

# Relationships with Stakeholders

## ○ Relationships with Stakeholders

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

# 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.

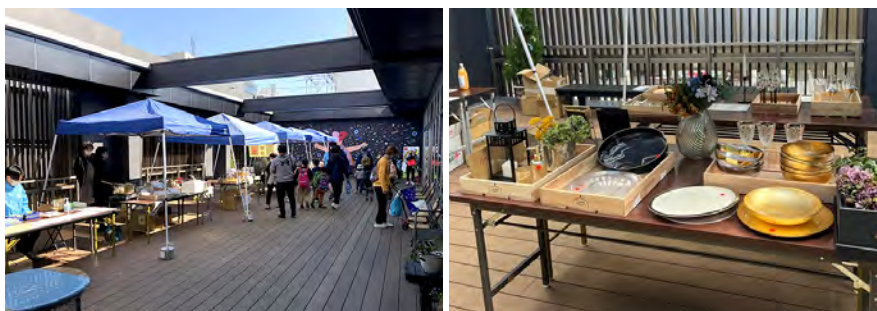
\* Excellent Building Development Project: A program of the Ministry of Land, Infrastructure, Transport, and Tourism to improve the environment of urban areas and supply good urban housing, etc. with the aim of developing quality buildings, etc. that contribute to the joint use and upgrading of land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

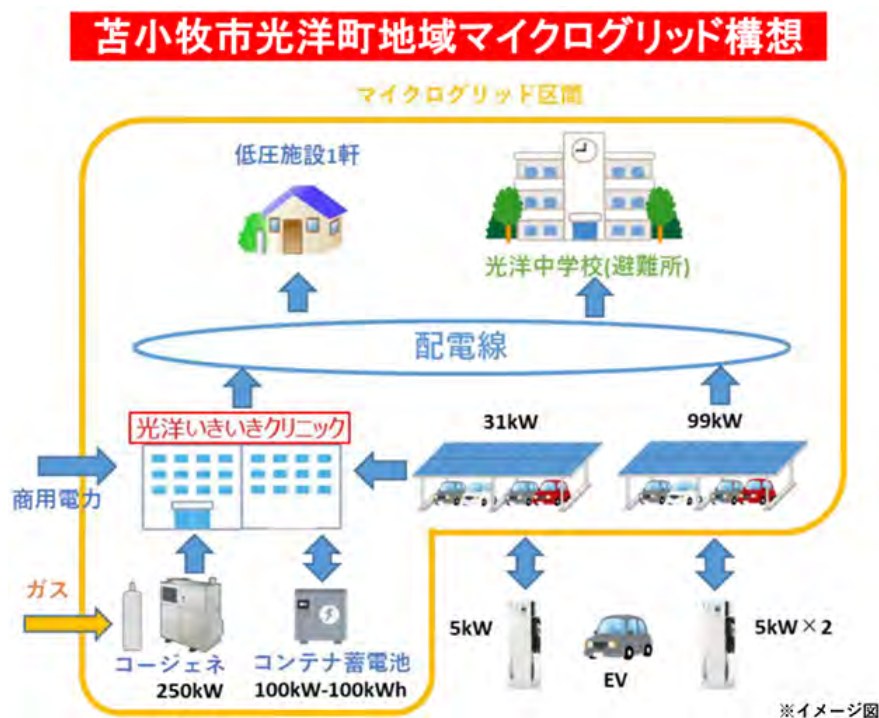
Takara Leben is actively involved in activities to support the revitalization of regional city centers. At the 36th Japan Sea Takaoka Nabe Festival, held in January 2022, we collaborated with the landowners of LEBEN TAKAOKA MID RISE TOWER to co-sponsor the event with the aim of creating a lively atmosphere 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

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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

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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 m<sup>2</sup>, 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

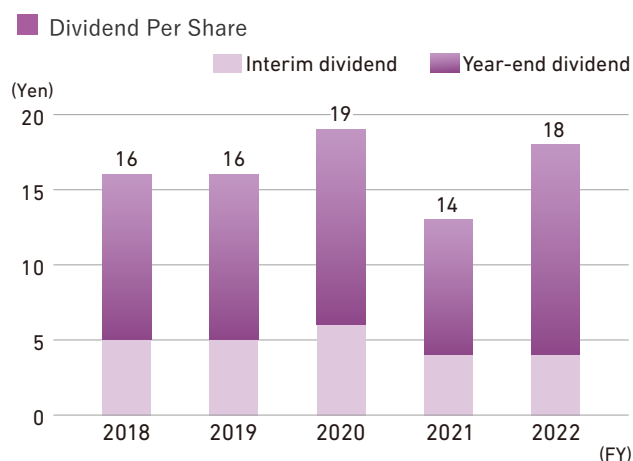
Leben Community, which provides condominium management services, believes that building “face-to-face” relationships among condominium residents on a regular basis not only makes life easier but also leads to crime prevention on a daily basis and mutual assistance in times of emergency, and it supports 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

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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

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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

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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

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### **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

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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

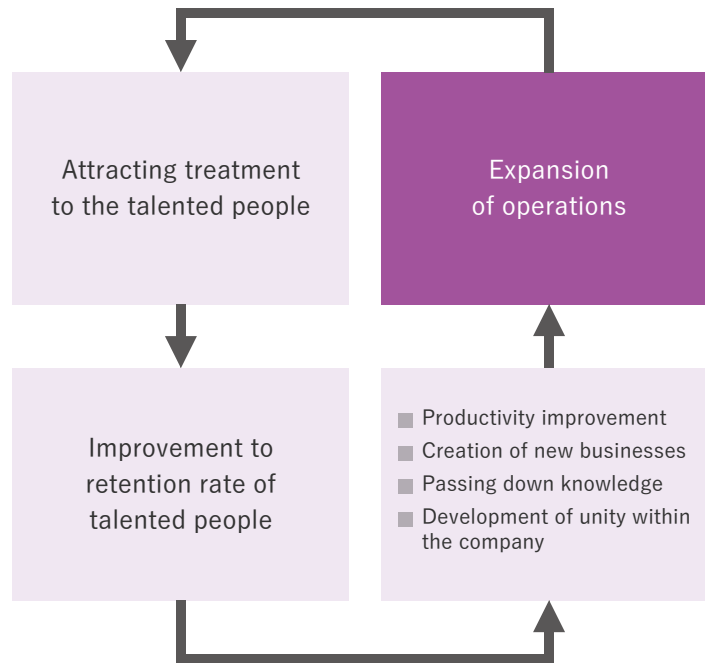
12 Never give up

## ○ Effects of Personnel System Revision

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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.



## Diversity

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### ○ Women Empowerment in the Workforce

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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

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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

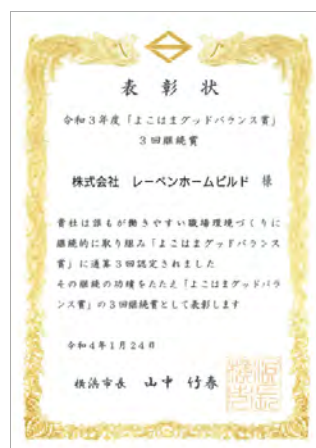
In April 2019, Takara Leben introduced a telework system, supporting more diverse employee work styles. Employees who meet specific conditions, such as those related to the content of their work, or employees who have given birth, are parenting, or who provide nursing care, can work remotely up to three 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	Details
Icon of hands holding a heart	どんなお悩みも	ご自身のことも 周りの方のことも お気軽にご相談ください
Icon of a padlock	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
Icon of communication symbols (phone, mail, social media)	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
Icon of a doctor	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

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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

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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

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

## ○ 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

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

### ○ Personnel Interviews with All Employees

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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

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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

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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

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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

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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.

