








■List of Materiality Issue and Key Management Indicator / Key Metric (2025FY)

※ Non-financial KPIs outlined in the Mid-Term Business Plan <2024–2026>

Category/Related SDGs		Materiality	Main Measure	Key Management Indicator/ Key Metric	2025FY Target (Target Year)
Activities that contribute to society through business	<div>1. Realizing a resilient society where everyone can feel safe and secure</div> 	Building resilient social infrastructure	Disaster prevention and mitigation response	Number of disaster prevention and mitigation projects undertaken	-
				Status of disaster recovery (in case of when a large-scale)	-
		Increasing longevity of buildings and infrastructure	Response to increase longevity of buildings and infrastructure	Number of orders received for renovation work	-
				Number of orders received for infrastructure renovation work	-
	<div>2. Realizing an inclusive society where all people can live together in comfort and health</div> 	Building comfortable cities	Providing comfortable spaces and services using digital technologies	Number of DX-Core introductions and project proposals	-
		Responding Well-being needs	Provide built-environments that enhance health and Well-being	Number of projects contracted for Well certification	7 or more projects (2025)
	<div>3. Realizing a sustainable society where future generations can inherit a well-cared for environment</div> 	Decarbonization	CO ₂ emissions reduction in all business activities	Reduction in CO ₂ emissions from the construction business (vs. FY2023)	12% or more (2026)
				Reduction in Scope 1 + Scope 2 CO ₂ emissions (vs. FY2023)	12%(2026) 61%(2035) 100%(2050)
			Promotion of ZEB creation/conversion	Number of properties that obtain ZEB certification	-
			Renewable energy promotion/popularization	Renewable energy generated in the operation business	300MW, cumulative (2030)
				Percent of owned investment and development properties renewable energy has been introduced in	100% (2030)
		Resource recycling	Pursuit of 4R activities (Reduce, Reuse, Recycle, Recover)	Final disposal rate of construction by-products	3.0% or less (2030)
			Promotion/popularization of wooden architecture	Number of projects using wood and hybrid wooden construction	-
		Living in harmony with nature (Preserving biodiversity)	Promotion of green infrastructure	Environment analysis rate using the Environmental KY	100% (2026)
		Preventing environmental pollution	Strict environmental compliance	Number of serious environmental incidents	0 (2025)
The corporation's business and management activities	<div>4. Promoting a sincere approach to monozukuri (superb craftsmanship)</div> 	Enhancing productivity	Production process reform in the construction business	Progress toward automation and labor savings in the construction business	-
		Ensuring product quality	Identifying Quality Needs by activating communication with clients	Company-wide rollout of client satisfaction surveys	-
		Strengthening supply chains	Promoting CSR Procurement	CSR Procurement Guidelines initiatives indicators	- (2026)
			Improving treatment of skilled jobsite workers and talent development	Number of people accepted into the Shimizu Takumi Training Center	1800 or more per year (2026)
		Occupational safety and health	Improvement in health & safety management and pursuit of activities to prevent occupational accidents	LTI (lost time injury) Frequency Rate	0.57 or less (2025)
	<div>5. Creating of new technologies and value that is ahead of the times</div> 	Developing cutting-edge technology	Pursuit of technological development aimed at a sustainable society where all people can feel safe and secure and live-in comfort	R&D expenses	23.0 billion yen (2025)
		Creating new business models	Galvanizing open innovation	Status of business alliances with other companies and other areas	-
	<div>6. Developing human resources responsible for the next generation and pursuing of job satisfaction</div> 	Creating rewarding and attractive workplaces	Change in awareness and behavior through dialogue and visualization of issues through surveys	Engagement score	4.0 or more (2026)
		Diversity, Equity & Inclusion	Promoting Diversity	Percentage of women in management positions	6% or more(2026) 10% or more(2030)
				Percentage of employees with disabilities	2.7% or more (2026)
		Nurture diverse talents willing to take on challenges and co-create	Development of leaders who can work globally and take the lead in reform	Progress on strategies contributing to development of leaders	-
			Professional education based on management strategies	Percentage of industry-qualified engineers	Maintain 80% or more (2026)
				Nurturing DX Specialists	120 specialists trained and assigned to all divisions (2026)
		Respecting human rights	Conducting due diligence on human rights	Progress on human rights due diligence	-
	<div>7. Building a business base on the foundation of "The Analects and the Abacus"</div> 	Risk management	Thorough risk management	Number of serious legal violations	0 (2025)
				Number of serious information security incidents	0 (2025)
		Thorough legal and ethical compliance	Instillation of corporate ethics and strict compliance	Progress of practical project training based on The Analects and the Abacus	-