



Action Plan for the Environment (Endless Green Program 2026)

The Endless Green Program 2026 (fiscal 2022 to 2026) was formulated by calculating backward from the milestones for 2030 in light of “seven Challenge ZERO”s.

Challenge ZERO	Major initiatives under EGP2026	Key metrics	FY2021 results	FY2022 targets	FY2026 targets	Milestones for 2030 (long-term environmental vision)
1 CO ₂ in community development	• Installing solar power generation systems in all new buildings in principle	GHG emissions reduction rate (vs FY2015)	29.8%	35%	54%	63%
	• Turning all new buildings into ZEH/ZEB in principle	ZEH rate / ZEH-M rate	53% / 5%	80% / 10%	90% / 50%	100%, in principle / 100%, in principle
		ZEB rate	38%	40%	60%	100%, in principle
2 CO ₂ in business activities	• Turning all the company's newly constructed facilities into ZEBs and installing solar power generation systems in principle	GHG emissions reduction rate (vs FY2015)	20.8%	25%	55%	70%
	• Replacing equipment in the company's existing facilities with the energy-efficient one and electric heavy construction equipment	Energy efficiency (vs FY2015)	Up 1.47 times	Up 1.54 times	Up 1.90 times	Up 2.0 times
	• Achieving RE100 by using electricity generated by the company-owned renewable-energy power stations	Renewable energy utilization rate	18.2%	30%	100%	100%
	• Introducing vehicles fueled by clean energy for internal use	Introduction rate of clean energy cars	0.3%	1%	15%	30%
3 CO ₂ in the supply chain	• Strengthening engagement with principal suppliers (decarbonization WG, decarbonization dialogue)	Setting rate of principal suppliers' SBT standard GHG reduction targets	34%	40%	90%	Achievement of GHG reduction targets by principal suppliers
	• Strengthening proposals of energy-efficiency and energy-generation solutions for principal suppliers	The number of contracts for energy-efficiency and energy-generation solutions	—	5	50	
4 Deforestation	• Averting timber procurement with deforestation risk	Ratio of C-ranked timber	2.7%	3%	0%	0%
	• Conducting policy briefings for suppliers	Setting rate of zero deforestation policy (primary suppliers)	—	30%	90%	100%
	• Promoting adoption of coniferous plywood concrete form	Adoption rate of sustainable plywood concrete form	—	—	20%	100%
5 Harm to Biodiversity	• Proposing outer structures of buildings based on the Exterior Planting Guidelines and promoting acquisition of ABINC certification	Eco-friendly surface area of green spaces (vs FY2021)	—	+ 200,000m ²	+ 1,000,000m ²	+ 2,000,000m ²
	• Conducting biodiversity assessments of our own sites and formulating biodiversity preservation plans for significant sites	Rate of formulation of protection plans of significant sites	—	Identify significant sites	100%	100%
	• Replacing plastic goods for distribution with plastic-free ones	Rate of replacement with plastic-free materials	85%	100%	100%	100%
6 Waste and Reuse	• Making best use of existing buildings and extending their durability through our Livness business	Number of assets subject to effective use	3,989	4,000	4,500	To be formulated in 2026
		Number of assets subject to durability extension	3,246	4,500	4,900	To be formulated in 2026
	• Shifting waste plastics at our factories to material recycling	Recycling rate of waste plastics material	10.9%	10%	30%	To be formulated in 2026
	• Reducing the use of and promoting recycling of plastic amenities used in hotels	Reduction rate of items subject to the Plastic Resource Circulation Act (vs FY2021) / recycling rate	— / —	10% / 3%	50% / 50%	To be formulated in 2026 / 100%
	• Strengthening engagement with principal suppliers (zero waste emissions WG)	Achievement of zero waste emissions targets by principal suppliers	34.5%	50%	90%	Achievement of zero waste emissions targets by principal suppliers
7 Water-Associated Risks	• Thoroughly adopting water-saving devices used in housing and hotels	Water-saving device adoption rate	89.9%	93%	98%	100%
	• Promoting water-saving activities in business facilities	Water consumption reduction rate (vs FY2012, per unit of sales)	46.8%	36%	40%	45%
	• Investigating and reducing water risks by principal suppliers	Implementation rate of water risk surveys	—	60%	100%	Completing response to water risks
Environmental Management	• Expanding opportunities and providing added values for existing businesses through seven Challenge ZEROs	Sales of environmental contribution businesses	0.95 trillion yen	1.2 trillion yen	1.6 trillion yen	
	• Improving environmental literacy and awareness of employees	Number of those who acquired the Eco Test certification	19,033	21,000	38,000	
	• Responding to climate change risk throughout our value chain (in supply chains, production and construction sites, facilities operated by the Company, and product development)	Implementation status of measures for adopting to climate change	—	—	Completing implementation	