

Materiality and KPIs

		Materiality	Keyword	Summary	Measures	Major actions	KPI	Targets		
								FY2025	Mid-tuerm	
Address societal issues through business	E	Realize a carbon-neutral society	Decarbonization	We will contribute to the realization of a decarbonized society by providing buildings and services that contribute to the transition to a decarbonized society as well as working to reduce CO2 emissions.	Promoting efforts to achieve carbon neutrality within the Company and throughout the value chain	●Energy-saving operation of work vessels and heavy machinery, fuel conversion to biofuels, etc. ●100% renewable energy for electricity used at business offices and construction sites, etc.	CO <sub>2</sub> reduction rate (compared to FY2023) Scope1+2	—	42% (FY2030)	
									Net Zero (FY2050)	
						Developing businesses that contribute to reducing CO2 emissions	●Use of low-carbon and carbon-free materials ●Promote ZEB/ZEH	CO2 reduction rate (compared to FY2023) Scope3 (category 1&11)	—	25% (FY2030)
							●Contributing to the spread of renewable energy through participation in the construction of offshore wind power generation facilities	Number of proposal of environmentally friendly technologies (incl. ZEB/ZEH)	—	20 (FY2030)
								●Research and development on carbon-neutral and blue carbon	Installed capacity of offshore wind power generation facilities we have been involved in constructing (cumulative, recorded in the year of construction)	—
					Reduce environmental impact	Nature Positive	In addition to maintaining biodiversity and conserving natural capital, we will promote recycling to bring about sustainable resource use.	Promoting Nature Positive initiatives through green infrastructure	●Contributing to CO <sub>2</sub> reduction by creating carbon sinks such as blue carbon	Number of R&D projects implemented (cumulative)
	●Contributing to the maintenance and expansion of environmentally protected areas ●Design and construction that take biodiversity and nature into consideration	Creation of eeglass bed	—	3,000m <sup>l</sup> (FY2030)						
	●Research and development that contributes to reducing the burden on biodiversity and natural ecosystems	Number of R&D projects implemented (cumulative)	—	15 (FY2027)						
		Conservation of the marine ecosystem	●Creation of eelgrass fields, seaweed reef blocks, and artificial tidal flats ●Efforts for preventing marine pollution	Number of oil spill accidents		Zero	—			
		Resource circulation	Promotion of the circular economy	●Zero emission    ●Green procurement	Recycling rate of construction waste	98%	99% (FY2030)			
S	Provide high-quality structures that meet customer needs	Quality	We will promote research and development and improve construction technology to satisfy all customers.	Improving technological and development capabilities to meet customer needs	●Promoting research and development of civil engineering and construction technologies	Number of patent applications	20	—		
				Ensuring quality of buildings through QMS operation	●Thorough quality control based on QMS	Number of letters of appreciation and certificates of commendation on quality (private work)	10 or more	—		
	Contribute to disaster prevention and mitigation	Disaster prevention, mitigation and recovery	We will work to develop technologies for infrastructure development that contribute to disaster prevention and mitigation. We will also respond immediately to large-scale disasters and contribute to early recovery from disasters.	Promotion of the R&D and technological development related to disaster prevention and mitigation, disaster relief, etc.	●Promoting research and development of civil engineering and construction technologies	Number of R&D projects implemented related to the disaster-prevention, disaster-mitigation, and disaster-relief, etc.	—	20 (FY2027)		
				Cooperating with national and local governments and industry groups	●Reconstruction support in the event of a disaster in cooperation with the national and local governments based on Business Continuity Plan (BCP)		—	—		
Strengthen business foundation	G	Continue to strengthen the governance system	Compliance	We will strive to establish a sound organization in which all employees act with a high level of ethics, while implementing a governance system that promptly responds to changes in the business environment.	Promotion of thorough compliance	●Regular implementation of edcation and training ●Continuing compliance investigations	Number of serious violations of laws and regulations	Zero	—	
						●Regular implementation of edcation and training	Number of serious information security incidents	Zero	—	
	Establish an attractive construction industry	Safety	We will strive to achieve zero accidents and zero injuries at construction sites through thorough safety education, including at partner companies. Based on the recognition that human resources are our greatest and most important asset, we will create a workplace where all employees can work in a lively and healthy manner and strive to provide growth opportunities to achieve well-being.	Efforts for zero accidents and zero injuries at construction sites	●Ensuring effective operation and continuous improvement of SMS	Number of fatal accidents	Zero	—		
					●Safety education for employees and partner companies	Frequency rate	0.5 or less	—		
		Human resources		Enhancing education and training to develop the workforce into human resources	●Conducting various training programs to improve employees' professional skills	Rate of employees who have a qualification required for their work (for new graduates joined the company within the past 10 years)	100%	—		
					Promotion of health management	●Limiting long working hours, providing education to improve health literacy, and continuing stress check program		—	—	
	S	Ensure respect for human rights and promote diversity	DE&I	We will create a workplace where diverse human resources share values and work together to improve each other. Furthermore, we will continue to deepen our efforts for sustainability throughout the supply chain.	Promoting DE&I	●Promotion of hiring fresh female graduates for major career path and career professionals with specialized skills	Percentage of female new graduates hired for generalist-track positions	20% or more	—	
							Number of female managers	—	35 or more (FY2030)	
						●Introduction of measures for promoting paternity leave	Percentage of male employees taking childcare leave	100%	—	
			Supply chain	Maintaining and strengthening sustainable supply chains	●Creating a work environment where people with disabilities can play an active role	Employment rate of people with disabilities	Mandatory employment rate or more	—		
					●Strengthening support and cooperation for partner companies through the implementation of the partnership building declaration	Response rate of the sustainability questionnaire to suppliers	75% or more	—		
					●Continuing human rights due diligence in the supply chain	Number of human rights violation cases	Zero	—		