



## The human resources portfolio of the Haseko Group

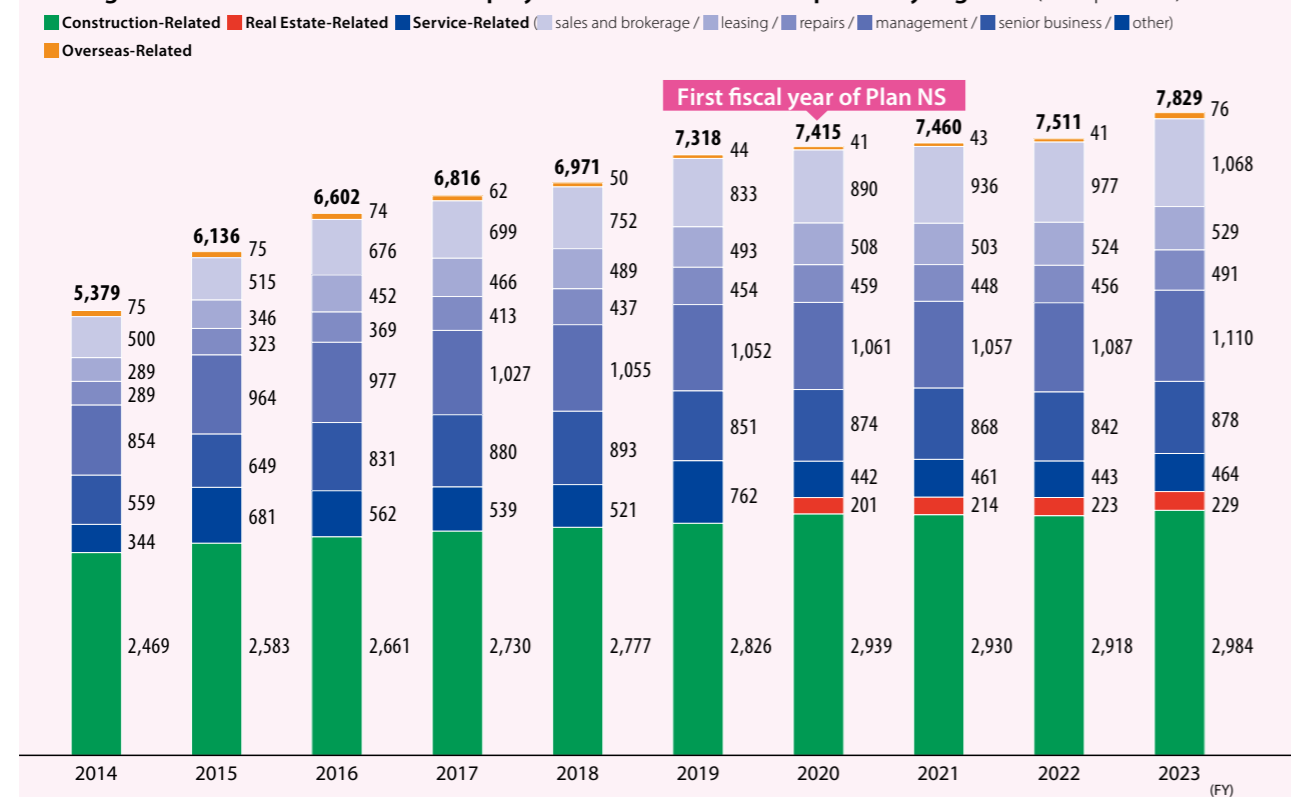
The Haseko Group is a "corporate group for housing to create great living" that is involved in a wide range of businesses, including the construction of condominiums, its principal business, and the sale, management, repair and rebuilding of for-sale condominiums, as well as the operation of rental condominiums, detached houses and facilities for the elderly.

Under our medium-term business plan (Plan NS) that launched in FY2020, in order to respond better to the rapidly changing times, we have been working to strengthen the earnings base in our core businesses, including our service-related businesses. Our aim is to restructure our business model

that centers on the construction-related and real estate-related businesses that have hitherto served as the source of the Haseko Group's profits.

Despite the challenges facing the construction industry as a whole, such as a shortage of manpower and rising costs, we are focusing our efforts on recruiting the human resources we need to secure orders and production systems for the construction of high-quality condominiums and expand the business of the entire Group, as well as developing talent that can create new businesses for the future.

Changes in the number of full-time employees of consolidated companies by segment (unit: persons)

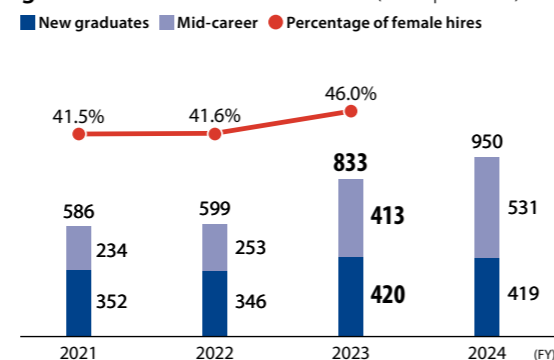


\*Prior to FY2020, the Service-Related segment included the Real Estate-Related Business segment and part of the Construction-Related Business segment.

### Building a human resources portfolio rich in diversity

With the aim of leaping farther forward as a "corporate group for housing to create great living" from both a hardware and software perspective, we are working to build a diverse human resources portfolio that will form the foundation for business growth. To this end, we will be actively recruiting mid-career professionals with specialized skills and knowledge, in addition to strengthening our personnel structure that has thus far been based on the recruitment of new graduates. The collaboration between our robust human resources system and the diverse talent within it is a driving force behind achieving one of the Plan NS goals of reaching 30 billion yen in ordinary income for consolidated subsidiaries ahead of schedule.

Consolidated companies in Japan: Trends in new graduate and mid-career hires (unit: persons)



\*The number of mid-career hires for FY2024 is a planned value

### Aiming for the further improvement of products and services

With the aim of providing high-quality products and services in each business area, we are working to develop highly specialized human resources.

On the basis of knowledge backed up by qualifications, we have honed our practical skills through dialogue with our customers. We share the feedback we receive from our customers within the Group, using it to create new added value that meets a wide range of needs. In addition, we are working to obtain Associate Hospitality Coordinator certification so that we can enhance the hospitality that is unique to the Haseko Group.

Furthermore, as part of our efforts to prepare for emergencies, we are encouraging employees to obtain the qualification of "Emergency Risk Discriminator," who assess the danger level of buildings in disaster areas after an earthquake.

### The Haseko DNA (our corporate culture)

We conduct an annual questionnaire survey of employees to ask about their careers and the workplace culture, and report the results to the top management of each company to identify issues and work on improvements. The workplace culture survey asks respondents to evaluate 15 items related to workplace culture that Haseko Corporation considers important along a five-point scale. The top three items in the FY2023 survey were as shown below. We believe that these elements comprise the core of our corporate culture and form the basis of the strong identity that we have carefully passed down since the Company's founding.

At the same time, the figures for "a spirit to take on new challenges" had decreased compared to the previous year. We will create a workplace environment that contributes to the creation of new value, such as by actively hiring external talent and providing opportunities for innovative training.

### Number of employees with specialist qualifications

First-class architect	First-class building construction management engineer	Real estate transaction agent
749 persons	1,259 persons	3,132 persons
Licensed representatives of condominium management companies	Legal licensed condominium manager	Property manager
1,009 persons	232 persons	469 persons
Emergency risk discriminator	Certified care worker	Associate hospitality coordinator
605 persons	401 persons	443 persons

### Pass rates of major licensing examinations in fiscal year 2023

	Real estate transaction agent	First-class architect	First-class building construction management engineer
Haseko Corporation	90.9%	47.6%	87.5%
The entire Haseko Group	79.8%	44.8%	78.4%

### Workplace culture survey: Top 10 items



## Human resources development

### The present and future direction of the Haseko Group

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Under the slogan of “continuously produce autonomous human resources and nurture a diverse workforce that will shape the future of Haseko,” we are implementing a broad range of initiatives such as fostering autonomous human resources and career development; developing the next generation of managers, executives and operational leaders with an eye to sustainable growth; developing innovative human resources and global human resources from the perspective of nurturing human resources to realize new strategies; and DX education.

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In order to build a diverse and robust human resources portfolio, we will work to foster a culture of independent learning and mutual learning, as well as reskilling, including DX. In addition, we believe that expanding programs to support management-level employees, whose expected roles and level of difficulty continue to increase, will have a direct impact on the success of a diverse range of human resources, and will also lead to the development of management personnel who will play a key role in the future.

#### Enhancement of job-specific practical education

We are working to develop the young employees who hold the keys to sustainable growth to make them work-ready at an early stage through company- and department-specific curricula that are tailored to the practical work.

Our administrative career-track employees experience on-the-job sales training at the Group's sales companies to better understand the customers' voices and needs and apply them to business planning. First-year employees in design positions receive construction on-the-job training to acquire design capabilities based on the actual conditions of construction sites. We are working to improve the knowledge and collaboration of construction management staff through training in practical work in related other occupations, such as training in construction drawings.

#### Linking the autonomous human resources development program with career development

We hold training programs by job level for all job types in order to develop autonomous human resources who can think and act on their own and create their own future in the first 10 years after joining the Company.

For employees in their 10th and 20th year of employment, career plans are formulated based on dialogues with supervisors. Progress is monitored at fixed points every three years (CAP 10 System).

Believing that retaining young employees is a top priority, we promote the Be3 system (Be-Cube; a system where younger workers are given support and coaching from their seniors inside and outside the workplace during the first three years of employment).

#### Manager training

We provide management training for newly appointed section managers with the aim of developing their subordinates and creating a workplace conducive to the development of autonomous human resources, as well as guidance for new evaluators who can set and evaluate appropriate goals. In addition, we will establish D&I training from the fiscal year ending March 2025, and we will support the managers who are working to create a workplace and culture where each employee can find fulfillment in their work.

#### Systematically producing candidates for management executives, and formulating plans for the development and appointment of the next management team (succession plan)

In order to develop management executive talent, we hold selection-based Executive Leader Development Program for employees at each level. In recent years, particular efforts have been made to nurture female executives. Approximately 70 female executives (including 20 female officers) are actively serving in the Group.

In addition, newly appointed operating officers are provided with training that systematically teaches them the knowledge required of corporate managers, while newly appointed senior operating officers are provided with training to facilitate their awareness and behavioral change as managers through dialogues with lecturers.

For the purpose of selecting the next management of the Company and its affiliates, we have prepared a Group-wide list of candidates, and formulated a succession plan through discussions with the officers of our Company and its affiliates. The candidates for the Company's officers are selected based on the discussions at the Nomination and Remuneration Committee, which is comprised of five outside directors and representative directors, etc.

#### Haseko Business College (self-learning support programs)

Starting in June 2020, we launched the Haseko Business College based on the concept of lifelong learning. Offering 202 correspondence courses available for selection, the program aims to encourage each employee to develop their career by voluntarily learning what they want to learn.



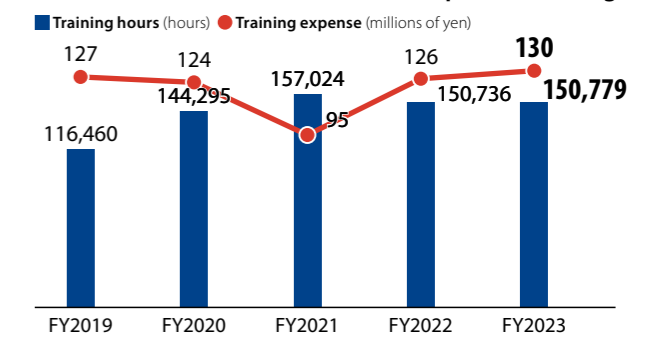
#### Nurturing and allocating human resources to implement the new strategies

To develop human resources capable of enhancing productivity through operational reforms and creating new businesses, we have started the DX Academy with effect from fiscal year ended March 2022 in collaboration with Dean and Professor Ken Sakamura of Toyo University's Faculty of Information Networking for Innovation And Design (INIAD) under the leadership of the Company's President. In the first round of the course, DX training through e-learning to all Group employees (8,000 participants took the course) was delivered, and in the second round, 80 DX promotion leaders were selected from all Group companies. In the third round, which was implemented in the fiscal year ending March 2024, "DX literacy course" for all general managers in the Group was delivered.

Anticipating the future expansion of the overseas business, we have openly solicited applications for English language education programs in collaboration with external institutions since the fiscal year ended March 2017. More than 100 employees have taken the courses thus far.

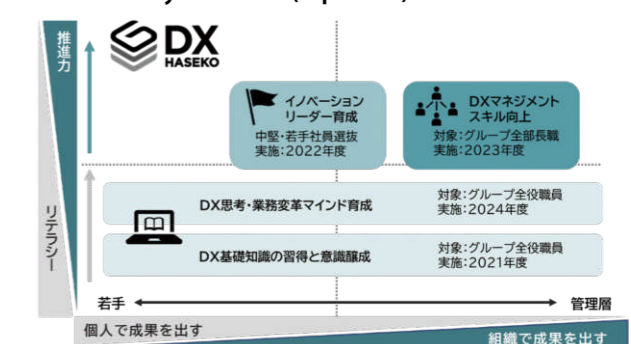
Furthermore, to realize the long-term vision for 2030 and the Plan NS, we conduct joint training with leaders from different industries and innovation education through cross-boundary learning.

#### Education on human resources development (Training)



The figures are non-consolidated data of Haseko Corporation.  
\*Training expense in fiscal year 2021 decreased from the previous year, mainly because the training was switched from on-site to online amid the COVID-19 pandemic.

#### DX Academy overview (Japanese)



#### Haseko Corporation's education system in the fiscal year ending March 31, 2025

<Education slogan> Continuously produce autonomous human resources and nurture a diverse workforce that will shape the future of Haseko. Bringing together individual learning and challenges, we will move to a new stage through organizational collaboration

	Executive Leader Development Program	Manager training	Career Development	DX human resources; innovative and global human resources
Officers	New Managing Executive Officer Training Course New Officer Training Course	Management training D&I training for managers	Training Workshops for 60-year-old Employees	DX human promotion resources Selection program
Executive General Manager	School of New Corporate Management	Mental health line care course	C A P・10	Innovative human resources ALIVE
General Manager	Corporate Management Course	Guidance for new evaluators	20th Year Career Planning	OutSight
Senior manager/Manager	School of Junior Corporate Management		Progress verification every 3 years	Global human resources English training
Mid-level engineer employees	Practical education		10th Year Career Training	Be <sup>3</sup> system (Be-Cube)
	Sales/Staff	Construction management		
Young Employees	Seminar on the real estate/condominiums market Practical training Technical education for Group Sales rep. Other certifications Real estate transaction agent	Practical training Construction drawing training First-class building construction management engineer First-class architect	Education for young/mid-level employees Training Workshop for 10th Year Employees Awareness raising seminar Training Workshop for 7th Year Employees Training Workshop for 4th Year Employees	Nexter System (NX) Brother-Sister Mentoring System (BS)
		Professional engineer TOSS School of Design First-class structural/MEP design architect Practical training in construction	Education for new employees Follow-up Training Interval Training Introduction Training	
All Employees	Haseko Business College (self-learning support programs)	DX Academy	Training in risk, compliance, human rights, D&I, hospitality, etc.	