

# ESG/SDGs Matrix

Of the relationships between Kumagai Gumi's business and the 169 targets of the SDGs, the primarily relevant ones are noted.

ESG Initiative Direction		Business initiatives and specific actions	Three years (FY2024–FY2026) Indicators and targets (KPIs) * for each fiscal year	FY2024 performance	New targets ▶P36 Indicators and targets (KPIs)	SDGs																		
Key issues (Materiality)	Specific issues																							
E Environment	Response to climate change risks	Accomplishment of carbon neutrality	CO <sub>2</sub> emissions reduction activities	Scope 1+2: 42% reduction (FY2019 level) Scope 3: 25% reduction (FY2029 target)	Scope 1+2: 4.2% reduction Scope 3: +13.4%	Continued	1.5								7.2	9.1	11.5							
		Further increase renewable energy business	Strengthen promotion of renewable energy business	Implementation and number of initiatives in the renewable energy business Domestic: 10 or more/Overseas: 4 or more	Number of domestic projects: 3 Initiatives: 5 Overseas projects: 1										7.3	9.4	11.3 11.6	12.2	13.1 13.2					
	Promote environmentally friendly businesses	Achievement of zero emissions	Activities to reduce mixed waste discharge	Total mixed waste discharge rate: 2.0% or less*	1.7%	No change made to target		3.9										11.6 12.5 12.7	14.1					
		Boost wooden construction business	Medium- and large-scale wooden construction business initiative, expanding orders	Domestic orders: 3 or more/ Number of overseas investments: 3 or more	Domestic: 5 or more/Overseas: 1 or more	Domestic orders: 4 or more each year Overseas: Same target										9.4		11.3 12.2	13.1 13.2	15.1 15.2				
		Development of environmentally friendly technologies	Strengthening research for carbon neutrality	Technology development initiatives: 6 or more	11	16 or more										7.2 7.3 7.a	9.1 9.4 9.5	11.3 11.6 11.7 11.9	12.2 12.4 12.5 12.7	13.1 13.2 13.3	14.1 14.2 14.5	15.1 15.2 15.5 15.9		
		Accomplishment of nature positive	Development & Sales Sites with decarbonization fuel: 2 or more	1	Continued											6.6	9.4	11.4 11.6 11.7 11.a	12.2 12.5 12.7	13.1 13.2	14.1	17.16 17.17		
		Quality and Environment Management System operation and improvement	Serious environmental incidents during construction: 0 cases*	0 cases	No change made to target			3.9										11.4 11.6 11.7 11.a	12.2 12.5 12.7	13.1 13.2	14.1 14.5			
	S Social	Human capital management	New graduate hiring activities	Number of new graduate hires: Considered each fiscal year (132)	115	April 2026: 124*4		1.4								5.1 5.5	8.2 8.5 8.8	10.3						
		Handing down skills and technologies	Support for acquiring national qualifications	First-Class Engineering Works Execution Managing Engineer: 90% or more*	92.8%	No change made to target										4.4 4.7	8.2 8.6	9.5						
		Promotion of DX	Standardization of ICT to improve on-site management efficiency	Rate of new on-site implementation: 100%*	98.7%											5.b	8.2 8.8	10.2						
		Achievement of work-life balance	Renovation of core systems	Rate of progress of system development: 100%	85%		Continued									5.1 5.4	8.2							
		Promotion of diversity and inclusion	Balance between work and private life, etc.	Holidays: 8 days/4 weeks (on-site)*	83.5%	No change made to target										1.4	3.7 4.5 4.7	5.1 5.5 5.6 5.b	8.5 8.8	10.2				
		Securing skilled workers in the construction industry	Efforts to streamline and equalize operations	Number of overtime hours worked: 30 hours or less*	16.4 hours											1.3	4.4 4.5	5.1 5.4	8.5 8.8	9.1	10.2 10.3	12.7	13.3	17.17
		Creation an environment of wellness	Action plan for active participation by women:	Percentage of newly appointed women in manager positions: 7% or more*	32.1%											3.8								
		Occupational healthy and safety	Acquisition of childbirth-related leave by men: 70% or more*	89.4%		No change made to target										3.9		8.5 8.8	11.6 12.4 12.5	14.1		17.17		
		Ensuring quality and integrity in manufacturing	Securing workers by opening sites to the public	Site and workplace tours held: 100 or more*	Civil Engineering: 105 projects / Architectural Construction: 227 projects											1.3	4.4 4.5	5.1 5.5 5.6 5.b	8.5 8.8	10.2				
		Attractive communities development	Health management for employees	Secondary health exam checkup rate: 100%*	51.5%											3.8		3.3 3.4 3.8	3.9 4.7	8.5 8.6 8.8	9.1	10.2 10.3	12.8	16.7 17.17
	Achievement of sustainable communities	Development of resilient social infrastructure	Improvement of safety management standards	Frequency rate: 0.5 or less*	0.74	Continued										1.3 1.5	4.4 4.5	5.1 5.5 5.6 5.b	8.5 8.8	10.2				
		Initiatives to solve social issues	Quality and Environment Management System operation and improvement	Serious quality incidents during construction: 0*	0 cases		No change made to target									1.3	2.1 3.4 3.8	3.9	8.5 8.8	11.6 12.4 12.5	14.1		17.17	
		Initiatives for emergencies such as natural disasters	Expansion of real estate business	Income-producing real estate business participation: Domestic: 3 or more projects/Overseas: 1 or more projects	Domestic: 2 or more projects / Overseas: 1 or more projects		Domestic: Continued Overseas: 3 or more projects									1.3	2.1 3.4 3.8	4.4 4.5	8.5 8.6 8.8	9.1	10.2 10.3	12.7	13.3	16.5 16.7
		Strengthening CS	Initiatives for urban redevelopment	Number of initiatives (number considered ~ in progress): 6 or more	6	Continued										1.3 1.5	4.4 4.5	5.1 5.5 5.6 5.b	8.5 8.8	9.1				
		Strengthening of supply chain management	Solving social issues in Asian countries	Number of orders for infrastructure development projects: 2 or more	Overseas 0											1.3 1.5	4.4 4.5	5.1 5.5 5.6 5.b	8.5 8.8	9.1	10.2 10.3			
		Strengthening of information disclosure	Infrastructure development to handle wide range of natural disasters (disaster prevention and mitigation)	Number of initiatives: 20 or more	59		20 or more each year									1.3	2.1 3.4 3.8	3.9	8.5 8.8	11.6 12.4 12.5	14.1		17.16 17.17	
		Respect for human rights	Development of technologies for future societies	Technology development initiatives: 6 or more	11	Continued	13 or more									1.3	2.1 3.4 3.8	4.2 4.7 4.b	6.6		10.2 10.3			
		Strengthening of supply chain management	Creation of new business	Number of initiatives: 2 or more commercialization	Number of initiatives: 1		Continued									1.3	2.1 3.4 3.8	4.2 4.7 4.b	6.6		12.2 12.8	13.1 13.2	14.1 14.2	
		Strengthening of information disclosure	Promotion of social contribution activities	Increase in number of participants (total)	2,312 (192 persons increase)		Increase in the number of participants each year									1.5		9.4 9.5	11.3 11.5 11.7 11.a	12.2 12.4 12.5	13.1 13.2			
G Governance	Enhancing of corporate governance	Strengthening compliance	Establishment of internal and external systems to prevent legal violations	Number of cases of serious violations of law and regulations: 0*	0 cases	No change made to target												8.5 8.7 8.8	12.6 12.8			16.5 16.6		
		Strengthening of risk management	Confirmation of safety of employees during major disasters	Safety confirmation system response rate during training: 100%*	100%													10.4 10.5	11.5	13.1	13.2			
		Improvement of the effectiveness of the Board of Directors	Evaluation and Improvement of the effectiveness of the Board of Directors	Improved evaluation including outside experts	Initiative in progress	Continued												4.5 4.7	5.1	8.2 8.8	10.3 10.4			16.5 16.7 17.14
		Respect for human rights	Initiatives for preventing and mitigating human rights risks	Implementation of human rights due diligence: Expansion applicable companies	Initiative in progress													1.3	4.5 4.7	4.5 4.7	8.5 8.7 8.8	10.3 10.4		
	Proactive relationship with multi-stakeholders	Strengthening CS	Promote initiatives to improve CS	Customer satisfaction: 100%*	95.3%	No change made to target																	17.16 17.17	
		Strengthening of supply chain management	Compliance with Procurement Policy and Procurement Policy Guidelines	Fraudulent transactions: 0*	0 cases													8.5 8.7	8.5 8.7	11.6				16.5 16.6 17.14
		Strengthening of information disclosure	Timely, appropriate and proactive disclosure of information	Improve evaluation by ESG evaluation organizations, etc.	Initiative in progress	Continued																		15.9 16.7
		Active dialogs with investors	Active dialog with institutional investors and others	Number of participants in meetings and financial briefings: 10% (compared to previous FY)	34.4% increase		Increase of 10% each year												10.5					