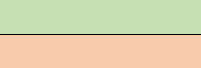





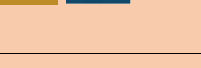




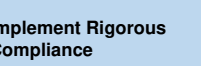












Materiality		Impact on our business	Action plan	Medium-Term Business Plan 2022 Measures by business/Measures for platform development	KPI	Targets for FY 2025	Targets for FY 2026	Targets for FY 2030
E	<div>Establish an Environmentally Responsible Society</div> <div></div>	<ul style="list-style-type: none">Expansion of construction demand through development of environmentally related technology and generation of new businessesDelay in response to stricter environmental laws and regulation, increase in the costs of environment management, decline in competitiveness	Promote environmentally friendly businesses	Solve social challenges by promoting environmentally friendly design and construction	ZEB ratio of design and construction projects	50% or more	60%	100%
			Promote green energy business	Promote introduction of energy saving technologies to new and existing properties and introduction of renewable power	Ratio of renewable energy usage in domestic for-lease properties owned by Obayashi Group	100% of for-lease office building by FY2026	7 projects	7 projects
						100% of for-lease properties by FY2030		
			Promote decarbonization	Continue the stable operation of and maximize profit from power facilities in operation	Stable annual electricity generation from renewable energy business	1,053,000MWh	1,250,000MWh	1,300,000MWh
			Contribute to realizing a recycling-oriented society	Use electronic manifest, promote zero emissions, and increase the recycling rate of construction waste	Ratio of mixed waste in construction waste	3.0% or less	3.0% or less	3.0% or less
S	<div>Enhance Quality Control and Technological Capabilities</div> <div></div>	<ul style="list-style-type: none">Improvement in productivity, strengthening of competitiveness, and increase in business opportunitiesLoss of trust, decline in competitiveness, loss of business opportunities	Pursue reliable quality	•Eradicate serious quality defects •Ensure thorough quality management awareness and promote the Quality Management System	Number of serious quality defects	0	0	0
			Use technological capabilities to further enhance productivity	•Make sure to set application-specific target productivity indicators and assign appropriate personnel •Secure production capacity of suppliers and increase their productivity	Productivity of a construction site worker per day	Equal to or more than the previous fiscal year	Equal to or more than the previous fiscal year	
			Maintain good construction management system	•Expand the production support system •Encourage employees to obtain qualifications	Ratio of technical staff with important construction management credentials: professional engineer, registered first-class architect, and registered first-class construction management engineer (building construction, civil engineering, plumbing work, and electricity work)	Maintain 80% or more	Maintain 80% or more	
	<div>Ensure Occupational Health and Saety</div> <div></div>	<ul style="list-style-type: none">Securing talented human resources, strengthening network of excellent suppliersDrop in trust from customers, etc., decline in productivity because of accidents	Rigorously apply the Occupational Health and Safety Management System (OHSMS)	•Each and every employee, supervisor, and construction worker understands that they are responsible for the safety of work sites and firmly believes in the first basic principle for safety, which is the idea that they can ensure their own safety. •Ensure thorough safety management awareness and promote the Occupational Safety Management System •Strengthen the management of construction processes through the timely holding of face-to-face discussions at construction sites between superiors and subordinates, between employees, between original contractors and subcontractors, and between construction sites and back offices	Number of fatal accidents	0	0	0
			Promote work style reform	•Formulate measures, set KPIs, and monitor the progress to secure an appropriate construction period when receiving orders and take other measures to close construction sites eight days out of every four-week period (104 days a year) •Promote the closing of construction sites eight days out of every four-week period	Ratio of construction sites that adhere to the practice of closing eight days out of every four-week period (for 104 days or more a year)	100%	100%	
	<div>Develop and Retain Human Resources</div> <div></div>	<ul style="list-style-type: none">Securing talented human resources, improving organizational capabilities, and expanding business domainsOutflow of talented human resources, decline in productivity, increasing organizational rigidity	Promote diversity	Encourage eligible male employees to take childcare leave or other leave for the purpose of childcare	Ratio of eligible male employees taking childcare leave or other leave for the purpose of childcare	100%	100%	100%
			Promote active engagement of all employees and offer opportunities to grow	Ratio of employment of people with disabilities	2.5% or more	2.7% or more	2.7% or more	
				Ratio of women in managerial positions (section manager level or above)	7%	7.5%	10%	
				Ratio of female engineers	12.5%	13%	15%	
				Average of engagement indicators	75% or more	75% or more	80% or more	
				Ratio of employees reported findings in health checkups	Less than 35%	Less than 35%	Less than 30%	
G	<div>Implement Rigorous Compliance</div> <div></div>	<ul style="list-style-type: none">Improvement of trust in the Company by society,improvement in organizational capabilities, strengthening of business foundationSuspension/cessation of business activities, loss of trust, loss of business opportunities	Promote the Corporate Ethics Program	•Make sure to comply with the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and other laws and regulations •Offer constant discussion-style training that uses specific case studies, including elimination of anti-social forces, eradication of accounting misconduct, and eradication of harassment	Ratio of employees taking corporate ethics training	100%	100%	100%
			Practice rigorous information security management	Offer constant security education	Number of serious violation of laws/ordinances	0	0	0
				Further strengthen the protection of the most important data	Ratio of employees taking information security training	100%	100%	100%
					Number of serious information security incidents (data leakage, loss, falsification)	0	0	0
	<div>Conduct Responsible Supply Chain Management</div> <div></div>	<ul style="list-style-type: none">Improving competitiveness by building a strong network with suppliers and strengthening the ability to respond in the BCP (business continuity plan) in the event of a disasterSuspension/cessation of business due to halting of procurement, and a loss of trust and loss of business opportunities from the occurrence of human rights issues and other problems	Promote CSR procurement	Promote understanding on CSR procurement across group-wide supply chains	Ratio of procurement from companies responded to the CSR procurement questionnaire	70% or more	70% or more	
					Number of suppliers and subcontractors engagements	More than previous fiscal year	More than previous fiscal year	
			Retain, train, and support skilled workers	•Train and support talented skilled workers by constantly expanding the Excellent Site Supervisor and Excellent Operator systems and reviewing the certification criteria •Improve skills and support the training of skilled workers at the vocational training school, etc.	Number of Certified Excellent Site Supervisors/ Excellent Operators	620	640	
					Number of persons completing training at the Obayashi Rin-yu- kai Vocational Training School	50 or more	50 or more	