and business firms, Mr. Kawada has a wealth of experience in business management and governance system building, including his appointment as Representative Director and President of Resona Holdings in 2003, where he led the effort to become the first financial institution in the banking industry to make the shift to a Company with three Committees system.



Kenji Kawada

Director (Outside)

> The full text can be found here. [PDF 512KB](#)

Excerpted from the Annual Report 2021

Corporate Governance Report

> Corporate Governance Report [PDF 588KB](#)

Compliance

○ Compliance Basic Policy

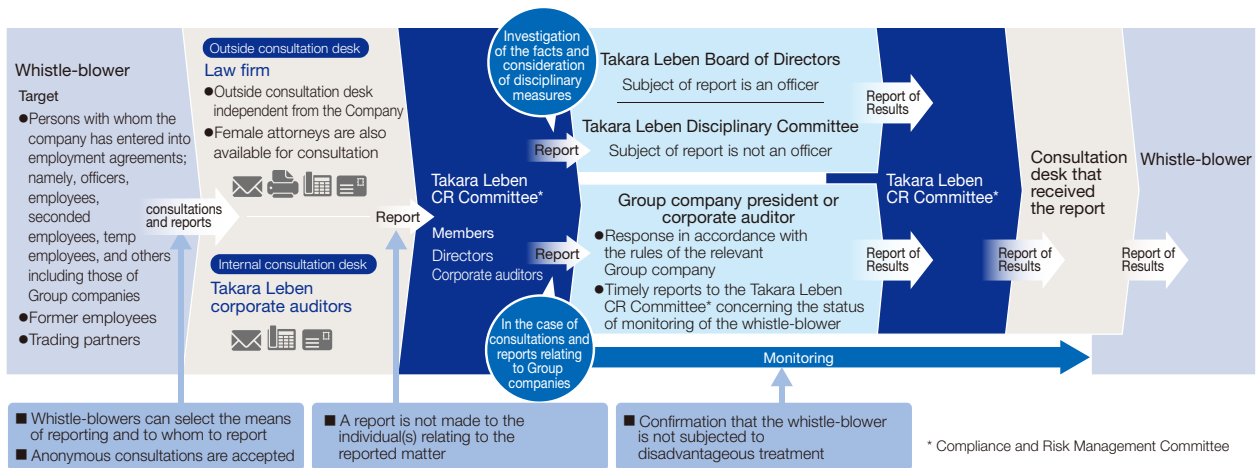
The basic policy provides that in order to comply with our CSR, all organizations, officers, and employees of the Takara Leben Group shall comply with laws, regulations, and social norms as well as separately established ethics rules and shall strive to serve as an example for society.

○ Internal Whistle-Blowing System (Help Line)

The Takara Leben Group has established an internal whistle-blowing system (helpline) as a means of reporting or consulting on issues such as harassment and compliance violations. The previous whistle-blowing system was reviewed in August 2018, and we outsourced responses to inquiries to a law firm with which the Group has not conducted business in the past to serve as an outside consultation desk; moreover, we established an independent internal consultation desk that directs inquiries to the corporate auditors. We reinforced the protection of reporting individuals, the subjects of reports, persons who cooperate with investigations, and others by establishing a mechanism to prevent access to information concerning consultations and reports by involved directors and taking other measures. We are working to strengthen compliance management through the early detection and rectification of improper conduct and other issues.



Pocket-size card



○ Employee Awareness-Raising

Takara Leben administers compliance education on a variety of themes to employees and strives to create a corporate culture of legal and regulatory compliance and respect for human rights.

- **Personal Information Protection**

We consider the protection of personal information to be part of our CSR, and we have established a management system for the appropriate protection of personal information. To ensure that all employees handle valuable personal information appropriately while carrying out their business duties, we have created a personal information protection manual, distribute a personal information usage and protection handbook, and make all employees thoroughly aware of basic knowledge and rules. We also provide internal training led by instructors that are legal experts.

- **Preventing Unfair Business Dealings**

We actively carry out specialized training to ensure that all transactions with customers are fair. The training, which addresses conflicts of interest, aims to ensure that basic principles are thoroughly implemented and introduces numerous case examples to expand the knowledge of attendees.

Furthermore, we strive to foster greater understanding of laws such as the Real Estate Brokerage Act, the Consumer Contract Act, and the Act against Unjustifiable Premiums and Misleading Representations.

- **Harassment Prevention**

Takara Leben conducts ongoing employee training to ensure that each and every employee is aware of harassment and to create a corporate culture that prevents harassment. Harassment training, mainly for managers, focuses on themes such as “laws related to power harassment,” “communication in the workplace,” and “anger management,” to instill the basic concepts and specific actions needed to eliminate harassment. In addition, we actively hold online training sessions for not only Takara Leben employees but also managers of Group companies to create a Group-wide culture that does not tolerate power harassment.

○ Dealing with Anti-Social Forces

The Takara Leben Group's basic policy against anti-social forces is to adopt a firm stance in dealing with them. In addition to actively participating in activities to eliminate organized crime under the guidance of our legal advisor, we collaborate with external specialized agencies, such as local police stations and legal advisors, to establish a system to deal with anti-social forces.

With regard to our trading partners, we are also thorough in implementing measures for the elimination of anti-social forces through steps such as exchanging memoranda on severing ties with such forces and including clauses on their elimination in our various contracts and agreements.

○ Social Media Policy

The Takara Leben Group sees social media as an effective means of strengthening relationships with various stakeholders and has formulated a Social Media Policy as a guideline on proper use. We comply with laws, regulations, the Takara Leben Code of Conduct, and rules established by individual Group companies, and, as a member of society with good judgment, we use social media with responsibility for our conduct and strive to engage in communications through effective information disclosure with an awareness and understanding of our responsibilities regarding the dissemination of information and responses on social media.

With regard to business-related and personal use of social media by employees, we have also established a Privacy Policy and Guidelines on the Protection of Personal Information.

○ Privacy Mark System Contributor

Leben Community was granted the Privacy Mark in January 2008 and has been working on and updating the management and operation of personal information. In January 2020, we received a letter of appreciation from the Japan Information Processing Development Corporation (JIPDEC) for our efforts over the years to maintain and improve our own personal information protection management system (PMS) and for our contribution to the promotion of the Privacy Mark System. We also focus on training our employees to raise their awareness of the handling of personal information and to apply this awareness to their work. In fiscal year 2021, we conducted training on “Case Studies of Personal Information Leakage Accidents in Condominium Management” and “Overview of New PMS Standards.”



○ Political Contributions

The Takara Leben Group complies with the Political Funds Control Act and does not make political contributions.

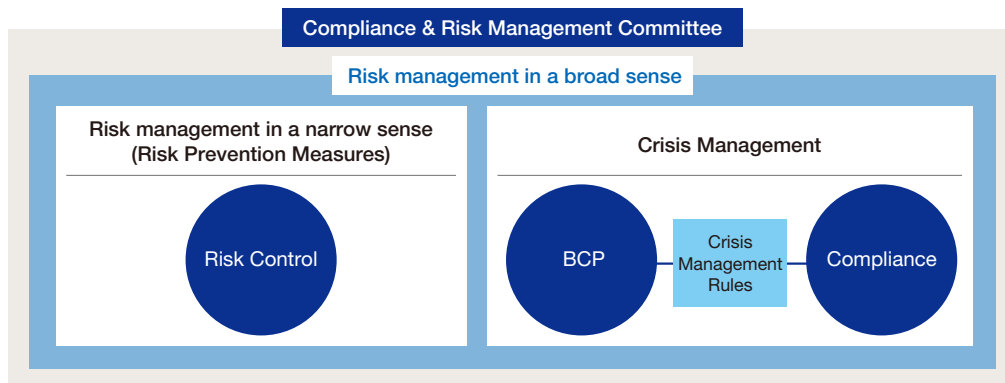
Risk Management

○ Policies

The fundamental risk management policies of the Takara Leben Group are to ensure the safety of customers, business partners, officers, employees, and their family members, fulfill our social responsibilities, protect the global environment, maintain ongoing business activities, and raise corporate value. To this end, we identify and manage individual risks. We have established the Compliance & Risk Management Committee as a body to carry out these measures, and we implement comprehensive risk management throughout the Group.

○ Management Structures

The Takara Leben Group has established a Compliance & Risk Management Committee chaired by the president. The Committee verifies and reports on all business-related risks, deliberates and makes decisions on measures and management to avoid or mitigate risks, and takes comprehensive measures to strengthen internal controls and prevent misconduct, non-compliance, and other similar incidents in the entire business management including financial reporting. In addition, subcommittees—such as for business strategy, finance, IT & administration, and compliance—are established as necessary to set up systems that make proactive proposals appropriate to the management of individual risks. Furthermore, the scope of deliberations within each subcommittee is reported to and verified by the Compliance & Risk Management Committee as appropriate, in accordance with the Compliance & Risk Management Committee Rules. These matters are also reported to the Board of Directors as necessary, forming a structure for timely decision-making in preparation for the occurrence of risks.



○ Preventive Approach to Risk

In order to respond promptly to the occurrence of emergency situations such as corporate scandals, accidents, natural disasters, administrative action, serious criminal conduct by employees, and so on, the Takara Leben Group has established crisis management structures and adopted Crisis Management Rules and a Crisis Management Manual. The Crisis Management Rules define crises and specify procedures from initial responses to the formation and disbanding of response organizations. There are also two sets of detailed crisis control rules regarding crisis responses and disaster countermeasures.

With regard to crisis responses, the Rules specify crisis management levels, responsibilities and authority, and information-sharing lines, as well as responsive measures to be implemented as disaster countermeasures during a disaster.

In addition, each division works with the division responsible for crisis management to formulate risk recovery and prevention plans and makes reports to the Compliance & Risk Management Committee at its monthly meetings. As a part of our business continuity planning (BCP), we adopt a preventive approach to risk management, including the preparation of manuals for the continuation and recovery of business operations in the event of an emergency situation.

Business Risks

- Natural disasters such as earthquakes
- Legal restrictions
- Overreliance on borrowed funds
- Effects of purchaser attitudes
- Effects of housing loans
- Effects of supply trends
- Effects of competition, etc.
- Subcontractors
- Opposition from neighboring residents when condominiums are constructed
- Possibility of litigation, etc.
- Personal information

○ Response to New Coronavirus Infections

■ Basic Stance on Response

To protect the health, safety, and security of our employees, their families, and customers and to ensure the continuity of our business, Takara Leben is promoting the “Basic Policy for Responding to Outbreaks of New Coronavirus Infections,” led by the Crisis Management Committee.

In the event that an employee is confirmed to be infected, a report is made to the local public health center, and a system has been established whereby the head of each division reports the case to the general manager of the division and the General Affairs Section of the General Affairs Department. In the event that an officer is infected, the General Manager of the General Affairs Department is to report to the Crisis Management Committee as appropriate.

For employees and executives who are confirmed to be infected, the rules clarify when they are able to return to work after hospitalization or home stay under the direction of the public health center. In addition, the system addresses cases such as “an infected person is confirmed in the section but you are not identified as a close contact by the competent public health center,” “a business partner tested positive,” or “a cold or other symptoms occur and the doctor determines that the possibility of Covid-19 is low” and specifies the details of responses, such as taking PCR tests, staying at home, and working from home. In addition, offices where infected persons have been found are disinfected as necessary, in accordance with the judgment of the local health center, office administrator, and our company.

■ Company-wide System

Takara Leben has created a flowchart regarding “actions to take if you feel a cold or feel unwell or if you test positive in a PCR test” and “criteria for determining whether you are a close contact person if a family member living with you tested positive” in an effort to prevent the spread of new COVID-19 infections.

In the model rooms, which are the points of contact with customers, each staff member strictly adheres to “confirmation of being negative by PCR test” and “taking a PCR test or prompt consultation with a medical institution when getting a positive test result or having COVID-19 symptoms.” In addition, since basic infection control measures such as “wearing masks and gloves,” “regular ventilation,” and “sterilization of equipment” are thoroughly implemented in the model rooms, it is our policy that customers who were served before testing positive will not be considered to have been in close contact unless the health center judges them to be a close contact.

■ Employee Initiatives

To reduce the risk of infection among employees, we continue to implement a variety of measures, including telework and flexible work schedules.

Since January 2022, when infection began to spread again due to the mutated strain (Omicron), we have adopted a work system that conforms to the emergency declaration for all employees working at the head office, branch offices, sales offices, and each office (model rooms), based on the judgment that “the number of infected persons is likely to increase for some time to come.” In addition to allowing shortened working hours (five hours within normal working hours), based on the judgment of each division, we prohibit business trips in principle and promote web conferencing with people outside the company and short in-house meetings with a minimum number of people. In addition, we prohibit, as a rule, the holding of dinners, farewell parties, and participation in outside events that are considered a high risk for infection and encourage employees to refrain from having lunch or dinner outside the company with two or more people.

■ Initiatives in the Value Chain

Since August 2020, employees who trip for participating in previews and information sessions in regional areas from the Tokyo metropolitan area (Tokyo, Kanagawa, Saitama, Chiba), where the number of infected people is high, have been required to prove their negative status by PCR and antigen tests, in an effort to alleviate customer concerns.

In addition, in June 2021, the Group introduced “vaccination leave” to encourage employees to receive vaccinations that will not only improve their own health, but also provide peace of mind to their families and customers. Besides taking off the day of vaccination itself, employees who feel ill due to adverse reactions can take leave the day after vaccination. We have encouraged employees who do not receive the vaccination to undergo antigen testing by covering the cost.

Furthermore, we support the prevention of infection at home. If an employee or a family member living with him/her tests positive, we subsidize the cost of hotel accommodation and other expenses for voluntary quarantine.

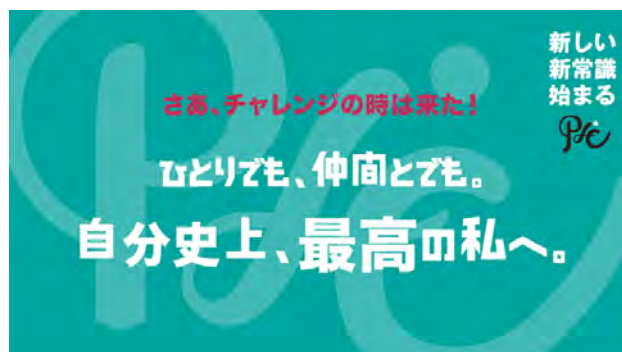
Provision of Condominiums that Embody the Ideals of Diverse Lifestyles

○ INNOVATION DEVELOPMENT Project

The Takara Leben Group is promoting the “INNOVATION DEVELOPMENT” project to realize the slogan “Innovation for a New Lifestyle” for its 50th anniversary in 2022, in the form of new businesses, products, and services.

In fiscal year 2019 and 2020, as part of this project, we held a “INNOVATION Idea Competition” to solicit projects that embody the “Innovation for a New Lifestyle,” while projects such as “condominium management using an app,” that have passed the final screening, are now moving toward commercialization.

In fiscal year 2021, the “INNOVATION Idea Competition” was developed into the “INNOVATION Pic (PERSONAL INNOVATION CHALLENGE)”, and now keeps expanding. In the “INNOVATION Pic,” the rules for entry were changed from a departmental basis to an individual basis, and the program has been designed to more contribute to “fostering entrepreneurship” and “creating a corporate structure that creates innovation.” Participants brush up their ideas by using an IT platform specialized for new business development, and then go through the first, second, and final rounds of screening. If profitability and marketability of an idea are recognized, and its commercialization is decided on, the original proposer is given options to commercialize the business idea: “go independent as a business company,” “be appointed as the head of a new department,” or “transfer the idea to the company.”

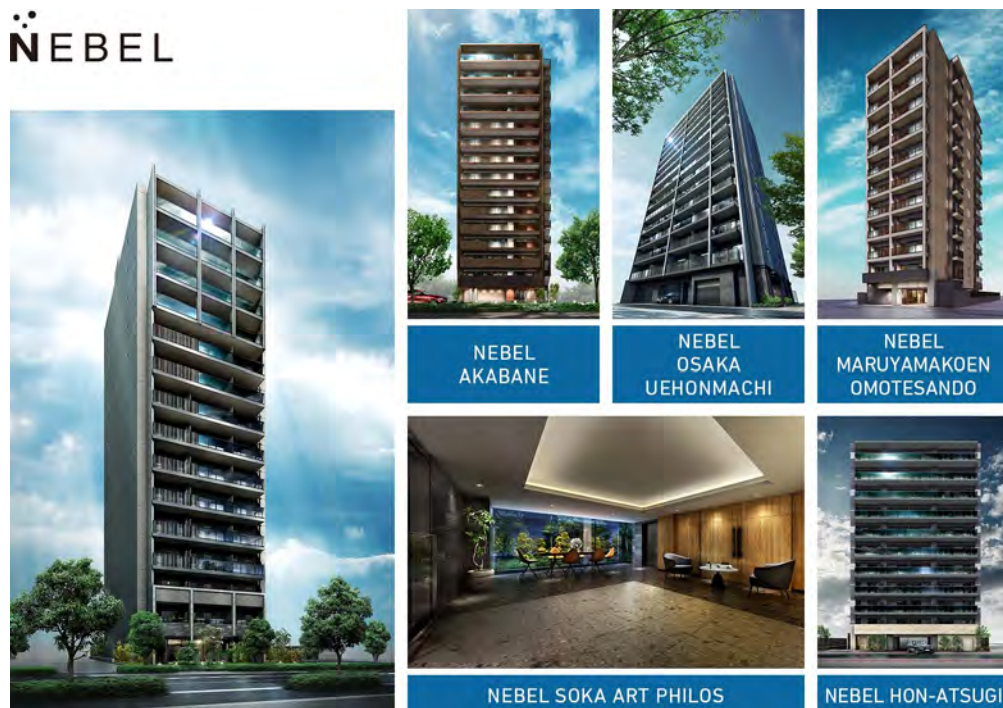


Urban-type compact Condominiums "NEBEL"

The Takara Leben Group offers services that meet diversifying lifestyle needs.

As a result of increases in working-couple and single-person households in recent years, residential demand is changing, and need is growing for properties that place greater emphasis on location in a city center or near a station and on convenience rather than size. In response to these changes in customer lifestyles, Takara Leben has begun offering the NEBEL series of compact urban condominiums for single-person and DINK households.

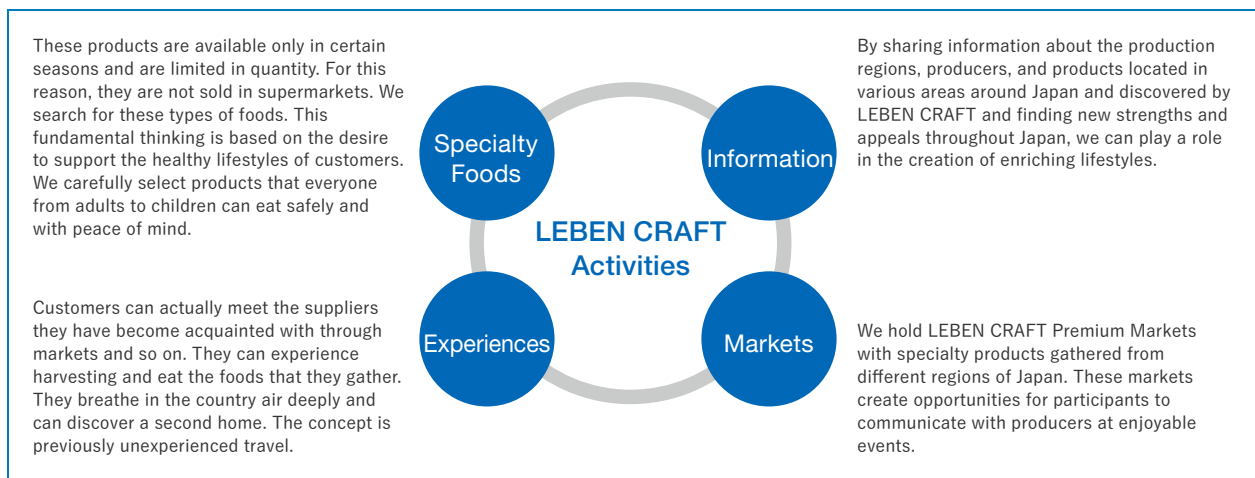
The NEBEL series is a brand of compact urban condominiums that maximize utilization of the building expertise that Takara Leben has acquired through the newly-built condominium business to address diversifying lifestyles. The series maintains the design characteristics, specifications, and quality of the equipment of conventional family condominiums in small units, and NEBEL series condominiums have been built in Tokyo, Saitama, Osaka, and other areas. Takara Leben remains committed to providing even greater support to enhance the lives of customers by providing properties that meet social needs including modern lifestyles.



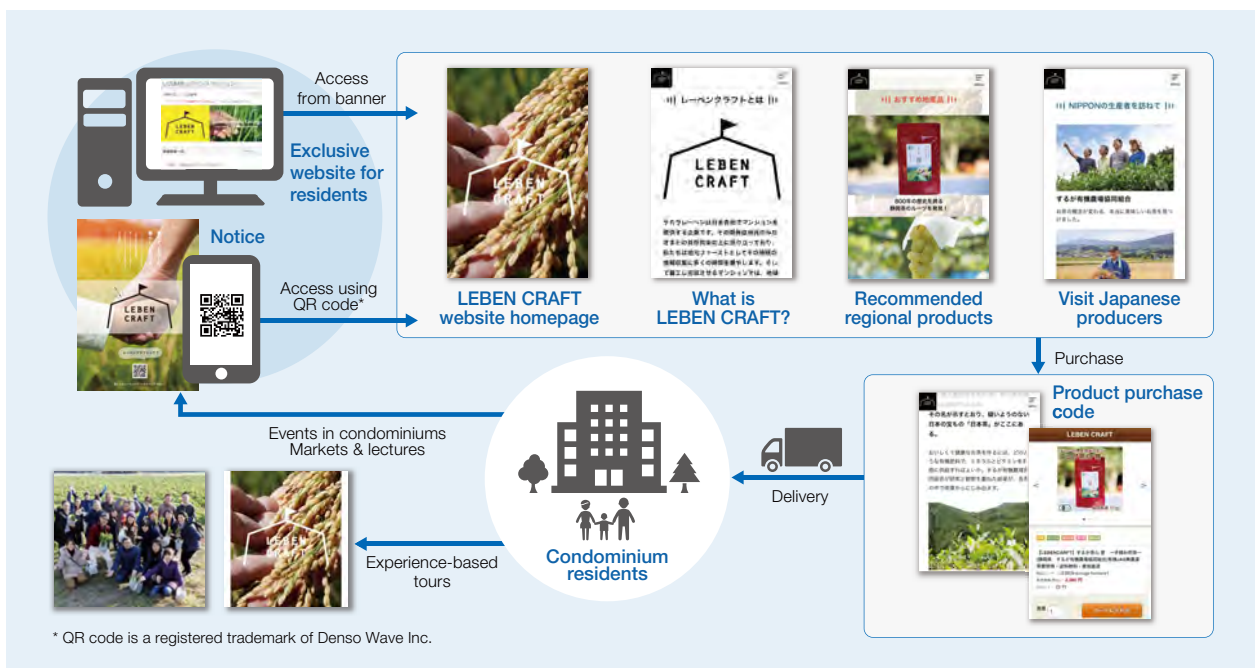
Regional Development by Linking Regional Communities with Urban Centers

“LEBEN CRAFT” Project

LEBEN CRAFT is a program that enables urban condominium residents to purchase specialty products from regions where the Takara Leben Group has developed condominiums using a website available only to these residents. Linking residents of city centers with regional communities contributes to regional revitalization. This initiative by the Takara Leben Group, which not only develops urban areas but also works on businesses to revitalize regional cities, is unique even among developers. The project has a framework beneficial for both regional producers and residents of our condominiums all over Japan and received a Good Design Award 2017 in recognition of its merit of improving the added value of condominiums.



Overall Structure of LEBEN CRAFT



○ Premium Markets

One program, conducted as part of the LEBEN CRAFT Project, is the Premium Market, which enables the residents of our condominiums to directly see and feel the quality of various outstanding products from outlying areas. These events contribute to regional development and reflect our desire to share rich experiences with as many people as we can through the treasures (both products and experiences) that we have discovered through our condominium development activities across the country. In fiscal year 2020, we held the Premium Market at LEVEN TAKAOKA MID RISE TOWER (Toyama Prefecture) over two days, promoting exchange between the producers of agricultural products and crafts and the residents of our condominiums.

 **GOOD DESIGN
AWARD 2017**



Development of the Overseas Business

○ THE MINATO RESIDENCE Project

Takara Leben is also working to contribute to regional revitalization and urban development through the provision of residences overseas. THE MINATO RESIDENCE is the first large-scale condominium development project (site area: 12,760 m², 26 stories above ground, 924 residential units) by an all-Japanese consortium in Hai Phong, Vietnam's third most populous city. Based on the concept of "Eternal Value," the south tower was completed in December 2021, and construction of the north tower is underway as a condominium complex with commercial facilities in Water Front City, a new urban area that will be the center of future development.

In December 2019, Leben Community established a local subsidiary, Leben Community Vietnam Co., Ltd., for the condominium management business of THE MINATO RESIDENCE.

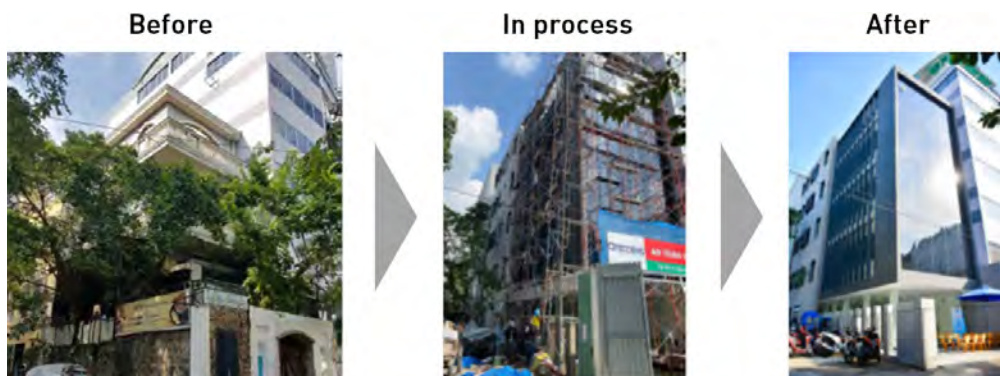
The Group will continue to contribute to urban development in Vietnam by meeting the housing needs of Haiphong, which is expected to develop significantly as an international port city.



> THE MINATO RESIDENCE 

○ Renovation Business in Vietnam

In December 2021, Takara Leben and Leben Community partnered with Halato Joint Stock Company (Halato), a company with extensive experience in Ho Chi Minh City, Vietnam, to participate in renovation projects. Although Ho Chi Minh City has seen many large-scale mixed-use developments and the central area has been locally modernized, aging buildings are scattered throughout the city, including those one step away from the main streets and outside the central area, causing a mismatch in real estate uses and hindering the development of the area as a whole. By combining the real estate development technology that our Group has cultivated in Japan with Halato's expertise and experience, we will contribute to urban development in Ho Chi Minh City by renovating aging buildings into more valuable real estate.



○ “ATMOZ BANGNA” Condominium Project

From January 2022, Takara Leben is participating in the ATMOZ BANGNA condominium project in Bangkok, Thailand, in collaboration with the developer ASSETWISE PUBLIC COMPANY LIMITED (ASSETWISE). ASSETWISE has been involved in numerous development projects in the region, providing high-quality, sophisticated design products.

The project involves the development of a large-scale condominium complex with commercial facilities (site area: 16,748m², reinforced concrete structure, eight stories above ground, five buildings, 1,101 residential units, and two commercial facilities) in the Bang Na area, located approximately 15 km southeast of central Bangkok. The Bang Na area, where the Si Lam station on the Yellow Line is scheduled to open as part of Bangkok's new transportation infrastructure, is expected to develop as a subcenter with the active development of several commercial facilities, office buildings, large exhibition halls, and event halls. This is the second overseas condominium development project for sale by the Takara Leben Group, following THE MINATO RESIDENCE in Haiphong, Vietnam.



> [ATMOZ BANGNA](#)

For Senior Health

○ “My Reha” Day Care Service Specializing in Rehabilitation

My Reha, operated by Leben Community, is a daycare service specializing in rehabilitation, helping support seniors' independence through easy and fun physical training. This service has been offered in Saitama Prefecture and Chiba Prefecture since 2011, through facilities rooted in the community, to those certified as requiring support or nursing care. As Japan's society continues to age and the number of people worried about their health in their senior years grows, My Reha focuses on what happiness means for its users and what My Reha can do for them. It uses unique programs, including Redcord exercises*, to help extend users' healthy lifespans. In October 2019, the fifth My Reha location, My Reha Misato Rehabilitation Center, was opened in Saitama Prefecture's Misato City.

* Redcord exercises are training exercises developed in Norway, a rehabilitation pioneer, that uses a red cord suspended from the ceiling.



Responding to New Lifestyles

○ Non-Touch Keys and Non-Contact Elevators

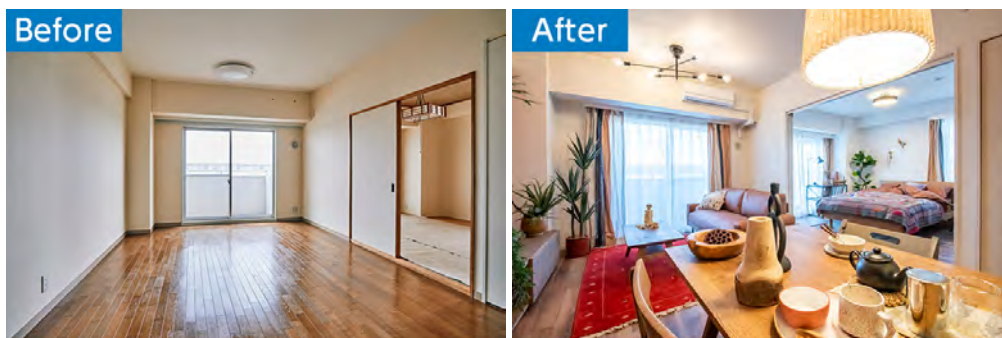
LEBEN YOKOHAMA YAMATE ONE WARD COURT (Kanagawa Prefecture), a property commemorating the 50th anniversary of the founding of the Takara Leben Group* that began sales in November 2021, provides security and safety for residents through facilities that take into consideration the lifestyle of the New Normal. When residents enter the building from the outside, they can unlock the auto-locking door without touching it by simply passing their Dimple key (with a built-in IC chip) to the entrance of their own residence over the sensor at the common entrance. The elevators are also equipped with a function that allows residents to operate the floor number buttons simply by holding their hands over them.

* Developed to commemorate the 50th anniversary of the company's founding (September 21, 2022), the property is positioned to “contribute to the infrastructure of the local community with a location that could become a new landmark, such as a historical or historic site or a rare location.”



○ Renovation in Accordance with the Times and the Region

Leben Zestock offers quality pre-owned condominiums that meet the needs of diversifying lifestyles. We buy used condominiums that are being leased, and after the tenants move out, we renovate them to specifications that match the times and the local area, transforming them into attractive condominiums. We have succeeded the “LEBEN” brand of newly built condominiums, which combine high design quality and comfort of living, and have achieved an unprecedented level of renewal condominiums.



Choice of Leaseback Plans

Leben Zestock offers a leaseback service that allows tenants to continue living in their current homes after selling. The company meets diversifying needs by offering various plans such as “Mimamori Leaseback,” which provides regular safety checks for those aged 65 or older, and “Ultra-Short Term Leaseback,” in which the rent is paid only for running costs such as property management fees and repair reserve funds.

The infographic is divided into two main sections. The left section, titled 'リーベンゼストックの「リースバック」は、ご売却後も、今の家にそのまま住み続けられるサービスです。' (Leben Zestock's 'leaseback' is a service that allows you to continue living in your current home even after selling it.), lists four key benefits: 1. New residents: '1 新居購入前に' (Before buying a new home), '現在の住まいの環境検査を 新居購入に先立って。早く、安心して新居を移住したい。' (Conduct an environmental inspection of your current home before purchasing a new one. I want to move to a new home as early and safely as possible.); 2. Relocation: '2 仮住まいを待たされている方に' (For those waiting for temporary housing), '新居に引っ越すまでの期間、 仮住まいで暮らし、ご自宅の 家賃を払ってほしい。' (During the period before moving to the new home, I want to live in temporary housing and have you pay the rent for my current home.); 3. Financial support: '3 生活資金に' (For living expenses), '家賃を払って新居の生活費を 軽減してほしい。今の家に 住み続けたい。' (I want you to pay the rent to reduce my living expenses in the new home. I want to continue living in my current home.); 4. Continuation: '4 相続に' (For inheritance), '相続する人がいない家を今の うちに売却したいが、住み続け たい。' (I want to sell the house I inherit before it's too late, but I want to continue living there.); The right section, titled 'リースバックに、3つの選べるプラン登場!' (Three selectable leaseback plans are now available!), lists three options: 'おまかせリースバック' (Leave-it-to-us leaseback), 'みまもりリースバック' (Mimamori leaseback), and '超短期リースバック' (Ultra-short term leaseback). Each option includes a brief description and a 'ここがポイント!' (Key points!) section. The 'おまかせ' plan offers a 1-year lease with a 10% discount on rent and includes property management and repair reserve funds. The 'みまもり' plan offers a 1-year lease with a 10% discount on rent and includes regular safety checks for tenants aged 65 or older. The '超短期' plan offers a 1-year lease with a 10% discount on rent and includes property management and repair reserve funds. The infographic also features a city skyline illustration at the bottom.







LEBEN LABO ETHICAL ACTION



LEBEN LABO

LEBEN LABO ETHICAL ACTION

LEBEN LABO ETHICAL ACTION is an internal organization established to realize the various suggestions of our customers under the theme of "Doing more good for society." Based on the corporate vision of "THINK HAPPINESS AND MAKE THE HAPPINESS," the Group has received many Good Design Awards for its efforts to seriously consider the happiness of people and their lives. Two projects born of this organization were selected for 2021.

 GOOD DESIGN AWARD 2013	<ul style="list-style-type: none"> ● "Solar Power" Project ● <u>"LUIC" Project</u>
 GOOD DESIGN AWARD 2016	<ul style="list-style-type: none"> ● "JIJO KYOJO (Self-Help Mutual Assistance)" Project ● "KOJIN BOSAI KIT (Individual Disaster Preparedness Kit)" Project ● "MOTTO ATTARA IINA (We Wish to Have More)" Project
 GOOD DESIGN AWARD 2017	<ul style="list-style-type: none"> ● "MOTTO ATTARA IINA (We Wish to Have More)" Project ● "SOCOPOS" Project ● <u>"LEBEN CRAFT" Project</u>
 GOOD DESIGN AWARD 2018	<ul style="list-style-type: none"> ● "Working Point" Project ● "Good Working" Project ● "SOCOTAKU" Project
 GOOD DESIGN AWARD 2019	<ul style="list-style-type: none"> ● "SMART TORISETSU (SMART MANUAL)" Project ● "USE OF MODEL ROOMS AND SALES CENTERS AS DISASTER RESPONSE SITES" Project ● "SMART GARBAGE STORAGE" 6M Project ● "MODIFIABLE DESIGN CONDOMINIUM COMMON AREA" Project ● Art Biotope "Water Garden" Project ● <u>"BRILLIA SHONAN TSUJIDO KAIHIN KOEN" Project</u>
 GOOD DESIGN AWARD 2021	<ul style="list-style-type: none"> ● IoT home delivery box "THROUGH TAKU" project ● <u>"LEBEN KEMIGAWAHAMA GRANVARDI" Project</u>

○ “SMART TORISETSU (SMART MANUAL)” Project

When people buy built-for-sale condominiums, they receive various instruction manuals for the residential equipment which has been installed. In total, these constitute a tremendous amount of material, making them difficult to use—they can be difficult to find when needed, and it can be difficult to find contact information within them.

This service digitizes these instruction manuals so they can be viewed on smartphones and centrally managed. This idea helps reduce the number of inquiries to property management companies, saves resources by making the manuals paperless, and helps preserve the asset value on resale through appropriate document management. The service has been adopted at NEBEL MITAKA (Tokyo).

 **GOOD DESIGN
AWARD 2019**



○ “USE OF MODEL ROOMS AND SALES CENTERS AS DISASTER RESPONSE SITES” Project

The model rooms created when selling built-for-sale condominiums show customers what completed built-for-sale condominiums will be like and serve as sales negotiation sites. However, they are frequently built for individual condominiums and torn down after all units are sold. In this project, we outfitted model rooms with supplies and equipment needed in the event of a disaster—water (essential for life), charging facilities for mobile phones, etc., using in-house generators, and the like—and opened them to the general public as disaster response sites. Efforts began in fiscal year 2019, and installation was complete at all model rooms of condominiums sold by Takara Leben. We will actively use our expertise in efforts such as supplying condominium unit buyers with disaster kits and will expand these sites.

 **GOOD DESIGN
AWARD 2019**



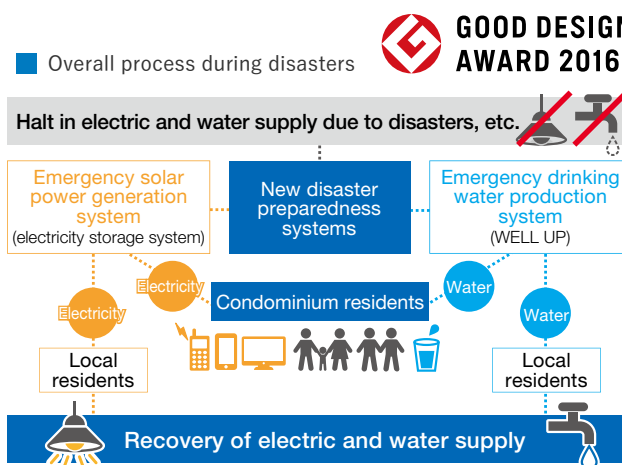
IoT Delivery Box "THROUGH TAKU" Project

With the expansion of online sales and the use of delivery services, issues related to home delivery, including “redelivery due to absence,” have arisen. THROUGH TAKU, a delivery box built into the entrance of each condominium unit, offers convenience which is not available in the conventional type of delivery boxes to both residents and delivery persons. Residents can use their smartphones to unlock the digital locks and receive the parcels when they are out of the house, eliminating the need for re-delivery by the courier company. Furthermore, it is possible to ensure the “non-face-to-face communication” required due to the COVID-19 pandemic. In addition, the inconvenience of having to carry heavy delivery items to one's residential unit, or non-availability when all boxes are occupied, as is the case with delivery boxes located in common areas, is eliminated.



“JIJO KYOJO (Self-Help Mutual Assistance)” Project

The JIJO KYOJO (Self-Help Mutual Assistance) Project is a disaster water and power supply support system using condominiums equipped with solar power generation systems. Anshin Mizu and Anshin Denki seek to increase electric power and the volume of water stored in water storage tanks with the objective of supplying electricity and water to condominium residents and other local residents. They also enhance disaster preparedness facilities such as bench grills, portable toilets, and security cameras and other security devices and conducting disaster drills to present the ideal of condominium facilities from the new perspective of being part of social infrastructure.



○ Art Biotope “Water Garden” Project

Designed by architect Junya Ishigami, the “Water Garden,” created in 2018, is an unprecedented art space with 318 trees and 160 biotopes (ponds) of various sizes, arranged according to precise calculations. It received the Good Design Award Best 100 for 2019, and the judges highly praised the unique beauty of the art biotope, which is not a natural biotope, with expressions such as “the very soul that has been passed down from generation to generation in Japanese gardens.”

The “Water Garden” has been introduced in numerous domestic and international media as a special meditation space where people can sharpen their senses and feel the relationship between humans and nature and has become a spot that attracts attention from all over the world.

 **GOOD DESIGN
AWARD 2019**



Relationships with Stakeholders

○ Relationships with Stakeholders

Main Stakeholders	Expectations and Requests	Major Responses of the Group
Definition		
<p>Customers (corporations and individuals)</p> <p>Contracting parties and tenants of condominiums and detached houses Users of tenant buildings Users, etc. of various services</p>	<ul style="list-style-type: none"> ● Supply of valuable products and services ● Improvement of customer satisfaction in all areas, including quality and cost ● Supply of environmentally friendly products ● Provision of accurate and appropriate information concerning products and services 	<ul style="list-style-type: none"> ● Introduction of online consultation system ● Introduction of online condominium show room system ● Provision of “clean air and spaces” ● Provision of properties with ZEH-M Oriented certification ● Administration of sales staff questionnaire ● Publication of “Smilax” quarterly
<p>Local communities</p> <p>Local communities, residents, local governments, etc. related to Takara Leben Group business</p>	<ul style="list-style-type: none"> ● Prevention of accidents and disasters ● Collaboration and coordination in solving social issues ● Securing of employment ● Participation in social contribution activities 	<ul style="list-style-type: none"> ● Participation in and sponsorship of local events ● Holding of community events at managed properties ● Implementation of social contribution activities ● Regional revitalization through rebuilding and redevelopment business
<p>Trading partners</p> <p>Construction contractors Business operators etc. related to the provision of various services</p>	<ul style="list-style-type: none"> ● Fair and evenhanded transactions ● Information sharing and collaboration with the aim of ensuring customer satisfaction and CSR procurement 	<ul style="list-style-type: none"> ● Fair and evenhanded transactions ● Collaboration and coordination in operations
<p>Employees</p> <p>Takara Leben Group employees and their families</p>	<ul style="list-style-type: none"> ● Creation of prosperous lives for employees and their families ● Human resource utilization and development ● Appropriate evaluation and compensation ● Respect for human rights, personality, and individuality ● Creation of workplaces in which diverse personnel can thrive ● Attention to occupational health and safety 	<ul style="list-style-type: none"> ● Implementation of training programs ● Implementation of human resource and evaluation interviews ● Operation of help line desks ● Introduction of a Telework System ● Promotion of staggered commuting times and reduced working hours ● Establishment of a Health Committee
<p>Shareholders and investors</p> <p>Individual and institutional investors</p>	<ul style="list-style-type: none"> ● Maintenance and improvement of corporate value ● Securing of stable profits and appropriate return of profits ● Enhancement of corporate governance system ● Creation of risk management systems ● Appropriate disclosure of corporate information at appropriate time 	<ul style="list-style-type: none"> ● Holding financial results briefings and general meetings of shareholders ● Holding meetings with domestic and overseas institutional investors ● Conducting individual meetings with domestic and overseas institutional investors ● Conducting shareholder surveys ● Holding company-introductory sessions and participating in IR fairs ● Disclosing IR information on the website ● Obtaining external certification

Together with Local Communities

○ Excellent Building Development Project of East Area in Front of Takaoka Station

Takaoka City, the second largest city in Toyama Prefecture, is actively engaged in redevelopment projects around Takaoka Station with the aim of creating a vibrant and bustling city.

In 2015, Takara Leben participated in an integrated commercial, public utility, and residential development project in the “Suehiro West Area Living and Nigiwai Revitalization Project” in the city center and developed the “LEBEN TAKAOKA MID RISE TOWER” (16 stories above ground), a high-rise residence that will become a new symbol of the city and bring people back to live in the center.

In addition, the “Excellent Building Development Project* of East Area in Front of Takaoka Station,” which is currently attracting much anticipation and attention among citizens, aims to create a lively atmosphere in front of the station and high-quality town-center living. As the executor of this project, Takara Leben is working together with related rights holders to promote it.

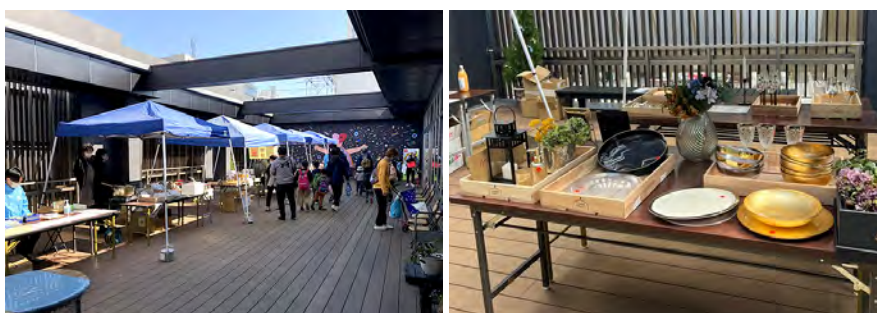
* Excellent Building Development Project: A program of the Ministry of Land, Infrastructure, Transport, and Tourism to improve the environment of urban areas and supply good urban housing, etc. with the aim of developing quality buildings, etc. that contribute to the joint use and upgrading of land use, etc.



○ Community Revitalization Initiatives

■ Takaoka Craft Market Street 2021

In October 2021, Takara Leben participated in the “Takaoka Craft Market Street,” an event to promote the charm of crafts and the city of Takaoka, and held the “Model Nokomono & Marche” at the LEBEN TAKAOKA MID RISE TOWER. Model Nokomono is an initiative to contribute to one of the SDGs, “Ensure sustainable patterns of consumption and production,” by conducting special sales of the interior goods used in our model rooms. In addition to exhibiting and selling local crafts, the Marché sold Yamagata's famous “imoni” (stewed potatoes) and organic agricultural products. Our employees participated as staff members, and this event was a great success.



■ Japan Sea Takaoka Nabe Festival

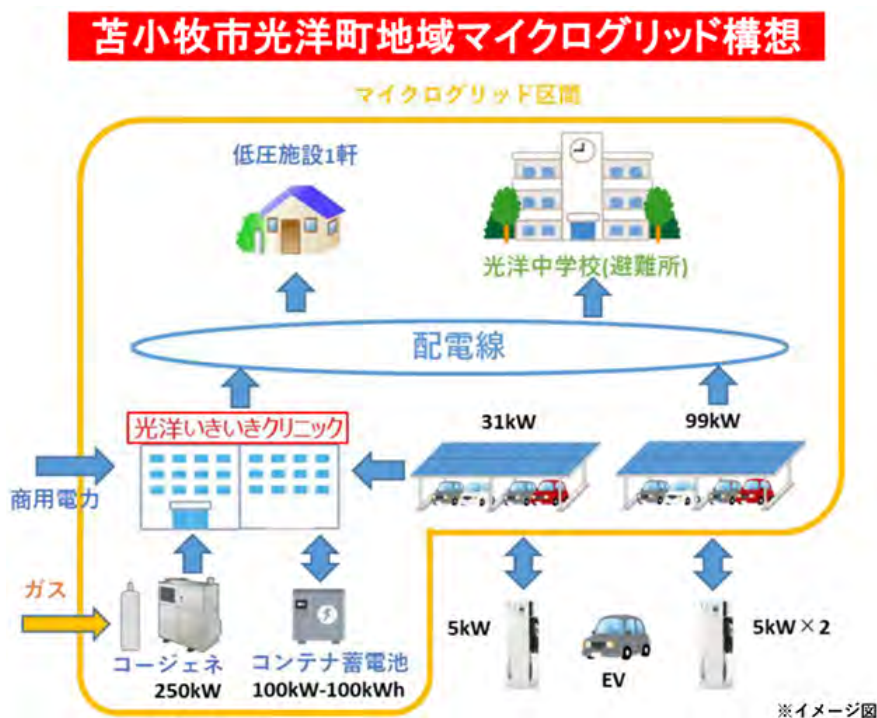
Takara Leben is actively involved in activities to support the revitalization of regional city centers. At the 36th Japan Sea Takaoka Nabe Festival, held in January 2022, we collaborated with the landowners of LEBEN TAKAOKA MID RISE TOWER to co-sponsor the event with the aim of creating a lively atmosphere in Takaoka City. In addition to the sale of Yamagata's specialty, "imoni" (stewed potatoes), Leben Craft and Model Nokomono (sales of goods displayed in model rooms) were held at the same time. The event staff was recruited from a wide range of Group companies, and a total of 13 employees participated in this large-scale event, which was well received by the local community.



○ Regional Microgrid Construction Project

Regional microgrids are systems that generate electricity from renewable energy sources (solar, biomass, etc.) within a limited community and control the amount of electricity by means of storage batteries, etc. to meet the community's electricity demand.

The Takara Leben Group is working toward the commercialization of regional microgrids, which will help revitalize local communities and realize a recycling-oriented society. Leben Clean Energy Co., Ltd. has been selected by the Sustainable open Innovation Initiative (SII) for the "FY2021 Subsidy for Promoting the Spread of Renewable Energy in Co-Existence with Local Communities (Introduction Plan Creation Project in the Regional Microgrid Construction Support Project)," and in November 2021 it began an introduction plan creation project for the construction of a regional microgrid. This project aims to build a regional microgrid in the Koyo-cho area of Tomakomai City, Hokkaido, to supply electricity from renewable energy (solar power) to a local medical clinic and designated evacuation centers in the area in the event of a disaster or other emergency and to contribute to BCP measures and the strengthening of electricity resilience.



○ Koiwa Station Area Management Organization Begins Full-Scale Operations

Several large-scale redevelopment projects are currently underway in the area surrounding Koiwa Station on the JR Sobu Line, which has been in operation for more than 100 years. The Koiwa Station Area Management Organization (KOITTO) was established as an organization to develop area management activities through cooperation among landowners, developers, residents, users, etc. Takara Leben is participating in the organization as a special supporting member. KOITTO will (1) promote plans and events that promote regional cooperation and collaboration, (2) operate and utilize area management bases, (3) conduct area branding activities, and (4) study the use of public space as redevelopment progresses. In January 2021, we opened KOITTO Terrace, an area management base in the Minami Koiwa 6-chome district, where redevelopment had already been completed, to launch full-scale area management around Koiwa Station.

KOITTO: A general incorporated association established in November 2020 to engage in area management in the Koiwa Station area, designated an Urban Revitalization Corporation* on March 29, 2022.

* Urban Revitalization Corporation: Designated by the municipality under the Act on Special Measures for Urban Revitalization as a core organization for community development in the land area where public utility facilities necessary for urban revitalization should be intensively developed, etc.



○ Large-Scale Public-Private Redevelopment Project in Furukawa, Osaki City

A multi-purpose redevelopment project is being carried out through collaboration by the public and private sectors with the aim of revitalizing the city center, which has led development of the area in the vicinity of the City Hall in Osaki City, Miyagi Prefecture. Takara Leben Tohoku developed the LEBEN FURUKAWA NANOKAMACHI THE STATE, a 14-story premium residential complex, of which residents can enjoy a spectacular panoramic view and open feeling of a high-rise condominium. It was completed in March 2022 as a new landmark in the evolving neighborhood through the integration of knowledge from the public and private sectors.



○ Participation in the THREE Excellent Building Development Project in the Shinmachi 1-Chome District of Aomori City

Takara Leben Tohoku is participating in “THREE,” a project for the development of superior buildings in the Shinmachi 1-chome district of Aomori City (former site of the Aomori head office of the Nakasan Department Store) promoted by Shinmachi Machidukuri Co. and MiK Co. By acquiring the reserved residential floors of “THREE,” a tower residence (14 stories above ground, with 85 condominium units on the fifth floor and above) that integrates “clothing and medicine,” “food,” and “housing,” and by taking on the residential sales business, we will contribute to the revitalization of the central city district of Aomori City. The lower level includes a clinic mall, grocery supermarket, and dining area, and a crosswalk leads to a separate self-parking garage, making it possible to live without the burden of snow despite being in an area with heavy snowfall. This is a new proposal for the revitalization of department stores in regional cities.



○ Yokohama Model Regional Contribution Company Certification

Leben Home Build (formerly Nikko Takara Corporation), the building division of the Takara Leben Group, has received the highest rating in the Yokohama-type Community Contribution Company Certification System. The Yokohama Community Contribution Company Certification System is a system under which the City of Yokohama, a government agency, evaluates and certifies companies in Yokohama City, Kanagawa Prefecture, that are engaged in excellent community contribution activities through their core business and other activities. The audit evaluates a company’s regional characteristics and management system from various perspectives, including “local utilization and orientation,” “employment,” “environment,” “occupational health and safety,” “consumer and customer relations,” “compliance,” and “information security.”



○ Winner of Kids Design Award for “Yajirushi” Emergency Shelter Guidance Signs

As a developer involved in urban development through the sale of new houses, Leben Home Build produces and installs “Yajirushi (an arrow)” signs to guide people to evacuation centers, based on the idea that “in residential areas with few landmarks, signs are needed to guide people, including small children, to evacuation centers that are easily understood by everyone. To help educate children throughout the community about disaster preparedness, the company has installed these signs at locations facing the street, such as inside garbage stations in its subdivisions. At the time of installation, we communicated the purpose and significance of the project to the residents of the surrounding area, and we have received support from many. In the future, we will provide this service to other companies’ subdivisions, governments, and organizations upon request, aiming to contribute to disaster prevention in the local community as a whole. “Yajirushi” received the Encouragement Award at the 2019 Kids’ Design Awards for its high level of creativity in minimizing information and expressions that are easy for children to understand.



○ “BRILLIA SHONAN TSUJIDO KAIHIN KOEN” Project

BRILLIA SHONAN TSUJIDO KAIHIN KOEN is a built-for-sale condominium developed in conjunction with Tokyo Tatemono Co., Ltd. and located in Fujisawa City, Kanagawa Prefecture. An administrative system was used to build a tsunami evacuation facility (roughly 400 m², with a capacity of roughly 660 people) on the roof for use by both residents and members of the local community. The area around the condominium is a wonderful environment for enjoying seaside life, but it is assumed that it would suffer tsunami damage in the event of a major earthquake; hence, there were high expectations for the contributions the condominium could make to mutual assistance. The unveiling of the facility was attended by roughly 200 members of the community, and afterwards efforts aimed at ongoing community revitalization began, including discussions regarding the use of the facility for disaster preparedness drills involving the city of Fujisawa and members of the community. This initiative was the recipient of a Good Design Award 2019 in recognition of its groundbreaking nature as a new approach for the development of built-for-sale condominiums that contribute to disaster preparedness, as well as the high effectiveness and versatility of the facility.



Entrance of emergency stairwell leading to the roof (1F, north side)

Together with Our Customers

○ Sales Staff Questionnaire

Since fiscal year 2019, Takara Leben has been administering questionnaires to model room visitors to gauge their impressions of sales staff and the company with the aim of building stronger relationships. These questionnaires seek to evaluate the service offered by sales staff from all perspectives, such as whether they made proposals that met customer needs, whether explanations were clear and of appropriate length, and whether they were considerate and polite.

In fiscal year 2021, we increased the collection rate and received more customer feedback by switching from postcard surveys to iPad responses. The results are shared with each model room every month and shared within the department so that customer feedback can be used to promptly improve customer service and provide more comfortable spaces. In addition, feedback from customers on the design and facility specifications of properties is used in product planning by coordinating with related departments and the like.



Regarding response by sales staff responsible for making proposals to customers	FY2020						Total
	Dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Satisfied	No response	
Time required for overall explanation and allocation of time	2%	5%	9%	25%	58%	0%	1986 responses
Explanations and proposals based on understanding of customer needs	1%	2%	7%	25%	65%	0%	1986 responses
Promptness of explanations and responses to customer doubts (concerns)	1%	1%	6%	23%	69%	0%	1986 responses
Amount of information and understandability concerning details of the property and nearby environment	1%	1%	7%	28%	63%	0%	1986 responses
Explanation of financing plans and life plans	1%	2%	19%	25%	53%	1%	1983 responses
Explanation of management and after-sales service	1%	1%	18%	27%	52%	1%	1984 responses
Consideration for the customer and thoroughness of responses	1%	1%	4%	17%	76%	0%	1983 responses



FY2021						
Dissatisfied	Somewhat dissatisfied	Neither satisfied nor dissatisfied	Somewhat satisfied	Satisfied	No response	Total
1%	3%	9%	25%	62%	0%	7938 responses
0%	1%	6%	25%	68%	0%	7936 responses
0%	1%	6%	22%	71%	0%	7937 responses
0%	1%	6%	26%	67%	0%	7938 responses
0%	1%	17%	25%	57%	0%	7935 responses
0%	1%	17%	26%	56%	0%	7938 responses
0%	1%	4%	17%	78%	0%	7937 responses

○ Leben Community's Community Activities

The Great East Japan Earthquake of 2011 prompted us to reassess the importance of community formation in condominiums. Leben Community believes that building direct personal relationships with condominium residents as part of everyday life not only produces greater livability, but also helps prevent crime and fosters greater assistance and support in times of need. This is why it provides support for the creation of communities of condominium residents.



■ Resident Get-Togethers

As part of its support for community building, Leben Community holds various events, such as “residents’ get-togethers,” which help residents meet each other for the first time in newly built condominiums, where adults and children can enjoy snacks and games and make connections as a family. In addition, condominiums with multiple buildings support joint summer festival events that provide children with summer vacation memories through games and food stalls as well as workshops. As in the previous year, in fiscal year 2021, we did not hold a residents’ get-together in order to prevent the spread of the new COVID-19 infection.



■ COVID-19 Responses in Community Events

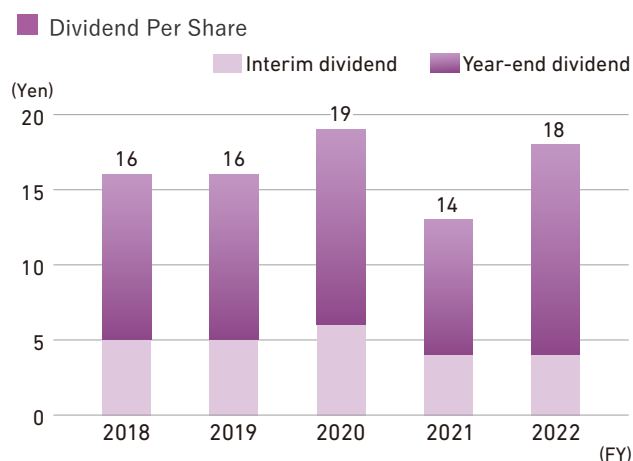
Leben Community, which provides condominium management services, believes that building “face-to-face” relationships among condominium residents on a regular basis not only makes life easier but also leads to crime prevention on a daily basis and mutual assistance in times of emergency, and it supports community building among residents through various events. In fiscal year 2021, we did not hold any events that would attract a large number of residents to prevent the spread of the new COVID-19, but we did hold seasonal and enjoyable events such as the installation of Tanabata and Christmas decorations that would not cause the 3Cs (closed spaces, crowded places, and close-contact settings).



Together with Our Shareholders

○ Policy and Past Performance Regarding Dividends

Our basic decisions on dividends are not biased toward the dividend payout ratio, but are comprehensive and take into consideration factors such as dividend on equity (DOE) and dividend yield. We seek to be an appealing company by ensuring that shareholdings remain stable over the long rather than the short term and are not affected by fluctuations in share prices.



> [Stock Information](#)

○ Shareholder Questionnaires

We conduct periodic surveys to promote two-way communication with our shareholders. The valuable opinions we receive from the surveys are introduced to our shareholders through the shareholder newsletters posted on our website and are reflected in our subsequent IR activities.



○ Corporate Briefings for Individual Investors

In order to actively communicate with individual investors, Takara Leben regularly holds company information sessions for individual investors in various locations throughout Japan. In August 2019, we exhibited at the Nikkei IR and Individual Investor Fair, one of the largest events for individual investors in Japan, where we explained our business and medium- to long-term strategies to a wide range of people.



○ Disclosure Policy

Takara Leben discloses information to the public in accordance with the following disclosure policy.

1 Disclosure Standards

Takara Leben Co., Ltd. (JAT) discloses information in accordance with the Companies Act, the Financial Instruments and Exchange Act, and other laws and regulations, as well as the rules for timely disclosure and so on of corporate information included in the Securities Listing Regulations of the Tokyo Stock Exchange (TSE) (hereafter collectively referred to as the “Timely Disclosure Rules”). At the same time, Takara Leben will proactively disclose information that is deemed to be important or valuable for stakeholders to understand the company, even when it is not subject to the Timely Disclosure Rules.

2 Method of Disclosure

Information subject to legal disclosure statutes is promptly disclosed in accordance with the Rules on Timely Disclosure of Corporate Information by Issuers of Listed Securities via the Timely Disclosure Network (TDnet) operated by TSE. In addition, the information is released to the media and disclosed in accordance with procedures established by laws and regulations without delay. Disclosed information is also promptly posted on our website.

3 Limitations on Disclosure

In principle, Takara Leben is not allowed to selectively disclose management-related information to specific third parties. In order that important information which has not been announced is not disclosed to specific parties and ensure fairness to everyone, including the media, investors, and securities analysts, private meetings will only touch on past historical facts, facts which have already been announced, etc.

4 Quiet Period

In order to ensure fairness to all stakeholders, Takara Leben has defined a quiet period from the day after the end of each quarter until the day of our earnings announcement for that quarter. During this period, Takara Leben will refrain from responding to or making comments on questions related to our account settlement and earnings forecast. However, if a large discrepancy from the earnings forecast is found during the quiet period, information will be disclosed in an appropriate and timely manner in accordance with the Timely Disclosure Rules. Note that during the quiet period, Takara Leben will continue to respond to questions and inquiries about information that has already been disclosed.

5 Prevention of Insider Trading

Takara Leben has established an internal regulation to suitably manage important information and prevent insider trading from occurring. Takara Leben has been striving to educate all employees in our Group on these issues and foster their understanding.

6 Spread of Third-Party Information and Rumors

Takara Leben is not responsible for any forecasts or comments about the Takara Leben Group made by third parties. In addition, Takara Leben does not, in principle, respond to inquiries regarding market rumors. However, if it is deemed that not responding could have serious ramifications for the Company, Takara Leben may respond to a rumor, etc. by taking swift action to determine the cause and take appropriate actions as necessary.

Together with Our Employees

We strive to create an environment where each of our employees can thrive and work with energy and enthusiasm.

- > Employee Health and Safety Management
- > Review of Personnel System
- > Diversity
- > Creating Workplace Environments that Facilitate Work
- > Health Management
- > Various Training Systems
- > Strengthening Communication with Employees

Together with Our Employees

Employee Health and Safety Management

In accordance with its basic policy on health and safety, the Takara Leben Group strives to manage the health and safety of employees and takes measures to create work environments where all employees can work with peace of mind.

○ Basic Policy on Health and Safety

The Takara Leben Group provides proactive support to ensure the safety of employees and maintain and enhance their health. We strive to create work environments where diverse human resources can work to demonstrate their full capabilities. We have established a Health Committee to implement these measures and undertake comprehensive employee health and safety management.

■ Health Committee

The Group strives to create work environments where all employees can work with peace of mind, led by its Health Committee, established as stipulated in Article 18 of the Industrial Safety and Health Act.

The Health Committee meets regularly, positioning traffic accidents, occupational accidents, and overtime work as major risks that threaten the health and safety of workplace employees. It reports on the conditions of these risks and engages in deliberations with the objective of resolving these issues. The Committee's members are representatives of different workplaces, and they point out specific problems with workplace environments and customs that impede efforts to reduce overtime hours and encourage the taking of holidays. Measures to address these problems are deliberated together with members of management and successively implemented.

■ Periodic Medical Examinations

We encourage employees to undergo periodic medical examinations, as specified by laws and regulations, and the Human Resources Department actively reaches out to employees to raise examination rates. We also take measures to establish work environments at each business location that are conducive to undergoing medical examinations. In order to discover various medical conditions at an early stage, those aged 30 and above are able to undergo medical examinations for the prevention of lifestyle diseases, female employees are able to undergo gynecological examinations, and those aged 35 and above can go for a complete medical checkup.

■ Stress Checks

We conduct stress checks as a form of stress management to prevent mental health issues among employees, and the results are shared at Executive Committee meetings. Moreover, employees can receive free counseling at any time from an independent, third-party organization without the Company's knowledge.

■ Safe Driving Courses

Takara Leben conducts safe driving courses at the time of entry-level employee training. The courses explain that making an effort to prevent accidents is a part of our CSR and an aspect of corporate activities. Information on accident trends is presented, group work in the form of risk prediction training is conducted, and various other measures are taken to prevent accidents.

Together with Our Employees

Review of Personnel System

Takara Leben believes that each employee is a co-creator of lasting growth for the future, and since 2019, Takara Leben has been promoting a new human resource system that will create the stable human resources needed to achieve our business plan.

Under the new system, evaluation items are set for each grade and job classification based on a "Promise": specific daily actions that employees should take. In addition, in order to realize appropriate, fair, and transparent evaluation and treatment, revisions have been made to the behavioral evaluation, such as aligning evaluation criteria by the evaluation committee. Through these efforts, we aim to provide more convincing feedback to employees and improve evaluation skills by promoting understanding of the significance of the evaluation system and evaluation criteria among managers.

○ Basic Policy for Personnel System

Personnel system which stably nurture talent required to achieve management plan

- Clearly state the type of people required by the company to build a framework where employees can set out their career vision.
- Review distribution of labor costs to secure and keep talented people as well as improve motivation.
- Conduct training and selection to generate talented people for management positions.
- Ensure evaluation and treatment are highly fair and transparent to nurture employees' sense of acceptance and increase their desire to grow.

○ 12 Actions for Our Promise

1 Fully engage in work

2 Enjoy work from the heart

3 Speak truthfully from the heart

4 Be serious in each and every task

5 Respect each other

6 Pursue the right things

7 Pay attention to feelings

8 Act swiftly

9 Take initiative to propose, and carry through actions

10 Treat teamwork with importance

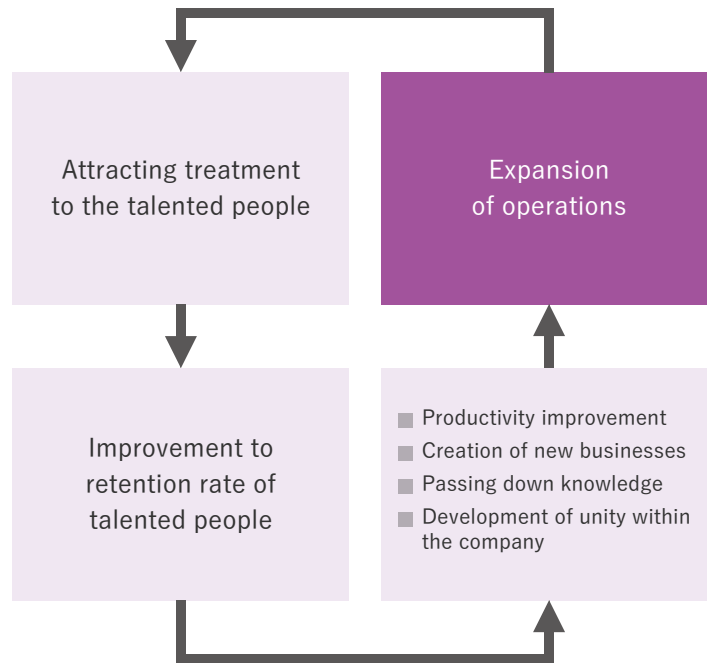
11 Remove existing barriers

12 Never give up

○ Effects of Personnel System Revision

Takara Leben is conducting a detailed analysis of the progress of the new personnel system, which is designed to ensure appropriate, fair, and transparent evaluations and treatment and alignment of evaluation criteria, and will work to make continuous improvements.

As certain problems were pointed out, including an upside trend in evaluation, variations in evaluation criteria, and delays in the acquisition of qualifications, we have considered and implemented changes to resolve these issues including changes to evaluation methods and requirements for promotions.



Together with Our Employees

Diversity

○ Women Empowerment in the Workforce

As part of our efforts to develop human resources and create a rewarding work environment, Takara Leben has launched the “Women's Activity Promotion Project.” The project is based on the voices of female employees working for Takara Leben and aims to create an environment in which they can continue working longer than ever with peace of mind after returning from maternity or childcare leave.

In fiscal year 2021, we introduced a “discount system for babysitters” to support a work environment where employees can continue to work with peace of mind while balancing work and childcare.

○ Promoting Diversity

We take measures to promote diversity with the aim of becoming a business group where diverse human resources can thrive regardless of gender, age, nationality, or disability. Leben Village, a farm located in Chiba City, Chiba Prefecture, employs three persons with a disability and one manager and produces a variety of vegetables. In addition to creating an environment where persons with disabilities can gain long-term employment with reassurance, the vegetables produced at the garden are distributed to those Takara Leben employees who request them.



Together with Our Employees

Creating Workplace Environments that Facilitate Work

Takara Leben works to create workplaces where employees can demonstrate their enthusiasm and full capabilities.

○ Respect for Human Rights

The Takara Leben Group acts with respect for the fundamental human rights of all stakeholders, including employees, while observing laws and regulations, social ethical norms, and matters specified in ethical rules.

○ Introduction of a Telework System

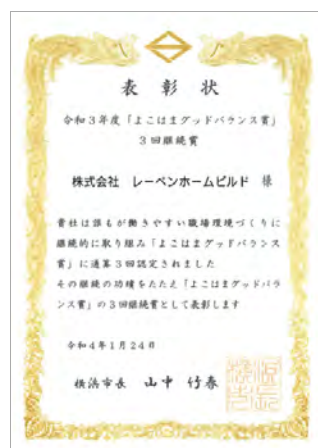
In April 2019, Takara Leben introduced a telework system, supporting more diverse employee work styles. Employees who meet specific conditions, such as those related to the content of their work, or employees who have given birth, are parenting, or who provide nursing care, can work remotely up to three times a week, without coming to the office, after implementing information leakage countermeasures and other measures. We plan to further promote this telework system with the aims of becoming an even more attractive company with flexible work styles that are not fixated on specific locations or times and contributing to our BCP.



○ Yokohama Good Balance Award

Yokohama City, Kanagawa Prefecture, recognizes small and medium-sized establishments in Yokohama that actively promote the creation of a workplace environment in which everyone can work comfortably in order to promote the advancement of women and work-life balance in its “Yokohama Good Balance Award.”

Leben Home Build (renamed from Nikko Takara Corporation in April 2022) has been continuously certified since fiscal year 2017, and in fiscal year 2021 it was awarded the “Three Times Continuous Award” for companies that continuously work to improve their workplaces.



○ Promotion of 5S Activities

Takara Leben has long held twice-monthly “cleaning times” to clean and organize offices in an effort to create environments where employees can work comfortably.

In December 2020, in conjunction with periodic internal patrols to check for problem areas from the perspectives of safety, health, and the 5Ss,* we held a 5S Promotion Week to raise employee awareness regarding the 5Ss at Head Office. As a result of this initiative, we made improvements to conditions such as information about Covid-19 countermeasures being difficult to understand and placement of unnecessary items that obstruct pathways.

* The 5Ss refers to seiri (sort), seiton (set in order), seiso (shine), seiketsu (standardize), and shitsuke (sustain).



○ Support for Diverse Work Styles

In light of the “Workplace Reform-Related Legislation” which has been sequentially enforced from April 2019, we are working to “correct long working hours,” “realize diverse and flexible work styles,” and “ensure fair treatment regardless of employment status.”

With regard to long working hours, we are promoting the creation of workplaces where employees do not work long hours by, for example, strictly enforcing “overtime work of 45 hours or less per month in principle and 60 hours or less only six times a year” and considering visualization of actual working conditions to reflect them into personnel evaluations. Employees who work long hours are given “interview guidance by a doctor” and “monitoring of working hours,” and information is shared with the Health Committee and industrial physicians to prevent health hazards and occupational accidents.

Regarding the use of paid leave that leads to a flexible work style suited to each employee, we strongly encourage employees to take the annual paid leave granted to each of them, subject to compliance with the “five-day paid leave obligation.”

With regard to “equal pay for equal work,” which came into effect in April 2020, we are “improving the treatment of contract employees” and “considering the abolition of contract employees” with the aim of creating a workplace that is rewarding for all employees.

Together with Our Employees

Health Management

○ Efforts to Reduce Working Hours

Takara Leben promotes a “time-conscious and efficient work style” with the aim of improving employee health, and in fiscal year 2021, we introduced an “application system for extended PC use” linked to the turning on and off of PCs. The system is expected to reduce overtime hours because if an employee continues to use a PC without requesting extended PC use (overtime work) from the manager, a warning will appear on the screen and the PC will be shut down. On the other hand, it is expected that managers will be able to visualize the details of their subordinates’ overtime work, thereby increasing their awareness of the need to manage the organization in a well-balanced manner.

The Takara Leben Group companies are also working to create a workplace environment in which employees can work in a relaxed and healthy manner. Leben Trust Co., Ltd., whose main business is real estate operation and management (property management), is looking to resolve issues identified based on the results of employee attitude survey regarding work-life balance. To this end, we are “promoting no-overtime days twice a month in each section,” “encouraging staggered work hours and paid holidays,” “promoting telework,” “replacing personnel as needed,” and “promoting the introduction of DX.”

○ Mental Health

Takara Leben conducts stress checks (once a year) to encourage employees to become aware of their own stress, leading to early detection of and response to mental health problems. Employees who have undergone stress checks are provided, according to the results, with learning content that can be used to improve their mental health situation and self-care. Furthermore, we support mental health care for employees and their families through the establishment of a consultation center outside the company where employees can receive advice from professionals (clinical psychologists, mental health workers, and industrial counselors) according to their wishes.

The graphic features a green background with the word "ADVANTAGE" in white at the top, followed by "相談センター" in large white characters. Below this are four white boxes, each containing an icon and text describing a benefit of the consultation center.

Icon	Benefit	Description
Heart and hands	どんなお悩みも	ご自身のことも周りの方のことでもお気軽にご相談ください
Lock	秘密は厳守します	匿名でのご相談も可能です。安心してご相談ください
Phone, mail, and hand icons	自分にあった相談方法	対面のほか、電話、WEB面談、メールなどでも相談可能です
Doctor icon	医療・公的機関も紹介可能	提携の医療機関やより適した相談機関のご紹介も承ります

Together with Our Employees

Various Training Systems

Takara Leben conducts a variety of training courses to develop our employees and improve our overall strength as an organization.

Basic Policy on Education and Training

- In addition to development based on our corporate vision, nurture human resources who can express pride to stakeholders as members of society.
- Implement programs that enable each employee to feel a sense of personal growth and design their career.
- Enhance the organization and work management skills necessary for each job rank, including leadership and developmental capabilities and organizational management capabilities, linked with the personnel evaluation systems.
- Support the acquisition of specialized knowledge, skills, and the other business skills necessary for the execution of business.

○ Entry-Level Employee Training

New employees undergo periodic training for three years after joining the Company to foster awareness as members of society, members of an organization, and employees as well as self-awareness of their own work duties and responsibilities within the Company and to acquire the skills required to produce results as professionals. In accordance with the New Employee Three-Year Educational Program, new employees undergo training in their first, second, and third years of employment to clarify their roles, targets, objectives, and so on and to foster employees who can exercise initiative.

○ Support for Acquisition of Real Estate Transaction Agent Qualifications

Takara Leben encourages employees to obtain registered real estate transaction agent qualifications (“Takken”) by making the submission of an educational plan mandatory, purchasing educational materials, and conducting practice tests.

○ Expansion of Educational and Training Programs

Takara Leben works to reinforce its educational and training programs with the aims of promoting the growth of each employee and enhancing overall organizational strength. In fiscal year 2021, we systematically implemented programs over the course of the year to enable employees to acquire the knowledge and skills that they need, including rank-based training, such as new employee training for all new employees and training for selected personnel.

■ Training Structure Chart

Grade	Definition	Scope	Company-wide education	Rank-based	Workplace	Selective	Other	
Officers	<ul style="list-style-type: none"> Management strategy formulation and decision-making Corporate management 	Company	Vision, Mission and Promise Compliance and Harassment	<ul style="list-style-type: none"> Management strategies Company operation 	Evaluation			
M3	<ul style="list-style-type: none"> Strategy implementation and management in one's organization Achieving group targets Effective organizational operation Department manager development 	Organization		Evaluator training	<ul style="list-style-type: none"> Management strategies Business development 	360-degree evaluation	Improving organizations	Housebuilder qualification acquisition support
M2	<ul style="list-style-type: none"> Strategy implementation and management in one's organization Achieving department targets Effective organizational operation Section manager development 				<ul style="list-style-type: none"> Organizational management 	Feedback interview on evaluation of results and Conduct		
M1	<ul style="list-style-type: none"> Strategy implementation and management in one's organization Achieving section targets Effective organizational operation Developing subordinates 	Team			<ul style="list-style-type: none"> Fundamental management skills 			Improving operations
G3	<ul style="list-style-type: none"> Directing and guiding subordinates Central roles in business execution, improvement, and problem-solving 				<ul style="list-style-type: none"> Leadership Problem-solving 	On-the-job training		e-learning
G2	<ul style="list-style-type: none"> Performing one's work duties under the general direction of supervisors Business execution, improvement, and problem-solving 				<ul style="list-style-type: none"> Logical thinking abilities Followership 		Practical knowledge training	
G1	<ul style="list-style-type: none"> Performing one's work duties under the detailed direction of supervisors Acquiring business experience and knowledge 	Individual			<ul style="list-style-type: none"> Business stances Business etiquette Fundamental practical skills Listening ability Identifying problems Setting and managing targets 			

○ Job Rotation

We are revitalizing our job rotation system, in which employees regularly change workplaces and duties. By having young employees experience job moves across division and department lines, we are promoting greater overall understanding of the company, the pursuit of employees' full potential, and adaptability to different working environments. We are also supporting cross-departmental reassignments when requested by mid-level employees. This not only further supports their individual spirit of challenge, but also helps cultivate generalists with broad-ranging knowledge and skills, deepening bonds between departments and enhancing the power of the organization as a whole.

Together with Our Employees

Strengthening Communication with Employees

We take measures to address the opinions of employees with the aim of creating even better work environments.

○ Personnel Interviews with All Employees

In order to improve labor and workplace environments and create a company where employees want to work for their entire careers, Takara Leben conducts personnel interviews with all employees. The aims are to gather information on how to reduce overtime work, investigate improvement measures by gaining an understanding of employee career plans, and build relationships that encourage employees to discuss issues.

○ Expansion of Takara Note

Takara Leben operates Takara Note, an in-house website, shares information, and works to invigorate communications to maximize Takara Leben Group synergies. The Group Plaza section of Takara Note uses a bulletin board function, photo album function, and question and answer function to obtain the latest information from each company and support higher work efficiency. In fiscal year 2021, we released a page to disseminate the progress of the 50th anniversary project and developed a website that can be accessed from outside the company. In addition, with the aim of making the website more conducive to group management, we are regularly distributing video clips of the real voices of our management team as “Top Voice.”



○ Exciting Family Day

Takara Leben holds various events for the families of employees to express our gratitude for the support they offer our employees every day and to provide them with a better understanding of the company. The “Exciting Family Day” event held in our head office in August 2019 was attended by 84 people from 24 families. At this fun summer event, they enjoyed a program including festival stalls, a picture frame-building workshop, business card exchanges, and more.



○ Shimanto River Swimming Marathon and Matsuyama Ojoka Relay Marathon 2019

The Takara Leben Group collaborates in regional revitalization and creates opportunities for interaction between employees by participating in regional sports events. Employees of Takara Leben West Japan took part in the Shimanto River Swimming Marathon, held on July 28, 2019. In this marathon, competitors swim down the Shimanto River, Japan's last clear (undammed) stream, immersing themselves in nature and considering the importance of nature conservation. In the Matsuyama Ojoka Relay Marathon 2019, held on October 12 and 13, 2019, competitors ran a relay race with colleagues through a circuit in the central part of Ehime Prefecture's Matsuyama City. The team of executives and employees ran 42.195 km, the length of a full marathon.



○ Sports Festival

The Takara Leben Group has held a Sports Festival at the Saitama Super Arena since 2018. The event encourages interaction among employees from different workplaces and Group companies through competitions such as an obstacle course, relay race, and tug of war.

The second Sports Festival, held on October 24, 2019, included new competitions, such as group rope jump and dodge ball, as well as non-competitive events including physical fitness tests, a science experiment show for children, and various other new programs. Many employees and their families enjoyed a fun-filled day.



Providing Comfortable Spaces of High Quality

○ Initiative to Improve Quality Through Obtaining ISO 9001 Certification

For the purpose of improving the quality of our comprehensive support to customers in building comfortable living environments, Leben Community and Leben Home Build have constructed quality management systems in accordance with ISO 9001, the international standard for quality management systems formulated by the International Standards Organization, and obtained this certification.



■ Details of Leben Community's Initiative

Comprehensive condominium management	<ul style="list-style-type: none"> ● Administrative management ● Association accounting ● Management and repair of buildings and equipment ● Management staff operations
Condominium repair work	<ul style="list-style-type: none"> ● Repair of condominium common areas

■ Details of Leben Home Build's initiative

- Make clear legal requirements, and validate conformance of processes which must be observed.
- Identify risks and opportunities that affect capacity to improve customer satisfaction and address them appropriately.
- Promote the implementation of PDCA for stakeholders' requirements.

Condominium Management Quality Improvement Measures

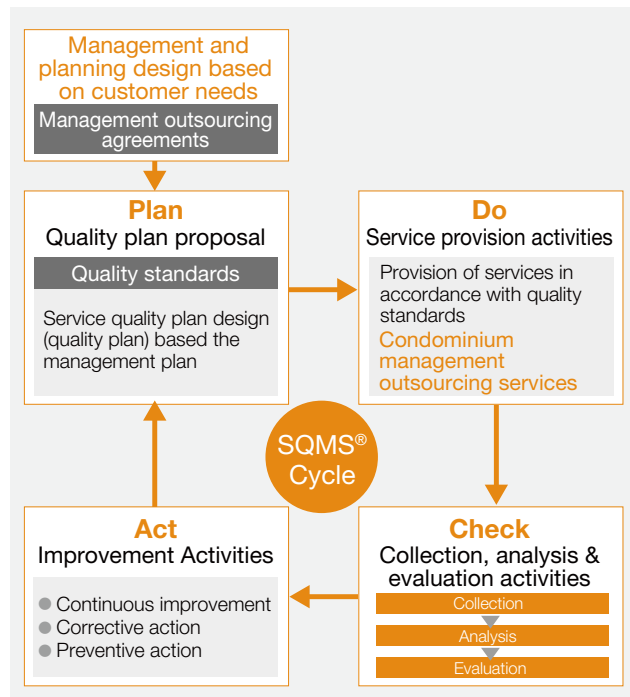
○ Service Quality Management System (SQMS®)

Leben Community ensures quality using our unique service quality management system (SQMS®) to continue managing our customers' important assets over the long term. SQMS® applies ISO 9001, an international standard for quality management systems, to condominium management. It sees condominium management as consisting of four support services (site management, financial management, asset management, and operations management) and applies the PDCA cycle to each to continuously improve quality.

Specific actions include providing feedback to the relevant departments on the opinions of condominium management association members, collected through questionnaires, which leads to improvements in the quality of a wide range of services.



■ SQMS® Process Chart (Service Quality Management)



Quality Philosophy and Policy

Quality philosophy

We hereby declare and state our quality management philosophy to be “Creating a safe and comfortable living environment” in the spirit of “walk the talk.”

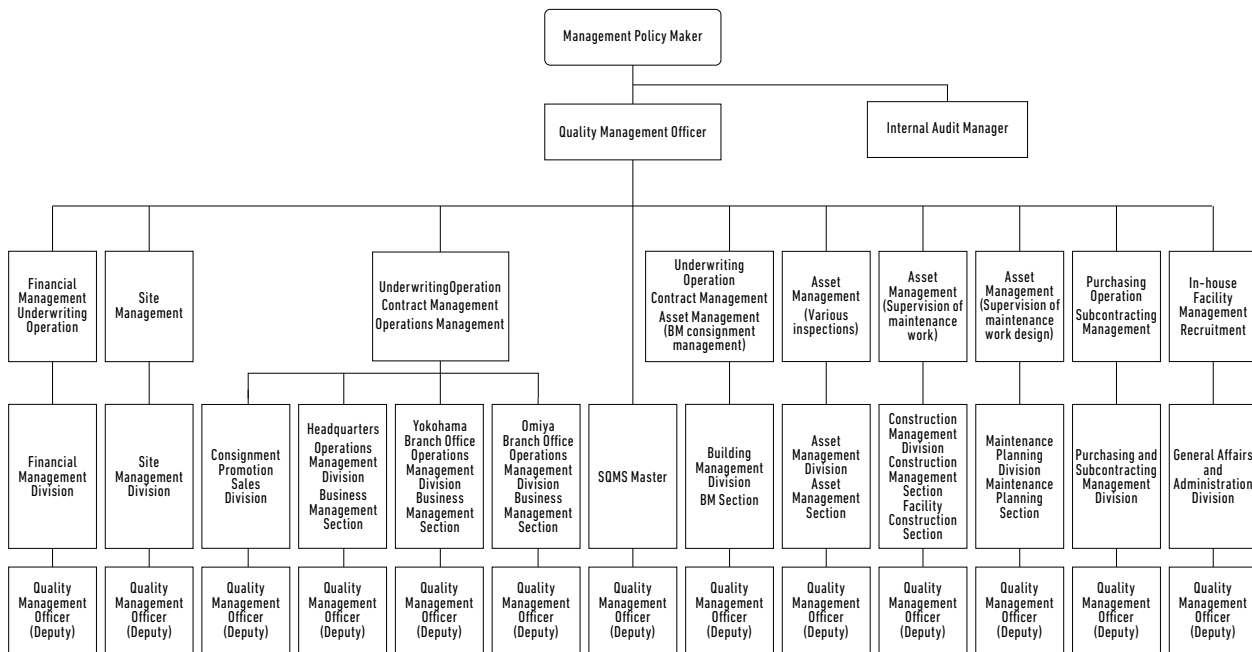
We will adopt the quality management system advocated by ISO9001 and pursue customer satisfaction and social contribution in our condominium management business under the motto of “speed, dependability, and sincerity” for all our employees.

Quality policy

We have established the following quality policy so that we can continue to provide “speed, dependability, and sincerity” services to our customers:

1. We will pursue our own existence value to become an indispensable presence for our customers.
2. We will provide high-quality and reliable services based on our quality standards.
3. We will continuously pursue quality improvement for perennial customer satisfaction.
4. We will clarify objectives and targets, and embody the spirit of “walk the talk.”
5. We will comply with all applicable laws, regulations, norms, rules, etc. and aim to be a corporate citizen trusted by society.

Management Structure



Quality-Related Education and Training

Leben Community works to develop human resources who understand and practice SQMS®. It conducts training on the core concepts of SQMS® to ensure that young employees understand its fundamental approaches and characteristics. To develop SQMS® both internally and externally, Leben Community also certifies as SQMS® Masters employees who have extensive practical experience and are well versed in SQMS® concepts, quality standards, process management, and more and grants them SQMS® badges. The SQMS® Master program was launched in fiscal year 2018, and 13 employees have been certified to date.



Front Man Training

Front men require extensive knowledge as professionals that support the operation of management associations. In order to improve the quality of service they provide, we regularly administer training to all front men. The goal is to provide front men with the skills they require to carry out their duties, through training such as debt recovery operation training led by an attorney, SQMS®-based operation mentality training, and building and equipment training.



■ Condominium Management Staff Training

Condominium management staff are responsible for reception, inspections, cleaning, consultation, and other duties. To maintain comfortable condominium living environments, they must not only be able to execute their duties appropriately, but also to do so with a smile on their face, speak politely, and take care of their personal appearance. By providing them with feedback from residents about their day-to-day job performance, conducting regular management staff training, and periodically testing their understanding of training content, we work to thoroughly improve the quality of service they provide.

In fiscal year 2021, given the spread of Covid-19, training sessions were held in small groups in regional cities, although face-to-face education, which is difficult to convey through written communication alone, was resumed, albeit gradually.



■ Information Shared on Near-miss Incidents

One measure we employ to maintain and enhance service quality is sharing information on near-miss incidents relating to condominium management. We use the Management Staff News, which is distributed periodically, to inform all staff members about incidents that almost led to quality-related accidents.

In addition, during company-wide service quality training, we present information on incidents which did not comply with standards occurring in the previous fiscal year and details of the responses, and this has been useful in reducing quality-related incidents. In fiscal year 2021, we worked to protect our customers' information through focused information dissemination regarding the handling of personal and confidential information.

Pursuit of Safety and Peace of Mind

Thorough Process Inspections

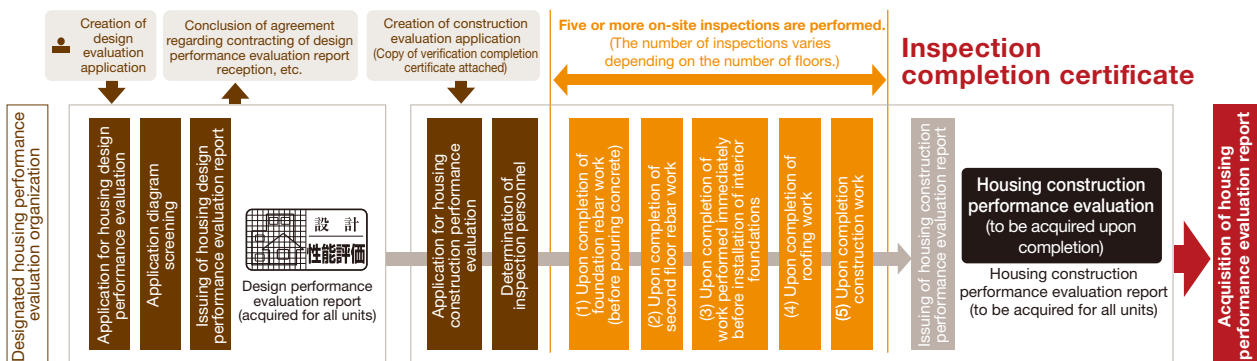
To provide housing where people can live for a long time with peace of mind, the Takara Leben Group conducts stringent checks at the construction stage. We put great effort into ensuring thorough quality management, with our staff regularly visiting construction sites to inspect building structures and conduct checks within the construction process of hidden areas, foundations, and finishing.



(Image)

Obtaining Housing Performance Evaluation Reports

Takara Leben obtains housing performance evaluation reports from third parties designated by the Minister of Land, Infrastructure, Transport, and Tourism to provide customers with greater peace of mind regarding their residences. To obtain these reports, we acquire performance evaluations at each stage of design on topics including earthquake- and fire-resistance, degradation resistance, energy consumption, and ease of maintenance. Five or more on-site inspections are carried out during construction, and a rigorous performance evaluation must be passed at the time of completion.



Structural Stability	Degradation Reduction	Maintenance, Management, and Renovation	Thermal Environment / Energy Consumption
Evaluation of the building's resistance to earthquakes, wind, snow accumulation on the roof, etc.	Evaluation of measures used to improve durability, maintaining initial strength for as long as possible.	Evaluation of the ease with which maintenance can be performed for plumbing, gas pipes, hot water pipes (inspection, cleaning, repair, etc.).	Evaluation of degree of energy saving contributions produced by materials and construction methods used to improve insulation performance.
<ul style="list-style-type: none"> ● Seismic grade (prevention of building structure collapse, etc.) ● Other (prevention of building structure collapse or damage in the event of an earthquake) ● Subsoil or pile load tolerance and installation method ● Foundation structure method and form, etc. 	<ul style="list-style-type: none"> ● Degradation measure grade (building structure, etc.) 	<ul style="list-style-type: none"> ● Maintenance and management measure grade (dedicated pipework) ● Maintenance and management measure grade (common pipework) ● Renovation measures (common drainage pipes) 	<ul style="list-style-type: none"> ● Insulation performance grade ● Primary energy consumption grade

○ Earthquake- and Fire-Resistant Structures

■ Robust Earthquake-Resistant Structures

In the construction of condominiums, we improve earthquake resistance by adopting the most appropriate construction method for the characteristics of the subsoil and its capacity to support the foundation. This includes the use of pile foundations, where strong piles are directly driven into the ground to the supporting layer, spread footing foundations, which provide support directly using firm subsoil, and seismic isolators, which disperse earthquake energy and dampen extreme, long-period building swaying.

In the construction of detached housing, we adopt wood-frame construction, which affords a high degree of design freedom and flexibility when adding to or renovating a structure in the future, together with a panel construction method that offers high durability and safety as well as good earthquake and fire resistance. We also employ as a standard feature a mat foundation method whereby a steel-reinforced concrete slab is laid underneath the entire wood floor to support the building, establishing a strong foundation using a high-earthquake-resistance and high-durability construction method.

■ Exceptional Fire-Resistant Structures and Soundproofing Performance

We use highly fireproof materials when constructing condominiums. Fire-resistant and soundproofing performance standards are stipulated by law, and the thickness of the concrete walls between our condominium units, which require a high level of fire resistance and soundproofing, is approximately 180 mm. Furthermore, fire-resistant and soundproofing construction is used for the piping within pipe spaces facing residents' rooms.

○ Accident Prevention Measures

The Takara Leben Group is working to prevent occupational accidents at workplaces and construction sites.

■ Health and Safety Patrols

Leben Home Build, which is responsible for building construction, performs health and safety patrols at each construction site at least once each month to create safer worksites. In addition to confirming the implementation of health and safety management, such as monthly and daily inspections and the assignment of certified personnel, they aim to foster a greater focus on safety through the use of safety briefings and the like.

Top management also conducts joint special patrols with partners once a quarter. In July 2021, in conjunction with National Safety Week,* we visited four actual construction sites with representatives from eight partner companies to check working conditions from the perspectives of daily management, on-site maintenance, accident prevention, fall prevention, and machine accident prevention and to encourage the implementation of measures.

* National Safety Week

An initiative of the Ministry of Health, Labor, and Welfare and the Japan Industrial Safety and Health Association to promote voluntary industrial accident prevention activities, raise safety awareness, and establish safety activities in the industrial sector.



■ Safety Conferences

During National Safety Week, a Ministry of Health, Labor, and Welfare initiative which aims to promote voluntary prevention of occupational accidents in the industrial world, Leben Home Build fosters more widespread safety awareness and firmly establishes safety activities. The offices and worksites work closely together and enhance the company's health and safety management activities, such as its measures to prevent the three main types of accidents (toppling and falling accidents, crane and other construction machinery accidents, and collapse accidents). Before National Safety Week, the company's executives, employees, and partners gather for a Safety Conference that promotes greater health and safety management. The Safety Conference was not held in fiscal year 2021 to prevent the spread of Covid-19.



* The fiscal 2019 safety conference

■ Safety Instruction for Subcontractors

Leben Community, which handles repair work on condominiums, works with partner contractors to carry out work safely and with minimal impact on residents' lives. When a large-scale repair project is approved at a condominium management association meeting, the company's repair planning staff, construction supervisors, and members of a managers' committee consisting of key construction workers gather at the site to check and review in detail the scaffolding, placement of temporary facilities (offices, restrooms, security doors, etc.), and safety measures before work begins.

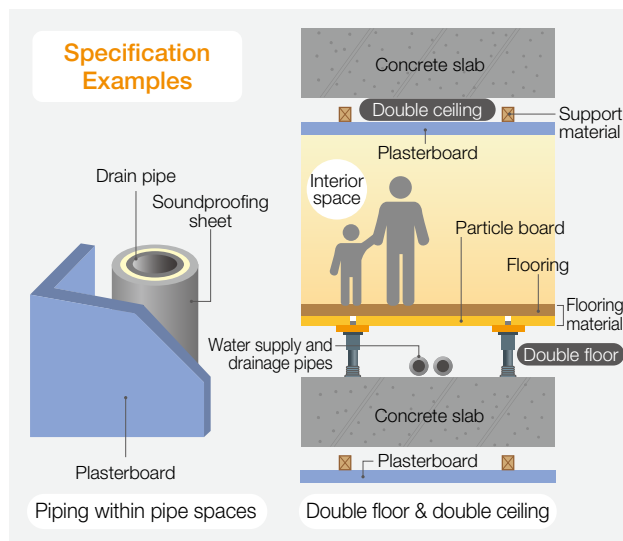


○ Selection of Optimal Structures and Equipment

We change specifications for each property—not just the interior design such as floors, doors, and kitchen/bathroom, but also the internal structure of buildings, such as double floors, double ceilings, and piping within pipe spaces—according to the land and customers living there to give the most fitting combination of structure and equipment.



Introducing the most fitting equipment for each property



(Conceptual image)

○ Crisis Management Structures in Leben Community

Leben Community has established solid crisis management structures to protect the safety and peace of mind of condominium residents.

■ Safety Management

Remote monitoring systems promptly alert a security company via telephone lines in the event of any abnormality in condominium facilities. If necessary, security personnel respond immediately. Through its inspections and staff training, Leben Community has established a system for responding appropriately in the event of an elevator, firefighting equipment, or other emergency.



■ Responses to a Large-Scale Disaster

Following the occurrence of the Great East Japan Earthquake in March 2011, an emergency earthquake countermeasures headquarters was immediately established, and initial measures were promptly taken. During disaster recovery construction, we provided support from the perspectives of a management association, led by our commitment to speed, dependability, and sincerity and based on the expertise and skills we have developed through our equipment and repair experience.



■ Crisis Responses in Large Buildings

Leben Community implements Covid-19 infection prevention measures at large condominiums in each region based on its many years of experience.

In fiscal year 2020, at the Park City Mizonokuchi condominium in Kawasaki City, Kanagawa Prefecture, which has about 1,100 households, Leben Community cooperated with the management association, community association, and a disaster control center to implement systematic crisis response measures to conduct comprehensive infection prevention measures and prepare for the occurrence of infections. Specific measures included morning and afternoon disinfection of items that are frequently touched by residents, such as elevator buttons, handrails, intercom panels, and doorknobs, and other rigorous infection countermeasures. Leben Community also urged residents to take preventive measures within their individual residences (such as ensuring adequate ventilation and limiting going out for non-essential purposes) and to exercise caution while on the condominium grounds (such as wearing a mask, refraining from speaking while in elevators, and adopting trash disposal methods that reduce the risk of infection).

Leben Community encouraged residents to take appropriate action by providing easy access to information needed if they suspected they were infected or became infected. It also produced the Infection Prevention News, a newsletter compiling information on these infection prevention measures, and distributed it to residents. In addition to infection countermeasures, the newsletter contained contact information for public agencies, information about on-site specialized infectious disease clinics and nearby restaurants that provide takeout and delivery services, warnings about tax refund fraud, and more, providing wide-ranging support for life during the Covid-19 pandemic.



パークシティ漢の口 管理組合 自治会 管理防災センター 2020/5/1 現在

パークシティ漢の口 居住者の皆様 乗り越えよう! 助け合おう!

新型コロナウイルス感染症予防にご協力ください

新型コロナウイルスは症状が出ていなくても感染している場合があります。高熱しない、きせぬいように咳をつまみしよ。またマンションでの感染はクラスター発生(集団感染)につながる可能性があります。皆様のご協力を得る、宜しくお願い申し上げます。

①各家庭で感染予防

- 不要不急の外出は避けよう。
- 止むを得ずの外出は必ずマスクをしよう。
- 室内は常に換気に気を配ろう。
- 湿度(2m)の管理をしよう。
- 人が集まることは避けよう。

②マンション敷地内での注意

- 集客会等の利用は当面禁止しています。併せて対面でのサークル等の活動もお控えください。(管理組合、自治会、管理会社の管理業務等での使用は除く)
- エレベーターのボタンに触れるときはロビーの消毒です。指の消毒をしよう。
- エレベーターが混み合っているときは1本降りましょう。
- ロビーで長時間の滞在や会話は控えましょう。

③ゴミの捨て方

特にティッシュや使用済みのマスクを含む資源ゴミの捨て方には注意を払いましょう。感染防止はもちろん清掃員の方への感染対策として有効です。

エレベーター前に消毒を
エレベーター内での会話
利用時でない時間の会話

ゴミ箱には
ゴミ袋を封せて使用
いっぱいになる前に
しっかりとしぼる
ゴミ箱で履き
石鹸でしっかり洗う

便利情報

ディカアウト・デリバリー
パークシティ漢の口 敷地から近い、もしくは、ご自宅まで宅配可能な飲食店の情報です。

ココロデリー TEL:044-299-8206 宅配可 配達可
2/11:11:00-18:00
2/12:11:00-19:00 配達可 23:00-01:00
【予約/お電話/お取寄せ】
044-299-8206
漢の口 4-4-5 徒歩10分 18:00まで受付

アソメスー・カネデ/SDCA 宅配可 配達可
TEL:044-822-8888 配達可 配達可 配達可 配達可 配達可 配達可
プレジ、ハンバーガー、お弁当、ケーキ
営業時間 11:30-19:00 18:00-20:00
【予約/お電話/お取寄せ】
044-822-8888
漢の口 4-4-5 徒歩10分 18:00まで受付

漢ノ口カレー TEL:044-811-5553 宅配可 配達可
カレーライス
【予約/お電話/お取寄せ】
044-811-5553
漢の口 4-4-5 徒歩10分 18:00まで受付

漢の口ディカアウト
https://mironokuchi-takeout.glskapp.jp/
漢の口内蔵のディカアウト店舗
【予約/お電話/お取寄せ】
044-822-8888
漢の口 4-4-5 徒歩10分 18:00まで受付

イトーヨーカードー非接触宅配サービス(漢の口店でも実施中 2020/5/1 現在)
イトーヨーカードー ストアナビ https://www.ito-yo-net.gi/extension/poscontact/

「非接触お届けサービス」実施しています。お問合せ 044-844-1711
インターネット上でお振込に利用し、現金を手に取りません。コンビニで現金を
両替のサービスもご利用いただけます。お振込はご利用いただけます。詳しくは各店舗までお問い合わせください。

給付金申請にご注意ください!
注意! 給付金申請
政府が全国民に一律10万円を支給することが決まるとともに、「申請の代行」をかねたり、
個人情報を引き出すとする詐欺メールが発生しています。

コロナウイルス感染症に関する連絡先一覧
川崎市新型コロナウイルス感染症対策センター
TEL:044-200-0733 受付時間:24時間(土日・祝日も実施)
神奈川県新型コロナウイルス感染症対策センター
TEL:045-285-0526 受付時間:9時00分~21時00分(土日祝日休む)
厚労省感染症対策推進部(コールセンター)
TEL:0120-363633(フリーダイヤル) 受付時間:9時00分~21時00分(土日祝日休む)

管理防災センターの投稿欄にコロナ対策に関するお困りごと、ご要望をお寄せください
例) 感染予防、検査に関すること
感染者が出た場合の対応に関すること
職場内の心配ごと(消毒、使用禁止な施設など)
生活に関するご希望(敷地内の飲食販売・必要品販売・配達など)

管理組合

管理組合、自治会、管理防災センターで居住者様との連携を強化してまいります。

Disaster Response

Disaster Preparedness Drills

Leben Community supports the safety and peace of mind of all condominium resident communities. One representative example is the disaster preparedness drills we conduct in conjunction with management associations, especially in large condominiums. It is no easy matter for residents, including senior citizens and children, to properly use condominium firefighting equipment in the event of a fire or to rapidly evacuate the condominium via its evacuation routes. In the disaster preparedness drills, residents experience not only evacuation from upper-level floors via stairs, but also evacuation via ladder trucks, evacuation by breaking partition boards on balconies, and initial firefighting using fire extinguishers.

In fiscal year 2021, we made proposals to meet the wishes of the management association, such as witnessing inspections that could be handled by avoiding the 3Cs under the pandemic. We will continue our efforts to strengthen the community's disaster preparedness through disaster drills suited to the actual conditions of each condominium.



■ HOTEL THE LEBEN OSAKA “Disaster Prevention Experience Mission Plan”

Since the Great Hanshin-Awaji Earthquake and the Great East Japan Earthquake, awareness of disaster prevention has continued to increase. At HOTEL THE LEBEN OSAKA (opened in March 2022), the Group's first hotel brand, Takara Leben is developing the “Disaster Prevention Experience Mission Plan” to provide an opportunity for families to learn about and discuss disaster prevention together. The plan provides guests with a simulated experience of a disaster by having them spend a day in an inconvenient guest room with no lighting, use disaster prevention goods, and eat preserved food. In the guest rooms, a booklet entitled “Disaster Prevention Mission 7: Let's Make Disaster Prevention Rules for Our Home,” is provided, and by completing the seven missions, such as “Decide on an evacuation site to meet” and “Think about disaster prevention goods for the family,” their own disaster prevention rule book is completed, which can then be taken home and utilized. We plan to actively contribute to local disaster prevention and disaster education for children by distributing the booklet and inviting students to participate in the “Disaster Prevention Experience Mission Plan” at public institutions and schools in the neighborhood.



> HOTEL THE LEBEN OSAKA

■ Moriya Disaster Preparedness Event

The Takara Leben Group collaborates with condominium residents and members of the community in promoting activities that heighten the disaster preparedness of community members. In November 2019, we held an Escape Attraction® disaster preparedness event for the residents of LEBEN MORIYA THE BRIDGE and LEBEN MORIYA THE SQUARE, as well as the members of the Matsunami Nishi Neighborhood Association in Ibaraki Prefecture. This program, created as a new type of disaster preparedness training at the third UN World Conference on Disaster Risk Reduction in March 2015, differs from conventional evacuation drills. A large screen is used to create an immersive simulated disaster experience for participants, who collaborate to complete an evacuation preparation mission and an evacuation mission, seeking to reach the safety gate by the time limit (escaping the disaster safely). On the day of the event, 120 participants enjoyed learning about disaster preparedness and the importance of working with each other.



Pursuit of Habitability

○ “LEBEN KEMIGAWAHAMA GRANVARDI” Project

Located approximately 160 meters from Kemigawahama Station of the JR Keiyo Line, LEBEN KEMIGAWAHAMA GRANVARDI (Chiba Prefecture) is a large-scale residential complex with a total of 288 units, reminiscent of a large passenger ship docking in harbor at the station.

A major theme in large-scale condominium development is the design of common areas. The condominium has 10 different types of common spaces (gym, kids' room, laundry room, party room, etc.) for all ages to enjoy, not too large but just the right scale, and designed with future variability in mind. A wide variety of unit plans is available for a wide range of generations, including working families, families raising children, and seniors.



○ Condominiums That Provide Clean Air and Spaces

Takara Leben continues to propose residences with new value tailored to new living environments. As people's awareness concerning their health and the prevention of infections rises and calls are made for cleaner residences, we are developing new built-for-sale condominiums that offer "clean air and spaces."

To control household odors that may bother residents, the ceiling of each unit is equipped with an air-e nanoe generator (made by Panasonic Corporation), which generates deodorizing ionic particles to break down the sources of odors, as a standard feature. In addition, various antibacterial and antiviral innovations have been incorporated into the interior finish materials used in the spaces where residents live. The walls and ceilings of all units use materials with antiviral coatings that have virus-reducing effects. The surface of the cloth material applied to walls and ceilings is coated with antibacterial agents, which has the effect of reducing bacteria that adhere to those surfaces. Moreover, flooring materials curtail the growth of bacteria with 101 REPREA® (made by Toppan Inc.), and decorative flooring sheets have been certified for antibacterial processing by the Society of International Sustaining Growth for Antimicrobial Articles (SIAA). Antibacterial and antiviral coatings certified by SIAA have been applied to fixtures in all units.

As condominiums offering "clean air and space," we supplied "LEBEN KITATODA ATOMOS," "LEBEN KITATODA LUMINOUS," and "LEBEN KITATODA SOLID" in the Kita Toda Station area of Saitama Prefecture.

Takara Leben's Consideration for Future Housing

Antibacterial and antiviral specifications for peace of mind

SIAA certified. Olefin decorative sheets with antibacterial and antiviral specifications are used for fixtures.

Antibacterial and antiviral fixtures

Antibacterial and antiviral fixture sheets are used on doors and other room fixtures that are contacted many times every day, supporting the health of families.



Antibacterial and antiviral wallpaper in all units

Antiviral products are selected for wallpaper. These products demonstrate excellent effects against viruses, protecting peace of mind in clean residences.

Outstanding antibacterial properties maintain cleanliness

A coating on the wallpaper surface inactivates viruses

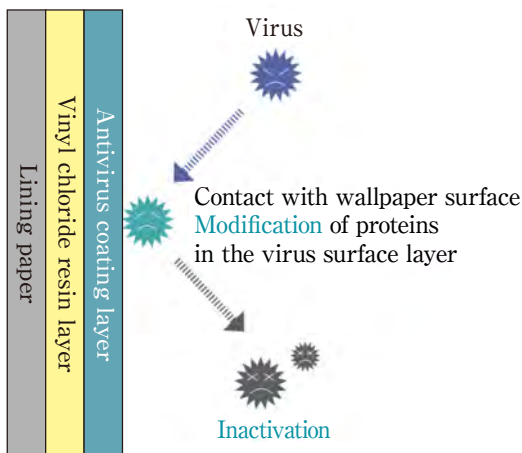
Antibacterial flooring sheets

Decorative sheets with antibacterial specifications are used for residence floors, providing peace of mind to families with babies.



[SIAA] The Society of International Sustaining Growth for Antimicrobial Articles (SIAA) is an organization of manufacturers of antibacterial and anti-mold agents and antibacterial and anti-mold processed products and antimicrobial testing institutions; it encourages the proper and reassuring use of antibacterial and anti-mold processed products. Such processing reduces the number of certain virus particles on products.

- * Antiviral processing is not intended to treat or prevent any disease.
- * Compliant with SIAA safety standards.



Air-e nanoe generators embedded in ceilings

The standard for the new normal. Residences that focus on air and health.



LUIC Project, a Proprietary Water System

The LUIC Project is a water system, created by the Takara Leben Group, which makes purified water available for use in all aspects of living. Since the system was launched in 2008, it has been used in all series of our own branded condominiums, changing the lives of many residents by changing water, a fundamental necessity for life. The LUIC Project is constantly adopting new technologies and evolving.

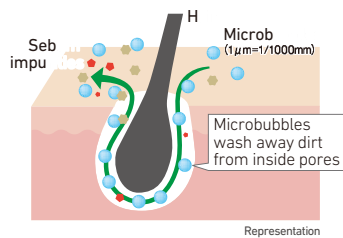
Currently, the LUIC Project consists of Takara No Mizu, which provides purified water from taps; Takara No Mirabath Vision, a bath system that provides the cleaning and warming effects of ultra-fine air bubbles simply by soaking in the bathtub; and Takara No Mirable Shower, which provides water with ultrafine bubbles to keep users' skin and hair in excellent condition. Takara No Mirabath Vision is available with functions such as a circulating bath and spot care, and a new Micro Iony function that removes grime from the bathtub using activated oxygen atoms has been added.

LUIC PROJECT TAKARA WATER SYSTEM

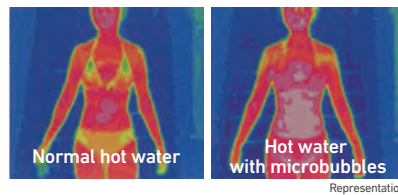


*Formerly known as Takara No Microbubble Tornado O₂

Cleaning power



Hot bath



Body surface temperatures were photographed using infrared thermography 15 minutes after a five-minute bath in hot water (38°C) with microbubbles.
*Effects and benefits vary among individuals.

NEW MICRO IONY

Microbubbles generated by low-temperature plasma are used to **break down, sterilize, and deodorize** dirt and grime in the bathtub

*Do not use while in the bath.

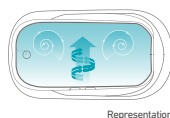
Before experiment After 15 min.



*In this decoloration experiment, approximately 250 ml was sampled from an aqueous solution consisting of roughly 1,000 ml of mineral water and roughly 0.2 g of methylene blue, and microbubbles were generated using Micro Iony for approximately 15 minutes.

AIRLESS JET

The **circulation bath** uses special nozzles to create a pleasant convection water current that flows throughout the bath.



Spot care allows tornado jets created by special hose nozzles to be applied to specific pinpoint areas.



The specially processed "oxygen ceramic" is simply set in the hot water inlet for enjoyment of an **oxygen bath**.



*Oxygen ceramics are sold separately.
*Effects and benefits vary among individuals.

○ Environmental Policy

Takara Leben Group environmental policy

The Takara Leben Group is committed to the corporate vision of "THINK HAPPINESS AND MAKE THE HAPPINESS," to contribute to the creation of cities where all people can live with peace of mind. We think more about tomorrow's happiness than anyone else and propose the creation of a sustainable environment that is friendly to the Earth.

1. Providing environmentally friendly buildings and spaces

We will strive to improve environmental performance, reduce environmental impact, and actively incorporate environmentally friendly technologies and ideas into our products and services to help address global warming and create a recycling-oriented city.

2. Addressing climate change

We will contribute to reducing greenhouse gas emissions and mitigating climate change issues through the efficient use of energy, the development and operation of renewable energy generation facilities, and the utilization of renewable energy.

3. Maintenance and conservation of biodiversity

In all of our business activities, we will strive to reduce the impact on, and conserve, biodiversity by taking into consideration the risks that may affect the surrounding ecosystems and biodiversity, conducting appropriate risk management, and giving due consideration to environmental conservation in accordance with the natural and social conditions of the region.

4. Promotion of resource recycling

We will work to conserve the water environment and reduce waste, and, through the promotion of the 3Rs (reduce, reuse, recycle), we will strive to reduce our environmental impact and contribute to the formation of a recycling-oriented society.

5. Compliance with environmental laws and regulations and environmental education

We will comply with environmental laws, regulations, and other relevant laws and regulations, and we will raise the environmental awareness of our employees through education and awareness activities on the environment.

6. Establishment of environmental management

We will promote appropriate environmental management by setting and periodically reviewing environmental targets.

○ Climate Change Initiatives

■ Takara Leben's perception of climate-related issues

We recognize the resilience of our business to climate change and climate-related challenges as follows: The progression of climate change is a scientific fact, as demonstrated by the Paris Agreement, the IPCC Special Report, and the IPCC Sixth Assessment Report. We recognize that the progression of climate change will cause dramatic changes in the natural environment and social structure and that it is a challenge that will have a significant impact on our management and overall business.

As a result of ongoing climate change, weather and climate disasters, such as more intense typhoons and torrential rains and more frequent heat waves and droughts, are expected to occur and expand, alongside a progressive rise in global sea levels, which may have a significant impact on our business.

As part of a worldwide effort to mitigate climate change, we anticipate a shift toward decarbonization of the social economy, including the establishment of frameworks to reduce greenhouse gas emissions and stricter emission regulations, and these changes could have a significant impact on our business. Recognizing that climate change is a systemic risk in finance, many stakeholders, including investors, are demanding disclosure of information on climate-related risks and opportunities. In particular, we recognize that improving transparency through the promotion of climate-related risk disclosure, in line with the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD), is a critical issue for our company. Identifying, assessing, and managing the risks and opportunities posed by climate change and enhancing the resilience of our business is essential to ensure our sustainable and stable earnings over the long term.

■ Governance

The following governance structure has been established to address climate-related risks and opportunities. The Chief Executive Officer for climate-related issues is the Representative Director, and the Executive Officer is the Director in charge of sustainability. The Chief Operating Officer reports regularly to the Chief Executive Officer on matters related to climate change response, including identification and assessment of climate change impacts, management of risks and opportunities, progress of adaptation and mitigation efforts, and establishment of indicators and targets, at the Sustainability Committee meetings. After deliberation and consideration of each agenda item by the attendees of the Sustainability Committee, decisions are made by the Chief Executive Officer.

■ Strategies

We establish a process for identifying, evaluating, and managing the impact of climate-related risks and opportunities on our business activities, strategies, and financial plans and operate it appropriately. In identifying and assessing climate-related risks and opportunities, we aim to do so systematically and objectively, utilizing scientific and academic knowledge.

■ Managing risks and opportunities

By managing identified climate-related risks/opportunities and promoting resilience initiatives, we aim to reduce business risks and realize value creation opportunities to ensure sustainable and stable earnings over the long term.

■ Indicators and targets

We establish indicators and targets for managing climate-related risks and opportunities that are consistent with our operational strategy and overall risk management. The Company agrees with the TCFD recommendations and disclose climate-related information in line with the requirements of the guidelines.

■ Repeal and revision

The Sustainability Committee approves this policy and any amendments or revisions to its content. At least once a year, the Sustainability Committee reviews the content of this policy to ensure that it is appropriate for our approach to climate-related issues.

○ Environmental Data

The Group's Scope 1 and Scope 2 greenhouse gas (CO₂) emissions and energy consumption are shown below:

■ Greenhouse gas (CO₂) emissions

Unit: t-CO₂

Category	FY2020	FY2021	Remarks
Scope1	374	378	Combustion of city gas, LP gas, kerosene, gasoline
Scope2	1,585	1,646	Use of electricity and cold water
Total	1,959	2,023	

* The scope of environmental data calculation covers the Takara Leben Group (11 consolidated companies).

* The period covered is FY2020 and FY2021 (April 1, 2020 to March 31, 2022).

* The figures for FY2021 are provisional and subject to change.

* The Group excludes greenhouse gases other than CO₂ (chlorofluorocarbons, etc.) because of their extremely small amounts, and it only calculates and reports CO₂ emissions.

■ Energy consumption

Unit: kL of crude oil equivalent

	FY2020	FY2021
Electricity	915.2	985.9
City gas	3.2	0.5
LP gas	0.0	0.4
Gasoline	140.8	144.4
Kerosene	0.7	0.3
Cold water	1.2	0.4
Total	1,061.1	1,131.9

* The scope and period covered by the energy data are the same as for CO₂.

* The values for FY2021 are provisional and subject to change.

* Crude oil conversion is a measure to compare the size of different energy sources, such as electricity and gas.

Renewable Energy

Energy Business

The Takara Leben Group conducts energy business utilizing renewable energy that contributes to reductions in the emissions of CO₂, a greenhouse gas. We develop mega-solar power facilities at places such as on idle land for large-scale solar power generation.

Since entering this business in 2013, we have been involved in developing many mega-solar power facilities centered on the Kanto area. Total power generation is approximately 310 MW as of the end of March 2022, and we acquired our first wind power plant, Leben Wind Plant Nagasaki Tsushima Power Generation Facility in November 2021.

List of renewable energy generation facilities

Tohoku

Aomori Prefecture

- LS Aomori Hiranai Power Generation Facility

Miyagi Prefecture

- LS Miyagi Osato Power Generation Facility
- LS Miyagi Sendai A & B Power Generation Facility
- LS Miyagi Osato 2 Power Generation Facility
- LS Miyagi Ohira Power Generation Facility
- LS Miyagi Matsushima Power Generation Facility

Fukushima Prefecture

- LS Fukushima Yamatsur Power Generation Facility
- LS Fukushima Kagamiishi 1 and 2 Power Generation Facility
- LS Fukushima Tamura Power Generation Facility

Iwate Prefecture

- LS Iwate Hirono Power Generation Facility
- LS Iwate Hachimantai Power Generation Facility

Kanto-Koshinetsu

Ibaraki Prefecture

- LS Koga Onanuma Power Generation Facility
- LS Tone A, B, and C Power Generation Facility
- LS Chikusei Power Generation Facility
- LS Tsukuba Bouchi Power Generation Facility
- LS Miho Power Generation Facility
- LS Mito Takada Power Generation Facility
- LS Tone Fukawa Power Generation Facility
- LS Sakuragawa 3 Power Generation Facility
- LS Kamisu Hasaki Power Generation Facility
- LS Hokota Power Generation Facility
- LS Sakuragawa 2 Power Generation Facility
- LS Inashiki Aranuma 1 Power Generation Facility
- LS Sakuragawa Nakaizumi Power Generation Facility
- LS Sakuragawa 4 Power Generation Facility
- LS Sakuragawa Shimoizumi Power Generation Facility

- LS Sakuragawa 1 Power Generation Facility
- LS Inashiki Aranuma 2 Power Generation Facility
- LS Takahagi Power Generation Facility
- LS Ibaraki Kasumigaura Power Generation Facility
- LS Sakuragawa Makabe Power Generation Facility

Tochigi Prefecture

- LS Shioya Power Generation Facility
- LS Nasu Nakagawa Power Generation Facility
- LS Fujioka A Power Generation Facility
- LS Fujioka B Power Generation Facility
- LS Shioya 2 Power Generation Facility

Nagano Prefecture

- LS Nagano Shiojiri Power Generation Facility

Tokyo Metropolitan Area

Saitama Prefecture

- LS Hanno Misugidai Power Generation Facility

Chiba Prefecture

- LS Chiba Wakaba-ku Power Generation Facility
- LS Sosa Power Generation Facility
- LS Chiba Sammu East and West Power Generation Facility
- LS Chiba Narita Power Generation Facility
- LS Chiba Katsuura Power Generation Facility

Chubu

Shizuoka Prefecture

- LS Shizuoka Omaezaki Power Generation Facility

Aichi Prefecture

- LS Aichi Toyohashi Power Generation Facility

Mie Prefecture

- LS Mie Yokkaichi Power Generation Facility

Kinki

Wakayama Prefecture

- LS Shirahama Power Generation Facility

Chugoku

Hiroshima Prefecture

- LS Hiroshima Mihara Power Generation Facility

Tottori Prefecture

- LS Tottori Daisen Power Generation Facility

Okayama Prefecture

- LS Okayama Tsuyama Power Generation Facility

Kyushu and Okinawa

Nagasaki Prefecture

- LS Nagasaki Isahaya Power Generation Facility
- LS Nagasaki Sasebo Power Generation Facility
- LWP Nagasaki Tsushima Power Generation Facility

Kagoshima Prefecture

- LS Kirishima Kokubu Power Generation Facility
- LS Kagoshima Kanoya Power Generation Facility
- LS Kirishima Kokubu 2 Power Generation Facility
- LS Kagoshima Tanegashima Power Generation Facility

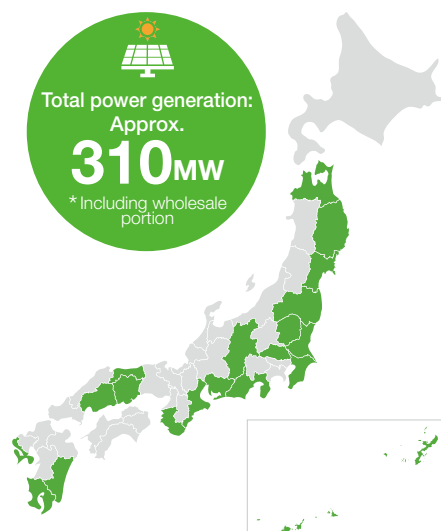
Miyazaki Prefecture

- LS Miyazaki Miyakonojo Power Generation Facility

Okinawa Prefecture

- LS Miyakojima Gusukube Power Generation Facility

etc.



Biomass Power Generation

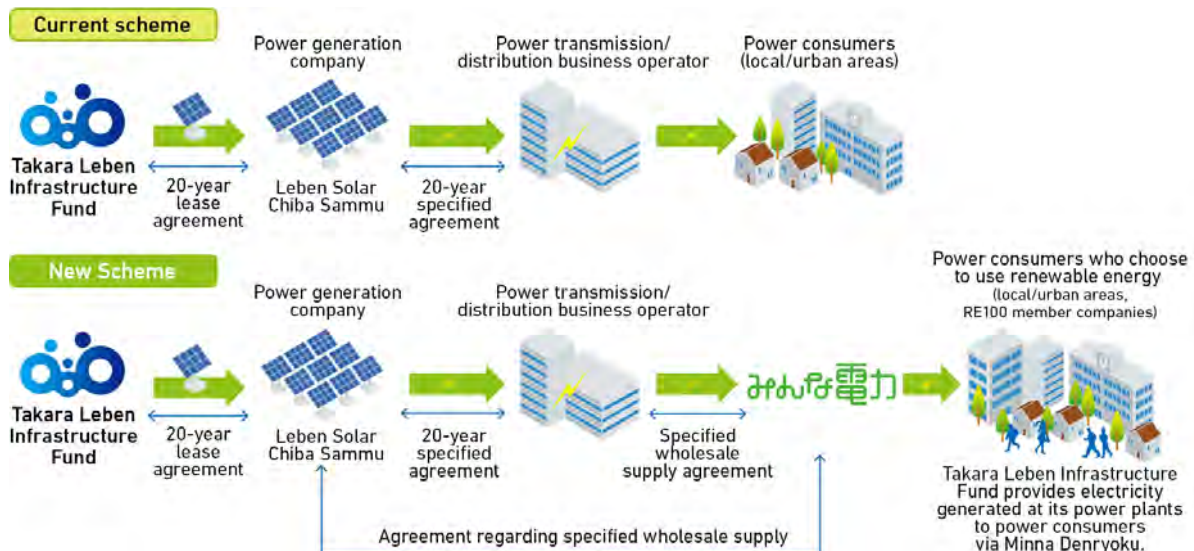
In 2021, Takara Leben entered the biomass power generation business for the first time in the company's history. The Fuji Asagiri Biomass Power Plant (Fujinomiya City, Shizuoka Prefecture), which is currently in trial operation to start selling electricity in FY2022, generates biomass power using cattle manure collected from members of the Fuji Kaitaku Agricultural Cooperative Association. The power plant generates electricity by burning biogas generated from the fermentation process of cattle manure, which emits less CO₂ than the direct combustion of wood waste and combustible waste. The liquid fertilizer produced with the biogas will be marketed as Fuji Asagiri Biomass Liquid Fertilizer.

This project is the second renewable energy power generation project, after the solar power generation project, and is also an initiative to build a regional recycling-oriented symbiosis zone that supplies clean energy while effectively utilizing waste materials and solving the problem of disposal of cattle manure.



LS Chiba Sammu East & West Power Plants Sign Specified Wholesale Supply Agreement with Minna Denryoku Co.

In September 2021, Takara Leben Infrastructure Fund concluded a specified wholesale supply agreement with Minna Denryoku Co. (currently UPDATER, Inc.) Minna Denryoku is developing a service that connects electricity producers and users with renewable energy sources. It aims to promote a decarbonized society and the spread of renewable energy by supplying electricity produced at the LS Chiba Sammu East & West Power Plants to households that choose energy with a low environmental impact and to companies that practice environmentally friendly management through Minna Denryoku.



○ Measures to Reduce CO₂ Emissions

Takara Leben Infrastructure Fund seeks to create eco-friendly, sustainable environments by investing in renewable energy power generation facilities and other projects. Its efforts contribute to reducing CO₂ emissions by approximately 77,328 tons* annually.

* Annual amount of reduction of CO₂ emissions compared to fossil fuel-fired thermal power plants based on the output of power generation facility panels.



○ Takara Leben Sustainability Fund

Takara Leben has begun operation of new means of financing with the aim of encouraging measures that contribute to the global environment. Leben Funding LLC. was established in January 2021, and in collaboration with Funds, Inc., it launched the Takara Leben Sustainability Fund #1~3 and conducted crowdfunding to solicit loan investments from a wide range of investors. The collected funds will be used as working capital for renewable energy projects and Sustainability (CSR) measures.



Providing Environmentally Conscious Products & Services

LEBEN NAGANO NAKAGOSHO THE PEERLESS ZEH Condominium

LEBEN NAGANO NAKAGOSHO THE PEERLESS (Nagano Prefecture) is a ZEH condominium* with unprecedented environmental value offered by Takara Leben, through its initiatives such as peak power usage control using IoT, energy conservation in private areas through all-electrification and collectively electricity receiving, and CO₂-free electricity supply. This is the first condominium certified as "ZEH-M Oriented," which is a project presented by the Ministry of the Environment to promote CO₂ reduction in new housing complexes and existing houses, among Takara Leben properties and in Nagano Prefecture.

* Condominiums developed under the ZEH (net Zero Energy House) scheme that aims to achieve the net zero target of annual primary energy consumption through energy conservation by improving thermal insulation efficiency and installing highly efficient equipment and systems, while maintaining comfortable interior environment.



ISO 14001 Certification Acquired

At Leben Home Build, we consider proactive initiatives to deal with environmental issues to be an important management issue. Therefore, we acquired ISO 14001 certification—the international standard for environmental management systems—in 2008.

The execution of ISO 14001 at Leben Home Build follows our management manual and is audited annually by an external agency. For FY2021, an on-site audit by an external agency was conducted in May, and we have renewed our existing certification.



Details of Leben Home Build's initiative

- Separate waste at construction sites and encourage recycling.
- Carry out waste separation and reduction at each business location.
- Encourage the use of environmentally friendly and compact vehicles as company vehicles.
- Adopt plans, designs, and proposals for saving energy.

Social Contribution and Recovery Activities

○ Tohoku-Miyagi Online Revive Marathon 2021

Takara Leben has been a supporter of the Tohoku-Miyagi Revive Marathon since FY2019 with the aim of supporting recovery from the 2011 Great East Japan Earthquake. Since FY 2020, the marathon has been held as the “Tohoku/Miyagi Online Recovery Marathon,” which can be held even in situations where people cannot gather due to the spread of the new COVID-19. Participating runners download a GPS training application to their smartphones, select a course of their choice from Iwate, Miyagi, or Fukushima, and aim to complete the target distance within the event period. The total distance run by all runners is donated to reconstruction support organizations in each affected area. Twenty-three employees from the Takara Leben Group participated in this event.



○ Donation to the “Chinju-no Mori Project”

In the Great East Japan Earthquake, deeply rooted trees mitigated the force of the tsunami, and in the Great Kanto Earthquake and the Great Hanshin Earthquake, disaster prevention forests played an important role in stopping large fires. One of the irreplaceable symbols of Japan’s forests is the “Chinju-no-mori” (Shrine Forest) that surrounded shrines. Takara Leben Tohoku supports and donates to the “Chinju-no Mori Project,” which aims to support disaster-prone Japan by creating as many forests as possible modeled after the “Chinju-no Mori” forests that nurture animal and plant life, bring minerals to fields, seas, and rivers, and protect communities and lifestyles.



○ Donation to Meals on Wheels Logistics System

Takara Leben Tohoku donates to Meals on Wheels Logistics System as part of its efforts to contribute to the achievement of the SDGs and the revitalization of the Tohoku area. This activity, promoted by the Japan Food Support Activities Cooperative Association, aims to create an environment where all people, including children and the elderly, who gather at children's cafeterias and other places across the country, can obtain meals. We have established a system to deliver food donated by various organizations and municipalities to approximately 1,800 locations and child support groups via 37 logistics centers (locations/warehouses with freezing/refrigeration facilities for food, matching coordination of donated food) and 76 hubs (branches where groups pick up food).



○ Issuance of Private Placement Bonds to Support Medical Professionals

In September 2021, Takara Leben Tohoku issued "Private Placement Bonds for Supporting Medical Professionals" to support medical professionals who are making daily efforts to combat the new COVID-19 infection. The bonds are a product in which a portion of the commission received by The Bank of Akita upon issuance (0.2% of the issue amount) will be donated to medical institutions working to combat the novel COVID-19 infection. In November 2021, the Bank made a donation to Meiwakai Nakadori General Hospital (Akita Prefecture).

○ Donation to Good Neighbors Japan

Good Neighbors Japan is a non-profit organization operating in Japan and abroad with a vision of "a society where children are full of smiles and everyone can live humanely" and a mission of "working with partners in Japan and abroad to eliminate the causes of poverty and discrimination and the threats posed by disasters and conflict."

In Japan, as a project to address child poverty, we operate the "Good Gohan" program, which regularly distributes food to single-parent households. Takara Leben Infrastructure Fund and its asset management company, Takara Asset Management support the activities of Good Neighbors Japan and make donations to the organization.

○ Donation to NPO KATARIBA

Takara Leben Infrastructure Fund and its asset management company, Takara Asset Management have donated to a non-profit organization certified by the Tokyo Metropolitan Government, KATARIBA. This organization provides educational support to children in Japan who have been deprived of opportunities to study due to reasons such as a disaster or poverty. Donations are used for activities such as creating a place for children to spend their after-school hours for free and providing study support and meal support.

○ TABLE FOR TWO

Takara Leben continues to donate to TABLE FOR TWO International, a non-profit organization that seeks to solve the global problem of food inequality. Since November 2018, as part of our diversity promotion efforts, we have been distributing vegetables cultivated at the Leben Village, a farm that employs those with disabilities, to anyone within the company who so desires. At the same time, we collect ¥50 for each bag of vegetables. As part of the activity costs for FY2021, we donated ¥5,400 in October 2021 and ¥13,270 in April 2022.

TABLE FOR TWO



○ Japan Children Support Association Joined, Donation Made

Takara Asset Management and Takara Leben Infrastructure Fund, to which Takara Asset Management outsources asset management operations, has joined and made a donation to the specified non-profit organization “Japan Children Support Association.” The mission of the association is to permanently solve the cycle of child poverty and violence, and it provides support for foster parents and child raising so that children can live with peace of mind. Supporting the association is also linked to the SDGs.



○ Takara Leben Cleanup Activities

The Takara Leben Group aims to be a company that contributes to the development of local communities through real estate. Each of the companies in the Group engages in social contribution activities. Takara Leben Tohoku regularly cleans the Aoba-Dori street in front of its head office and the areas around condominium construction sites in order to beautify the areas where people live. In addition, Takara Leben Nishinohon is registered as a participating company in the “Petit Beautification Campaign,” a cleanup campaign promoted by Matsuyama City, and is regularly engaged in cleanup activities not only in Matsuyama but also in Fukuoka to promote the creation of a beautiful city. Similarly, Leben Home Build also conducts regular cleanups around its offices.



Support for Sports and Culture

○ Nippon TV Tokyo Verdy Beleza

In February 2021, Takara Leben signed a corporate partner agreement with Nippon TV Tokyo Verdy Beleza, Japan's leading women's soccer team, to provide the experience of excitement and joy that sports can bring.

In November, we held "Takara Leben Day," a crown game in the tenth round of Japan's first professional women's soccer league, WE League, versus Omiya Ardija VENTUS. On the day, we distributed novelties to visitors, promoted Takara Leben by displaying our logo signboard, and invited elementary school students from Itabashi Ward, Tokyo, where our company was founded, to "Takara Leben Presents Itabashi Ward Soccer Festa" to enjoy playing soccer on the coveted pitch where professionals play matches.



○ Ehime SDGs Koshien

In commemoration of its 50th anniversary, the Takara Leben Group is holding an event to raise awareness of the SDGs among high school students, who are the future. Takara Leben Co., Ltd., Takara Leben West Japan Co., Ltd., and Leben Community Co. Ltd. have jointly been special sponsors of "Ehime SDGs Koshien - High School Students' SDGs Practice Project" (sponsor: NPO Association for Regional Education Support) since March 2022. In this project, 12 teams (82 students) of high school students interested in the SDGs learn the basics of the SDGs, such as poverty issues, climate change, and gender equality, and then decide on a theme based on local issues and their living environment to make presentations. Participating high school students will also be part of the jury to evaluate the results of each other's activities and select the grand prix winner.



○ Environmental Photo Contest

Takara Leben participated in the 28th Environmental Photo Contest 2022 (sponsored by President Inc. and supported by the Ministry of the Environment and the Institute for Environmental Civilization), in which citizens take photos based on a theme set by the company and express their thoughts and commitment to the environment through a joint effort between the company and citizens. Based on the company's commitment to solving social issues with the keyword "happiness," many entries were received for the Takara Leben Award, which was solicited under the theme of "Happiness in Water and Life." After a rigorous screening process, the Excellence Award was presented to "First Hand Push Pump," an impressive work showing water pumped from a well and the joyful expressions on the faces of children.



Excellence Award "First Hand Push Pump"



Honorable Mention "Playing with Water Rather Than Flowers"



Honorable Mention "Vegetable Washing"

○ grape Award 2021

The "grape Award," sponsored by the Nippon Broadcasting System Group's web media "grape," is a contest that calls for essays that touch the heart. In 2021, the theme of the contest was "Heartwarming episodes that happened around me" and "Stories that heal my heart." Three hundred and seventy-six submissions were received from a wide range of ages, from 13 to 85. Takara Leben has been a special sponsor of the "grape Award" for four consecutive years, presenting the "Takara Leben Award" to a work that is particularly "happy" and befits our corporate vision of "THINK HAPPINESS AND MAKE THE HAPPINESS."

『心に響く』エッセイコンテスト

grape AWARD grape Award 2021

Takara Leben タカラレーベン賞
応募作品の中から「幸せ」を感じる作品に贈られます。

特別協賛：株式会社タカラレーベン / 主催：株式会社グレイブ

○ MOMAT Corporate Partnership

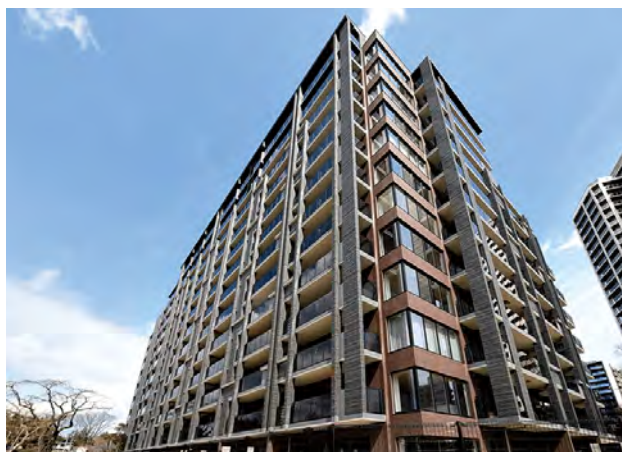
The National Museum of Modern Art, Tokyo, a major center for art in Japan, is promoting the MOMAT Corporate Partnership as a new museum support system in which companies and museums work together as partners.

Takara Leben has been a partner company of the MOMAT Support Circle since July 2021, supporting the activities of the National Museum of Modern Art, Tokyo (including exhibition organization, research and surveys, collection and storage of artworks, educational dissemination activities, and museum management projects), which provide happy moments to the public through artworks of high cultural value. Through this initiative, Takara Leben also aims to contribute to the cultivation of culture and provide employees with opportunities to experience outstanding works of art.



○ Takara Leben Tohoku's Efforts to Preserve Culture

The Takara Leben Group undertakes community development that looks to the future while preserving local cultural assets. During construction of THE LEBEN SENDAI OTEMACHI, which was developed on the site of a former Samurai residence near Aoba Castle in Sendai City, Miyagi Prefecture, Takara Leben Tohoku donated the remains of tiles, ceramics, and other artifacts from the Edo and Meiji Periods to municipal authorities. In addition, the exterior design of the building is based on the Kake Zukuri architectural style favored by Date Masamune, the first Lord of the Sendai clan, and by retaining the design that captures the historical background of the area, we are working to pass on the history and culture of the region.



○ Revitalizing Local Communities through Sponsorship of Professional Sports Teams

As an official sponsor, Takara Leben Tohoku supports three professional sports teams based in Sendai: Vegalta Sendai in the J-League, the Tohoku Rakuten Golden Eagles in professional baseball, and the Sendai 89ers in the B-League. Through sponsorship of each team, we are committed to the promotion of local sports and regional revitalization, and we will continue to contribute to the happiness and development of local communities.



Third-Party Opinion

○ Third-Party Opinion



Yuuko Miura
Outside Auditor

Takara Leben will celebrate its 50th anniversary this year. At the same time, we will transition to a holding company structure and change our trade name to “MIRARTH HOLDINGS, Inc.” This trade name reflects our desire to “evolve into a company that makes the future of people and the Earth happy by contributing to the community in general.” In order to achieve this aspiration, we believe that it is essential to engage in sustainability activities through our business.

Five years have passed since Takara Leben first published its corporate social responsibility (CSR) Report, and in that time our sustainability promotion system has steadily evolved. In the Mid-Term Management Plan announced in May 2021, we aim to achieve sustainable growth from the perspectives of “Group Synergy,” “Business Portfolio,” “Financial Base,” “DX,” and “ESG,” with “further expansion of our core condominium

business” as the main focus. In particular, I have high expectations for the “development of human resources and the creation of a rewarding work environment,” which is one of the key policies of the medium-term management plan.

With regard to sustainability, we have identified four key themes and 15 key issues. These include “Responding to the diversification and globalization of lifestyles” and “Promoting the success of diverse human resources.” With the increase in the number of working women, many households are now pair-mortgaging, where the mortgage is shared by the couple. It is not uncommon that women have the final say when purchasing a home. In other words, it is essential for Takara Leben’s sustainable growth to create homes that meet the unique perspectives and needs of women. To this end, it is essential that Takara Leben’s female employees play an active role in the company. As a comprehensive real estate developer, there are many areas in which women can play an active role, such as sales and product planning, that take advantage of women’s unique perspectives, and we expect to see further development in the future.

We will actively promote the appointment of female employees, aiming to achieve a “30% female employee ratio” and “ratio of managerial positions among all female employees = ratio of managerial positions among all employees” status by the end of fiscal year 2030. As specific measures, we have introduced a babysitter assistance system, expanded the scope of operation of the telework system, and established a PJ team to promote women’s activities.

The number of female executives has increased from one five years ago to four as of 2022, and the awareness of our management team is also changing. I feel that Takara Leben is in the process of developing its promotion of women’s activities. In this context, in addition to achieving specific ratios, it is also necessary to further promote the creation of a “corporate culture” that encourages women to play an active role. No matter how well the system is set up, it is meaningless unless it is actually put into practice. It is essential to listen to real opinions of female employees and constantly monitor whether established systems have become a mere shall or inaccessible to them. We believe it is also important to regularly measure the effectiveness of current measures to see how they contribute to improving the corporate value of the Takara Leben Group. Setting specific indicators alone is not sufficient; it is necessary to establish a PDCA cycle that includes accurate assessment of the situation, analysis of the current status, and implementation of improvement measures. We are confident that by steadily continuing these efforts, we will move closer to becoming a corporate group that is trusted by all of our stakeholders.

All three of Takara Leben's auditors are outside, full-time auditors, and their areas of expertise are diverse. Our ability to check compliance status on a daily basis from a variety of perspectives is a great strength. We will continue our efforts to contribute to the sustainable development of the Takara Leben Group.

Editorial Policy

○ Editorial Policy of Sustainability Site

This site has been designed to provide stakeholders with a deeper understanding of the Takara Leben Group's responsibilities and initiatives for building a sustainable society and, at the same time, serve as a form of internal and external communication.

The Takara Leben Group has formulated four key sustainability themes to be undertaken in the medium to long term to enhance our sustainability initiatives with the purpose of offering increased, concrete value to society. Based on these four themes, we are creating new value through our businesses to solve various social issues.

Moving forward, we will continue to work on the transparent and timely disclosure of information. We hope you can provide us with your opinions and feedback.

○ Disclaimer

This site was generated based on data as of the end of March 2022. Opinions and forecasts stated in this site are our assessments at the time this site was generated, and thus their accuracy and completeness are not guaranteed.

○ Target Period

While the site covers fiscal year 2021 (April 1, 2021 to March 31, 2022), certain information stated in this site falls outside this time period.

○ Scope

Eleven companies under the Takara Leben Group

○ For Inquiries

Corporate Planning Department, Takara Leben Co., Ltd.
TEKKO BUILDING 16F, 1-8-2 Marunouchi, Chiyoda-ku,
Tokyo, Japan 100-0005
+81-3-6551-2130