

*The base year is FY2023. Scope 3 represents the combined total of Category 1 and Category 11.

	2026	2030	2040	2050
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Target KPI*

Scope 1 + 2	-12%	-37%	-71%	-100%
Scope 3		-22%	-56%	-100%

Zero

Scope 1+2

Workplace	Improve energy productivity through the use of ICT and other means	Expand the use of robotic construction and automated operation of heavy machinery		
	Introduce biodiesel fuel	Utilize various subsidy programs		
	Promote electrification of heavy machinery	Utilize subsidy programs and consider incentives for adoption		
		Introduction of renewable energy-derived electricity	Domestic (non-consolidated) 100%	Domestic consolidated 100%
Company offices and vehicles	Expand the use of renewable electricity and carbon-neutral gas	Make newly developed buildings ZEB in principle	Implement ZEB renovations for existing owned buildings	
	Introduce EV and FCV vehicles			

Beyond

Scope 3

Construction materials	Develop low-carbon construction materials and promote wider adoption	Expand the use of environmentally conscious concrete, electric-furnace steel, etc.	Expand application of environmentally conscious concrete to structural materials, etc.	Adopt next-generation technologies such as hydrogen-reduced iron
ZEB	Develop ZEB-related technologies / promote ZEB proposals and wider adoption	Average for new construction achieves ZEB Ready in 2027	Activities contributing to gradual improvement of ZEB	Average for new construction achieves Nearly ZEB
LCA	LCCO ₂ reduction Promote proposals	Establish internal system for calculating LCCO ₂	Expand LCCO ₂ reduction measures	Contribute to LCCO ₂ reduction across the entire value chain

Reduction contribution

Renewable energy business	Promote renewable power generation projects	2030 power generation capacity Total: 300 MW	Diversify generation types	Supply renewable energy to the Group and customers
Construct renewable energy facilities	Contribute to the expansion of renewable power generation facilities	Onshore wind and bottom-fixed offshore wind	Floating offshore wind	Next generation green energy