

July 21, 2022

AEON DELIGHT CO., LTD.

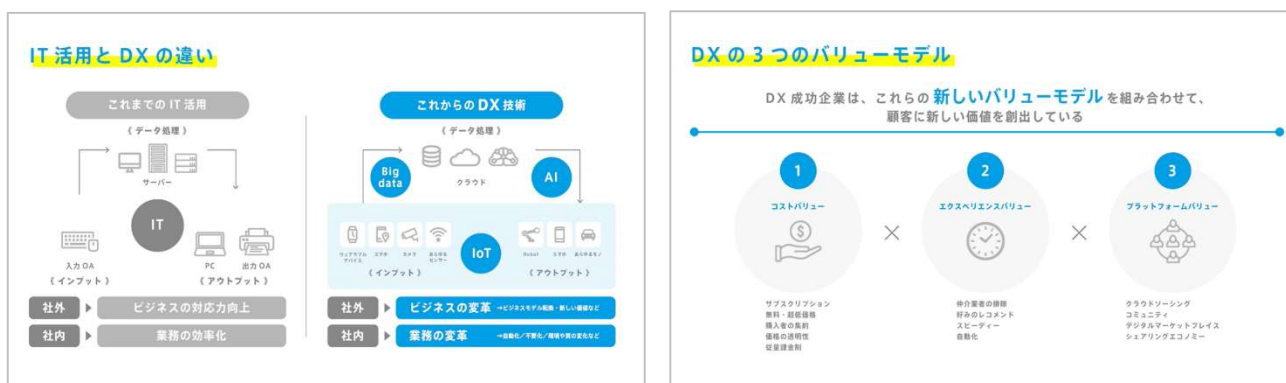
(Stock Code: 9787)

Investing in Human Capital for Sustainable Growth Started DX education program for about 500 employees to develop human resources in the next-generation facility management industry

AEON DELIGHT CO., LTD. (head office in Chiyoda-ku, Tokyo, President and CEO: Kazumasa Hamada, hereinafter "the Company") launched a DX Education Program (hereinafter "the Program") for approximately 500 employees in their 20s from July 2022 to develop human resources who will be responsible for the next-generation facility management industry.

The Program is the first phase of developing digital transformation (DX) human resources, and is targeted at full-time employees under the age of 30 who are in their second year of employment or later, and who are required to study the Program. During the period from July 15 to August 31, 2022, participants learn about outline of DX, its impact on society, and the fundamentals of digital thinking to promote DX through video-based e-learning. In addition, taking the IT Passport¹ certification examination after study is incorporated as part of the curriculum. In the future, we plan to train leaders who will be at the core of DX promotion by conducting ongoing education for those who have acquired IT Passport.

E-learning videos can be viewed by anyone other than those who are required to learn, and those who wish to take the IT Passport exam will be given the free distribution of learning textbooks and subsidized exam fee.

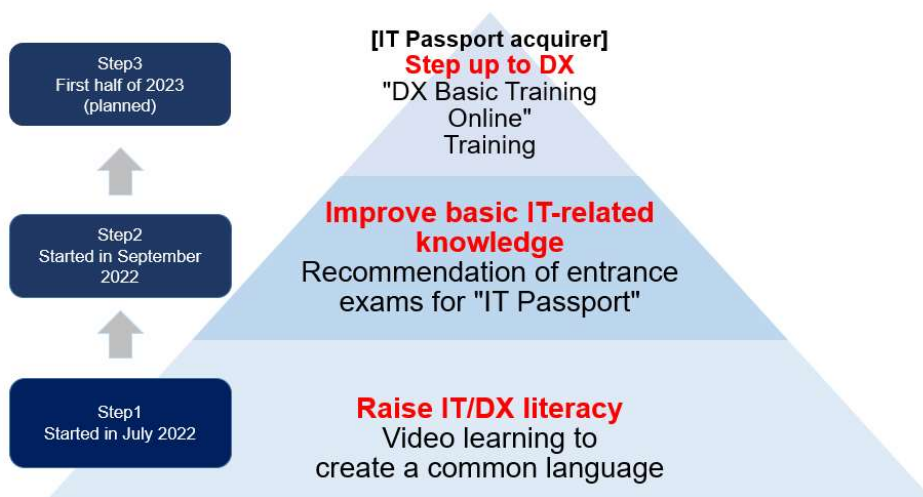


●Screen of the e-learning. Learn the fundamentals of DX with short videos of about 3 to 4 minutes for each item

As a group of specialists in facility management, the Company has focused on the development of specialist human resources that combine "technological capabilities" and "human resources" to continue contributing to the resolution of issues customers and local communities have. In FY2/22 (March 1, 2021 to February 28, 2022), the number of in-house training sessions was 425, and the total number of participants was 11,840. By continuing these efforts, we have a total of more than 20 thousand qualified personnel, including those who are indispensable for facility maintenance and those who have knowledge and skills in reducing environmental impact. This is one of our strengths.

On the other hand, in the facility management industry, the labor shortage and the aging of qualified personnel are becoming increasingly serious. Against this backdrop, the Company has embarked on DX initiatives with the aim of building a sustainable business model to address labor shortages, and was selected as a "DX Certified Operator"² by the Ministry of Economy, Trade and Industry in June 2021. We see DX not simply as digitizing businesses and services, but as utilizing D (digital technology) to realize X (transformation). As a part of this, the Program is aimed at fostering the human resources that will be the source of change and will play a leading role in the next-generation facility management industry.

[Plan for Developing Leaders to Promote DX]



As a facility management company under our management philosophy of "We Pursue the Creation of 'Environmental Value' for our customers and for the Local Communities," we will continue to strengthen our investment in human capital. With this, we will build a sustainable business model that combines "human skills" with "digital technologies," and provide "safety and security" for facilities and the surrounding environment.

*1 IT Passport: A national qualification that can prove the basic knowledge of IT that all workers and students who will become workers in the future should have

*2 DX Certified Operator: Companies certified by the government to comply with the basic matters of the Digital Governance Code, which summarizes the responses required of managers to promote corporate DX

(Reference)

• Number of Qualified Employees (As of the end of February 2022, on a AEON DELIGHT non-consolidated basis)

Total number of employees with all certifications for which licenses are managed		20,153 persons
Example of qualifications	Management for sanitation and environment of buildings	1,363 persons
	Chief Electricity Engineer (Class 1, 2, and 3)	949 persons
	Energy Manager (Heat and Electric Manager)	201 persons
	Technicians handling first-class refrigerants, CFCs	531 persons
	Eco-tuning engineers	160 persons

• Aeon Delight Academy Nagahama

Aeon Delight Academy Nagahama, a research and training facility located in Nagahama City, Shiga Prefecture, replicates the site environment and offers about 30 types of practical training and lectures.

In addition to providing training tailored to participants in areas such as management techniques for electricity, air-conditioning, water supply and drainage, and fire-fighting facilities, emergency response methods, energy-saving proposals, and cleaning, we also provide training on measures for taking public qualifications exams and encourage them to acquire qualifications, such as the burden of exam fees.



We also provide management training according to position and internal qualifications, as well as training for employees on overseas assignments and management candidates.

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