

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	1 People 1.1, 1.2, 1.3					2 Climate 2.1, 2.2, 2.3	3 Circular 3.1, 3.2, 3.3	4 Quality 4.1, 4.2, 4.3	5 Gender 5.1, 5.2, 5.3	6 Community 6.1, 6.2, 6.3	7 Energy 7.1, 7.2, 7.3	8 Economic 8.1, 8.2, 8.3	9 Innovation 9.1, 9.2, 9.3	10 Society 10.1, 10.2, 10.3	11 Urban 11.1, 11.2, 11.3	12 Circular 12.1, 12.2, 12.3	13 Climate 13.1, 13.2, 13.3	14 Life 14.1, 14.2, 14.3	15 Life 15.1, 15.2, 15.3	16 Society 16.1, 16.2, 16.3	17 Environment 17.1, 17.2, 17.3	
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								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							7.2 7.3		9.1 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	12.4 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 Initiatives for environmentally considerate architecture (ZEB, etc.)	Technology development initiatives: 6 or more Number of environmental proposals: 6 or more	11 7	16 or more 6 or more each year						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	13.1 13.2 13.3	14.1 14.2 14.5	15.1 15.2 15.4 15.5 15.9			
		Accomplishment of nature positive	Business related to recovery of ecosystems Quality and Environment Management System operation and improvement	Development & Sales Sites with decarbonization fuel: 2 or more Serious environmental incidents during construction: 0 cases*	1 0 cases	Continued No change made to target			3.9			6.6 6.b			9.4		11.4 11.6 11.7 11.a	12.2 12.5 12.7	13.1 13.2	14.1 14.5			17.16 17.17
S Social	Creating the well-being workplace for all employees	Human capital management	New graduate hiring activities Improvement on employee engagement	Number of new graduate hires: Considered each fiscal year (132) Engagement rating: Rating*1 “BB”	115 B	April 2026: 124**4 Continued	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* First-Class Building Operation and Management Engineer: +1% or more each year* First-Class Architect: +1% or more each year*	92.8% (0.3%)*2 (0.8%)*3	No change made to target				4.4 4.7			8.2 8.6				13.3						
		Promotion of DX	Standardization of ICT to improve on-site management efficiency Renovation of core systems	Rate of new on-site implementation: 100%* Rate of progress of system development: 100%	98.7% 85%	Continued					5.b		8.2 8.8		9.5	10.2							
		Achievement of work-life balance	Balance between work and private life, etc. Efforts to streamline and equalize operations	Holidays: 8 days/4 weeks (on-site)* Number of overtime hours worked: 30 hours or less*	83.5% 16.4 hours					5.1 5.4			8.2										
		Promotion of diversity and inclusion	Action plan for active participation by women:	Percentage of newly appointed women in manager positions: 7% or more* Acquisition of childbirth-related leave by men: 70% or more*	32.1% 89.4%	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 10.3 10.4	12.6				16.7		
		Securing skilled workers in the construction industry	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			8.5 8.6 8.8		9.1	10.2 10.3	12.7	13.3				17.17	
		Creation an environment of wellness	Health management for employees	Secondary health exam checkup rate: 100%*	51.5%				3.3 3.4 3.8	4.7						10.2 10.3 10.4	12.8				16.7	17.16 17.17	
		Occupational healthy and safety	Improvement of safety management standards	Frequency rate: 0.5 or less*	0.74				3.8														
	Achievement of sustainable communities	Ensure quality and integrity in manufacturing	Quality and Environment Management System operation and improvement	Serious quality incidents during construction: 0*	0 cases	No change made to target							8.5 8.8			11.6	12.2 12.4 12.5		14.1		17.17		
		Attractive communities development	Expansion of real estate business Initiatives for urban redevelopment	Income-producing real estate business participation: Domestic: 3 or more projects/Overseas: 1 or more projects Number of initiatives (number considered ~ in progress): 6 or more	Domestic: 2 or more projects / Overseas: 1 or more projects 6	Domestic: Continued Overseas: 3 or more projects Continued			3.9							10.2				15.9	16.5		
		Development of resilient social infrastructure	Solving social issues in Asian countries Infrastructure development to handle wide range of natural disasters (disaster prevention and mitigation)	Number of orders for infrastructure development projects: 2 or more Number of initiatives: 20 or more	Overseas 0 59	20 or more each year	1.3 1.5				6.2 6.3 6.6	7.2 7.a		9.1 9.4 9.5		10.2 10.3	11.3 11.7 11.a		14.1 14.2	15.1 15.2 15.4		17.16 17.17	
		Initiatives to solve social issues	Development of technologies for future societies Creation of new business Promotion of social contribution activities	Technology development initiatives: 6 or more Number of initiatives: 2 or more commercialization Increase in number of participants (total)	11 Number of initiatives: 1 2,312 (192 persons increase)	13 or more Continued Increase in the number of participants each year	1.3	2.1	3.4 3.8	4.2 4.7 4.b		6.6					12.2 12.8	13.1 13.2 13.3	14.1 14.2 14.5				
		Initiatives for emergencies such as natural disasters	Technical development related to incidents like natural disasters	Number of developments: 2 or more	4 cases	4 or more projects	1.5							9.4 9.5		11.3 11.5 11.7 11.a		13.1 13.2					
		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					5.5			8.2 8.8								16.5 16.7	17.14	
G Governance	Enhancing of corporate governance	Respect for human rights	Initiatives for preventing and mitigating human rights risks	Implementation of human rights due diligence: Expansion applicable companies	Initiative in progress	Continued	1.3			4.5 4.7	5.1		8.5 8.7 8.8			10.3 10.4		13.3			16.5 16.6	17.16 17.17	
		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			11.6				16.5 16.6			
		Strengthening of information disclosure	Timely, appropriate and proactive disclosure of information	Improve evaluation by ESG evaluation organizations, etc.	Initiative in progress	Continued												13.2		15.9		17.14	
	Proactive relationship with multi-stakeholders	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						16.7		

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\*1 Link and Motivation Inc. “Motivation Cloud”    \*2 Acquisition rate: 87.2% in FY2023, 86.9% in FY2024    \*3 Acquisition rate: 56.0% in FY2023, 55.2% in FY2024  
\*4 The target number of new graduate hires is reviewed annually, regardless of achievement status