

Main KPIs and Data for solving ESG Challenges

E Establish Environmentally Responsible Society

● CO2 emissions reduction at construction sites (base year FY2014.3)

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
8.0%	16.8%	8.0%	18.8%

KPIs for FY2019.3

FY2019.3,
8.0%

● Direct contribution for CO2 emissions reduction (base year FY2014.3)

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
▲85%	-32.0%	-36.0%	-47.0%

FY2019.3,
▲85%

● Indirect contribution for CO2 emissions reduction (base year FY2014.3)

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
▲25%	-14.0%	-16.0%	-19.0%

FY2019.3,
▲25%

● Investment for renewable energy business

KPI : from FY2018.3 to FY2022.3,	FY2017.3	FY2018.3	FY2019.3
100 billion yen total	7 billion yen	14.3 billion yen	12.9 billion yen

from FY2018.3 to FY2022.3,
100 billion yen total

● Percentage of CASBEE A rank designed & build buildings *Designed & build Buildings of over 2,000m² project

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
50% or more	52.0%	41.0%	48.5%

FY2019.3,
50% or more

● Number of submission of long-term repair plans for building construction

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
60 cases or more	68 cases	71 cases	60 cases

FY2019.3,
71 cases or more

● Refurbishment construction revenues

KPI : by FY2022.3	FY2017.3	FY2018.3	FY2019.3
200 billion yen	161.4 billion yen	169.8 billion yen	191.5 billion yen

by FY2022.3,
200 billion yen

● Number of Belca Awards awarded project

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1 project or more	1 project	1 project	1 project

FY2019.3,
1 project or more

● Tap water consumption at construction sites

Civil engineering construction sites

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
17m³/billion yen or less	18m ³ /billion yen	14.5m ³ /billion yen	20.5m ³ /billion yen

FY2019.3,
17m³/billion yen or less

Building construction sites

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
8.5m³/billion yen or less	7.9m ³ /billion yen	8.9m ³ /billion yen	5.9m ³ /billion yen

FY2019.3,
8.5m³/billion yen or less

● Construction waste emission at new building construction

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1.31t/billion yen or less	1.42t/billion yen	1.47t/billion yen	1.31t/billion yen

FY2019.3,
1.47t/billion yen or less

● Zero emissions standards achievement rate at construction sites

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	83.0%	81.0%	76.0%

FY2019.3,
100%

● Amount of construction waste emission of new building construction per completed work (excluding sludge)

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1.4t/billion yen	1.42t/billion yen	1.47t/billion yen	1.31t/billion yen

FY2019.3,
1.4t/billion yen

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S Enhance Quality Control and Technological Capabilities, Ensure Occupational Health and Safety, Develop and Retain Human Resources

KPIs for FY2019.3

- Occupational accidents (Accident frequency rate/Severity rate) [‡]Including skilled workers on construction sites

	FY2017.3	FY2018.3	FY2019.3
KPI : FY2020.3, Zero Fatal Accidents	0.47/0.25	0.53/0.11	0.57/0.32

FY2019.3,
Zero Fatal Accidents

- Accidents resulting in four or more lost workdays [‡]Including skilled workers on construction sites

	FY2017.3	FY2018.3	FY2019.3
KPI : FY2020.3, 58 cases or less	47 cases	51 cases	58 cases

FY2019.3,
47 cases or more

- Target achievement rate for the maximum hours of overtime hours worked

	FY2017.3	FY2018.3	FY2019.3
KPI : by FY2022.3, 100%	90.0%	91.1%	94.4%

KPI : by FY2022.3,
100%

- Ratio of employee who held stress test

	FY2017.3	FY2018.3	FY2019.3
KPI : FY2020.3, 100%	68.6%	89.0%	93.3%

FY2019.3,
100%

- Average days of annual paid vacation per employee took per year

	FY2017.3	FY2018.3	FY2019.3
KPI : by FY2022.3, 10 days or more /year	7.9 days	8.1 days	8.3 days

KPI : by FY2022.3,
10 days or more /year

- Ratio of female managers

	FY2017.3	FY2018.3	FY2019.3
KPI : by 2024, 10.0%	7.5%	8.0%	8.8%

KPI : by 2024,
10.0%

- Ratio of female engineers

	FY2017.3	FY2018.3	FY2019.3
KPI : by 2024, 10.0%	8.8%	9.0%	9.3%

KPI : by 2024,
10.0%

- Ratio of people with disabilities

	FY2017.3	FY2018.3	FY2019.3
KPI : by 2021, 2.3%	2.1%	2.1%	2.2%

KPI : by 2021,
2.3%

- Ratio of employee participated in human rights training

	FY2017.3	FY2018.3	FY2019.3
KPI : FY2020.3, 100%	100%	100%	100%

FY2019.3,
100%

- Social contribution activities spent

	FY2017.3	FY2018.3	FY2019.3
KPI : FY2020.3, 805 million yen or more	973 million yen	1,080 million yen	805 million yen

FY2019.3,
1,080 million yen or more

- Employee participation rate in matching gift program

	FY2017.3	FY2018.3	FY2019.3
KPI : FY2020.3, more than 12.1%	14.0%	12.5%	12.1%

FY2019.3,
12.5% or more

- R & D investment in construction technology

	FY2017.3	FY2018.3	FY2019.3
KPI : from FY2018.3 to FY2022.3, 100 billion yen total	10.3 billion yen	19.1 billion yen	22.3 billion yen

from FY2018.3 to FY2022.3,
100 billion yen

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- Investments in M & A and venture capital

KPI : from FY2018.3 to FY2022.3,

50 billion yen total

FY2017.3	FY2018.3	FY2019.3
0.5 billion yen	25.6 billion yen	0.9 billion yen

from FY2018.3 to FY2022.3,

50 billion yen total

- Number of partnerships for launching new businesses

KPI : FY2020.3,

32 cases or more

FY2017.3	FY2018.3	FY2019.3
35 cases	31 cases	32 cases

FY2019.3,

31 cases or more

- Number of key qualification holders

KPI : FY2020.3,

8,847 person or more

FY2017.3	FY2018.3	FY2019.3
7,255 person	7,107 person	8,847 person

FY2019.3,

7,107 person or more

- Number of Certified first aid hazard assessor and Concrete Consultants

KPI : FY2020.3,

1,157 person or more

FY2017.3	FY2018.3	FY2019.3
1,294 person	1,389 person	1,157 person

FY2019.3,

1,389 person ore more

- Number of disaster response agreements concluded

KPI : FY2020.3,

49 cases or more

FY2017.3	FY2018.3	FY2019.3
46 cases	47 cases	49 cases

FY2019.3,

47 cases ore more

- Number of Obayashi Rin-yu-kai Vocational Training School Graduates

KPI : FY2020.3,

93 person or more

FY2017.3	FY2018.3	FY2019.3
18 person	42 person	93 person

FY2019.3,

42 person or more

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G Implement Rigorous Compliance, Conduct Responsible Supply Chain Management

KPIs for FY2019.3

- Ratio of employee taking corporate ethics trainings

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	100%	100%	100%

FY2019.3,
100%

- Ratio of employees taking anti bribery trainings

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	100%	100%	100%

FY2019.3,
100%

- Compliance training programs at major domestic subsidiaries

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	100%	100%	100%

FY2019.3,
100%

- Deliberation by the Board of Directors on Corporate Governance Code Compliance

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1 time/year or more	1 time/year	1 time/year	1 time/year

FY2019.3,
1 time/year or more

- Board of Directors deliberations on effectiveness assessment and responses to issues

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1 time/year or more	1 time/year	1 time/year	1 time/year

FY2019.3,
1 time/year or more

- Deliberation by the Board of Directors on self-inspection of internal control system operation

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1 time/year or more	—	1 time/year	1 time/year

FY2019.3,
1 time/year or more

- Attendance rate of parent company officers and employees at board of directors meetings at overseas group companies

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	100%	100%	100%

FY2019.3,
100%

- Compliance training at overseas group companies

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	100%	100%	100%

FY2019.3,
100%

- Number of overseas visits by the operation control office

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1 time/year or more	1 time/year	1 time/year	1 time/year

FY2019.3,
1 time/year or more

- Number of overseas visits by independent auditors

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
1 time/year or more	1 time/year	1 time/year	1 time/year

FY2019.3,
1 time/year or more

- Ratio of employee taking information security training

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
100%	97.9%	92.0%	92.0%

FY2019.3,
100%

- Number of Certified Excellent Site Supervisors and Excellent Operators

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
456 person or more	389 person	427 person	456 person

FY2019.3,
427 person or more

- Ratio of green procurement of construction equipment

KPI : FY2020.3,	FY2017.3	FY2018.3	FY2019.3
55.0% or more	45.0%	53.0%	43.0%

FY2019.3,
55.0% or more