

SHINRYO REPORT 2026

Corporate Profile and Sustainability Report

English Version





Management Vision

“Create a Freshening World”

- Brand Promise -

We would like to provide a comfortable air quality appropriate for where we work, spend our time, and in the surrounding natural environment. We would like to create a rich and pleasant environment.

We, Shinryo Corporation strive to realize an even more comfortable and pleasant lifestyle by providing optimal air quality around the world.

As a means to this end, we strive to provide new value through flexible thinking by heightening the technology we have cultivated up until now even further while sincerely responding to the customers.

We will continue to strive to realize a “Freshening World” by pursuing to offer greater value.

Informational Dissemination System



SHINRYO REPORT 2026 (This booklet)



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Editorial Policy

We aim for the report to deepen all our stakeholders' understanding of the sustainability promotion activities of Shinryo Corporation and Shinryo Group.

Target period

This report focus on FY 2025 (October 1, 2024 to September 30, 2025), including some periods before and after.

Scope of report

Sustainability Promotion activities of Shinryo Corporation and the Shinryo Group.

Reference guidelines and standards

- ISO26000
- GRI Standards
- Environmental Reporting Guidelines (2018)
- Task Force on Climate-Related Financial Disclosures (TCFD)

Date of publication

January 2026

Division responsible for publication

Shinryo Corporation
Sustainability Promotion Division



70th Anniversary

Shinryo Corporation celebrates the 70th anniversary of its founding in February 2026.

Message from the President



We Aim to Become a
Future and Environmental
Engineering Company
by Achieving a Decarbonized
Society Through
“Challenge and Creation”

Takeshi Kagami
President,
Representative Director

Significant Advancement in Reforming Production Process Through DX Promotion

Shinryo Group's consolidated and non-consolidated performances for FY 2025 trended favorably in regard to orders received, net sales, and profits. The booming market condition in Japan was also a tailwind for the Company. In addition, overseas business was also able to achieve a stable performance.

In the Mid-term Management Plan (15th Three Year Management Plan) that ended in September 2025, we strive to become a strong organization with high growth potential and resilient to changes in the market under the theme “Transformation for Growth.” The center of such initiatives was production process reform. We implemented initiatives such as enabling operations of construction sites to be handled by the back office, strengthening off-site production, and DX promotion, focusing on BIM to promote reform.

Furthermore, we are accelerating research and development focusing on decarbonization technology, along with the launch of an innovation initiative at the

Innovation Hub Main Building, which opened in March 2024. During the construction of the main building, BIM was used in all its processes and demonstrated that efficient and high-quality construction is achievable.

For overseas business, we added GMP Technical Solutions Pvt. Ltd., an India-based manufacturer of clean room panels, to the Group in July 2024, and are expanding our business foundation in India by capitalizing on synergies with Shinryo Suvidha, which is already operating locally.

The 15th Three Year Management Plan made numerous achievements as above, and ensured steady growth.

Company Philosophy

- Be fair and straightforward
- Do your best with all your effort
- Have leadership, irrespective of education, age, or nationality.

Achieving Growth Through New Value Creation: Challenge and Creation “Re-Create Value”

We started the new Mid-term Management Plan (16th Three Year Management Plan), which is a step toward creating new values capitalizing on the reforms made in the previous Mid-term Management Plan. We have set Challenge and Creation “Re-Create Value” as the vision, and a challenge toward value creation through further improvements in productivity and innovation based on three management strategies.

The first strategy is the improvement of profitability. We will engage in further reformation of the production process of sites through DX to enhance productivity of all construction sites. We will build a system that can flexibly respond to changes in society and the market by strategically receiving orders.

The second strategy is a growth strategy. We

will capture social needs and strengthen business development capabilities to make multi-faceted proposals, including decarbonization technology. We will aim to further expand our overseas business and formulate a growth strategy for the entire Shinryo Group.

The third strategy is the enhancement of the management foundation. We will promote operational reform through digitalization as well as promoting human capital management. We will promote the We Up! activity for enhancing the environment surrounding people based on the belief that people are our greatest asset. Based on that, we will work on nurturing “co-creators of the future,” people who continue learning with other diverse human resources, based on their advanced engineering skills.

Promotion of Sustainability Management

We have revised the target for solving important issues in realizing a sustainable society, coinciding with the start of the new Medium-term Management Plan. We had set a target for the reduction of greenhouse gas emissions of a 50% reduction in Scope 1 and 2 emissions by 2030 and carbon neutrality by 2050, but we have also set a new reduction target for Scope 3 emissions, which contributes to the decarbonization of our customers. We are hoping to greatly contribute to the decarbonization

management of our customers by developing and promoting decarbonization technologies. For respecting human rights, which is an crucial pillar for corporate management, we are promoting human rights due diligence in the entire supply chain.

Going forward, we shall actively conduct activities based on the policies of the United Nations Global Compact and Sustainable Development Goals (SDGs) to promote sustainability management.

“Create a Freshening World” A Renewed Commitment Upon the 70th Anniversary of Founding

Shinryo Corporation will celebrate the 70th anniversary of its founding in February 2026. We were able to celebrate such a milestone due to the support of everyone who has supported us. We sincerely thank everyone for all the support you have provided.

Since our founding, we have been responding to the needs of the times with our air conditioning technologies. We were founded at a time when large-scale commercial facilities and office buildings were just starting to install air conditioning systems, and we forged ahead in our business to support the economic growth of Japan through air conditioning. Currently, we are striving to become a “Future and Environmental Engineering Company” that contributes to a decarbonized society with advanced technology to achieve a sustainable society.

As we will celebrate our 70th anniversary, we will

work to further evolve ourselves to continue being a company favored by the customers under our management vision of “Create a Freshening World.” I ask for your ongoing support and guidance.



Message from the General Managers



Katsuhiko Yakita

Representative Director, Executive Vice President
General Manager, Technical Supervision Division and DX
Promotion Division and in charge of Group Management,
Sustainability Promotion, and the Environment

Challenges as a Future and Environmental Engineering Company

As a “Future and Environmental Engineering Company,” we aim to become a company that contributes to the achievement of a sustainable and decarbonized society through advanced technology.

The Medium-term Management Plan that began in October 2025 and has set Challenge and Creation “Re-Create Value” as its vision. We aim to chart a global growth strategy for the Shinryo Group, which includes production process innovation, productivity improvement through front-loading using BIM and AI, DX promotion, and renewal of personnel system. In addition, we will focus on building a workplace environment where each employee can work with a sense of security through thorough health and safety management and work style reforms based on the belief that protecting the safety and security of the employees is a cornerstone of corporate activity.

The responsibilities that we must fulfill in the society are not simply limited to our business activities. We will contribute to the realization of carbon neutrality by 2050 through research and development of decarbonization technologies and providing technologies to society, and building a sustainable future. To continue being a company that is reputable, in the next generation, we will continue to hone our abilities, take on challenges and shape the future while continuing to fulfill our corporate social responsibilities.



Takao Watanabe

Director, Executive Vice President
General Manager, Marketing Supervision Division

To Continue Being a Company Trusted by Our Customers

The social issues faced by companies are becoming more diverse and complex. In particular, climate change is an issue that many companies are promoting specific initiatives with a target of achieving carbon neutrality. Shinryo Corporation has been providing facility systems that achieve both the reduction of environmental load and comfort through capitalizing on our technological capabilities and know-how we have built over the years focusing on industrial facilities, data centers, district heating and cooling systems, and other fields, to realize a decarbonized society.

At the Innovation Hub Main Building, a research and development facility opened in 2024, we have implemented and operate numerous advanced decarbonization technologies that we developed to verify their effectiveness and further advance our technologies. There have been over 2,000 visitors, mainly consisting of our business partners, and we have received high praise and valuable feedback and requests. We will dedicate our efforts to strengthening our technological and business development capabilities to link these to technologies that can contribute to a sustainable society.

Our mission is to respond to the needs of society and our customers. We will continue in our efforts to be a company that can be relied upon and entrusted to work as a trusted partner.



Koichi Kaji

Director, Senior Managing Executive Officer
General Manager, International Management Division

“Creating a Freshening World” in the Global Business

Our global business was launched in 1972 and has been operating for over half a century with the basic policy of contributing to the development of the countries while respecting the cultures and customs of the related countries based on our management vision “Create a Freshening World.” In addition to business expansion focusing on Southeast Asia, we are currently working to further expand our business through entering the rapidly growing Indian market since 2018.

One iconic overseas business is construction related to subways, an important infrastructure for cities. Starting with the subway in Hong Kong, we have handled the construction and maintenance of air-conditioning and mechanical ventilation systems and electrical facilities of train stations, tunnels, and train depots in six countries, including Singapore, Thailand, Indonesia, the Philippines, and India. In Singapore, our technology supports 70% of all subway stations. Through providing technologies to these facilities, we have achieved the reduction of environmental load, the realization of efficient energy use and contribute to building an environmentally friendly social infrastructure.

Shinryo Group is globally practicing “Create a Freshening World” and will continue its steady growth towards achieving a sustainable society.



Yasunori Miyazaki

Director, Executive Officer
General Manager, Administration Division & in charge of Compliance & General Manager, Corporate Strategy and Planning Department

Enhancing the Environment Surrounding People

Since our founding, we have been passing down the belief that people are our most valuable asset. Our human resource vision is “co-creator of the future,” a person who continues learning with other diverse human resources, based on their advanced engineering skills, and continues challenging to create the future in cooperation. We have named and promoted the initiative to create a comfortable and motivating workplace environment to nurture co-creators of the future as ‘We Up!’ As part of the We Up!, we are engaged in various activities including work style reform, diversity, equity, inclusion and health management. In particular, we have been promoting innovation of the personnel system from the ground up through diversifying the employee rank system, assessment and compensation systems, the establishment of a congratulatory allowance for childbirth, and a declaration on 100% of male employees taking childcare leave. Through these policies, we support diverse work styles and flexible working styles to build an environment that enables human resources who can execute projects with a high level of expertise to thrive.

We will further evolve the We Up! activity in the future and link the growth of each employee to the enhancement of our corporate value.

Business Fields

Characteristics of Shinryo Corporation are its advanced construction technology and track record that it has built in Japan and overseas over the years. What we build through our business is air conditioning, water supply, drainage, sanitation, and electrical systems that are friendly to the people and the environment, advanced production environment, district heating and cooling systems that are friendly to cities and entire regions, and integrated information systems that support energy-saving. Shinryo Corporation responds to the trust and expectations of its customers by its technology, track record, and sincerity.



Business Items

Design and construction of various building services

Environmental service work

Air conditioning and mechanical ventilation systems/industrial air conditioning and mechanical ventilation systems/clean room systems/dry room systems/bio-hazard facilities

Water-supply, drainage and sanitation

Water supply and hot water supply systems/soil and waste drainage systems/gas supply systems/kitchen equipment systems

Urban utility service work

District heating and cooling systems/energy supply systems

Cogeneration systems

Power generation systems/heat recovery systems

Electrical systems

Power cable systems/Extra low voltage systems/Power receiving equipment and transformer systems/Main & submain power distribution systems/Generator systems

Automatic control systems

Building management systems/Instrument equipment systems

Comprehensive information systems

Various control and management systems for utility plant facilities, industrial production facilities, building facilities, etc.

Firefighting service work

Automatic fire alarm systems/smoke purge and smoke extraction systems/evacuation guidance systems/indoor and outdoor fire hydrant systems, sprinkler systems and other types of fire extinguishing systems

Power plant service work

Ventilation and air-conditioning systems for nuclear power and thermal power plants/special filtering systems/waste treatment systems

Industrial production service work

Pharmaceutical and food plant facilities/petroleum-related facilities/other plant facilities

Special service work

Aquarium facilities/pool facilities/weather simulation facilities/various environmental reliability testing systems/freezing and refrigerating systems/ultra-low temperature and high accuracy temperature control systems

Design and construction of building

Clean rooms/plant buildings/interior finishing work/associated construction work for building services/general building facilities

Sales of air conditioning equipment

Air conditioner and other heating and cooling products/fans and blowers/other products related to air conditioning and ventilation



HVAC systems



District heating and cooling systems



Cogeneration systems



Plumbing and sanitation



Electrical systems



Plant facilities



Comprehensive information systems



Aquarium facilities

Overview of the Shinryo Group

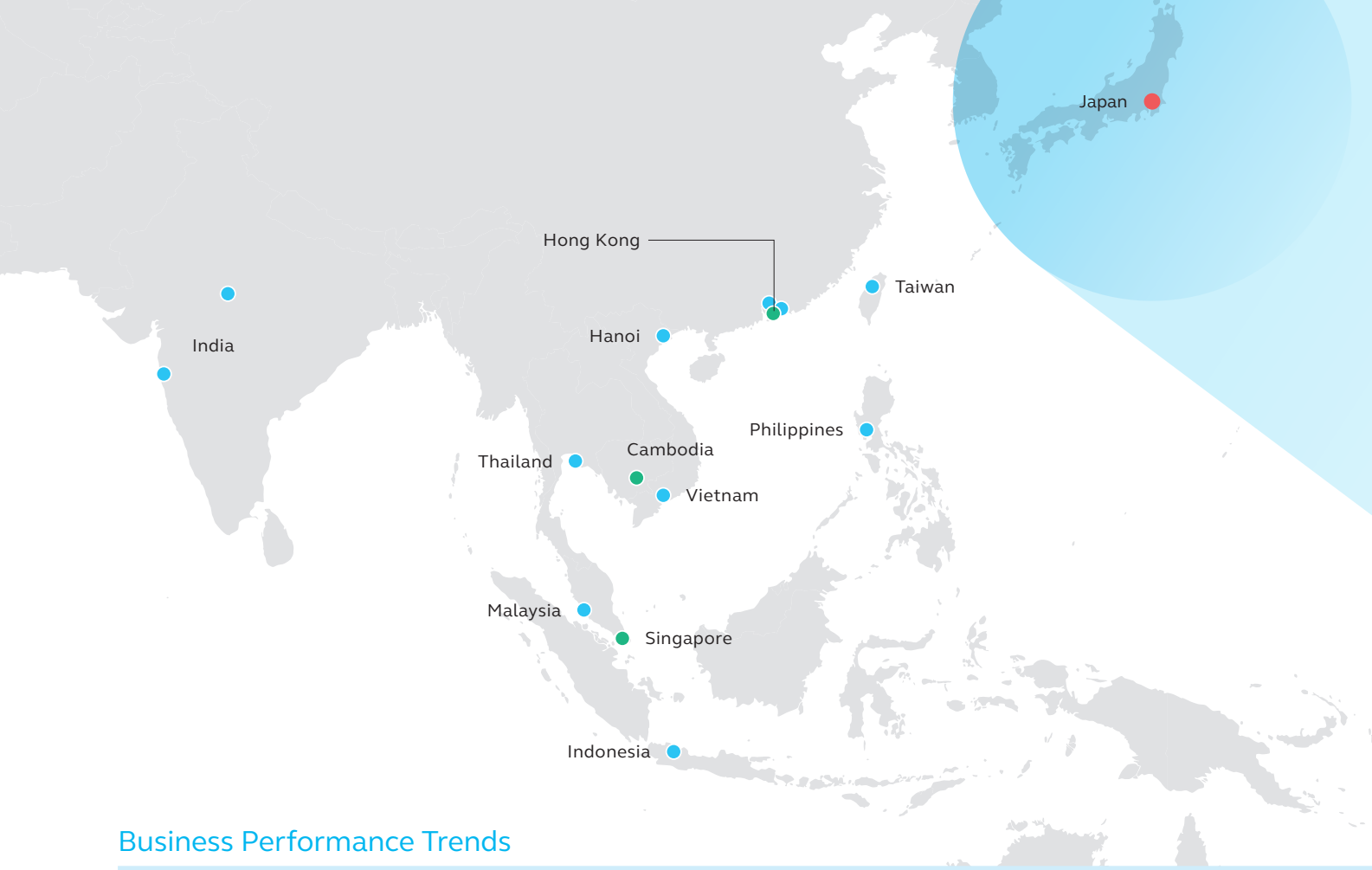
What we offer through our business are air conditioning, water supply, drainage, sanitation, and electrical systems, which create people- and environmentally-friendly spaces, as well as district heating and cooling systems for cities and entire regions, advanced production environments, and integrated information systems that support energy-saving. In addition, we are offering “Freshening World” overseas from locations in Southeast Asia and beyond.

- Shinryo Corporation Headquarters
- Branches and offices of Shinryo Corporation
- Group Companies

Number of Companies

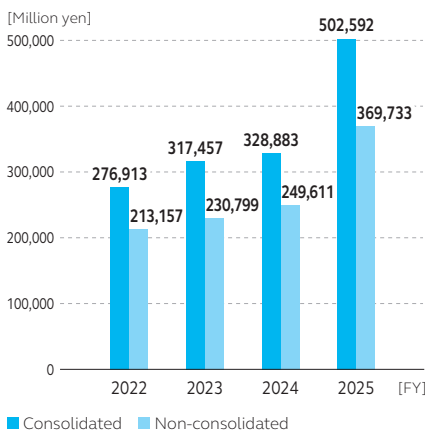
17

Shinryo Corporation
6 Japanese Group Companies
10 Overseas Local Companies

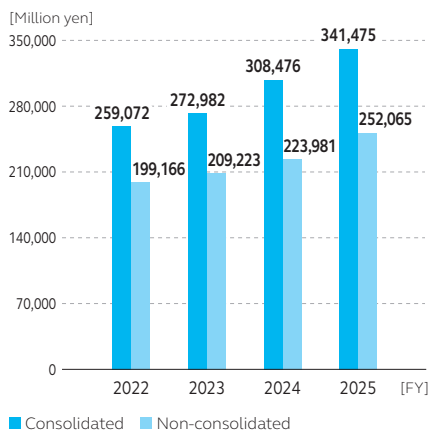


Business Performance Trends

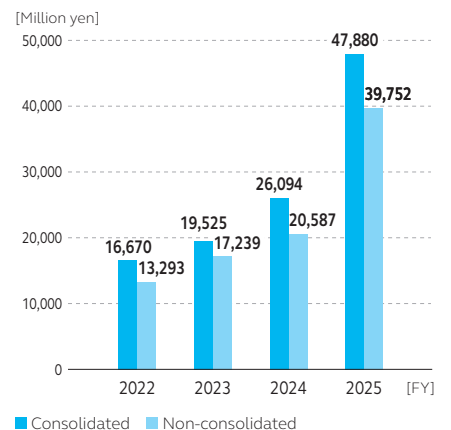
Orders received



Net sales



Operating income



Business Network

70 bases

56 Japanese bases
14 overseas bases

Net sales

341.4 billion yen

252.0 billion yen (non-consolidated)

Number of Employees

6,037

2,292 (non-consolidated)



Kanto Area

- Shinryo Corporation Headquarters
- Shinryo Corporation
13 bases such as branches and offices
- 5 Group Companies

SHINRYO CORPORATION

Design, construction and maintenance of building system work

Shinryo Technical Service Corporation

Design, construction and maintenance of plumbing, drainage and sanitary service work

Shiroguchi Co., Ltd.

Design, construction and maintenance of electric service work

Daiei Denki Co., Ltd.

Design, manufacture, sales, installation and aftercare services of pumps

Shinryo Kougyo LTD.

International tourist hotel

Akita Castle Hotel Co., Ltd.

Deployment and outsourcing of human resources

Global Staff Co., Ltd.

Design, construction and maintenance of buildings and civil engineering/industrial production service work

SHINRYO (HONG KONG) LTD.

SHINRYO TECHNICAL SERVICES LTD.

TAIWAN SHINRYO CO., LTD.

SHINRYO (PHILIPPINES) CO., INC.

THAI SHINRYO LTD.

SHINRYO (MALAYSIA) SDN. BHD.

PT. SHINRYO INDONESIA

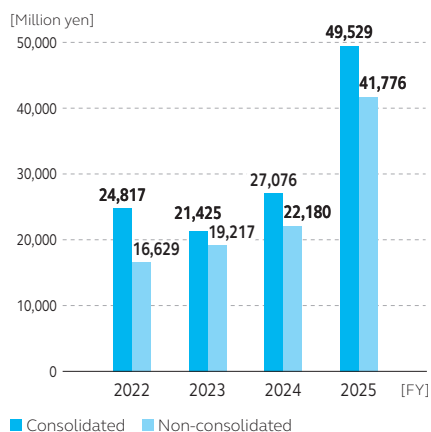
SHINRYO VIETNAM CORPORATION

SHINRYO SUVIDHA ENGINEERS INDIA PVT. LTD.

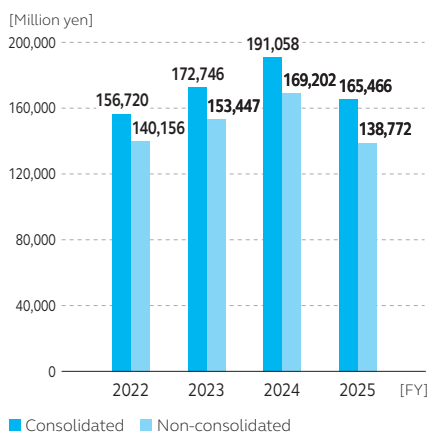
Manufacturing and installation of clean room panels

GMP Technical Solutions Pvt. Ltd.

Ordinary profit



Net assets



History of Shinryo Corporation

Aiming to Create a Freshening World



Shinryo Corporation celebrates the 70th anniversary of its founding in February 2026. We have developed technologies and nurtured our employees to achieve our management vision of “Create a Freshening World.” We will continue on this path to be a company trusted by the customers.

1956-1968

Founding and Trajectory

- 1956** • Established our Head Office at 45 Nishikubo Tomoecho, Minato-ku, Tokyo and founded our company with five million yen in capital
- Received our first order for cooling equipment work at the Kaori cafe and restaurant
- 1957** • Received an order for Shin-Otemachi Building, the largest building in Japan at that time, and established the foundation of our company
- Received an order for full retrofitting of construction equipment at the Fuji Tsushinki Manufacturing Kawasaki plant
- 1958** • Opened the Osaka Office
- 1960** • Moved Headquarters (2-4, Yotsuya, Shinjuku-ku, Tokyo)
- Completed the Training Dormitory “Kofu Dormitory”
- 1961** • Opened the Nagoya Office
- 1964** • Established the Construction Division and Equipment Division
- 1965** • Developed and installed Japan’s first “3-pipe Air-conditioning System” in the head office of Nippon Fudosan Bank
- 1966** • Opened the Hiroshima Office
- 1967** • Opened the Sendai Office
- 1968** • Deployed three engineers on a fact-finding mission in the U.S.A.
- Introduced a skyscraper building application and refrigerator computer control at the World Trade Center Building



Shin-Otemachi Building
Air conditioning System



Shinjuku Fukutoshin District
District Heating and Cooling System

1969-1977

Enhancement of Division-based Organization System and Expansion to New Business Regions

- 1969** • Opened the Fukuoka Office
- Received an order to install a district heating and cooling system at the Senri New Town Chuo District Center
- Received an order to install a district heating and cooling system in Shinjuku Fukutoshin District
- 1970** • Completed the new headquarters building
- Established the industry’s first research center for air conditioning technology
- Established the Nuclear Power Plant Department to enter the energy plant industry for nuclear power use
- 1971** • Opened the Chugoku Branch
- 1972** • Received the first order for full-fledged overseas work at the Vietnam Cho-Ray Hospital
- Opened the Sapporo Office



Cho-Ray Hospital
Air conditioning and sanitation Systems (Vietnam)

- 1975** • Opened the Tohoku Branch
- 1976** • Received the first order for aquarium equipment renovations of the Izu Mito Natural Aquarium (currently Izu Mito Sea Paradise)
- 1977** • Opened the Maizuru Plant
- Received order for the first phase construction of the Kwun Tong Hong Kong Subway Line

1978-1987

Evolution of Japanese Business and Expansion of Overseas Business

- 1978** • Opened the Hong Kong Branch as a base for overseas expansion
- 1979** • Established overseas department as a major pillar of business for overseas expansion
- Acquired the Level 1 Plumbing Registration from the Ministry of Construction (currently the Ministry of Land, Infrastructure, Transport and Tourism)
- Developed the NAIAS sludge atmospheric flotation concentrator
- 1982** • Established a local company in Hong Kong (SHINRYO (HONG KONG) LTD.)
- 1983** • Opened the Singapore Branch
- Established a local company in Malaysia SHINRYO (MALAYSIA) SDN. BHD.
- 1986** • Established a local company in Thailand (THAI SHINRYO LTD.)
- 1987** • Established a local company in Taiwan (TAIWAN SHINRYO CO.,LTD.)



The Hong Kong and Shanghai Banking Corporation Limited, HSBC Main Building
Air-conditioning, Sanitation, and Electric Systems (Hong Kong)

Established

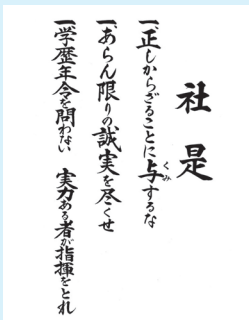
1956

1960~

1970~

1980~

History of Technical and Human Resource Development



The Company Philosophy clearly expresses the life philosophy and business philosophy of our founder Chairperson Masaru Kagami (deceased). Shinryo Corporation was established to embody this philosophy in the business world. These three principles serve as the “roots” Shinryo Corporation and are the foundation for all thinking, decision-making and action of executives and employees.



Initial Meeting to Establish Shinryo Corporation



The First Members Training at the Takamatsu Dormitory



Reinforcing the organization with 8 divisions. Enhanced the organization by adopting a division-based organization system. Authority was given to each department for the purpose of teaching junior employees



Completed the headquarters building in Yotsuya located in Shinjuku district. Accelerated autonomy as an organization



Established the industry’s first research center (Osaki, Shinagawa-ku, Tokyo)

2019 to Present

Progress Toward a Future and Environmental Engineering Company

- 2020 • Moved Headquarters (1-6-1, Yotsuya, Shinjuku-ku, Tokyo)
- 2022 • Launched the DX Promotion Division
 - Renamed the Research and Development Center to the Innovation Hub and restructured its role within the Shinryo Group
- 2023 • Shinryo Shinjo Building was awarded the First Place Winner in the Commercial Buildings (New) category by the ASHRAE Technology Awards, the world's largest international academic conference on air conditioning
 - Moved the Kofu Dormitory to Nishitokyo City
- 2024 • Main building of Innovation Hub opened
 - Merged Nagoya, Hokuriku, Osaka, Chugoku, and Kyushu branches and established the West Japan Division
 - Established second Group company in India (GMP Technical Solutions)
- 2025 • Renewed the personnel system to enhance corporate strength



Shinryo Shinjo Building



Jewel Changi Airport Air conditioning and Mechanical ventilation Systems (Singapore)

2009-2018

Perseverance and Organizational Development to Expand Business Regions

- 2009 • Started renovations of the headquarters building (energy saving Eco-project at the headquarters building)
- 2010 • Established the Control & Instrument Engineering Division
- 2011 • Opened the Takahama Plant
- 2012 • Commemorated for the long-time certification of the environmental management system
 - Opened the Working Drawing Center
- 2014 • Drafted the "Create a Freshening World" management vision
 - Established the CSR Promotion Division and Compliance Promotion Division
 - Introduced the overseas practical dispatch system and the overseas short term training system for new employees
- 2015 • Began on-site training for engineers from overseas
- 2017 • Standardized an English logo
- 2018 • Established a local company in India (SHINRYO SUVIDHA ENGINEERS INDIA PVT. LTD.)



Toranomon Hills Mori Tower Air conditioning System



The Venetian Macao Resort Air conditioning/District Heating and Cooling System (Macau)

1998-2008

Establishment of Advanced Technology Regions

- 1998 • Acquired the ISO 9000s certification
 - Began development of numerical fluid analysis technology using super computers
 - Received an order from the Okinawa Churaumi Aquarium
 - 2001 • Acquired ISO 14001 certification
 - Received an order for a district heating and cooling system in the Marunouchi District
 - 2002 • Received an order for the Sharp Corporation Kameyama Factory
- 
- Sharp Corporation Kameyama Factory Air conditioning System
- 2003 • Released the 3D-CAD "S-CAD" working drawing CAD for construction equipment
 - 2005 • Opened the Middle East (Dubai) Branch
 - 2006 • Moved the Kofu Dormitory to Yokohama
 - 2007 • Established a local company in Vietnam (SHINRYO VIETNAM CORPORATION)
 - Opened the Abu Dhabi Branch
 - 2008 • Registered the Research and Development Center as a Certified Environmental Survey and Odor Measurement Service



Tokyo Dome Air conditioning System

1988-1997

New Mission and Restructuring of Core Businesses

- 1990 • Opened the Research and Development Center in Tsukuba Academic Town in Tsukuba City, Ibaraki
 - Established a local company in the Philippines (SHINRYO (PHILIPPINES) CO., INC.)
 - Received an order from THE LANDMARK TOWER YOKOHAMA



THE LANDMARK TOWER YOKOHAMA Air conditioning System

- 1992 • Opened the Technical Supervision Department and Safety Supervision Department
 - Passing of Founder Chairperson Masaru Kagami
- 1994 • Established a local company in Indonesia (PT. SHINRYO INDONESIA)
- 1995 • Received an order for the first overseas district cooling system at the Kuala Lumpur International Airport

1990~



1990 Opened the Research and Development Center (Tsukuba City, Ibaraki)



1992 Passing of Founder Chairperson Masaru Kagami

2010~



2015 Start of Japan Invitation Program for Overseas Group Companies



2016 Start of Shinryo Group-wide New Employee Training

2020~



2023 Moved Training facility Kofu Dormitory to Nishitokyo City



2024 Main building of Innovation Hub opened (Tsukuba City, Ibaraki)

Implemented various programs for new employee training and education



Hands-on skill training



Creation of work drawings

Feature 1 ➤ Air Conditioning in the Age of Diversity

Shinryo Corporation will create a highly functional office environment by improving the comfort and satisfaction of people working there with the power of air conditioning.

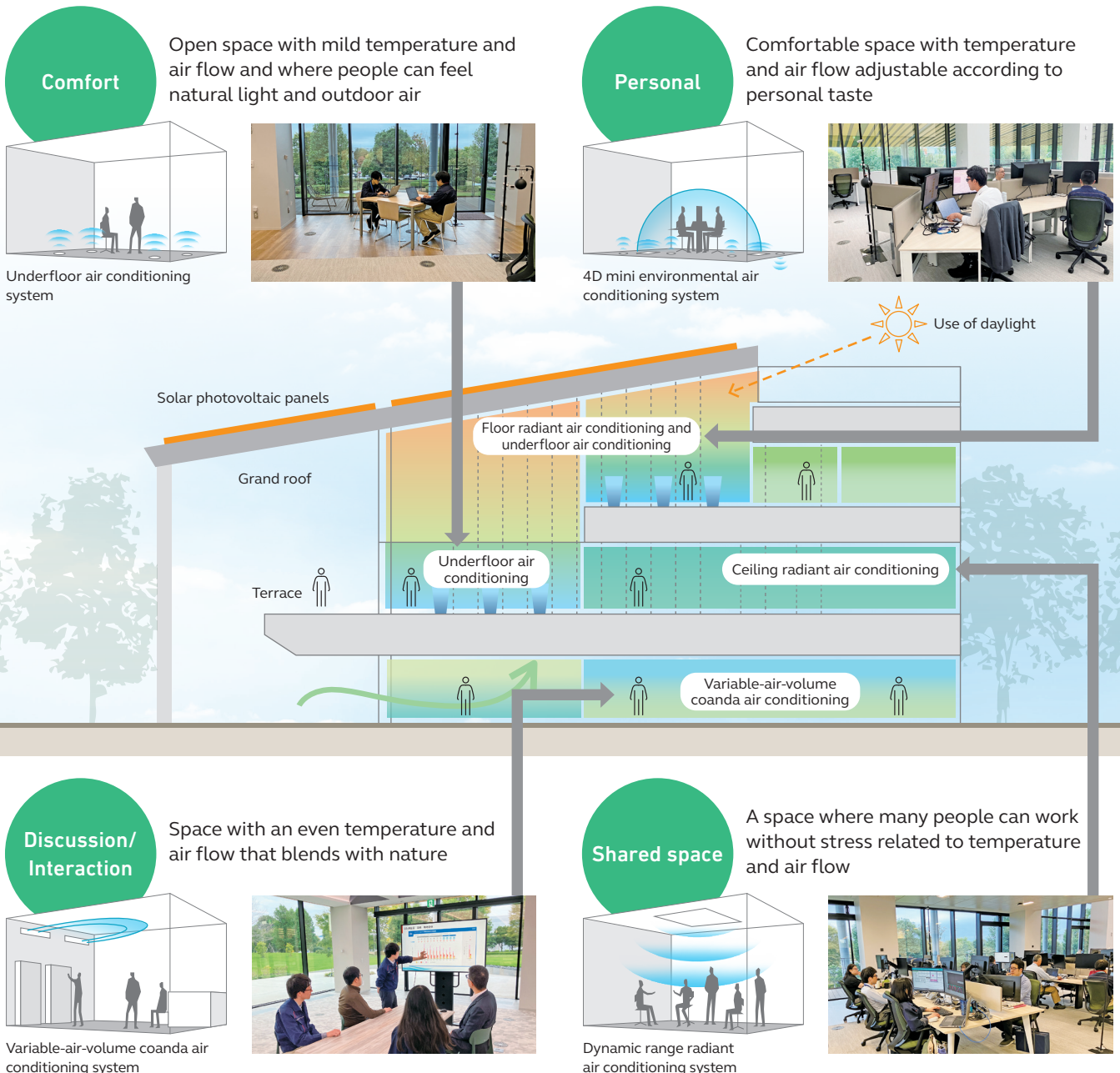
A New Work Style “ABW+e”

Amidst the diversification of work styles, activity based working (ABW), a work style that offers the freedom to choose where to work, is gaining attention. We propose “ABW+e”, a new work style that adds a diverse “environment” created by air conditioning to ABW.

Demonstration at the main building of Innovation Hub

We are demonstrating “ABW+e” at the Innovation Hub, our research and development facility, in preparation for its commercialization.

- Achieve “environmental gradation” space that takes into account various temperatures, air flow, lights, and other factors through the introduction of multiple air conditioning methods that match the space.
- Analyze optimal environment based on the type of work and purpose as well as the tendency of the area according to the “environmental gradation” space
- Verify the relationship between the environment and the performance of people working there by continuously measuring and collecting environmental data and surveying people working there

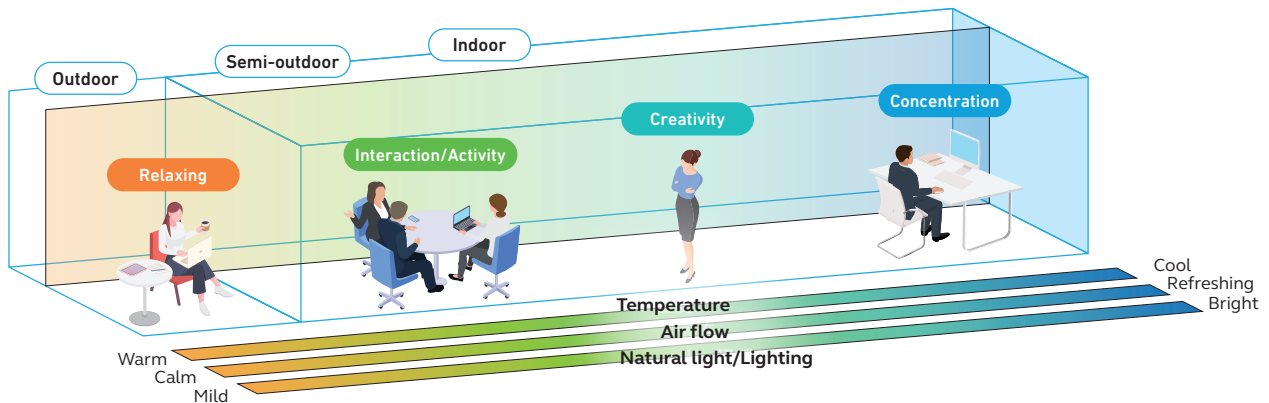


Supporting Diverse Work Styles

We create an environment that is comfortable and efficient for the people working there by combining “Environmental Gradation” that offers a diverse environment depending on the content of the work, visualization of a comfortable working environment, and an air conditioning technology that achieves energy-saving while also supporting freedom of work styles.

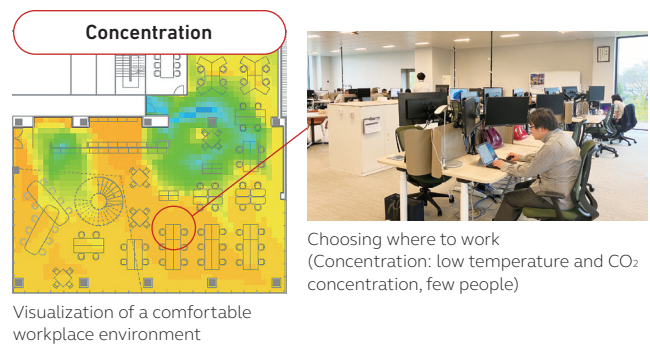
Offering Diverse Environment with “Environmental Gradation”

“Environmental Gradation” is a philosophy of creating a diverse indoor environment by gradually changing the temperature, air flow, lighting, and other elements from outdoor to indoor through the use of air conditioning and lighting. It can offer a diverse environment that can be adjusted depending on the content of work, such as a relaxing environment that heightens creativity and concentration.



Visualization of Comfortable Workplace

We developed a tool named 5C Visualizer that visualizes a comfortable workplace environment and spaces according to their purpose. The tool uses data from the indoor environment to quantify and visualize workplace comfort (concentration, comfort, communication, creation, clean) to support choosing a comfortable space.



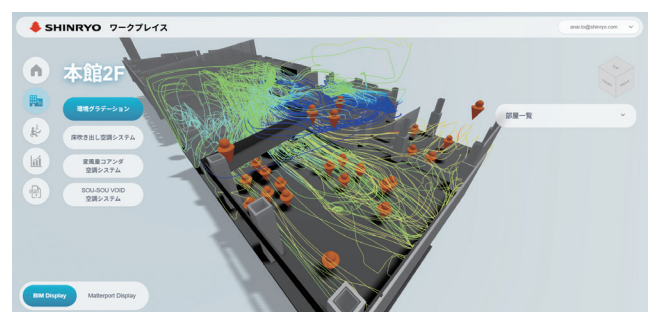
Balancing with energy-saving

A work style with freedom to choose where to work may increase energy consumption. Energy consumption of the entire building can be reduced by creating an environmental gradation through the introduction of a highly energy-saving indoor air conditioning system and using natural energy for semi-outdoors. ABW+e supported by air conditioning technology will lead to diverse work styles as well as energy-saving (P31).

Use of Digital Technology

We are developing a system to visualize the indoor environment in real time through the use of a digital twin with BIM to achieve an optimal environment while saving energy. The system tracks movement and density of people in addition to temperature, humidity, and air flow. Going forward, we will develop this system further to make it a service that an AI uses these data to propose an optimal workplace based on personal goals and tastes, or based on the mood of the day.

We aim to achieve air conditioning for the age of diversity, which allows people to perform at a higher level through the use of digital technology backed by our high technical capabilities.



Visualization of indoor environment such as air flow through the use of digital twin

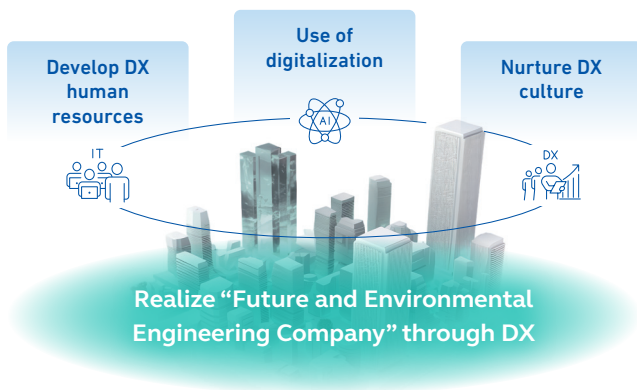
Feature 2 Vision of Shinryo DX

Our daily lives and work styles have significantly changed with the advancement of digital technology. Companies are now required to grow sustainably as well as solve social issues. Shinryo Corporation will firmly capture these changes and contribute to the development of a sustainable society by creating the future through DX.

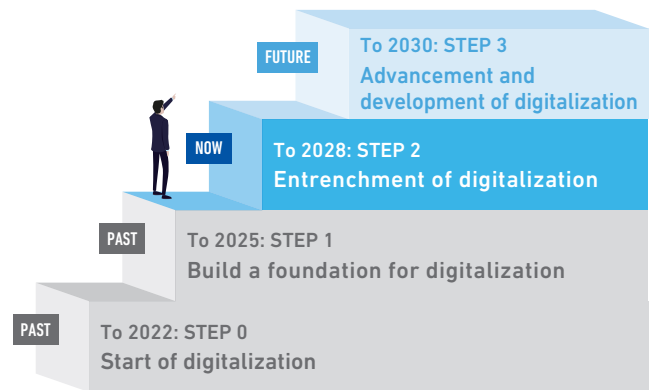
Shinryo Corporation's DX Vision

As solution to address labor shortages and long working hours that are in demand in the construction industry, we aim to become a "Future and Environmental Engineering Company" that contributes to the realization of a decarbonized society by innovating the operational processes through DX. We have already completed building a foundation for digitalization (STEP 1) and will further promote our efforts to entrench digitalization (STEP 2).

DX Vision



Road Map for Realizing DX



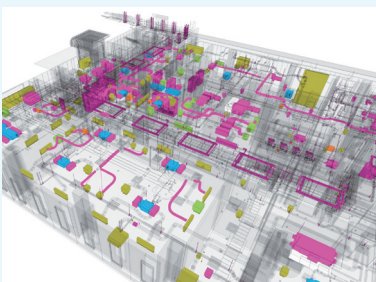
Current Shinryo DX

We are currently promoting the transformation of our construction process to utilize data by formulating internal rules and enhancing the promotion system to entrench digitalization (STEP 2). We are also pouring our efforts into the introduction of advanced digital technologies.

Improving Efficiency of Construction Work with Digitalization

We are working to improve the efficiency of construction work through standardizing the processes and digitalization.

We aim to achieve this by managing the ordering of materials and equipment and tracking the progress of construction with BIM data, and sharing such information via the cloud with involved parties.

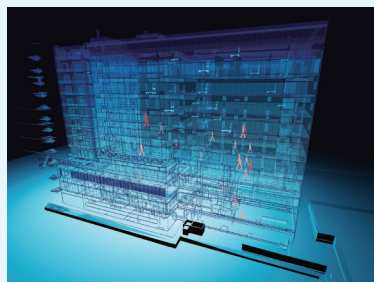


Managing Materials and Equipment Orders with BIM (Green is orders placed and pink is not yet ordered)

Challenge Toward Advanced Digital Technology

We are currently testing the use of digital twins, AI-generated drawings, automated estimation, and other advanced technologies.

We are promoting the improvement of the efficiency of construction management by visualizing the positional information of workers and scaffolds with a digital twin to track the state of construction.



Use of Digital Twin in the Construction of New Head Office

Formulation of Rules and Enhancement of DX Promotion System

We are laying the foundations for data driven operations by formulating rules for the effective use of data.

We are also enhancing the DX promotion system by nurturing DX human resources who can incorporate digital knowledge at work.



Education on the usage of AI by the DX Department

Vision of Shinryo DX

We aim to steadily innovate operations through DX, and incorporate BIM, AI, digital twin, and other advanced digital technologies in all aspects of the office and construction sites by 2030. We aim to achieve carbon neutrality by 2050 by realizing Shinryo DX and becoming a “Future and Environmental Engineering Company”.

2050 Year Carbon neutral

SHINRYO DX in 2030

Enhance data infrastructure and achieve data-driven management

Construction sites Simple, highly efficient, automated construction through the use of data



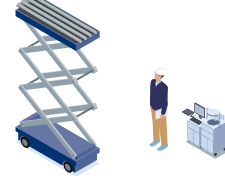
Drawings review by AI



Auto-generated roadmap and guidelines

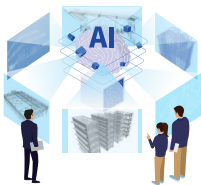


Unit production using BIM

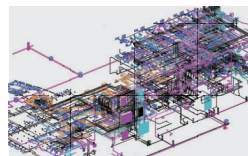


Utilization of robots

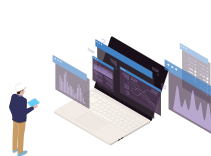
Offices & Construction sites Provision of stable quality with data



AI support in knowledge acquisition



BIM for creating in offices and use in sites



Management of materials, equipment, and people based on data



Trench understanding of data utilization

Offices Optimal solution based on data



Optimization of management resources based on data



Marketing and procurement activities based on data



Remote management of construction sites across Japan



Information sharing with the Group and partner companies

Priority issues to be addressed by Shinryo Corporation



Contribute to a decarbonized society



Contribute to a resilient society



Realize safe and highly efficient work processes



Build refreshing environments rich with creativity

Vision of Shinryo Corporation

Shinryo Corporation believes that aiming to realize its management vision “Create a Freshening World” and taking on challenges to create new value will lead to improving its corporate value and sustainable development of the society.

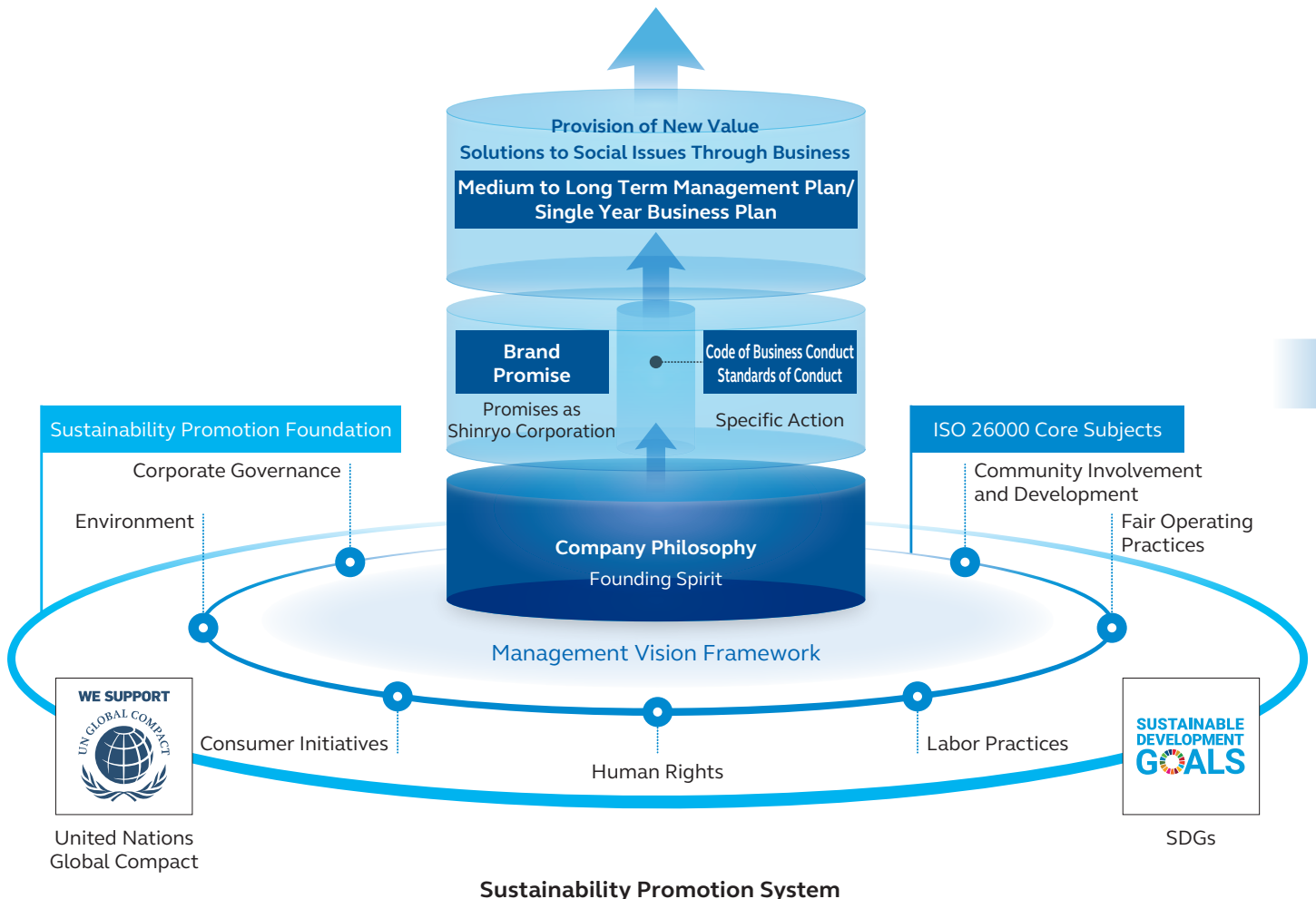
Four Priority Subjects

- Priority Subject 1** ■■■ Contribute to a decarbonized society
- Priority Subject 2** ■■■ Contribute to a resilient society
- Priority Subject 3** ■■■ Realize safe and highly efficient work processes
- Priority Subject 4** ■■■ Build refreshing environments rich with creativity

Priority Sustainable Development Goals (SDGs)



Creating a Freshening World and Contributing to the Development of a Sustainable Society



Management Vision

“Create a Freshening World”

Realizing Sustainable Society

We set four priority issues that we believe we can significantly contribute to the society and six SDG goals to especially address. We aim to realize a sustainable society by promoting sustainability through linking it with the management plan.

Continuous Improvement of Corporate Value

Long-term Vision 2030 “Future and Environmental Engineering Company”

A Company Helping to Realize a Sustainable and Decarbonized Society through Advanced Technology

We will improve our corporate value by SDGs management that solves social issues through businesses and innovating engineering through the use of advanced technology, and offering new values to society.

Previous Mid-term Management Plan/15th Three Year Management Plan

(68th to 70th term: October 2022 to September 2025)

We pursued becoming a strong organization with high growth potential and not impacted by market conditions by systematizing the on-site capabilities and innovating the construction process through promoting DX. These efforts enabled us to improve both quality and profitability. In addition, we reorganized the Innovation Hub as a place for creating new value and collaboration as well as launched Innovation Hub-CN2030, which aims to achieve carbon neutrality of the facility by 2030.

New Mid-term Management Plan/16th Three Year Management Plan

(71st to 73rd term: October 2025 to September 2028)

We will further improve the productivity and challenge to create value through innovations to ensure our transformation to a company that is highly efficient and able to flexibly respond to social changes.

16th Three Year Vision Challenge and Creation “Re-Create Value”

Strategy 1 Improve Profitability

- 1-1 Production process reform
- 1-2 Strengthen strategic order receiving

We will improve on-site productivity by further reforming the on-site production process. We will build a system that can flexibly respond to changes in the market by strategically receiving orders.

Strategy 2 Growth Strategy

- 2-1 Strengthen the growth potential of businesses
- 2-2 Strategy for global growth

We will capture the social need and become a company chosen by the customer by enhancing our business development capabilities. We will aim to further expand our overseas businesses and formulate a growth strategy for the entire Shinryo Group

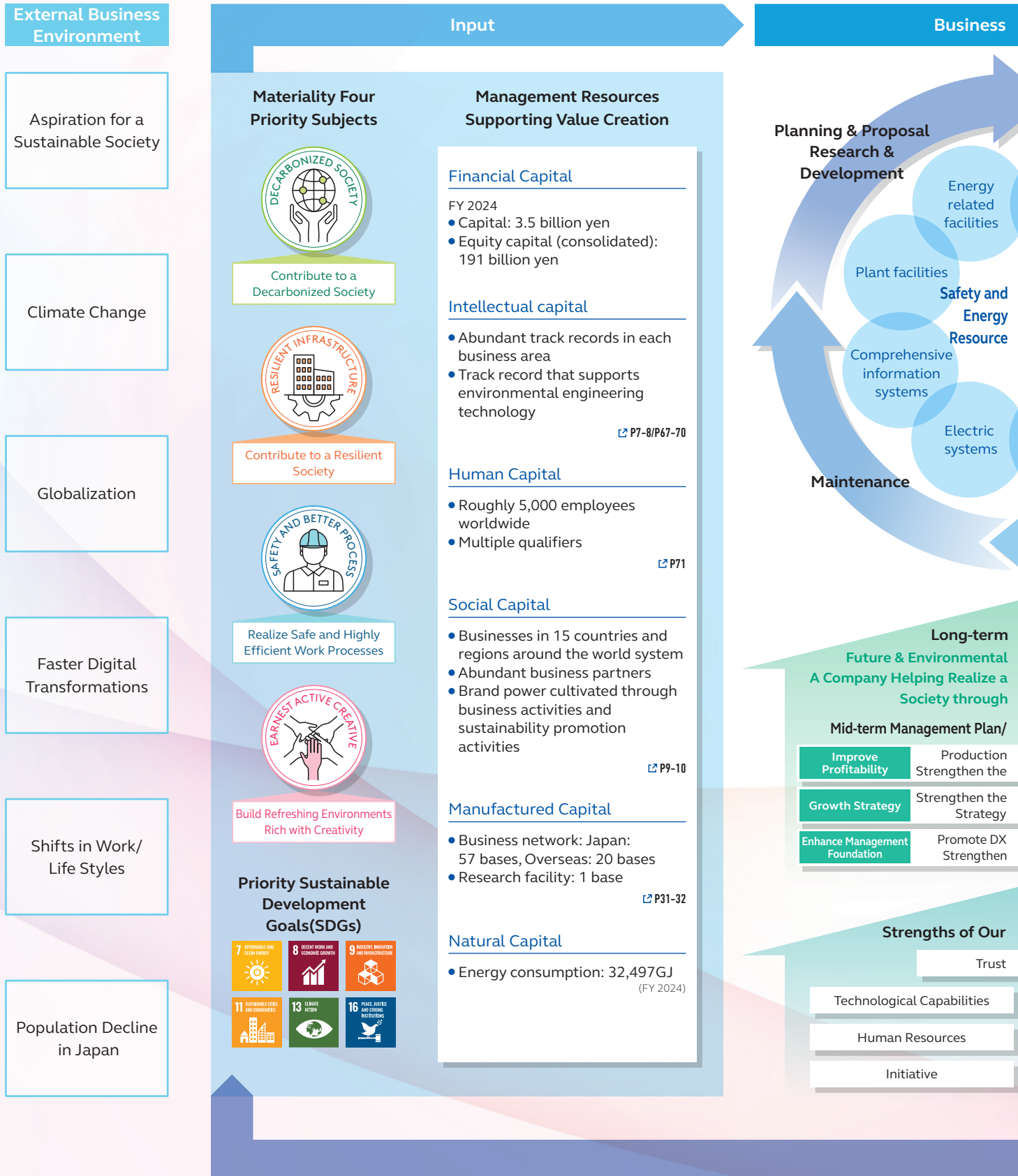
Strategy 3 Enhance Management Foundation

- 3-1 Promote DX and strengthen digital infrastructure
- 3-2 Strengthen human capital

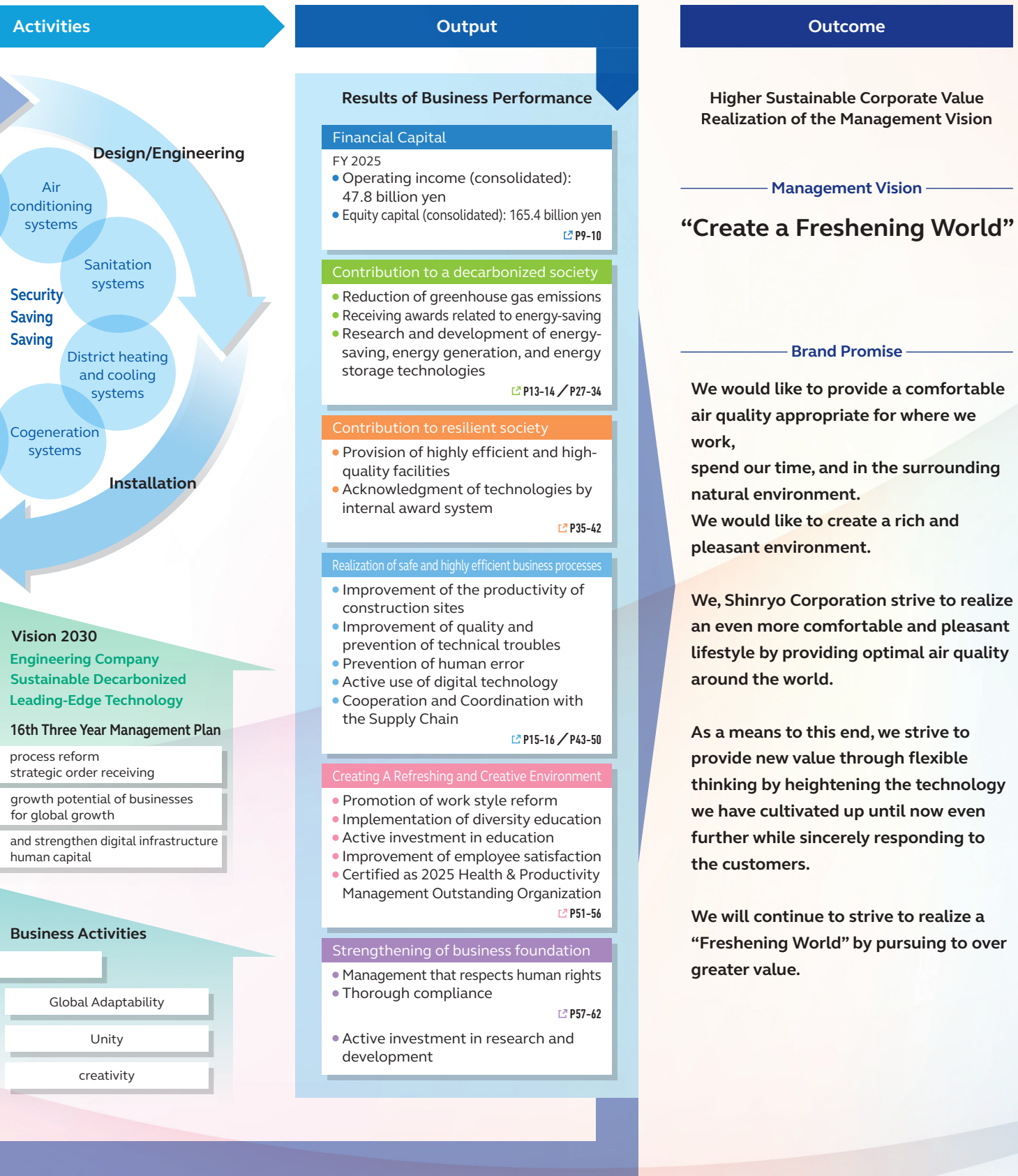
We will promote operational innovation through digitalization as well as invest in human capital to nurture a corporate culture where every employee can take on challenges and be creative.

Value Creation Process

Shinryo Corporation employs a value creation process that earns trust and delivers new value to customers through technology. We contribute to solutions to social issues by providing safe and secure equipment systems offering energy and resource savings to a variety of business regions. The most important Shinryo asset and strength are people, which are also our driving force.



The business environment surrounding the Shinryo Corporation is dramatically changing. We established the Long-term Vision 2030 to anticipate and transition these changes into business opportunities by responding to the external business environment from medium- to long-term perspectives while heightening our value creation capabilities. Our vision is to deliver refreshings to the world. The aim of the Shinryo management vision to create a freshening world will enhance sustainable corporate value.



Sustainability

Shinryo Corporation's Sustainability Promotion Activities

22 Sustainability Initiatives

27 Initiatives to Address Priority Subjects

27 **Priority Subject 1** Contribute to a Decarbonized Society



- 27 Adaption to Climate Change
- 28 Participation in TCFD Recommendations
- 31 Initiatives in Innovation Hub
- 32 Shinryo Corporation's Decarbonization Technology
- 33 Environmental Management System (EMS)
- 34 Contributions to Recycling-oriented Society/Biodiversity Conservation



35 **Priority Subject 2** Contribute to a Resilient Society



- 35 Osaka Nishi-Umeda Heat Supply Plant
- 37 East Coast Integrated Depot
- 39 TAKANAWA GATEWAY CITY
THE LINKPILLAR 1 SOUTH
- 40 Ajinomoto Fine-Techno Co., Inc. Gunma Plant
- 41 Kyoto City Hall Northern Government Office
- 42 HAPPINESS ARENA



43 **Priority Subject 3** Realize Safe and Highly Efficient Work Processes



- 43 Quality Management System (QMS)
- 45 Initiatives to Improve On-site Construction Productivity
- 47 Health and Safety Initiatives
- 49 Cooperation and Coordination with the Supply Chain



51 **Priority Subject 4** Build Refreshing Environments Rich with Creativity



- 51 Human Resources Management Policy
- 52 Build Environments to Work Actively
- 55 Human Resource Development Rich with Creativity



57 **Management Foundation that Supports Priority Subjects**

- 57 Respect for Human Rights
- 59 Corporate Governance
- 61 Compliance

63 Sustainability Promotion Activities at Shinryo Group Companies

66 Social Engagement

Sustainability Initiatives

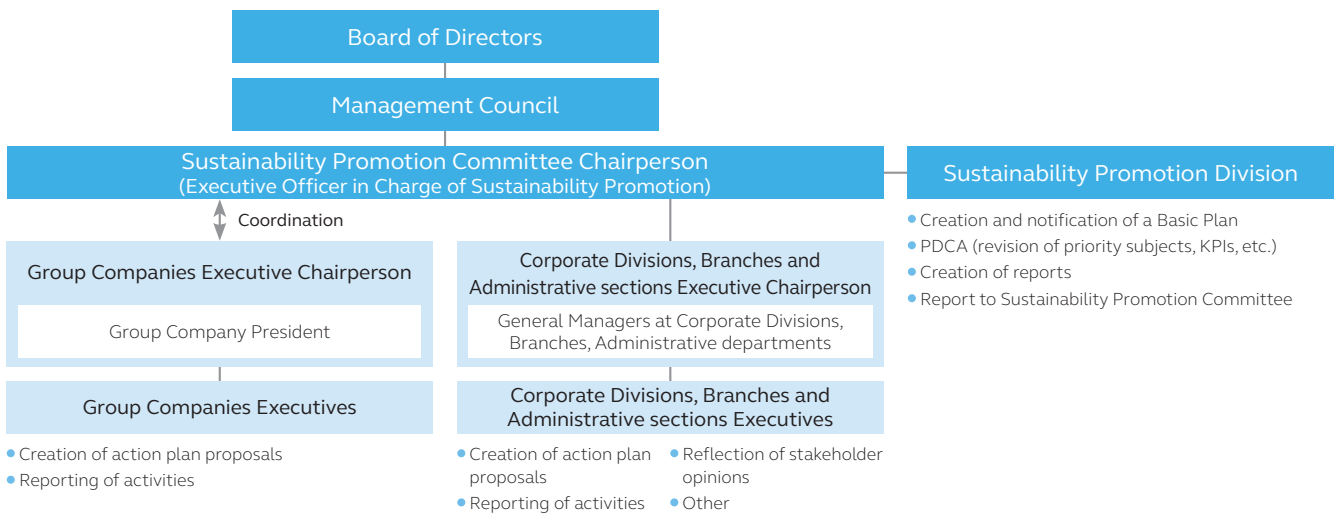
Sustainability is a social issue that includes respect to human rights, supply chain, carbon neutrality, and other various issues, and its trend changes rapidly. We will enhance initiatives that are closely linked to these issues and address them to achieve sustainable growth.

Sustainability Promotion System

We started our CSR activities by establishing the CSR Promotion Division in 2014. From 2019, we expanded our CSR promotion activities and transitioned to strategic initiatives that coincide with the management. From 2024, the office became the Sustainability Promotion Division, an independent department under the direct management of the President, to quickly address various social issues. The Division will enhance coordination with environment, quality, safety, procurement,

personnel, general affairs, and other departments related to sustainability to enhance the effectiveness of the activities.

Important items related to sustainability are reported by the Sustainability Promotion Committee chaired by the Officer in charge of Sustainability Promotion at the Management Council participated by the Representative Director and discussed there. In addition, items are reported to the Board of Directors as necessary.

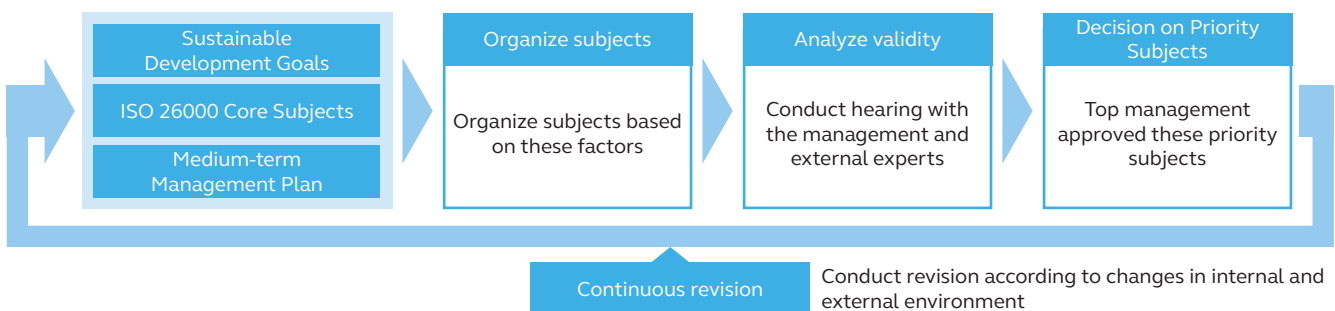


Priority Subjects (Materiality)

Shinryo Corporation decided upon four priority subjects in 2020. There are six SDG targets of particular importance: **7**. Affordable and Clean Energy, **8**. Decent Work and Economic Growth, **9**. Industry, Innovation and Infrastructure, **11**. Sustainable Cities and Communities, **13**. Climate Action, and **16**. Peace, Justice and Strong Institutions. These priority issues not only fulfill the important social responsibilities of Shinryo Corporation to realize a decarbonized and resilient society but also include goals to better construction sites and provide refreshing environments unique to Shinryo Corporation. In addition, we formulated KPIs for increasing the effectiveness of each important subject and are steadily making progress in sustainability initiatives.

Decision Making Process

Shinryo Corporation has furthered its scrutiny into the social issues requiring attention for the sustainable development of society since 2017 through its businesses, incorporating the concepts of ISO 26000 and the Sustainable Development Goals (SDGs) mainly through the medium-term management plan and sorting out subjects we should address. Furthermore, we analyzed the validity of the issues based on the opinions of the management and external experts and determined the priority subjects after the approval of the President and Representative Director in 2020. We confirm the validity from a mid-term perspective based on the external and internal environment and make revisions as necessary.



Four Priority Subjects



Priority Subject 1 Contribute to a decarbonized society

Relevant SDGs



Achieving the goals of the Paris Agreement and realizing a decarbonized society are pressing issues as the impact of global warming becomes more drastic. As an environmental engineering company, Shinryo Corporation will strive to reduce greenhouse gas emissions and take other such measures in its business activities from design, installation and maintenance to research and development as a way to help realizing a decarbonized society.



Priority Subject 2 Contribute to a resilient society

Relevant SDGs



With escalating risks of natural disasters, the construction of strong infrastructure is essential to ensure sustainable corporate activities as well as safe and secure life in society. Shinryo Corporation helps build safe, long-lasting social infrastructure by providing high-efficiency, high-quality systems and proposing optimal maintenance and renewal plans.



Priority Subject 3 Realize safe and highly efficient work processes

Relevant SDGs



More efficient operations and higher productivity are essential issues when considering the labor shortage in the Japanese construction industry. Internationally, human rights of workers and labor management have also become issues. Shinryo Corporation will establish safe and highly efficient work processes with the goal of realizing safe work-friendly environments and efficient construction site operations.



Priority Subject 4 Build refreshing environments rich with creativity

Relevant SDGs



The construction industry in Japan faces the major challenges of reforming long work hours and building flexible work environments. Shinryo Corporation will build workplaces where diverse human resources are motivated and each can reach their full potential with the goal of realizing refreshing, highly productive company rich with creativity.

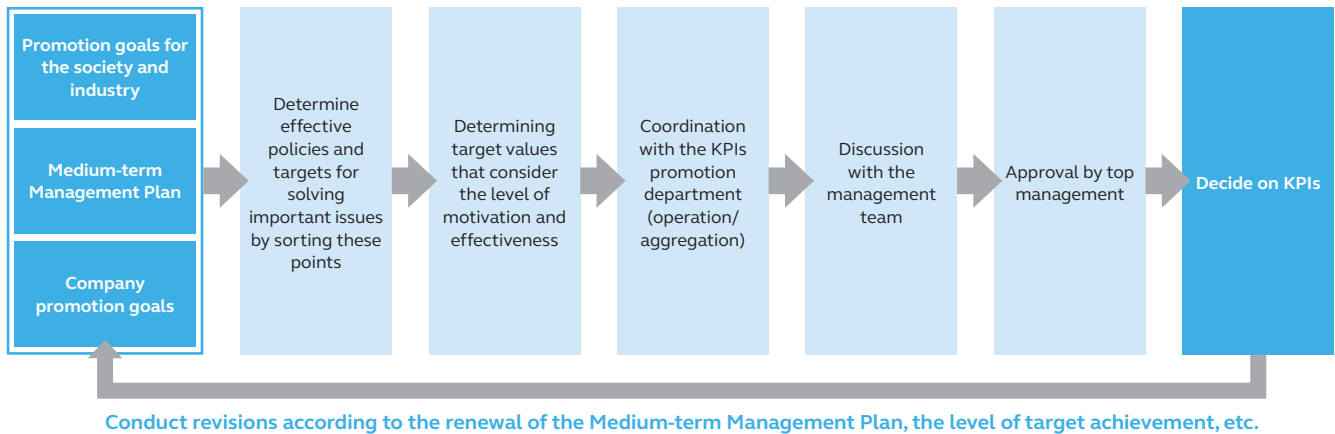
Sustainability-related Activities

In fiscal 2025, we mainly focused on activities related to decarbonization and building workplace environments. Going forward, we will continue conducting initiatives and discussions for solving issues.

Theme	Initiatives/Results	Future issues
Human rights P57-58	<ul style="list-style-type: none"> Implement regular training related to human rights (e-learning related to SDGs, Compliance News) 	<ul style="list-style-type: none"> Initiatives on prevention of human rights risks
Decarbonization, environment P27-34	<ul style="list-style-type: none"> Setting a new reduction target for Scope 3 emissions Set reduction targets for Scope 1, 2, and 3 as KGIs (Key Goal Indicators) for the Medium-term Management Plan Acquired an Excellent Company (S Class) rating under the Energy Saving Act for six consecutive years Conduct continuous disclosure of information based on the TCFD Recommendations 	<ul style="list-style-type: none"> Penetrate and raise awareness on initiatives for Scope 3 reduction in the Company Formulate policy on biodiversity conservation initiatives
Work environment P51-56	<ul style="list-style-type: none"> Start of We Up!, an activity for creating an environment surrounding people Introduction of a new personnel system from October 2025 in preparation for corporate vitalization Certified as 2025 Health & Productivity Management Outstanding Organization (Large Enterprise category) Holding a company tour at the Kobe Suma Sea World. Participation by 159 employee family members 	<ul style="list-style-type: none"> Strengthen human capital
Supply chain P49-50	<ul style="list-style-type: none"> Requested 1,200 partner companies for their awareness and cooperation to the revision of the Procurement Guidelines Renewed the Partnership Building Declaration 	<ul style="list-style-type: none"> Conduct surveys and dialogue on initiatives related to Procurement Guidelines
Coordination with society P66	<ul style="list-style-type: none"> Continuous support for organizations involved in disaster support, humanitarian, music, and arts 	<ul style="list-style-type: none"> Holding environmental education
Building corporate culture P58	<ul style="list-style-type: none"> Conducted e-learning related to SDGs for all employees for five consecutive years from 2020 	<ul style="list-style-type: none"> Discuss on the program for sustainability activities participated by employees

Decision Making and Promotion Process for KPIs

We set and promote KPIs considering the goals of the Medium-term Management Plan and the Company as well as the goals of society and the industry as a whole. In October 2025, we have revised the KPIs in conjunction with the start of the Mid-term Management Plan: 16th Three Year Management Plan.



Main revisions to KPIs to promote from FY 2026

Priority Subjects	KPIs before revision	Direction of the revision
Priority Subject 1 Contribution to a decarbonized society	<ul style="list-style-type: none"> Reduction of greenhouse gas emissions Scope 1, 2 2030: 50% reduction, 2050: Net-zero (compared to 2009) 	<ul style="list-style-type: none"> Revised the base year from 2009 to 2017 based on international standards as Scope 1 and 2 reductions progressed steadily Setting reduction target for Scope 3 emissions 2030: 32.5% reduction, 2050: Net-zero (compared to 2017)
Priority Subject 3 Realize safe and highly efficient work processes	<ul style="list-style-type: none"> Include main initiatives for improving the productivity of construction sites in the SHINRYO Report 	<ul style="list-style-type: none"> Set targets for streamlining construction sites and promoting digital transformation (rate of productivity improvement, number of sites implementing off-site production, BIM adoption rate)
Priority Subject 4 Build refreshing environments rich with creativity	<ul style="list-style-type: none"> Promotion of work style reform that realizes the vision of Shinryo Corporation 	<ul style="list-style-type: none"> Set targets for strengthening human resource foundation through We UP!, an activity for creating an environment surrounding people (rate of male employees taking childcare leave and policy for promoting health)
Management Foundation that Supports Priority Subjects	—	<ul style="list-style-type: none"> Set targets for tracking and correcting human rights risks

Participating Initiatives and External Evaluation

United Nations Global Compact (signed September 2014)

We reference the policies of the United Nations Global Compact and Sustainable Development Goals (SDGs) for our sustainability promotion activities. We promote sustainable promotion management and business activities that incorporate the philosophy of the four areas of the United Nations Global Compact (human rights, labor, environment, and corruption prevention) and 17 goals of the SDGs. These represent the will of Shinryo Corporation, a company that focus on providing technologies overseas, to grow as a company that is trusted by the international society



Participating Initiatives

- Task Force on Climate-Related Financial Disclosures (November 2023)
- Climate Change Initiative (February 2021)
- Keidanren Declaration on Challenge Zero (June 2020)
- Keidanren Initiative for Biodiversity Conservation (June 2020)
- Partnership Building Declaration (renewed September 2025)

External Evaluations









- 2025 Certified Health & Productivity Management Outstanding Organization (Large Enterprise category)
- Nikkei SDGs Management Survey 2025 (3-star)
- NIKKEI Smart Work Management Survey 2025 (3-star)












Progress on Key SDGs Priorities and New Initiatives

Shinryo Corporation has been steadily making progress by setting KPIs to solve important issues related to SDGs. From fiscal 2026, we will continue to challenge toward the realization of a sustainable society by revising our action targets and KPIs.

Results and assessments up to FY 2025

Priority Subjects (Materiality)	Activity policy	Action Plan	Key Performance Indicators (KPI)	FY 2025 Activity Results	Published page	Level of achievement
Priority Subject 1 Contribute to a decarbonized society  	Reduce greenhouse gas emissions from business activities	<ul style="list-style-type: none"> Reduce Scope 1 direct greenhouse gas emissions Reduce Scope 2 indirect emissions associated with energy sources 	Reduction rate of Scope 1 and 2 emissions <ul style="list-style-type: none"> Base fiscal year for greenhouse gas reductions: 2009 Greenhouse gas emissions <ul style="list-style-type: none"> 50% reduction by 2030 Net zero by 2050 	52% * FY 2024 Results	30	○
		Promote designs and proposals to reduce greenhouse gas emissions from Scope 3 Category 11 emissions (use of sold products)	Implementation rate of design proposals to reduce greenhouse gas emissions during system operations: 100% implementation rate	100%	30	○
	Strive to employ the latest energy-saving technologies	Broadly promote energy-saving technology throughout the society by soliciting entries for external energy-saving commendations and other such initiatives	—	Publish on award-winning technology in the SHINRYO Report	44	○
Priority Subject 2 Contribute to a resilient society  	Contribute to building resilient social infrastructure	<ul style="list-style-type: none"> Provide resilient, efficient, and high-quality equipment and systems Recognize technology through an internal commendation program (President's Awards) 	—	Publish on main initiatives and award-winning technology in the SHINRYO Report	35-42	○
Priority Subject 3 Realize safe and highly efficient work processes  	Improve productivity on construction sites	Streamline construction sites and promote a digital transformation	—	Publish on main initiatives included in the SHINRYO Report	15-16, 45-46	○
	Provide high quality equipment and systems	Improve quality and prevent technical issues through construction carried out according to a quality manual	Construction cycle implementation rate:100%	100%	43	○
	Manage safe and work-friendly constructions sites	Prevent human error by strictly following operational procedures that incorporate risk management	Frequency rate: 0.40 or less	0.21 * FY 2024 Results	47	○
	Improve fair evaluations of engineers and construction quality	Promote the expansion of the construction career up system	Construction career improvement system registration rate of Safety and Health Council members: 80% or more	94%	50	○
Priority Subject 4 Build refreshing environments rich with creativity  	Achieve the ideal work style for the Shinryo Corporation <ul style="list-style-type: none"> Work-friendly environment with a refreshing and open corporate climate Pride, satisfaction, a sense of accomplishment, and growth A fulfilling work-life balance A work style driving maximum results in a limited amount of time 	<ul style="list-style-type: none"> Fully execute the medium- to long-term plans and achieve the three-year vision Advocate the work style reforms promoted in Priority Subject 4 as one initiative <ul style="list-style-type: none"> Refreshing Work Style Project Challenge 45 	Employee satisfaction: 4.0 or higher * Index based on internal research (Evaluation on a scale from 0 to 5)	3.7 * FY 2024 Results	52	×
			Rate of annual paid leave taken by employees: increase from previous fiscal year	91.2% (Down 4.5 points compared to previous fiscal year) * FY 2024 Results	52	×
	Comprehensive Compliance	Implement comprehensive compliance education	Compliance training participation rate: 100%	100%	62	○

Action plan and KPI since FY 2026

Priority Subjects (Materiality)	Activity policy	Action plan	KPI (Targets for major initiatives)	Medium-term Management Plan (16th Three Year Management Plan)	
Priority Subject 1 Contribute to a decarbonized society  	Reduce greenhouse gas emissions from business activities	Promote the reduction of greenhouse gas emissions in offices	Reduction rates for Scope 1 and 2 <ul style="list-style-type: none"> ● Base fiscal year for greenhouse gas reduction: 2017 ● Greenhouse gas emissions <ul style="list-style-type: none"> • 2030: 50% reduction • 2050: Net-zero 	Strategy 2 Growth Strategy 2-1 Strengthen the growth potential of businesses	
		<ul style="list-style-type: none"> ● Introduce technologies that consider life cycle CO₂ (solar and biomass power generations, power storage, hydrogen production, CO₂ absorption, and other technologies) ● Conduct effectiveness validation and operational improvement of decarbonization technologies implemented in the Innovation Hub 	Innovation Hub-CN2030 Zero greenhouse gas emissions from research and development activities by 2030 (Scope 1, 2) <ul style="list-style-type: none"> ● Base fiscal year for greenhouse gas reduction: 2017 ● Greenhouse gas emissions: 2030: Net-zero 		
		Actively offer technologies to society to realize carbon neutrality <ul style="list-style-type: none"> ● Propose activities for customers that lead to the reduction of greenhouse gas emissions during equipment operation ● Development of decarbonization technologies ● Disseminate information related to our decarbonization technology and increase social awareness 	Reduction rate for Scope 3 <ul style="list-style-type: none"> ● Base fiscal year for greenhouse gas reduction: 2017 ● Greenhouse gas emissions <ul style="list-style-type: none"> • 2030: 32.5% reduction • 2050: Net-zero 		
	Reduction of environmental load	Promotion of recycling industrial waste	Recycling rate: 90% or more		
		Build a system for measuring the amount of water usage in offices and conducting optimal management	Water consumption in main offices (m ³ /year)		
Priority Subject 2 Contribute to a resilient society  	Contribute to building resilient social infrastructure	<ul style="list-style-type: none"> ● Provide resilient, efficient, and high-quality equipment and systems ● Recognize technology through an internal commendation program (President's Awards) 	Award projects that contributed to building social infrastructure through a high level of technological capability and creativity	Strategy 1 Improve Profitability 1-2 Strengthen strategic order receiving Strategy 2: Growth Strategy 2-2 Strategy for global growth	
Priority Subject 3 Realize safe and highly efficient work processes  	Improve productivity on construction sites	Streamline construction sites and promote a digital transformation	Improvement of the productivity of construction sites: 17% (compared to FY 2025) Number of construction sites implementing off-site production: 50% or above Introduction rate of BIM in construction sites: 50%	Strategy 1 Improve Profitability 1-1 Production process reform Strategy 3 Enhance Management Foundation 3-1 Promote DX and strengthen digital infrastructure	
	Provide high quality equipment and systems	Improve quality and prevent technical issues through construction carried out according to a quality manual	Construction cycle implementation rate: 100% Major quality and technological incidents: 0		
	Manage safe and work-friendly constructions sites	Prevent human error by strictly following operational procedures that incorporate risk management	<ul style="list-style-type: none"> ● Frequency rate: 0.40 or less ● Severity rate: 0.03 or less 		
	Strengthen coordination with the supply chain	Fair evaluation of engineers through the promotion of the construction career up system (CCUS)	<ul style="list-style-type: none"> ● Registration rate : 95% or more ● Number of registered work histories: 10% increase from the previous fiscal year 		Strategy 1 Improve Profitability 1-1 Production process reform
		Promote the understanding of Procurement Guidelines and confirm the status of initiatives	Number of companies conducting surveys and dialogue on initiatives related to the Procurement Guidelines		
	Priority Subject 4 Build refreshing environments rich with creativity  	Strengthen human capital	Strengthen the human resources foundation through We Up!, an activity for creating an environment surrounding people	Average monthly overtime: 30 hours or less Acquisition rate of childcare leave by male employees : 100% <ul style="list-style-type: none"> ● Health & Productivity Management Outstanding Organization: Continuous certification ● Targets for health promotion trial <ul style="list-style-type: none"> • Absenteeism: Improvement over previous fiscal year • Presenteeism: Improvement over previous fiscal year • Work engagement: Improvement over previous fiscal year 	Strategy 3 Enhance Management Foundation 3-2 Strengthen human capital
Hours of education training: Increase from FY 2024					
Increase the appeal of the Company				Improve corporate capability by promoting initiatives for the priority subjects 1 to 4 Employee satisfaction: 4.0 or more * Indicator based on our survey (evaluated on a scale of 0 to 5)	
Management Foundation that Supports Priority Subjects 		Respect for Human Rights	Promote human rights due diligence and response to human rights risks as well as conduct activities to increase the awareness of employees and the supply chain on human rights	<ul style="list-style-type: none"> ● Conduct human rights training twice a year for employees ● Number of companies conducting surveys and dialogue on human rights 	—
	Comprehensive Compliance	Implement comprehensive compliance education	Compliance training participation rate: 100%	—	

Initiatives to Address Priority Subjects



Priority Subject 1

Contribute to a Decarbonized Society

Relevant SDGs



Achieving the goals of the Paris Agreement and realizing a decarbonized society are pressing issues as the effects of global warming grow. Shinryo Corporation will strive to reduce greenhouse gas emissions and other such measures in its business activities from design, installation and maintenance to research and development as a way to help realizing a decarbonized society as an environmental engineering company.

Adaption to Climate Change

In 2020, the Japanese government announced its goal to achieve net-zero greenhouse gas emissions, or “carbon neutrality,” by 2050. In 2021, it also set a target of a 46% reduction from fiscal 2013 by fiscal 2030. In addition, the Japanese government has set reduction targets of 60% by fiscal 2035 and 73% by fiscal 2040, which align with the internationally shared target of 1.5°C, in February 2025. The realization of decarbonized society is an important obstacle to overcome to enable sustainable development of society. Shinryo Corporation promotes the six items below to

ensure effective initiatives solutions to realize target.

As KPIs for the SDG priority subjects, we have set to achieve carbon neutrality by 2050, and set out to achieve a goal of reducing Scope 1 and 2 greenhouse gas emissions by 50% compared to 2009 by 2030.

In fiscal 2025, we also set a target to reduce Scope 3 emissions by 32.5% by 2030, and revised the base year for Scope 1, 2, and 3 to 2017. Going forward, we will further strengthen our efforts on the reduction of Scopes 1 to 3.

- Promotion of the Environmental Management System (EMS)
- Tracking and reduction of greenhouse gas emissions
- Promotion of energy-saving and digitalization (BIM, DX) of construction sites
- Utilization of technologies that use renewable energy
- Acceleration of research and development of decarbonization technologies
- Implementation of decarbonization technologies in our facilities

KPI Greenhouse gas emissions Scope 1, 2, 3 (compared to 2017)

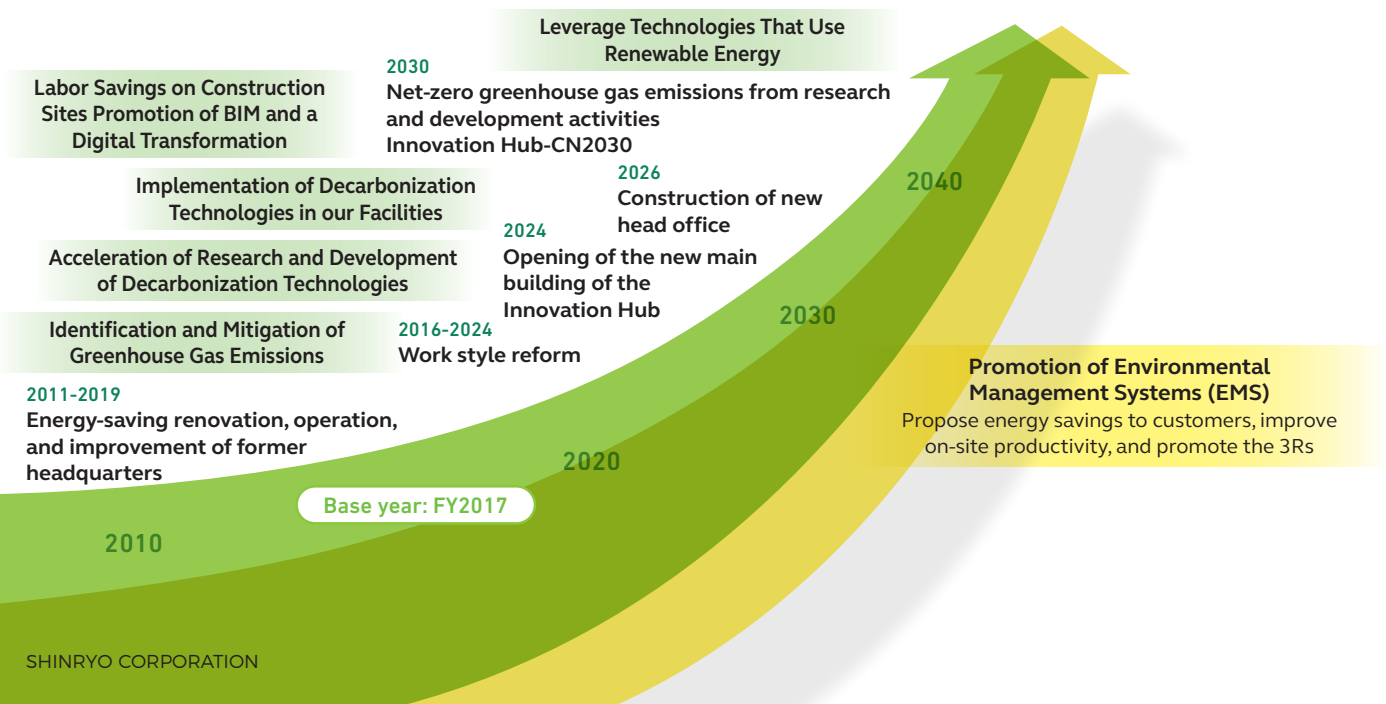
2030 **Scope 1 and 2 50% reduction**
Scope 3 32.5% reduction

2050 **Net-zero**

* Results of Scope 1 and 2 compared to 2009 (L2, P30)

Road Map to 2050

2050 Net Zero Greenhouse Gas Emissions



Participation in TCFD Recommendations

Shinryo Corporation endorses the Task Force on Climate-Related Financial Disclosures (TCFD) and participates in the TCFD Consortium and is analyzing the climate change risks and

opportunities. We will contribute to realizing a decarbonized society by identifying the effects of climate change on business activities and strategically promoting counter measures.

Governance

The Sustainability Promotion Committee chaired by the Officer in charge of Sustainability Promotion identifies risks and opportunities related to climate and evaluates the impact of the business. We consider issues related to climate as a sustainability

issue and promote highly effective measures in coordination with the Sustainability Promotion Division. Items that affect management are discussed at the Sustainability Promotion Committee and reported to the Management Council.

Strategy

We keep track of restrictions related to climate change, changes in the market, and physical impact on the business activities and identify risks and opportunities. In addition, impact on the business activities are evaluated in three ranks of high, medium, and low from mid- to long-term perspectives. As a result, we believe that promoting the development and implementation of decarbonization technologies, analyzing energy-saving effects in existing facilities, improving the productivity of construction sites, promoting DX, and other

initiatives by capitalizing on our strengths is an effective measure for climate change.

We aim to create new business opportunities related to carbon neutrality by strengthening our resilience against transition risks (tightening of regulations, change in market, etc.) and physical risks (increase of natural disasters, temperature rise, etc.), decarbonizing our facilities, developing and introducing decarbonization technology, and improving productivity.

Response to estimated climate change risks and opportunities

	Types of risks and opportunities	Details of risks and opportunities	Time axis*1	Impact*2	Initiatives
Transition risks	Political and regulation risks	Carbon tax and purchase of emission rights	Mid- to long-term	Medium	<ul style="list-style-type: none"> Promotion of EMS activities (Reduction of Scope 1 - 3 emissions) Purchase of renewable energy Transition to HVs
		Increase in operation costs due to laws and regulations	Short- to long-term	Medium	<ul style="list-style-type: none"> Implementation of decarbonization technologies in our facilities
	Market risks	Increase in energy and procurement costs	Short- to long-term	Medium	<ul style="list-style-type: none"> Promotion of DX and improvement of productivity (Off-site production, building of logistics system, etc.) Enhancement of supply chain management
	Reputation risks	Decline in trust from stakeholders and reputation	Mid- to long-term	High	<ul style="list-style-type: none"> ZEB Certification Development and implementation of decarbonization technologies Participation in climate change initiatives, etc.
Physical risks	Acute risks	Increase in natural disasters, typhoons, and spread of infectious diseases	Short- to long-term	High	<ul style="list-style-type: none"> Formulation of BCP and implementation of comprehensive training Promotion of DX and improvement of productivity (Off-site production, building of logistics system, etc.)
	Chronic risks	Decline in labor productivity due to rise in average temperature	Short- to long-term	Medium	<ul style="list-style-type: none"> Promotion of EMS activities DX promotion, improvement of productivity, and automation of construction Health management, heatstroke countermeasure, etc.
Opportunities		Increase of needs and orders for renewable energy technologies, etc.	Short- to long-term	High	<ul style="list-style-type: none"> Development and implementation of decarbonization technologies
		Demand for improved productivity of construction sites	Short- to long-term	High	<ul style="list-style-type: none"> Utilization of BIM DX promotion, improvement of productivity, and automation of construction Utilization of AI Shifting construction operations to the back office
		Expansion of ZEB and renovation market	Short- to long-term	High	<ul style="list-style-type: none"> ZEB Certification Utilization of BIM Recycling of construction byproducts

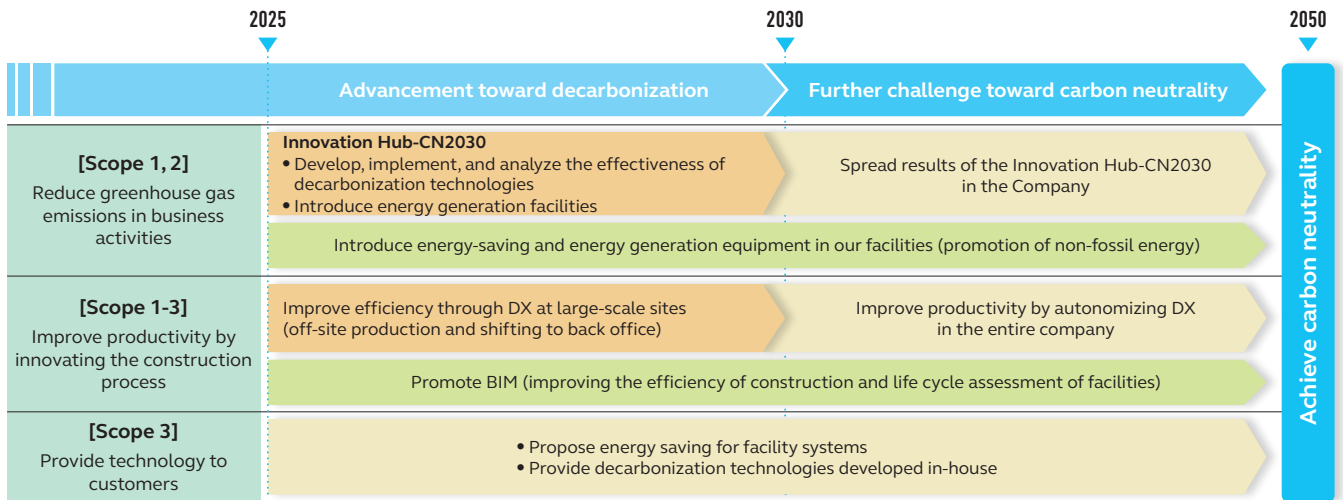
*1 Describes the scope of the impact climate-related risks and opportunities in the short- (about three years or less), mid- (ten years or less), and long-term (more than ten years) on the time axis.

*2 Evaluates the impact on business activities and finances with high, medium, and low. Changes depending on fluctuations in climate, market, financial environment.

Achievement Process

Shinryo Corporation is promoting initiatives in line with the 2050 carbon neutrality achievement process. In regard to Scope 1 and 2, we will reduce greenhouse gas emissions through the development of decarbonization technologies and

their implementation in our facilities as well as improving the efficiency of operational processes and productivity. For Scope 3, we will work to achieve carbon neutrality by providing decarbonization technologies to our customers.



Risk management

We manage risks from the impact of tightening of laws and regulations and changes in the market due to the transition to a decarbonized society as well as the physical impact of climate change such as abnormal weather and temperature rise by BCP, compliance, environmental management, health and

safety management, and other internal systems. We appropriately respond to risks and opportunities related to business processes by aligning to the Medium-term Management Plan and other specific policies.

Indices and Targets

In relation to climate change, we manage the progress by calculating the amount of greenhouse gas emissions (Scope 1, 2, and 3) as an index for monitoring and evaluating the impact on management.

We have achieved a 52% reduction compared to the base year (2009) for Scope 1 and 2 emissions in fiscal 2024, achieving our target for 2030 ahead by six years (LP30). We will further enhance our initiatives through Innovation Hub-

CN2030 (LP31), which aims to achieve net-zero greenhouse gas emissions from research and development activities by 2030. In regard to Scope 3, we have set a new reduction target in fiscal 2025, and aim for a 32.5% reduction compared to 2017 by 2030. Furthermore, we have changed the base year for Scopes 1 to 3 from 2009 to 2017. We are promoting initiatives to achieve 2050 carbon neutrality.

Greenhouse gas emissions reduction target (KPI)

	Base fiscal year*	2030	2050	
Scope 1 and 2	Greenhouse gas emissions of our facilities	2017	50% reduction	Net-zero
	Innovation Hub-CN2030	2017	Net-zero	—
Scope 3	Greenhouse gas emissions during operations by customers	2017	32.5% reduction	Net-zero

* Base fiscal year was changed from 2009 to 2017 in 2025

Fiscal 2024 Scope 1, 2 and 3 Calculation Results*1 (Construction Sites for Properties with Orders of 30 Million Yen or More)

Category	Calculation scope	Result (ton-CO ₂)
Scope 1	Direct emissions from fuel consumption at Shinryo facilities, leakage of fluorocarbons, and use of company vehicles	Shinryo Corporation: 813 Group companies*3: 645
Scope 2	Indirect emissions from the use of electricity and heat purchased by Shinryo facilities	Shinryo Corporation: 1,291 Group companies*3: 1,912
Scope 3	Indirect emissions from third-party companies involved with business activities (total of all categories)	8,434,420
Category*2	1 Purchased goods and services	Emissions from resource harvesting and manufacture of sold goods 318,640
	2 Capital goods	Emissions from manufacture and construction of capital assets 17,697
	3 Fuel and energy activities not included in Scope 1 and Scope 2	Emissions from manufacture such as electricity and fuel bought by the headquarters, branches and offices 410
	4 Upstream transportation and distribution	Emissions from transportation of goods from seller to construction sites 35,504
	5 Waste generated in operations	Emissions from disposal of waste produced on construction sites 3,383
	6 Business travel	Emissions from fuel and power consumption of transportation agencies used for business travel of employees 1,393
	7 Employee commuting	Emissions from electricity consumption of transportation agencies used for employee commuting 541
	11 Use of sold products	Emissions from the operation of building equipment after delivery (operation period set to 15 years) 8,056,710
	12 End-of-life treatment of sold products	Emissions from duct and piping waste during demolition 142
Total of Scope 1 to 3		8,439,081 (Shinryo Corporation: 8,436,524)

*1 Calculations based on the Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain (Ver. 2.7) from the Ministry of the Environment and the Ministry of Economy, Trade and Industry

*2 Categories 8 to 10 and 13 to 15 are not applicable due to the content of the business.

*3 Emissions of six domestic Group companies

Initiatives for Scope 1 and 2 reductions

KPI Reduction rates for Scope 1 and 2 (Targets: 2030: 50% reduction, 2050: Net-zero) **52%**

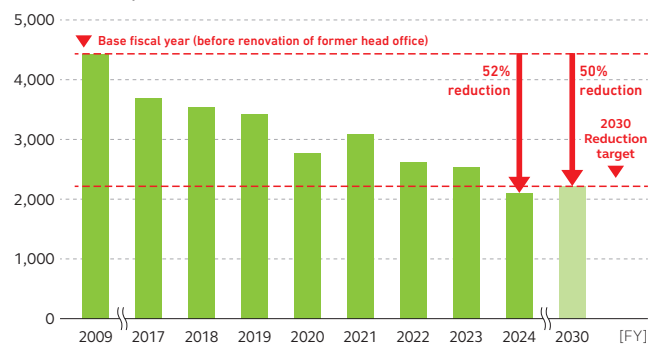
Shinryo Corporation aims to reduce greenhouse gas emissions from its business activities by 50% (base year: 2009) by 2030 and achieve net-zero emissions by 2050.

The Shinryo Shinjo Building erected in 2020 and the new main building of the Innovation Hub opened in 2024 implement various decarbonization technologies to promote activities to reduce greenhouse gas emissions. From fiscal 2024, all six Group companies in Japan were added to the scope of calculation. Shinryo Group will continue to promote initiatives toward carbon neutrality as a whole.

Trend of Scope 1 and 2 CO₂ emissions

(Shinryo Corporation, non-consolidated)

CO₂ emissions [t/year]



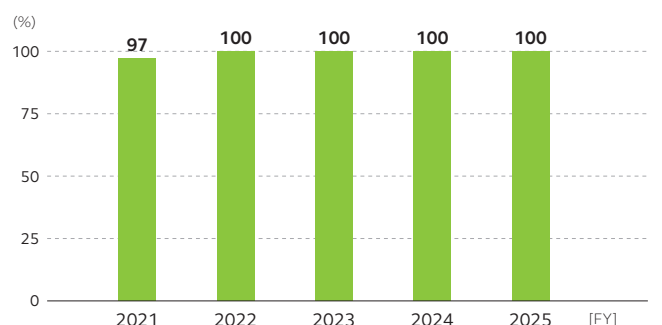
Initiatives for Scope 3 (Category 11) reduction

KPI Design proposal Implementation rate (Target: 100%) **100%**

Shinryo Corporation is working to achieve a 100% implementation rate of design proposals for customers to reduce greenhouse gas emissions during the use of building equipment. These design proposals encourage customers to upgrade to optimal facility systems with efficient energy savings through airflow and temperature distribution simulations using the industry-leading CFD* technology, consideration for adopting and commissioning facilities and systems that have a high energy consumption reduction rate.

* CFD: Computational Fluid Dynamics

Design proposal implementation rate



Initiatives in Innovation Hub

In 1990, we opened the largest facility in the industry, the Research and Development Center (current Innovation Hub), in Tsukuba City, Ibaraki. The center has been providing various energy saving and energy generation technologies to society.

The main building of the Innovation Hub opened in March 2024 and focuses on three themes of GX, DX, and collaboration. The hub is promoting open innovation and taking on the challenge of offering better proposals to customers and creating new values.

The main building is a facility that achieved ZEB by implementing various decarbonization technologies and acquired BELS Rank ★★★★★, the highest rank acquirable upon certification, as well as the CASBEE - Wellness Office S Rank.

Over 2,000 customers have toured the site as of September 2025 to learn about our initiatives.



Main building



Three Themes of Innovation Hub Initiatives

Innovation Hub-CN2030

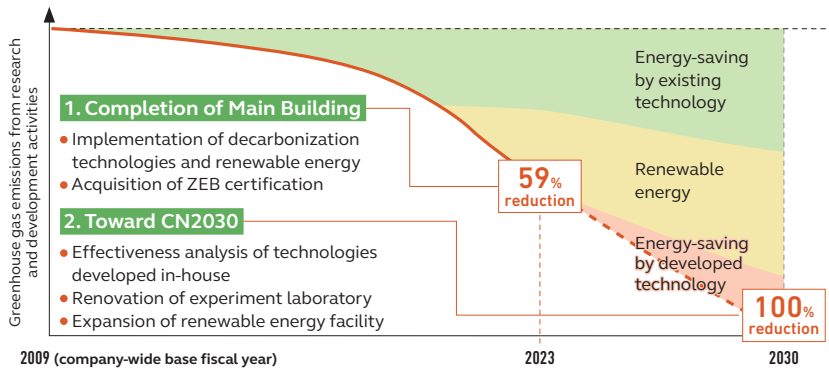
The Innovation Hub strives to achieve net-zero greenhouse gas emissions from research and development activities by 2030 which we named “Innovation Hub-CN2030.” The main building implements and operates various newly developed decarbonization technologies and renewable energy facilities to analyze and evaluate their effectiveness ([P13-14, Feature 1: Air Conditioning in the Age of Diversity](#)).

In fiscal 2023, the main building reduced CO₂ emissions by

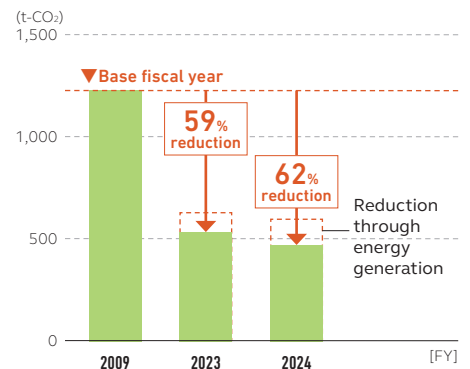
approximately 59% compared to fiscal 2009 through introducing various decarbonization technologies, and in fiscal 2024, we achieved a reduction of approximately 62% through verification, operation, and improvement.

We will continue to actively engage in the operation and improvement of the facility, renovation of existing facilities, and research and development of decarbonization technologies to achieve carbon neutrality by 2030.

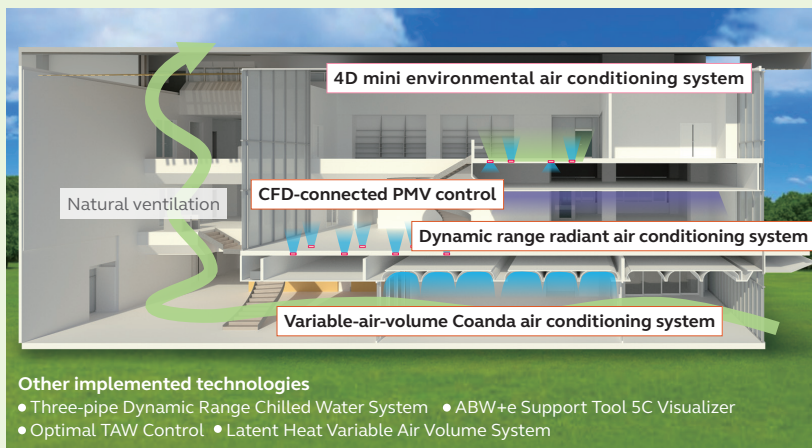
Plan of Innovation Hub-CN2030



Result of CO₂ emissions



Verification of technologies implemented in the main building



We verify the effect of each implemented technology to operate and improve the systems.

[Analysis example]

- 4D mini environmental air conditioning system**
 Evaluation of formation status of indoor heating temperature. Determine a control method that has an energy-saving effect.
- CFD-connected PMV control**
 Evaluate energy-saving effect of the control system. Reduction effect of approximately 17% compared to the regular control method.
- Three-pipe Dynamic Range Chilled Water System**
 Evaluate energy-saving effect of the system. Reduction effect of approximately 20% compared to the standard system.
- Latent Heat Variable Air Volume System**
 Evaluate water-saving effect of the system. Water-saving effect of approximately 48% compared to a general evaporative humidifier.

Shinryo Corporation's Decarbonization Technology

Shinryo Corporation has been working to establish decarbonization technologies through repeated analyses and improvements to respond to customer needs. We will contribute to the realization of a decarbonized society through development of new technologies.

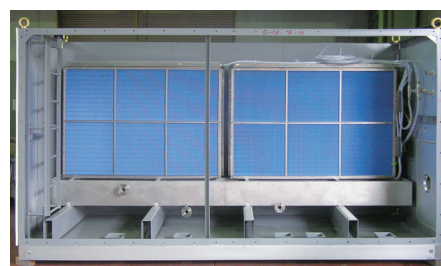
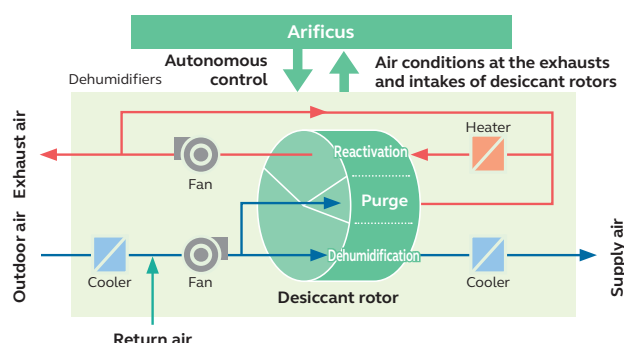
Energy-saving in Industrial Air Conditioning Systems

Industrial air conditioning systems are required to have a high level of performance and energy-saving capabilities, coinciding with the increase in demand by semiconductor, lithium battery, and other manufacturing industries. Shinryo Corporation provides air conditioning technologies that enable highly efficient operations that meticulously manage temperature and humidity conditions required by production methods.

Energy-saving Dry Room Air Conditioning System Arificus

Energy-saving dry room air conditioning system Arificus is a technology that enables extremely high dryness with a relative humidity of 1% or less, which is required by dry rooms used in the manufacturing process of lithium-ion batteries and OLED displays. The Arificus creates a unique program that use the relative temperature and air supply dew point of the air that flows through the desiccant rotor to stably supply air with low dew-point temperature to dry rooms. It is an energy-saving system for industrial air conditioning systems, able to reduce annual energy consumption by up to 40% compared to conventional systems.

Overview of Arificus



Contaminant removal filter

Air Washer System AIR-ROCA® E

In semiconductor plants, where semiconductors are becoming more miniaturized and manufacturing technologies are becoming more advanced, a thorough elimination of air pollutants is required as they affect the quality of products and production process.

Air Washer System AIR-ROCA® E, which is installed on outdoor-air conditioning units of clean rooms, eliminates sulfur dioxide (SO₂) by 99% and more by removing airborne molecular contaminants in the air. In addition, AIR-ROCA® E can significantly reduce energy consumption as it does not require chemical filters and reheat coils.

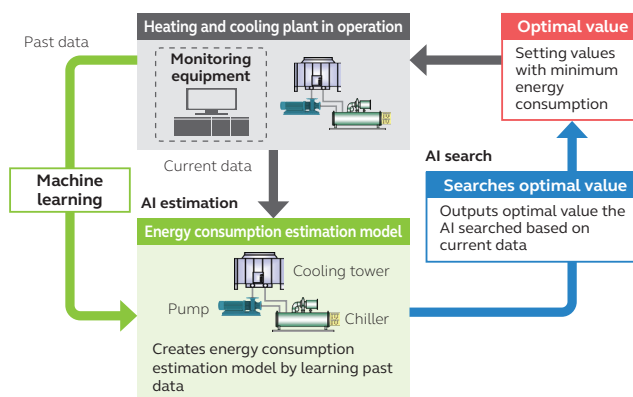
Energy-saving in Heating and Cooling Plants

Amidst the acceleration of initiatives to achieve carbon neutrality, significant improvements in energy efficiency and CO₂ reductions in large-scale heat source systems are strongly required. We will contribute to the realization of a sustainable society through optimal plant control systems, three-pipe dynamic range chilled water system (LP31), and other technologies.

Optimal AI Heating and Cooling Plant Control System

This is a technology that derives setting values with minimum energy consumption based on changes in climate conditions and heat demands by utilizing an AI estimation model through machine learning past operational data of the heating and cooling plant. We support operations of operations managers who are required to possess a high degree of specialized knowledge and rich experience through implementing district heating and cooling plants and large-scale buildings. The system has a track record of reducing the annual energy consumption by 4% compare to conventional automated control operation, and is contributing to our customers efforts to achieve carbon neutrality.

Optimal AI Heating and Cooling Plant Control System



Environmental Management System (EMS)

Shinryo Corporation has been using an Environmental Management System (EMS) for more than two decades since acquiring the ISO 14001 certification (MSA) from the Management System Assessment Center in 2001.

Shinryo Corporation will bolster its EMS initiatives to contribute to the realization of a decarbonized society.

Basic Philosophy

As a company connected to the environment, Shinryo Corporation has been practicing environmental preservation through building equipment based on our mission to Create a Freshening World. We actively work to reduce our environmental burden and conserve the global environment in the future.

Environmental Policy

Shinryo Corporation recognizes its social responsibility in realizing a sustainable society.

In doing so, Shinryo Corporation will acknowledge the needs and expectations of its stakeholders and conduct the following to balance business development and environmental conservation.

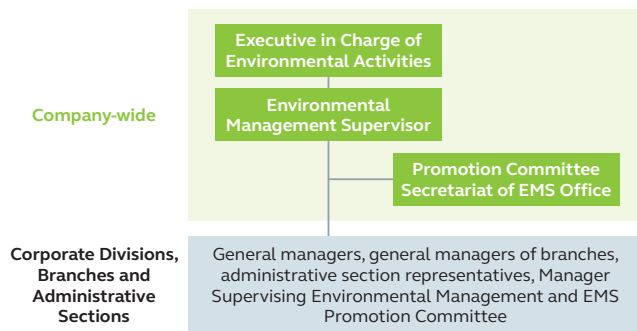
1. We shall control greenhouse gas emissions in business activities to realize a decarbonized society.
2. We shall promote the 3Rs* of construction byproducts to realize a recycle-oriented society.
3. We shall put in place and utilizes proper business processes to comply with all laws, regulations, and requirements.

Each one of us will operate under an Environmental Management System and commit to make a contribution to ensure these initiatives are effective.

We will raise awareness about this policy with not only our employees but everyone involved in our businesses.

* 3Rs: Reduce, Reuse, and Recycle

Environmental Promotion System



ISO 14001-certified Divisions, Branch Offices, and Administrative Sections

- Tokyo Metropolitan Area Division
- Hokkaido Branch
- Urban Environment Division
- Tohoku Branch
- Air Conditioning Equipment Division
- Marunouchi Branch
- Nuclear Power Plant Division
- Yokohama Branch
- Electric & Instrument Division
- Innovation Hub
- West Japan Division
- Administrative sections

Rated as an Excellent Company (S Class) Under the Energy Saving Act for Six Consecutively Years

Shinryo Corporation was rated as an excellent company (S Class) for six consecutive years from fiscal 2019 to fiscal 2024 by the Act on Rationalization of Energy Use and Shift to Non-fossil Energy (Energy Saving Act). This program classifies companies into four categories of S, A, B, and C based on energy saving initiatives according to the regular reporting Energy Saving Act. We were able to acquire S Class for six consecutive years as a result of operating an environmental management system in all our offices in Japan, and continuously improving operational efficiency and the operation of buildings.

Overview of the Business Operator Classification Evaluation System (SABC Evaluation System)*

S Class Excellent Operators	(1) Operators achieved challenging targets; (2) or achieved benchmark targets
A Class	Operators had a high standard of energy savings above the B Class, but did not achieve S Class standards
B Class	(1) Operators did not achieve challenging targets and unit energy consumption rose compared to previous years for the last two years consecutively; (2) or the average unit consumption increased by 5% over the last five fiscal years
C Class	Operators with particularly poor compliance with discretion standards among B Class operators

* Created based on Agency for Natural Resources and Energy materials

Participation in the Japan Climate Initiative

The Shinryo Corporation participates in the Japan Climate Initiative (JCI). JCI was launched as a network consisting of numerous companies, municipalities, and non-government organizations that actively engage in climate change initiatives. JCI has declared the Japan Climate Action Summit 2025 Declaration “Leading the Transition to a Decarbonized Society

— We Will Never Stop —,” which we also endorsed. We will continue to contribute to the realization of a decarbonized society by promoting the operation of the environmental management system and other measure to address climate change.

Contributions to Recycling-oriented Society

There is a need to realize a recycling-oriented society that achieves both efficient use of the limited resources and preservation of biodiversity. Shinryo Corporation will contribute to solving these social issues by promoting reducing emissions and recycling construction byproducts, promoting corporate activities that consider the eco-system, and other initiatives.

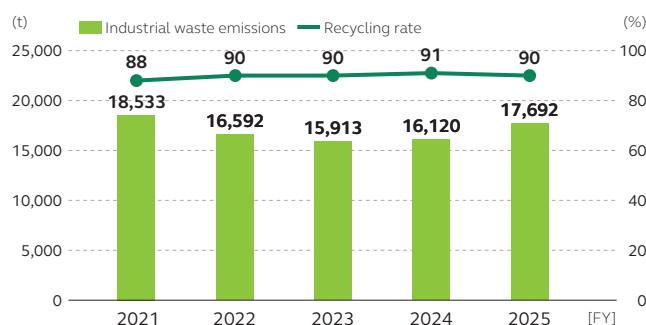
Reduction and Recycling of Industrial Waste

In realizing a recycling society, it is important to promote 3Rs, such as reuse and recycling, in addition to the appropriate treatment of wastes. Of note, the issue of plastic waste extends to marine plastic pollution, requiring an encompassing initiative.

The amount of industrial waste emissions in fiscal 2025 was 17,692t, of which 1,601t was plastic waste. In relation to the increase in the number of constructions, emissions increased by about 10%. However, the recycling rate of four major industrial wastes (concrete debris, scrap metal, waste plastics, and glass and ceramic waste) remains high at 90%.

Going forward, we will promote the reduction, proper treatment, and recycling of industrial waste as well as appropriately respond to laws and regulations.

Industrial waste emissions and recycling rate



Waste Plastics Generation* Trend

Fiscal Year	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Waste Plastics Generation (t)	1,096t	920t	1,213t	1,461t	1,601t

* Aggregation of outsourced constructions

Biodiversity Conservation

Initiatives toward Conservation of Biodiversity

Shinryo Corporation strives to take in biodiversity and preservation of the natural environment in to consideration in its business and social contribution activities.

We develop eco-friendly technologies and promote their implementation in customers' and Company facilities as well as endorsed the Keidanren Declaration for Biodiversity and Guideline and joined the Keidanren Initiative for Biodiversity Conservation in 2020. In addition, we continue to donate to the Keidanren Committee on Nature Conservation Fund to support the activities of natural conservation projects in and outside

Japan and actively fulfill the role as a member of the society in preserving biodiversity to achieve nature positivity by 2030.



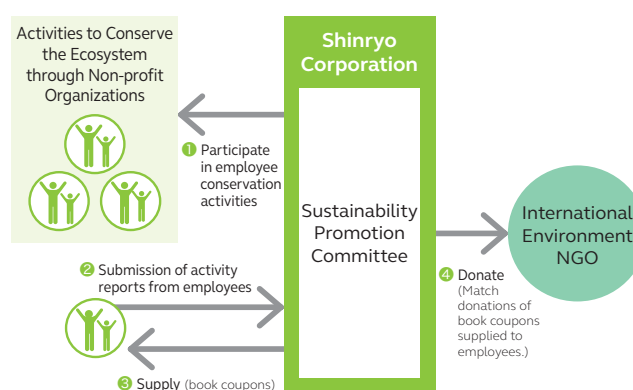
Donating to the Keidanren Committee on Nature Conservation Fund

Ecological Conservation Activities Enlightenment Program “The Environmental Renaissance Activities”

Shinryo Corporation has been conducting the Environmental Renaissance Activities enlightenment program since 2015 for the purpose of heightening employee awareness about ecological conservation.

The program provides bookstore coupons to employees who participate in eco-system conservation activities and environmental education hosted by local governments, NPOs, and NGOs to subsidize the purchase of books related to the environment. In addition, this initiative is also a matching gift system that donates an amount matching the price of bookstore coupons it provided during the year to international environmental NGOs that engage in the preservation of biodiversity.

Framework of Environmental Renaissance Activities



Initiatives to Address Priority Subjects

Relevant SDGs



Priority Subject 2

Contribute to a Resilient Society



With escalating risks of natural disasters, the construction of strong infrastructure is essential to ensure sustainable corporate activities as well as safe and secure life in society. Shinryo Corporation helps build safe, long-lasting social infrastructure by providing high-efficiency, high-quality systems and proposing optimal maintenance and renewal plans.

Supporting the Energy Supply of Osaka Station Front Redevelopment Area

Osaka Nishi-Umeda Heat Supply Plant

Completed: No.1 Plant: March 2025 (Renovation)

No.3 Plant: October 2023 (Construction)

No.4 Plant: April 2024 (Construction)

No.5 Plant: November 2024 (Construction)

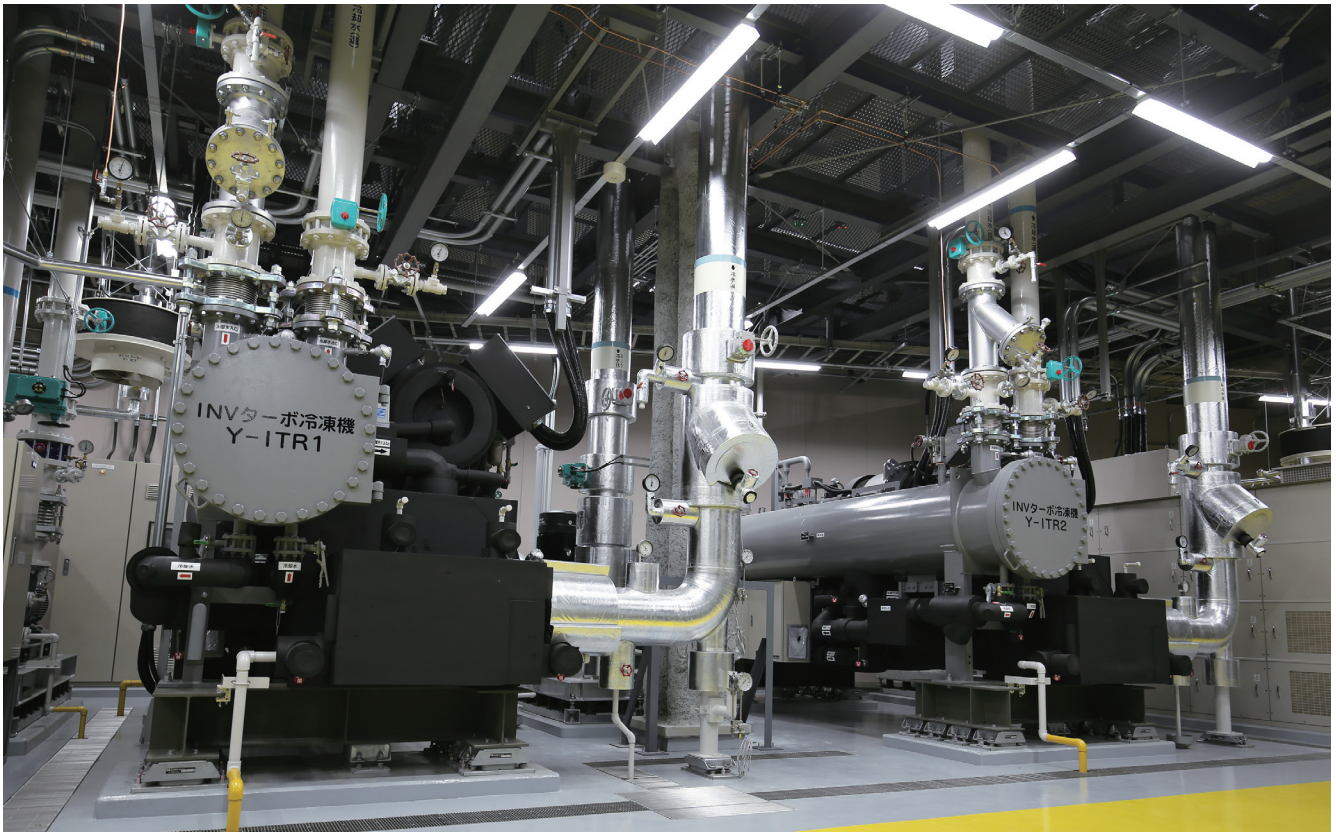
Total supply performance: Cooling and heating: 22,543RT;

Heating: 45,338kW

Facility application: District heating and cooling facility



Osaka



Inverter turbo chillers



Cooling tower

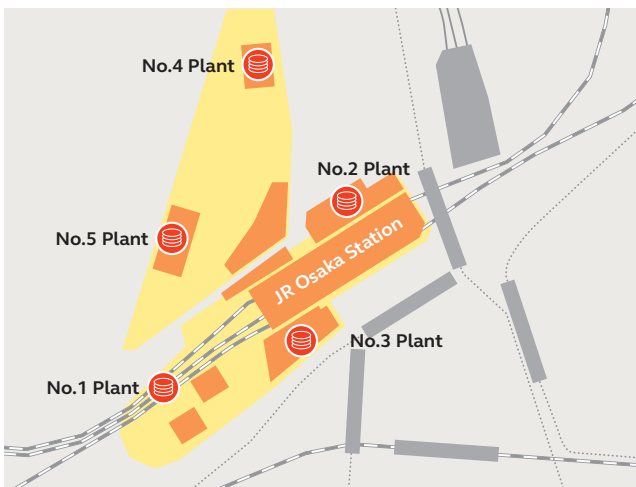


Steam absorption chiller

About the Osaka Nishi-Umeda Heat Supply Plant

The Osaka Nishi-Umeda Heat Supply Plant is a district heating and cooling system constructed in conjunction with the second phase of the Umekita Development, which uses the former site of the Umeda Freight Station located on the north side of the Osaka Station.

The Umekita Second Development Area, the target area for the heat supply, is a large development area covering 91,150m² and a total floor area of 555,050m². It aims to create a complex cityscape that includes an urban park, a luxury hotel, commercial facilities, condominiums, and other facilities. We implemented area energy management system to improve the energy efficiency of the entire district and ensure autonomy during disaster, and realizes the improvement of energy efficiency and reduction of environmental load through combining various systems such as power interchange within the area; use of aquifer thermal energy storage utilizing groundwater, waste water heat, geothermal heat, and other clean energy; and resource recycling infrastructure for biogas power generation. The facility consists of a network of district piping that connects the No.1 Plant, which has been supplying heat in the Nishi-Umeda area since 1991, to the newly constructed No.3, No.4, and No.5 plants. Each plant has the role of supplying chilled water, hot water, and steam, allowing the four plants to back each other up. Of note, the No.3 Plant functions as a heat supply station for other plants. The No.4 and No.5 plants are installed with a chilled water thermal storage tank that can also be used as a water source for toilet flush water during disasters, strengthening resilience.



Layout of Osaka Nishi-Umeda Heat Supply Plant

Our Work Mechanical and Electrical Systems

Shinryo Corporation received the order for the reinforcement construction for the No.1 Plant and the constructions of the new No.3, No.4, and No.5 plants, and conducted construction of the plant and ancillary constructions such as air conditioning, sanitation, autonomous control, and central monitoring. For the No.3 Plant, we were also responsible for the electrical facilities.

Construction of district heating and cooling facilities is one of the fields we excel in. Since being in charge of the district heating and cooling system of the Senri New Town in Osaka in 1969, we have built on our track record for over 50 years. Currently, our technology supports approximately 50% of the district heating and cooling systems across Japan.

One characteristic of the construction is the connection

between four plants with a network of district piping to enable the exchange of heat within the redevelopment area. It was necessary to strengthen the pressure tank due to the supply area expanding, causing the chilled water piping to be longer. To address this, we switched from the conventional tank of the No.1 Plant to the newly built tank of the No.3 Plant during winter, when the cooling load is low.

To achieve energy savings while operating multiple plants efficiently, we implemented the central monitoring system sc-brain that we developed. We implemented an unmanned remote monitoring for the No.3, No.4, and No.5 plants and centrally monitor and manage the four plants at the No.1 Plant to enable efficient operation. In addition, we made the communication network between plants and the system server redundant to increase the stability and reliability of facility operation. Through this, we achieved a stable supply that responds to the cooling and heating demand in the entire district by efficiently using energy across all four plants.



Central monitoring equipment of No.1 Plant

During the construction, it was necessary to take the railway operation and the neighboring environment into consideration as the location was near the JR railway line. As such, when transporting cooling towers, freezers, and other large equipment, we ensured the safety of operations by thoroughly adjusting the installation route with related parties in advance. In addition, for the reinforcement construction of the No.1 Plant, we conducted an efficient and high-quality construction for connecting it to a new plant by creating a drawing based on data of the interior of the existing heat source machine room measured by a 3D laser scan.




Transportation of freezer

Supporting Singapore's Transportation with Technology

East Coast Integrated Depot

Completed: August 2025
Total floor area: Train Depot 649,738m²,
Bus Depot 161,127m²
Building application: Train and bus depot

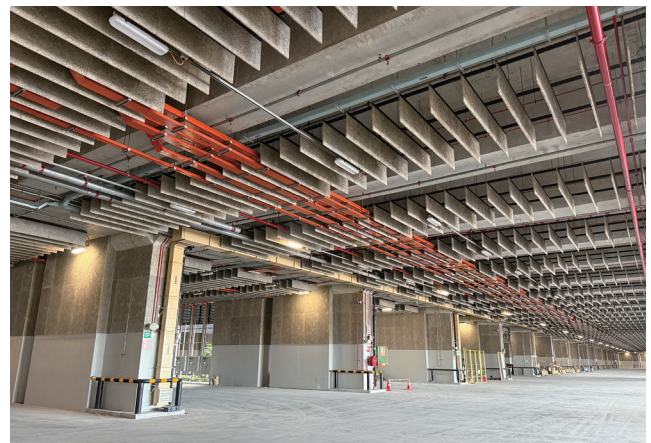
 Singapore



Rolling Stock Inspection Workshop



Chiller Plant Room



Bus Depot

About East Coast Integrated Depot

The East Coast Integrated Depot is the world's first transportation facility integrating a train depot for three subway lines and a bus depot. The four buildings built in the facility of about 360,000m² can accommodate up to 220 subway trains and more than 500 buses. By integrating the train depot of multiple subway lines, the facility aims to improve operational efficiency and maintainability of the vehicles, effectively use the limited land, and achieve both urban development and transportation functionality.

The Rolling Stock Inspection Workshop has a six-story structure with a uniform layout, allowing the East-West Line (4th and 5th floor), Thomson-East Coast Line (1st to 3rd floor), and Downtown Line (1st and 2nd basement) to operate independently. The adjacent 5-story bus depot accommodates buses from the 3rd through 5th floors, with the 1st floor designated as a maintenance area.

The facility is also considerate of the environment. The facility is installed with approximately 8,800 ventilation panels on the walls to utilize external air and sunlight to reduce energy consumption. In addition, CO₂ emissions are reduced by approximately 4,000t a year by installing approximately 7,700 solar panels on the roof and 47,000m² rooftop greenery.



Exterior of the Train Depot

Our Work **Air-conditioning and Mechanical Ventilation systems and Building Management system**

After taking charge of the construction of air-conditioning systems for train stations of the Hong Kong subway line in 1979, Shinryo Corporation has built a track record in the field of subway construction in various countries in Southeast Asia, such as Singapore, Thailand and Indonesia. Particularly in Singapore, after taking charge of the construction of air-conditioning systems for train stations and ventilation systems for tunnels on the North-South Line and the East-West Line, the first subway lines in the country, in 1987, Shinryo Corporation has continued to be engaged in such projects, providing Shinryo Corporation's technologies for about 70% of all subway lines in Singapore. In this project, as it was necessary to complete the train depot for three subway lines and the bus depot simultaneously while maintaining consistent quality, we managed the construction by utilizing the know-how from working on the openings of new subway lines.

As the structure of the railway depot station enables easy intake and exhaust of external air due to numerous ventilation panels installed on the building walls, we implemented a natural ventilation method that circulates the air inside the

building by installing high airflow and low speed fans with a diameter of 6.1m on the ceiling.

Furthermore, for the bus depot station, we worked on reducing the energy consumption of the ventilation by securing an appropriate amount of ventilation by controlling the amount of intake and exhaust air with CO₂ sensors and timers on ventilation fans for addressing exhaust gas.

The building management system (BMS) that monitors ventilation, air conditioning, and lighting systems of the depot is structured in a way that can independently operate the three subway lines, shared railway facility, and bus depot for improving the efficiency of maintenance and management, to ensure stable operation of the system.



Permanent Way Workshop

The project faces various obstacles including the large size of the premises and buildings, safety of aerial work, and process management of electric cables that stretch through the railway track area. To address these issues, we built an efficient construction management system and promoted the use of the latest technology.

As the area of the premises was extremely large, with the building's total floor area spanning approximately 810,000m², it was important to reduce the time of employees moving and improve the efficiency of material procurement. In response, we assigned dedicated on-site leaders to each depot for oversight and ensuring proper construction and management of the construction. We also achieved smooth construction by sharing the progress of the construction in real-time via tablet terminals owned by each on-site staff member.

Furthermore, as the building has a height of 15m to enable maintenance of the top section of the train, it was necessary to address the issues of safety during the construction and efficiency of work. To that end, we implemented an off-site production of processing of fittings and construction of insulation externally, and transporting the processed piping material to the construction site. Through this, we minimized aerial work and improved the safety as well as significantly improved the work efficiency.

In Singapore, use of 3D models in construction work has advanced and is often a prerequisite of the contract. Using such experiences, we used a 3D model for adjusting the construction of building and other facilities, confirming the maintainability of facilities, and explaining the details of the construction to the customer for efficient construction.

Supporting the Largest Urban Development in Japan with Technology

TAKANAWA GATEWAY CITY THE LINKPILLAR 1 SOUTH

Completed: March 2025
 Total floor area: Approx. 460,000m² (entire THE LINKPILLAR 1)
 Facility application: Complex facility (offices, merchandise stores, restaurants, hotel, assembly halls, etc.)



Building exterior (left side)

About the TAKANAWA GATEWAY CITY THE LINKPILLAR 1 SOUTH

THE LINKPILLAR 1 SOUTH was constructed in front of the Takanawa Gateway Station as part of the TAKANAWA GATEWAY CITY redevelopment area, a location where Shinagawa Train Depot was located, and headed by the East Japan Railway Company. One of the largest urban developments is conducted in this redevelopment area with a total floor area of approximately 845,000m². It is installed with stable facilities that are resilient against disasters and contribute to the reduction of environmental load. The area is also a site for international business exchange, which is certified as the National Strategic Special Zone.

The facility is a three underground floors plan and 30 floors above ground with a symbolic design, and is a twin tower with the NORTH Building. The facility is a complex facility, which the lower floors and underground floors connected to the NORTH Building consist of commercial facilities and convention halls, the middle floors consist of offices, and the upper floors consist of a hotel.

Our Work Air Conditioning and Mechanical Ventilation, Mechanical Systems

Shinryo Corporation handled part of the construction of air conditioning, ventilation, smoke purge and smoke extraction, autonomous control system, and other constructions for the lower floors and underground floors that are connected to the SOUTH Building and NORTH Building. We aim to improve the


comfort and energy-saving of the entire building by using the chilled water, medium temperature chilled water, and hot water supplied by the district heat supply plant in the area efficiently according to the various purposes within the facility.

During the construction, we conducted reliable construction by thoroughly adjusting the location of the piping and ducts using BIM. For the construction to connect the exhaust air duct to the biogas facility, which is the second case of such a facility to be installed indoors in Japan, we used high-quality specification such as selecting corrosion-resistant materials for the ducts and slope management for preventing the accumulation of condensation when constructing them from the third basement floor to the roof of the building, which is about 160m-high.

To improve productivity, we actively implemented unitization of air conditioners and pipings; the riser method, which combines multiple pipings at the plant and transports them to the construction sites to install them; and other off-site production to reduce the amount of work at the construction site. In addition, by using the external storage as a logistics center, we managed the logistics efficiently by carrying in the materials and equipment required for each process promptly.

Ajinomoto Fine-Techno Co., Inc. Gunma Plant

Completed: January 2025
Total floor area: 5,029.22m²
Facility application: Manufacturing Plant for Insulation
Product for Semiconductors

 Gunma Prefecture



Building exterior

About the Ajinomoto Fine-Techno Co., Inc. Gunma Plant

Ajinomoto Fine-Techno Co., Inc. has played a central role in the Ajinomoto group's fine chemicals business, beginning with the development and commercialization of new products using intermediates in amino acid production.

With the progress of semiconductor technology, electronic devices have become more miniaturized, sophisticated, and highly functional. High-performance insulation materials are indispensable in the manufacturing of high-density package substrates to enable such semiconductors. The insulation material for semiconductor packaging boards developed by the company is highly praised as a product indispensable for the advancement of semiconductors, and takes up nearly 100% of the global share for interlayer insulation materials for major PCs.

Our Work Air-conditioning, Sanitation, and Utility Systems

Shinryo Corporation was responsible for the construction of air conditioning, sanitation, and utility facilities, cooling equipment for freezers, a road heating facility on the premises, and other facilities.

For the air conditioning and ventilation of the manufacturing line, we built a system that is compatible with multiple ventilation modes, such as total ventilation (all fresh), in anticipation of the increase in the concentration of organic solvents. This has the ability to ensure the temperature and humidity conditions are met in either condition. Manufacturing

rooms that require a strict indoor environment need a certain temperature and humidity in addition to cleanliness and a pressure difference between rooms.

As such, we ensured that the facility performs appropriately under the customer's usage conditions by conducting a trial operation adjustment of the air conditioning and ventilation facilities at the time of the trial run of the manufacturing facility. Furthermore, we implemented a predictive maintenance system that can predict facility failures by constantly monitoring the opening position of valves and various temperatures against set values.

As this facility is located in the northern region of Gunma Prefecture, we incorporated various ingenuities to ensure stable operation of the plant during harsh cold during the winter. We incorporated measures against snowfall on automated product transportation lines and outdoor transportation lines for materials and by installing road heating equipment that uses hot water. Furthermore, we also installed electric heaters for pipes that have a high risk of freezing.

For the construction, we proposed variable flow control for the heat source system, and contributed to energy savings and improved productivity by implementing prefabrication of pipings and pump units.

Supporting the City Hall of “Environmental Model City Kyoto” with Technology

Kyoto City Hall Northern Government Office

Completed: February 2025
Total floor area: 17,147.39m²
Facility application: City Hall



Exterior of the Northern Government Office

About the Kyoto City Hall Northern Government Office

Kyoto City Hall is an important facility that supports the various aspects of the citizens' lives. The city hall is a historical building constructed in 1927, with a large-scale renovation completed in 2021. It was registered as a tangible cultural property in 2025. In 2019, the Western Government Office was rebuilt, and the Annex Building was newly built. In February 2025, the rebuilding of the Northern Government Office was completed. The Main, Western, and Northern offices consist of one structure for earthquake resistance, and form a unified exterior look by making the height of the rebuilt buildings match the main building. The renovation work was conducted to compress and disperse the office spaces as well as resolve the lack of earthquake resistance, thereby improving the function as a disaster prevention site for protecting the safe and secure living of the citizens and realizing a facility that supports efficient governmental operations.

The Northern Government Office is a building with seven floors above ground and two floors underground. We implemented wood produced in Kyoto City for the floors of the first to fourth floors and the walls of the second floor. In addition, we actively utilized wood pellets and renewable energies such as solar heat, and the building is highly praised as a building that symbolizes the “Environmental Model City Kyoto.” Through these initiatives, the renovation project, which includes the Northern Government Office, acquired Rank S under the CASBEE Kyoto for the renovation. It was also selected as the “Sustainable Building Promotion Program, CO₂ Reduction Promotion Type.”

Our Work Air-conditioning and Sanitation Systems

We were in charge of constructing the air conditioning and sanitation systems of the Northern Government Office through a joint venture. We were in charge of the construction of the air conditioning system for the Main Government Office and Western Government Office for the renovation project of the entire Kyoto City Hall.

For the construction of the Northern Government Office, it was required to maximize the height of the space while keeping the building's floor height due to the building height regulations of Kyoto City. As such, we implemented exposed air conditioning ducts and ceilings without decorative panels, and considered the shape of the exhaust duct by creating a mock-up and confirming the finish. The facility reduces energy consumption by taking in chilled and hot water from a well water heat pump chiller that uses groundwater and chilled and hot water derived from renewable energy as a heat source for air conditioning, which is located in the neighboring government office building.

For the construction of the central monitoring system, we linked the systems of all government office buildings, including the annex building, to visualize the energy consumption, CO₂ emissions, and electricity usage of the entire City Hall. This system enabled efficient operational management of the entire City Hall, as well as enabled the dissemination of the results of the environmental contributions to society through large monitors in the City Hall and the Kyoto City website.

HAPPINESS ARENA

Nagasaki Stadium City Project

Completed: July 2024
Total floor area: 27,396m²
Facility application: Multi-purpose Indoor Arena

 Nagasaki Prefecture



Building exterior

About the HAPPINESS ARENA

HAPPINESS ARENA was constructed as one of the central buildings of the Nagasaki Stadium City Project, a redevelopment project for the surrounding area of the Nagasaki Station. The project is a large-scale redevelopment that includes the construction of soccer stadiums, this arena, commercial facilities, a hotel, and offices, and is expected to become an important site that supports the culture and economy of the area. The name of the facility is based on the wish to offer happiness to the visitors. This arena is six floors above ground with a floor area of 27,396m², and has about 6,000 seats. The arena is a multi-purpose, variable arena that will be used as the home arena of the Nagasaki Velca, a professional basketball team in the B1 League, a venue for music concerts, badminton, and other various events.



Introspection

Our Work Air-conditioning and Sanitation Systems

Shinryo Corporation was in charge of the construction of the air conditioning and sanitation systems of the HAPPINESS ARENA. The arena is a large space intended for multi-purpose use, requiring an efficient facility system that can flexibly adapt to the various use cases. As such, for the heat source system, we combined the heat input absorption type cold and hot water machine and modular chiller to achieve flexible output control that responds to heat load even in large spaces. In addition, we set five air conditioning modes for music and sports events as well as the number of seats filled. We also implemented floor-blown air conditioning around the seats for dinner shows with a capacity of about 1,000 seats. For badminton and other sports that are prone to wind, we reduced the wind speed to 30% on the court as part and implemented other air conditioning controls depending on the purpose.

During the construction, we aimed to improve efficiency and quality by implementing marking work using a 3D laser scanner that links to the BIM model and construction management app. In addition, we implemented unitization of sections around the heat source pump with off-site production and achieved productivity improvement and thorough process management. For the construction of floor-blown air conditioning of seats, we created a life-sized model of the seat to conduct prior verification and sensory tests for the air flow and temperature. The results were used to optimize the location of exhaust ducts and construct a facility that focuses on comfort.

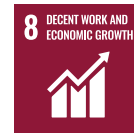
Initiatives to Address Priority Subjects



Priority Subject 3

Realize Safe and Highly Efficient Work Processes

Relevant SDGs



More efficient operations and higher productivity are essential issues when considering the labor shortage in the Japanese construction industry. Internationally, human rights of workers and labor management have also become issues. Shinryo Corporation will establish safe and highly efficient work processes with the goal of realizing safe work-friendly environments and efficient construction site operations.

KPI Outline of KPI for Priority SDG Subjects (Detailed List on P25-26)

Quality Management System (QMS)

Quality Policy

Provide quality earning trust from our customers with all our effort.

Shinryo Corporation acquired the certification for the ISO 9001 quality management system at corporate divisions and branches in Japan and overseas. We practice quality assurance activities according to the quality manual in systems and services based on common company-wide quality policy.

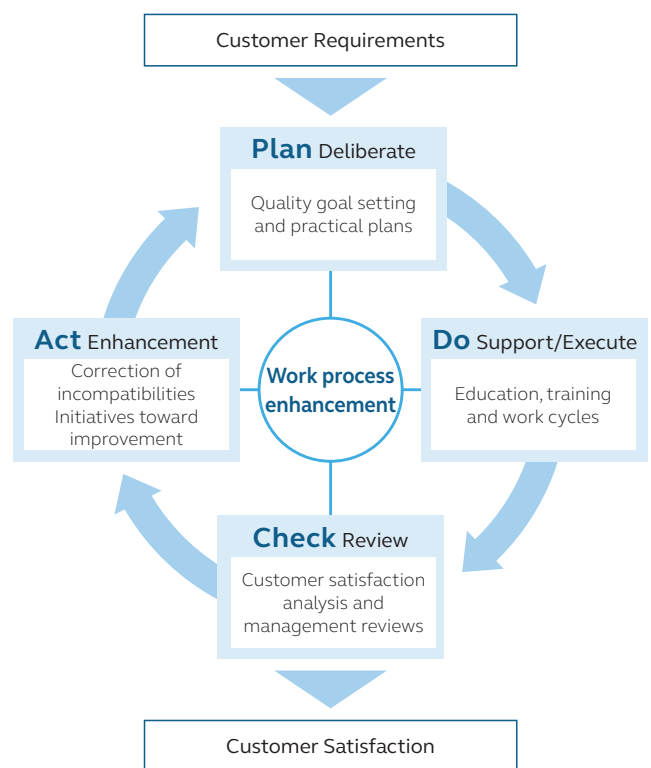
We are also striving to offer quality that can be trusted by making improvements by understanding customer and social needs through customer satisfaction surveys.

ISO 9001-certified Divisions and Branch Offices as well as Overseas Branches

- Tokyo Metropolitan Area Division
- Urban Environment Division
- Nuclear Power Plant Division
- Electric & Instrument Division
- West Japan Division*
- Hokkaido Branch
- Tohoku Branch
- Marunouchi Branch
- Yokohama Branch
- Hong Kong Branch
- Singapore Branch

* The West Japan Division inherits the certifications of the former Osaka, Hokuriku, Nagoya, Chugoku, and Kyushu branches

Ongoing improvements to work processes



Operational Flow Based on Construction Cycle

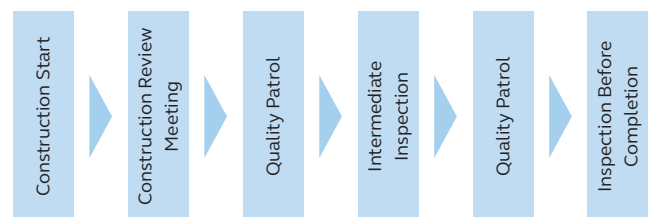
Shinryo Corporation has set construction cycle implementation of 100%* as a KPI to provide reliable high-quality equipment systems to the customers.

We solve issues during construction at appropriate times through the construction cycle by conducting construction review meetings at the start of construction, quality patrols, intermediate inspections, inspections before completion, and other internal inspections as the construction progresses. Furthermore, we achieve safe and highly efficient work processes by checking the state of construction from multiple perspectives including management of health, safety, and environment and improvement of productivity.

* Aggregation of completed constructions in the current fiscal year

KPI Construction cycle implementation rate **100%**
(Target: 100%)

Example of Operational Flow According to a Construction Cycle



Quality Patrol

Quality patrol is an operational process to ensure that the construction meets customer needs and is conducted in compliance with the requirements of the design, laws and regulations, and internal technical standards, and to make improvements.

Quality management supervisors regularly patrol construction sites to verify whether construction is conducted appropriately based on the construction quality plan and blueprint using a checklist. We also check important management items identified by organizing past examples of trouble and customer feedback. We strive to improve the construction quality by identifying issues at an early stage conducting the quality patrol at an appropriate time and making continuous quality improvements.



Confirming Status of Piping and Valve Constructions

Penetration of Technology in the Company and Employee Education

As we provide high-quality equipment systems, we penetrate technical information in the Company and regularly hold training to improve our level of technology.

We report the results of the research and development by the Innovation Hub at the Tsukuba Forum held every year and discuss the future technological development from a management perspective. In addition, we internally demonstrated good practices at construction sites through technical presentations at the Shinryo Forum, as well as sharing the latest information on laws, regulations, design, and construction at the Shinryo Forum seminars.

Furthermore, we conduct practical training during the Mid-career Engineer Training to nurture technical employees to develop their skills to operate construction sites as full-fledged engineers.



Group session during the Mid-career Engineer Training

Non-chemical Corrosion Prevention System Corro-Guard®

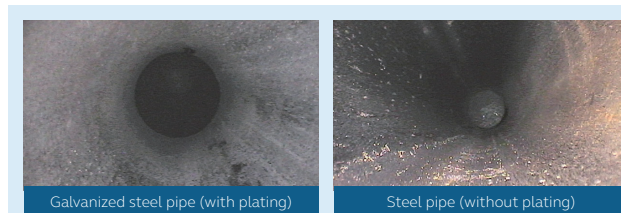
Technology Overview

Maintaining the functionality of construction equipment and piping systems is an important issue for facility managers. Steel pipes corrode over time, and the prevention of local corrosion is especially difficult. In response, Shinryo Corporation has developed corrosion prevention technology Corro-Guard® with the aim of improving construction quality and extending the life of facilities.

Corro-Guard® is an environmentally friendly technology that reduces the speed of metal piping corrosion by using corrosion-resistant water* to approximately 1/60 without the use of corrosion inhibitors. Since 2018, it has been implemented in numerous buildings and facilities and is highly praised for its introduction into society. Corro-Guard won several awards, including the 60th SHASE Award for Distinguished Technologies (Technological Development); fiscal 2022 Improvement Example Grand Prize of the Heat Pump & Thermal Storage Technology Center of Japan; and fiscal 2025 The JSCE Award for the Technical Development.

* Water in which corrosion-accelerating components (chloride ions, sulfate ions, etc.) are exchanged with corrosion-resistant components (bicarbonate ions, etc.) using anion (Patent No. 6114437 and 6329672) exchange resins.

Condition of the pipe interior after a year from the start of water flow



Galvanized steel pipe (with plating)

Steel pipe (without plating)

Anion exchange processed water



Galvanized steel pipe (with plating)

Steel pipe (without plating)

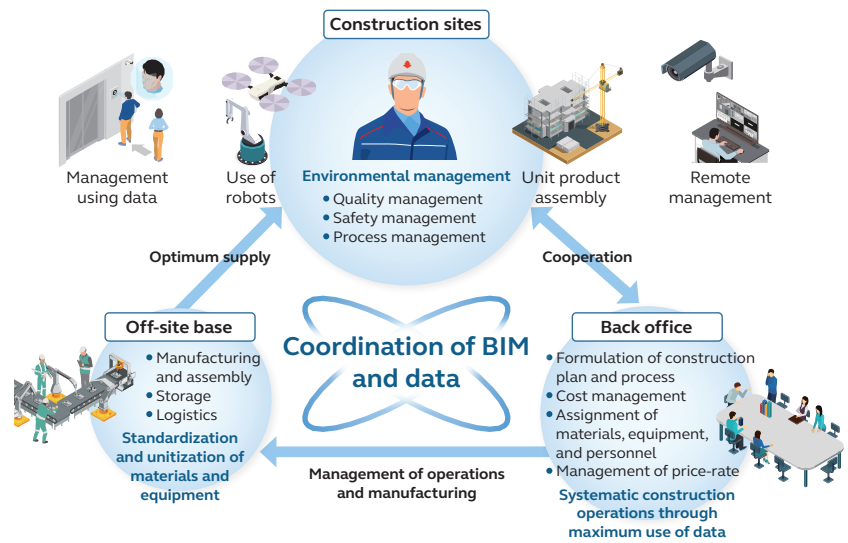
Tap water

Initiatives to Improve On-site Construction Productivity

Construction Process Innovation by DX

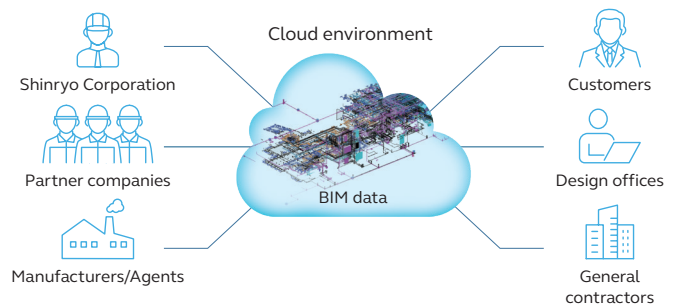
Shinryo Corporation is promoting DX and has been engaged in construction process reforms. We are working to improve the productivity of the entire construction operation by transitioning from the conventional process of conducting all operations at construction sites to linking construction sites, off-site bases, and back offices through data.

All construction information is digitalized and shared with the customer and parties involved in the construction at each stage of design, construction, maintenance, and management. Through this, quick decision-making becomes possible and prevents misunderstandings between related parties and rework. DX has various benefits for the construction industry, such as using the accumulated data for analysis with AI, improving the accuracy of LCA evaluation, etc.



Sharing BIM Data Via the Cloud

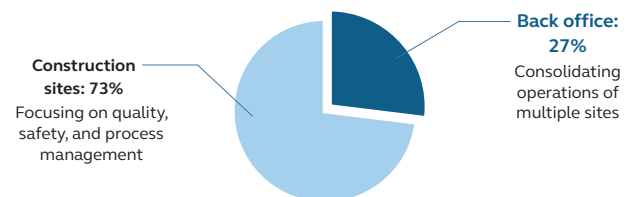
We are improving the efficiency of operation through various technical calculations, creation of units, tracking the number of parts, etc., through the use of BIM. We are promoting the building of an environment that enables projects to be operated smoothly through introducing a cloud service to share BIM data with the customers, design offices, general contractors, and other relevant parties. We not only improve productivity, but also improve quality by reporting and sharing important construction data at an appropriate time.



Improving Operational Efficiency with Back Offices

We are building a system that enables the person in charge of the site to focus on the quality, safety, and process management by the back office driving the operations of construction sites through consolidating technical calculations, creation of drawings, document management, and other operations of multiple construction sites. In fiscal 2025, 27% of the site operations are handled by the back office. We will continue to promote the consolidation and improving the efficiency of operations.

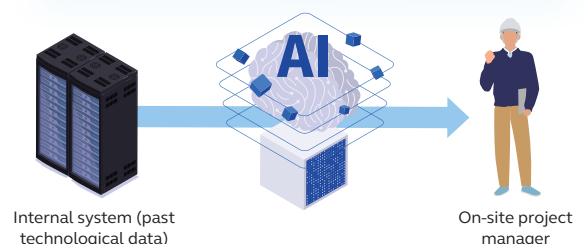
Operational ratio between construction sites and the back office



Improvement of quality through the use of AI

AI automatically extract data that is useful to the construction based on the technical data accumulated in the internal systems and databases. We are contributing to the prevention of quality issues by informing optimal construction procedures and points to note during construction.

Automatic search and transmission of technical data with AI



New Development in Off-site Production

We are promoting the off-site production toward new development to make the operational process more efficient. In addition to the conventional approach of unitization, we will innovate the supply system of materials and equipment to achieve higher productivity of constructions.

Reduction of On-site Work Through Unitization

We are reducing the load of on-site work by unitizing air conditioners and piping outside the construction sites (off-site base) beforehand. We are creating units while coordinating the construction sites, off-site bases, and back offices by utilizing BIM and various data. The quality of the completed units is checked at an off-site base and transported to construction sites, leading to the improvement of quality.



Horizontal piping unit



Indoor cooling unit

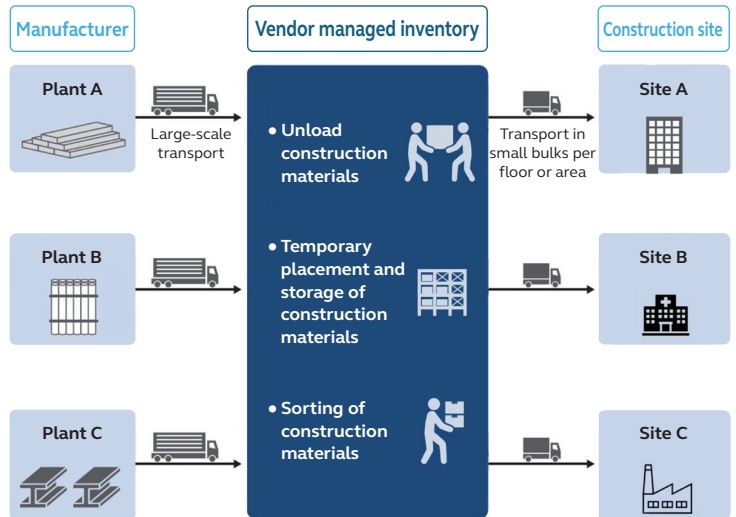
Digitalization of Material Management

Building Just-in-time System

Efficient storage and management of materials and equipment are important at construction sites where multiple construction companies work simultaneously. Shinryo Corporation is coordinating with SAGAWA EXPRESS CO., LTD. and SG SYSTEMS CO., LTD. and introduced an off-site base that utilize the vendor managed inventory and an individual material management system.

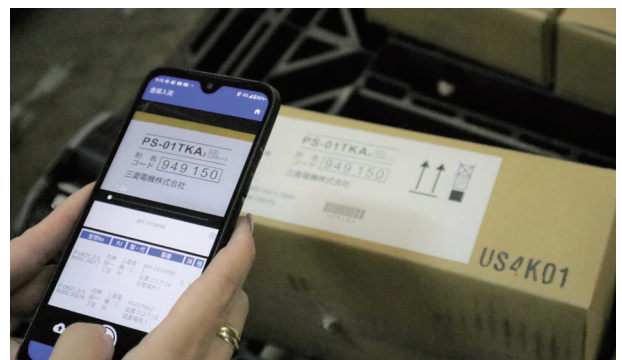
Through these, we have built a just-in-time (JIT) system that includes material manufacturers and suppliers. We are aiming to improve the efficiency of materials and equipment management and transport to sites by building a JIT system that transports materials and equipment from material manufacturers to multiple sites just in time when they are needed.

Materials and equipment transport system through vendor-managed inventory



Introduction of Individual Material Management System

Construction sites use many similar materials, making the confirmation of their amount by type, size, and category a cumbersome task. The individual material management system manages transport, inventory, and acceptance in real-time by applying a barcode to each material. We improved the efficiency of inventory management by combining the knowledge and know-how of SAGAWA EXPRESS and SG SYSTEMS on logistics management, and our knowledge related to construction materials and technological capabilities for BIM to adapt to a complex supply chain that consists of numerous types, bases, and suppliers.



Real-time management of materials and equipment by applying barcode

KPI Outline of KPI for Priority SDG Subjects (Detailed List on P25-26)

Health and Safety Initiatives

Basic Policy and Promotion System

KPI **Frequency rate** **0.21**
(Target: Less than 0.40)

Shinryo Group Health and Safety Policy
Safety First for our Prosperity

Shinryo Group is engaged in health and safety activities which the Group employees and partner companies work as one under the Health and Safety Policy that has been unchanged since the founding to prioritize safety above all to prevent labor accidents. In eliminating labor accidents, one must hone the sensitivity to dangers and identify dangerous and harmful elements hidden in construction sites before implementing counter-measures. As such, we actively offer opportunities for education and training to acquire safety management

capabilities. Moreover, we are focusing on preventing human error by thoroughly following the creation and confirmation of work procedures to prevent serious disasters due to unscheduled work.

As a health and safety management system, the Central Health and Safety Committee oversees the safety management of the entire company under the committee chair, while the Health and Safety Promotion Department manages and guides the activities, as well as conducts employee training on health and safety in coordination with each division and branch. In addition, the Health and Safety Council that operates with the partner companies engages in activities to maintain a safe and secure working environment with the cooperation of all the partner companies in Japan, with the bases of Shinryo Corporation acting as a secretariat.

Cooperation with the Health and Safety Council

At the Health and Safety Council, we hold training for acquiring qualifications such as education for chiefs and persons in charge of health and safety and various specialized education, with a focus on safety patrol of the construction site conducted every month. In addition, labor safety training is held to train business proprietors on their duty to adhere to the Industrial Safety and Health Law as well as comply with the Construction Industry Law.

In 2025, we worked on identifying sources of dangers and hazards in construction sites during safety patrols conducted by each site, through the implementation of disaster prevention through improvement guidance, and also poured our efforts to promote measures against heat strokes, which became mandatory from June 2025 with the revision of the Industrial Safety and Health Law.



Safety guidance during safety patrol

Rental Helmet and Promotion of Recycling

We have begun renting Shinryo Corporation's original helmets to our partner companies from 2025 to clearly indicate the wearer is a worker of a partner company, as well as to create a sense of unity in the disaster prevention activities and improve safety in the construction sites. We will operate safe and secure

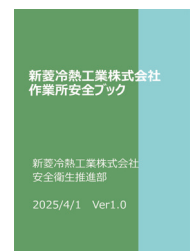
construction sites by workers pointing out safety concerns to each other and raising awareness on disaster prevention. We believe this initiative is also effective in vitalizing communication on construction sites.

Helmets that pass their durability life are recycled as construction materials or materials for home appliance parts.

Creation of Workplace Safety Handbook

We created a portable Workplace Safety Handbook, which is helpful for prior inspections before starting work, to the workers to ensure safe operations that comply with Industrial Safety and Health Law and internal rules. We distribute the handbook to the workers of partner companies for them to use it in their daily risk assessment and hazard prediction (RKY),

thereby ensuring disaster prevention. Through this initiative, we are increasing the safety awareness of each worker to build a secure work environment.



Workplace Safety Handbook

Overseas Health and Safety Activities

Methods for health and safety management at construction sites differ in Southeast Asia, India, and other countries based on their circumstances. We have put in place a system that links the Health and Safety Promotion Department with safety management supervisors in each country to maintain a high level of safety management while incorporating management techniques in Japan. In 2025, each overseas site in the Shinryo Group conducted joint patrols with the Health and Safety Promotion Department and exchanged opinions on reporting activities and safety management methods at the Safety Forum. Furthermore, we implement thorough disaster prevention by hosting meetings to raise awareness about preventing the recurrence of accidents.



Checking the status of the ceiling piping pressure test

Promotion of Safety Education and Training

We are focusing on providing safety education and training to employees in charge of construction sites. The purpose is to prevent labor accidents through raising awareness about the dangers through understanding the existing dangers and harms in construction sites.

For new employee training and education, we include statutory education on aerial work vehicles, full harness safety belts, and other lectures that are useful in preventing accidents in construction sites as construction managers as well as experiencing disasters using virtual reality (VR) in the curriculum. Furthermore, we conduct on-site supervisor training and mid-level supervisor training to promote on-site project managers to acquire the necessary skills. We also offer lectures on the Construction Industry Law, labor management of workers, appropriate management methods for industrial waste, asbestos, CFCs, and other practical knowledge as well as compliance examples to be aware of on-site as an opportunity to think about the position and the mindset of an on-site project manager.



Lecture on Aerial Work Vehicles

Asbestos and RCF Management

Shinryo Group has put in place an Asbestos and Refractory Ceramic Fiber (RCF) management system to prevent any adverse health effects on employees, on-site workers, customers, facility users, and everyone else involved in its renovation projects. We formulate guidelines that stipulate safe work procedures based on laws and internal rules for the thorough management of asbestos and RCF construction cycles as well as asbestos and RCF management supervisors visiting sites to instruct on the work plan, separation and disposal methods, and check protective suits and equipment to ensure safe work when removal work is required.

We are addressing the issue by increasing employees with survey qualifications in response to the prior survey for asbestos contents by an asbestos surveyor as it will become a statutory requirement for demolition, renovation, maintenance,

and other work for boilers, pressure vessels, and other the like from January 2026. Shinryo Group works to properly remove and dispose of asbestos and RCF taking advantage of safety patrol on asbestos and RCF and construction cycle.



Removal of Piping Insulation Containing Asbestos



Spray and Disposal of an Agent to Prevent the Scattering of Asbestos

Cooperation and Coordination with the Supply Chain

The entire supply chain needs to work together to address issues demanded by society. We will strive to realize a sustainable society through cooperating and coordinating with all our business partners and partner companies.

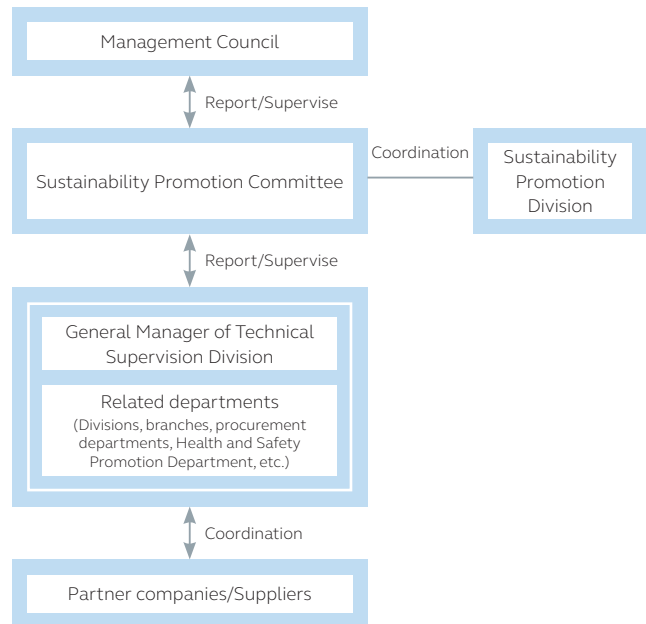
Policy and Promotion System

Shinryo Corporation believes that building good transaction and cooperation systems with the supply chain is important in providing high-quality equipment and services.

We are striving to improve cooperation, coordination, and construction quality through various opportunities such as addressing the management of health and safety at construction sites and the Construction Business Act and other laws and regulations as well as training on improving technological capability. For building comfortable workplaces, we are promoting the operation of construction sites where workers can work safely and securely through actively implementing ICT tools and promoting digitalization of construction processes. In addition, we share and jointly address human rights, environmental conservation, and other social issues in the supply chain.

Upon promotion, we compiled the address we hope to address in cooperation with the entire supply chain as the Shinryo Corporation Procurement Guidelines. We will build a system for cooperating with everyone in the supply chain with the Procurement, Health and Safety Promotion, and Quality and Environmental Management departments under the General Manager of the Technical Supervision Division playing a central role in coordinating with each division and branch based on the guidelines to steer activities. The Sustainability Promotion Committee tracks the status of activities and raises awareness among the employees.

Supply chain promotion system



Procurement Guidelines

In 2024, we revised the Procurement Guidelines to reflect the diversifying social issues. As respect for human rights is especially required in the entire supply chain, items to comply with the Human Rights Policy formulated in 2023 are clearly stated in this guideline. In addition, we asked about 1,200 business partners for their understanding and support to work in coordination based on the guidelines.

Going forward, we will aim to continue to engage in dialogue with everyone in the supply chain to conduct fair, just, and highly transparent transactions and build a sustainable supply chain. We plan to request to take surveys, conduct hearings, and other measures on initiatives related to the guidelines.

Main items of the Procurement Guidelines

- Compliance with legal and social guidelines, etc.
- Respect for Human Rights
- Consideration of the environment
- Setting logical price and delivery date
- Thorough implementation of information security
- Coordination with the supply chain
- Fair and just transaction
- Promotion of industrial safety and health
- Ensuring and improving quality
- Response during disasters
- Contribution to society and local communities

Partnership Building Declaration

We endorsed the philosophy of the Partnership Building Promotion Council for the Future consisting of members such as the Cabinet Office, Ministry of Economy, Trade and Industry, and the Keidanren (Japan Business Federation), and released the Partnership Building Declaration in May 2023. The Partnership Building Declaration is to announce building a new partnership in and outside the Company by promoting coordination, coexistence, and co-prosperity with everyone in the supply chain as well as companies that aim to jointly create value.

In September 2025, we renewed the declaration in response to the revision of promotion standards under the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises in November 2024 (current Act on Promotion of Entrusted Small and Medium-sized Enterprises). We will continue to engage in activities to further improve added value in the entire supply chain.

<https://www.biz-partnership.jp/declaration/110891-04-00-tokyo.pdf>

Building a Support System

We are building a system for cooperating and coordinating with the entire supply chain regarding industrial health and safety, technological support, and other various opportunities.

Major initiatives	Overview
Coordination with the Health and Safety Council	<ul style="list-style-type: none"> Promotion of safety patrols at construction sites (every month) and other health and safety activities P47 Holding health and safety promotion events (once a year: activity report, lecture on safety, awarding contributors, etc.) Holding a general meeting of the Health and Safety Council (once a year: summary of activities, sharing activity policy and plan, etc.) Renting Shinryo Corporation's unique helmets to improve the safety of construction sites P47 Information sharing through Safety Newspaper (twice a year: disseminating information on health and safety, revisions to laws and regulations, etc.)
Education and training on industrial safety and health	<ul style="list-style-type: none"> Implementation of education for chiefs (education for chiefs and persons in charge of health and safety, education for improving the abilities of chiefs and persons in charge of health and safety) P47 Implementation of specialized training (specialized training on full harnesses, scaffolding assembly, and hazardous work in oxygen-deficient environments, etc.) P48
Legal compliance	<ul style="list-style-type: none"> Implementation of education on responding to revisions to the Industrial Safety and Health Act, Construction Business Act, and other laws at the labor safety training session. Creation of Workplace Safety Handbook for ensuring operations that comply with the Industrial Safety and Health Law and internal rules P47
Sharing of technical information	<ul style="list-style-type: none"> Sharing analysis of occurrence and measures against technical issues Holding briefings on guidelines, etc. related to technical information (once a year)
Environmental conservation	<ul style="list-style-type: none"> Raising awareness on methods for separating industrial waste during the new member training at construction sites
On-site meetup	<ul style="list-style-type: none"> Sharing information related to the management of construction sites (conducted at division and branch levels)

Promotion to Expand the Construction Career Up System (CCUS)

KPI **CCUS registration rate of health and safety council members**
(Target: 80% or above)

94%

Construction Career Up System is a system that started operation in 2019 by the Ministry of Land, Infrastructure, Transport and Tourism for the purpose of objectively certifying the skills and experiences cultivated by the engineer. The system is linked to the Green-Site, which manages safety documents, and we are striving to promote the use of this system in cooperation with the entire supply chain.

Fair assessment of engineers

Shinryo Corporation promotes the use of this system with the hope of improving construction quality by not only visualizing the careers of individual engineers but also the capabilities of partner companies through the number of engineers they employ.

We have set the improvement of the system registration rate of the members of the Health and Safety Council as a KPI and have been building an environment in which the partner companies can use the system easily. As a result, the registration rate reached 94%.

Support for Document Creation

Green-Site is a system operated by MCD3 Inc., which creates, submits, and manages documents related to labor and safety via the Internet. Many construction companies implement the system to improve the efficiency of document creation work and also link it to the Construction Career Up System.

We install a dedicated team for the Green-Site to establish a system for checking the submitted documents for not only the primary suppliers but also for the secondary suppliers and beyond. By utilizing the system in coordination with partner companies to appropriately manage the necessary documents based on the Construction Business Act and thoroughly comply with the laws and regulations. In addition, the system contributes to improving the efficiency of document creation work and paperless operation.



Initiatives to Address Priority Subjects

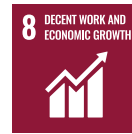


Priority Subject 4

Build Refreshing Environments Rich with Creativity

Shinryo Corporation aims to build an environment where diverse human resources can work lively and fully exert their potential to become a freshening company with high productivity and full of creativity.

Relevant SDGs



Human Resources Management Policy

Shinryo Corporation has regarded people as its greatest asset since its founding, believing they are the source of its strengths. Our human resource vision is “co-creator of the future,” a person who continues learning with other diverse human resources, based on their advanced engineering skills, and continues challenging to create the future in cooperation. We will create a comfortable and rewarding workplace

environment to nurture “co-creator of the future,” and aim to improve our corporate value and grow as a company through contributing to building a sustainable society with the power of individual growth.

We will promote the We Up! activity, which creates an environment that surrounds people based on our Human Resources Management Policy.



Major initiatives

- Defining ideal vision for a work style
- Refreshing Work Style Project
- Challenge 45
- Assignment of young employees to management positions
- Promotion of women in the workplace
- Declaration of 100% male employees taking childcare leave
- Certification as Health & Productivity Management Outstanding Organization
- Implementation of the company housing system for transferred employees
- Increase in base pay for three consecutive years
- Salary increase by 15% in 2024 (YoY)
- Diversification of career path
- Inclusion of a bonus in salary
- Establishment of childbirth allowance

We Up! Activity for Creating an Environment Surrounding People

We have reformed our various personnel systems in 2025 as part of the We Up! activity for creating an environment surrounding people.

• Implementation of the company housing system for transferred employees (April 2025)

We have decided to rebuild the housing system for transferred employees to fit the modern view on work and lifestyles.

• Declaration of 100% male employees taking childcare leave (December 2024)

We have declared our support for the declaration on 100% of male employees to childcare leave hosted by Work Life Balance Co., Ltd., to enable 100% of the male employees to take a childcare leave.

• Salary/Annual income

In response to our achievements in the work style reform and favorable performance, we have raised the annual income by 15% (YoY) to protect the stable livelihood of employees in fiscal 2024*. We have also decided to include a bonus in the salary.

* Annual income from January to December 2024, which reflects our performance in the 69th term (October 2023 to September 2024)

• Diversification of career path (October 2025)

We increased the opportunities for career paths by diversifying the career paths of managers. We have changed the conventional management position to a “Managerial position” and established a new “Professional position.”

Build Environments to Work Actively

Work Style Reform

KPI **Employee satisfaction** **3.7**
(Target: 4.0 or higher)

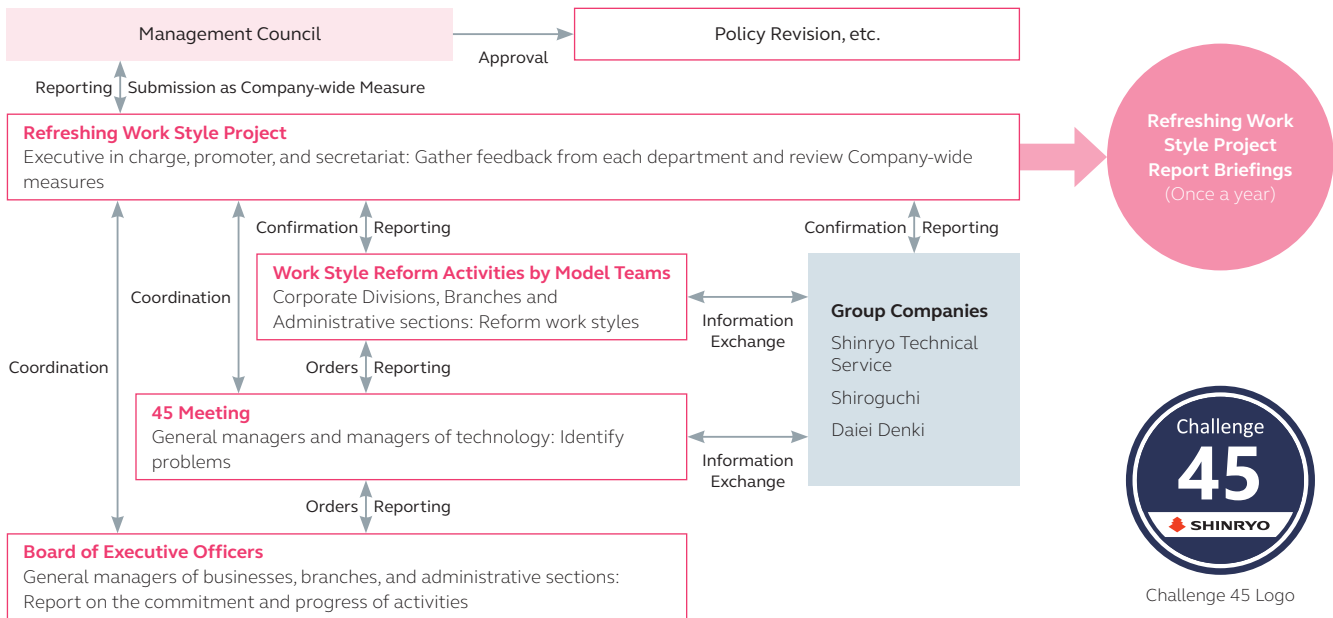
Shinryo Corporation has been engaged in work style reform since 2016. We will not only remedy long work hours but also implement activities to realize an ideal work style to improve employee satisfaction. We will implement work styles that comply with the laws and regulations in response to the revised Labor Standards Act enforced in the construction industry in April 2024.

Challenge 45 is an activity launched in May 2021 to limit the monthly overtime to 45 hours. This activity sets a clear target for overtime work and challenges how many months the overtime can be limited to under 45 hours and analyzes the cause when it could not be achieved by implementing the PDCA cycle to make improvements. We will continue to further promote work style reform.

Ideal Work Style of the Shinryo Corporation

- Work-friendly environment with a refreshing and open corporate climate
- Pride, satisfaction, a sense of accomplishment, and growth
- A fulfilling work-life balance
- Work style driving maximum results in a limited amount of time

Challenge 45 Promotion System



Trend of indices

KPI **Annual paid leave acquisition rate** **91.2%**
(Target: higher than previous fiscal year)

<p>Paid leave acquisition rate</p>	FY 2015: 56.3% FY 2022: 92.4% (Up 5.1 points compared to previous fiscal year) FY 2023: 95.7% (Up 3.3 points compared to previous fiscal year) FY 2024: 91.2% (Down 4.5 points compared to previous fiscal year)	<p>Acquisition rate of childcare leave by male employees</p>	67th term (2022): 8.0% 68th term (2023): 26.9% (Up 18.9 points compared to previous fiscal year) 69th term (2024): 38.3% (Up 11.4 points compared to previous fiscal year) 70th term (2025): 73.6% (Up 35.3 points compared to previous survey)
	<p>Average overtime hours</p>		FY 2015: 46.1 hours FY 2022: 38.0 hours (Down 2.4 hours compared to previous fiscal year) FY 2023: 34.5 hours (Down 3.5 hours compared to previous fiscal year) FY 2024: 31.3 hours (Down 3.2 hours compared to previous fiscal year)

(Fiscal year: April to March next year)



KPI **Absenteeism*1** **4.0 days**
Presenteeism*2 **60.1%**
Work engagement*3 **50.7%**
 (Target: improvement over previous fiscal year)

Promotion of Health Management

Health Declaration

Shinryo Corporation has striven to develop human resources and build a work-friendly environment since its founding based on the belief people are the most valuable asset. We also think supporting physical and mental health is key to cultivating enthusiasm in every employee. The promotion of health management is a critical management challenge for the Shinryo Corporation. In March 2021, our President announced the Health Declaration. This commitment will enhance the vitality of the Shinryo Corporation and contribute to the development of a sustainable society with the hope of realizing our management vision to Create a Freshening World.

Shinryo Corporation has established a department in charge of health management promotion under the supervision of the health management promotion and the executive officer in charge of personnel to promote health management. We are promoting initiatives in cooperation with the Health and Safety Committee, as well as the health supervisors and managers in charge of health management and industrial doctors at each business site throughout Japan.

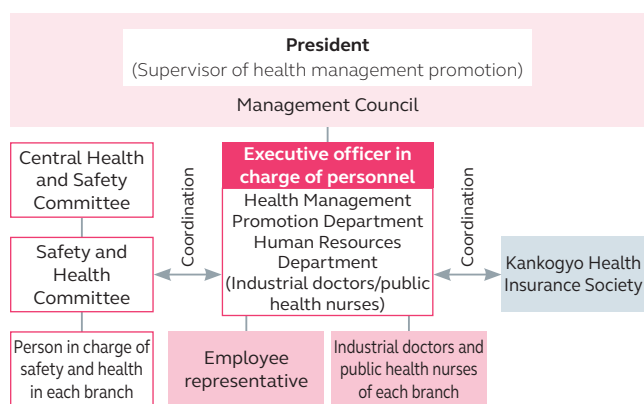
We maintain a health checkup rate of 100% and strive for early detection of illness by promoting follow-up checkups based on health check results and enhancing measures to prevent illness deterioration. As a mental health measure, we work to strengthen the mental health support system in the entire company through utilizing stress checks, improving the workplace environment, offering consultations by medical professionals for new employees, and other measures specializing in preventive care.

Health Declaration

The Shinryo Corporation is committed to promoting health management.

1. We will support the physical and mental health of every employee.
2. We will build a workplace where everyone can feel safe and secure to reach their full potential.
3. We will heighten the vitality of our organization and contribute to the development of a sustainable society through employees' healthy body and mind, and better workplace environments.

Health management promotion system



Progress of Health Initiatives and Target Values

Performance Indicator/Fiscal Year	Regular health checkup examination rate	Examination rate of follow-up checkup based on health checkup results	Stress check examination rate	Annual paid leave acquisition rate	Work engagement
FY 2020	100%	69.7%	96.2%	85.2%	49.0%
FY 2021	100%	79.1%	92.4%	87.3%	50.0%
FY 2022	100%	84.9%	95.5%	92.4%	51.0%
FY 2023	100%	82.5%	95.0%	95.7%	50.8%
FY 2024	100%	64.0%	95.8%	91.2%	50.7%
FY 2025 Target	Maintain 100%	70% or above	Maintain 90% and above	80% or above	Improvement over previous fiscal year

(Fiscal year: April to March next year)

Item	Policy/Education
Physical Health	<ul style="list-style-type: none"> • Enhancement of optional examinations, including continued attendance management of regular health checkups and an expense subsidy. • Thorough attendance of secondary examination after regular health checkups and partial subsidization for follow-up examination fees • Implementation of disease control for employees with a high risk of conditions deteriorating • Hosting regular walking events for improving exercise habits and vitalizing communication • Implementation of education for improving lifestyle habits, such as smoking and drinking control
Mental Health	<ul style="list-style-type: none"> • Implementation of regular self-care education and line care training for managers • Implementation of stress check and utilization for improvement of the workplace environment • Implementation of consultation of all new employees by a medical professional (introduced in 2024) • Manualization of support program for returning to work and rebuilding internal support program for returning to work (revised 2024) • Building a system for consultation by industrial doctors and public health nurses, and continued awareness-raising activity in the Company

*1 Absenteeism: Absence (sick leave) from work due to health issues

*2 Presenteeism: State where conditions do not require leave and do not appear in attendance management, but productivity reduced due to health issues

*3 Work engagement: A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption

Introduction of Programs to Support Flexible Work Styles

Shinryo Corporation is introducing various policies to encourage employees to take leave thanks to policies and mutual support that build a flexible workplace so that employees can work while taking care of family as well as having and raising children.

Program	Overview
Telework Program	<ul style="list-style-type: none"> This program provides work-from-home and other telework options to smoothly execute the Business Continuity Plan (BCP) if working on-site is difficult when pregnant or raising children or when caring for oneself or sick family or in large-scale natural disasters or pandemic-type situations.
Transfer System to Accompany Spouse	<ul style="list-style-type: none"> This policy allows employees to transfer when an employed spouse has been transferred if they want to keep working at a Shinryo Corporation office and a place at that office is available.
Come-back System	<ul style="list-style-type: none"> This policy allows regular employees who have worked at Shinryo Corporation for more than three years and resigned to (1) raise children, (2) care for family, or (3) transfer with a spouse to return to work within five years of their resignation as a general rule.
Half-day leave acquisition system for annual paid leave	<ul style="list-style-type: none"> This system allows employees to take annual paid leave in half day increments.
Expanded administration of an accumulation system	<ul style="list-style-type: none"> This expansion allows employees to carry over the number of days left in annual leave to the next fiscal year to use the paid leave they have left the previous year and the year before that for non-work related injuries and illnesses as well as to care for children and other family members.
Special allowances for annual paid leave	<ul style="list-style-type: none"> Employees who do not have 20 days of total annual paid leave carried over from the previous year and provided in the current fiscal year may take special leave (paid) according to their tenure at the company in the event of an absence for the reason of sickness after all of the annual paid leave is extinguished.
Leave acquisition promotion system	<ul style="list-style-type: none"> Project leave policy: Employees in construction roles may take consecutive leave at appropriate times such as at the completion of on-site construction (up to five business days that may be taken by splitting). Anniversary leave policy: All employees may take leave on days recommended by the company such as their birthday, birthdays of family members or school events (three working days per year).
Special leave program	<ul style="list-style-type: none"> Refresh leave policy: Employees may take designated consecutive leave as commemoration for 10, 20 and 30 years of work.
Maternity leave program for spouses	<ul style="list-style-type: none"> This program allows employees to take up to five days of leave from one month before the due date to one year after their spouse gives birth. It also lets employees take leave in half-day increments.
Expansion of the age range for childcare leave	<ul style="list-style-type: none"> Leaves can be acquired while raising children up to reaching the 9th grade, not only to nurse them, but also for attending entrance and graduation ceremonies and school closures.
Birth support (Infertility treatment) Leave system	<ul style="list-style-type: none"> Leaves of up to five days can be acquired per year for visiting hospitals for infertility treatment, etc.

Activities to Promote Active Participation of Diverse Human Resources

Shinryo Corporation has established systems and policies to promote and support the active participation of diverse human resources. We also promote the active participation of women and conduct activities to communicate the appeal of the construction industry.

Purpose	Systems/Policies/Events
Promote the success of female employees	<ul style="list-style-type: none"> Release of action plans on the Ministry of Health, Labour and Welfare Positive Ryouritsu website Publication of an Independent Conduct Plan for Female Employees Participation on the Keidanren (Japan Business Federation) website
Promote active participation of senior employees with rich experience	<ul style="list-style-type: none"> Continue the retirement age to 65 with raises, promotions, and ongoing additions of points for retirement benefits from the date of joining of the company to the age of 65 Holding Life Plan Seminar
Promote active participation of employees hired midcareer	<ul style="list-style-type: none"> Implementation of training for new employees (company philosophy, founding spirit, programs and regulations, compliance, occupational health and safety management, disaster prevention measures, etc.)
Promote active participation of foreign nationals	<ul style="list-style-type: none"> Practical technical training of engineers from the SHINRYO (PHILIPPINES) CO., INC. Implementation of a variety of education for overseas branches and overseas Group company staff (compliance, safety, and technical education)
Promote active participation of employees with disabilities	<ul style="list-style-type: none"> Work assignments according to aptitude in fields such as design and legal affairs Establishment of satellite offices equipped with environments offering amenities such as work support systems and barrier-free designs

Human Resource Development Rich with Creativity

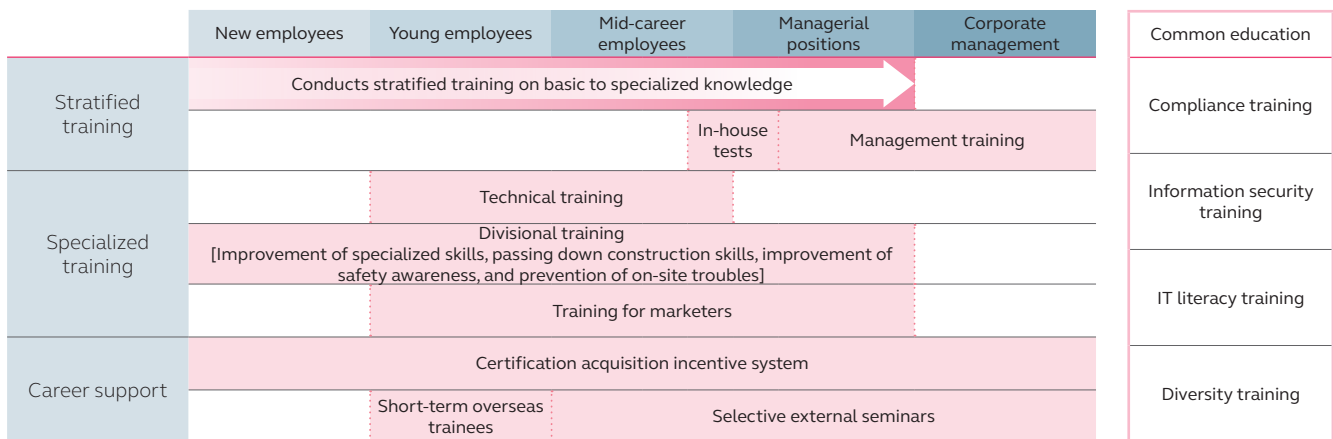
Considering that business content is becoming more diverse and segmented, we have built a system for human resources development in which related departments coordinate with the Human Resources Department.

Education System

We support the growth of each employee by implementing stratified training that matches their career stage. In addition, specialized training conducts training that is specifically for each job type such as technical and marketing staff to develop highly specialized human resources.

We also provide career support through implementing a certification acquisition incentive system and a selective external seminar system to enable employees to continue learning and grow.

Education system diagram



New Employee Training

Education Programs

In the new employee training and education, one-year engineering and administrative education program is provided to enable participants to have the confidence to work right after they are assigned.

training and other means. Furthermore, employees learn basic knowledge about Shinryo Corporation businesses through mediums such as courses to teach basic knowledge on construction equipment as well as information related to the main equipment and materials handled on construction sites.

Education Schedule



Primary Training and Education

The participants learn about the management philosophy, the Company's systems, and other basic knowledge, business manners, and attitudes as members of the society for about a month after joining the Company. In addition, participants also learn about safety management in the construction sites and other basics about construction sites through hands-on skill

Hands-on Training at Construction Sites

We conduct practical training and education after the primary training and education for not only technical employees but also administrative employees on construction sites. Senior employees are in charge of this practical education and teach a broad range of knowledge, including overall management operations related to safety, quality, and process as well as handling procedures for work drawings and the main equipment. The participants deepen their understanding of business through hands-on training at construction sites which we place utmost importance.



On-site hands-on training

Education by Assignment/Secondary Training and Education

Shinryo Corporation provides practical education by assignment by dividing engineers and administrators. Engineers take part in training to learn about construction drawings using 3D-CAD software while administrators learn the basic foundation of sales and accounting through hands-on training. These programs also provide secondary training to review the education conducted over the year and reaffirm the attitude as a professional after the training is done.

Training facility “Kofu Dormitory”

At Shinryo Corporation, all new employees enter the Kofu Dormitory. Employees will build bonds by living and learning together at the dormitory. The new employees sometimes receive advice from their seniors while going through fulfilling training in a safe and comfortable living environment. The network they build in the Kofu Dormitory through acquiring communication skills and experiencing team building becomes a great asset during work after their assignment.

Kofu Dormitory is all single rooms and offers balanced meals, enabling the new employees to live in comfort. The dormitory is installed with solar power generation and highly

efficient equipment and is a highly energy-saving property certified as BELS Rank ★★★★★, the highest rank at the time of its acquisition, and ZEH-M Ready as well as incorporates measures against the spread of infections.



Exterior



Dormitory



Meeting at the dormitory



Communication space



Entrance

Training and Education for Diverse Human Resources

Human Resources with Diverse Skills

We provide support costs for acquiring certifications and incentives to develop human resources with high technical and specialized skills. This is not limited to just certifications required in work and covers wide range of certifications from the perspective of ability development.

Technical	Professional Engineer, First-Class Plumbing Work Operation and Management Engineer, 1st-class Kenchikushi (Architect), Qualified Person for Energy Management, First Level Instrumentation Engineer, First-Class Electric Work Operation and Management Engineer, etc.
Administrative	First-Grade Official Business Skills in Bookkeeping, First-Class Construction Industry Accountants, etc.

Diversity Training

In 2025, we promoted building an environment where diverse human resources can work comfortably by holding a seminar for all managerial positions on female employees’ health issues that managerial positions should know and what they can do as a superior to promote the success of female employees as a part of diversity training.

Career Changer Education

We implement Career Changer Education for mid-career hires and employees who transitioned to full-time employees. We aim for all employees to work comfortably by supporting them to understand Shinryo Corporation’s founding philosophy, systems, and compliance.

Human Resources Active on the Global Stage

As the Group expands business overseas primarily in Asia, Shinryo Corporation has a program that makes a public offering for people who want to work overseas for the purpose of nurturing human resources who can actively participate on the global stage.

Short-term Overseas Trainee System

We conduct overseas training for young fourth-year employees. The participants acquire a wider perspective and international business skills by learning about overseas business after experiencing business in Japan. In addition, the system develops human resources with global awareness and the motivation to work overseas by deepening the participants’ understanding of overseas through interacting with the local staff and observing their daily culture.



Short-term overseas trainees

Management Foundation that Supports Priority Subjects

Shinryo Corporation will pursue transparent and fair corporate governance to realize a sustainable society by respecting the human rights of everyone.

Respect for Human Rights

We will fulfill our responsibility of respecting the human rights of all our stakeholders involved in our business activities based on our Management Vision of “Create a Freshening World.”

Policy/Philosophy

We have placed “Respect for human rights and individuality of everyone involved in business operations” in the Code of Business Conduct and Standards of Conduct for the Shinryo Group as our shared awareness. In addition to supporting and respecting the International Bill of Human Rights, The ILO Declaration on Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, United Nations Guiding Principles on Business and Human Rights, and other international guidelines by formulating the Human Rights Policy in 2023, we are advancing our business activities following the four areas and ten principles, including human rights, of the United Nations

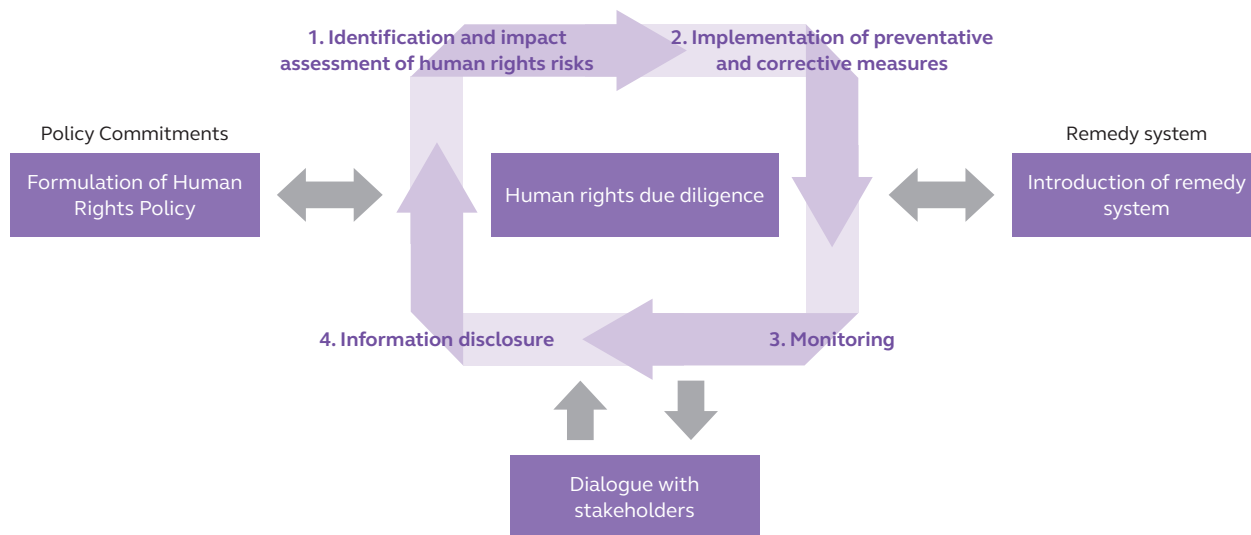
Global Compact. In the Human Rights Policy, we are focusing on respecting and supporting international guidelines, complying with laws and regulations of countries and regions where we conduct business, implementing human rights due diligence, and building mechanisms for remedy and correction as well as raising awareness, penetration, and education on the Human Rights Policy. These initiatives are being promoted by the Sustainability Promotion Committee in coordination with related departments and Shinryo Group companies. We also encourage our business partners and partner companies to promote respect for human rights in the entire supply chain.

Implementation of Human Rights Due Diligence

We will implement a PDCA cycle of identifying human rights risks posed by business activities and assessing their impact, incorporating preventative and corrective measures, monitoring, and disclosing information based on the United Nations Guiding Principles on Business and Human Rights and

the Human Rights Policy we formulated in 2023. In addition, we will conduct activities to raise awareness of our officers and employees through human rights training and other measures to ensure that the human rights policy is understood and that these initiatives are conducted effectively.

PDCA Cycle of Human Rights Due Diligence



System of remedy through consultation

We have established the SHINRYO Hotline, a reporting and consultation counter for human rights, harassment, and other matters (LP61).

There is an in-house counter that responds internally and an external counter that lawyers respond which covers all officers and employees in the Shinryo Group (officers, employees, dispatched employees, temporary workers, etc.),

business partners and partner companies, and all others involved in the Shinryo Group’s business activities. Confidentiality of the content of the reports is ensured to prevent reporters from facing any repercussions. In addition, in case we identify that our business activities caused or fostered a negative impact on human rights, we implement appropriate measures to remedy them.

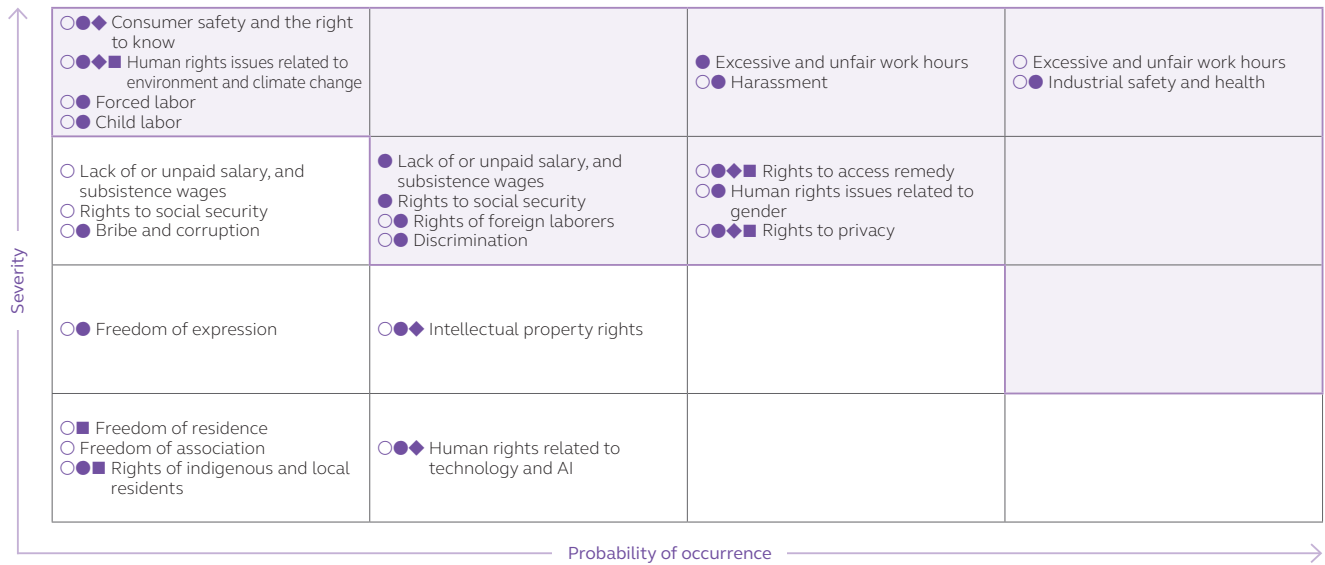
Identification and Impact Assessment of Human Rights Risks

As the first step of human rights due diligence, we identified human rights risks in our business activities and human rights issues to focus on. We categorized human rights risks per stakeholders based on severity and probability of occurrence. The Sustainability Promotion Committee and departments related to procurement, general affairs, quality, safety, human

resources, and other matters identified risks through discussions, taking into account the opinions of external experts. Going forward, we plan to engage in dialogue with our stakeholders and conduct surveys regarding the implementation status of the Procurement Guidelines in the supply chain to prevent and address these risks.

Human Rights Risks Map

○ Our company and its employees ● Supply chain ◆ Customers ■ Regional and local communities



Human Rights Training

We continuously conduct human rights training on respecting human rights and the risks of human rights violations in business activities for the employees. We strive to improve the awareness about human rights of the employees through

distributing Compliance News, which mainly focuses on human rights topics and including human rights as a topic in the e-learning on SDGs.

Initiatives on Human Rights Issues

We are implementing initiatives starting from human rights issues with high severity and possibility of occurrence according to the human rights risk map. We will continue promoting

initiatives to ensure that we respect the human rights of everyone involved in our business activities.

Human Rights Issues	Relevant page	Initiative description
Consumer safety and the right to know	49	<ul style="list-style-type: none"> ● Revision of the Procurement Guidelines reflecting solutions to social issues
Human rights issues related to the environment and climate change	27-30	<ul style="list-style-type: none"> ● Disclosure of risks and opportunities related to climate change in our business activities ● Revisions to KPIs for promoting the reduction of greenhouse gas emissions
Excessive and unfair work hours and forced labor	51-52	<ul style="list-style-type: none"> ● Enhancing the environment surrounding people through We Up!
Harassment	62	<ul style="list-style-type: none"> ● Implementation of Compliance Education
Industrial Safety and Health	47-48 53	<ul style="list-style-type: none"> ● Conduct safety patrols by the Health and Safety Council ● Creation of Workplace Safety Handbook ● Certification as 2025 Health & Productivity Management Outstanding Organization
Lack of or unpaid salary, and subsistence wages	49	<ul style="list-style-type: none"> ● Revision of Partnership Building Declaration
Right to access remedy	57, 61	<ul style="list-style-type: none"> ● Introduction of the remedy system through SHINRYO Hotline, a reporting and consultation counter

Corporate Governance

Corporate Governance System

The Board of Directors deliberates submitted agenda items based on agenda and reporting criteria stipulated by agenda items and by Board of Directors rules set forth in the Companies Act. The Management Council deliberates on important matters concerning company management, in addition to proposals submitted to the Board of Directors. The Board of Executive Officers communicates reports on the status of work execution by executives and resolutions of the Management Council, and performs prior hearings on opinions concerning matters for deliberation by the Management Council. The Audit Division verifies compliance and the efficacy and efficiency of systems, organizations, and work activities. In addition, it has performed audits of not only domestic and overseas workplaces but also of construction sites.

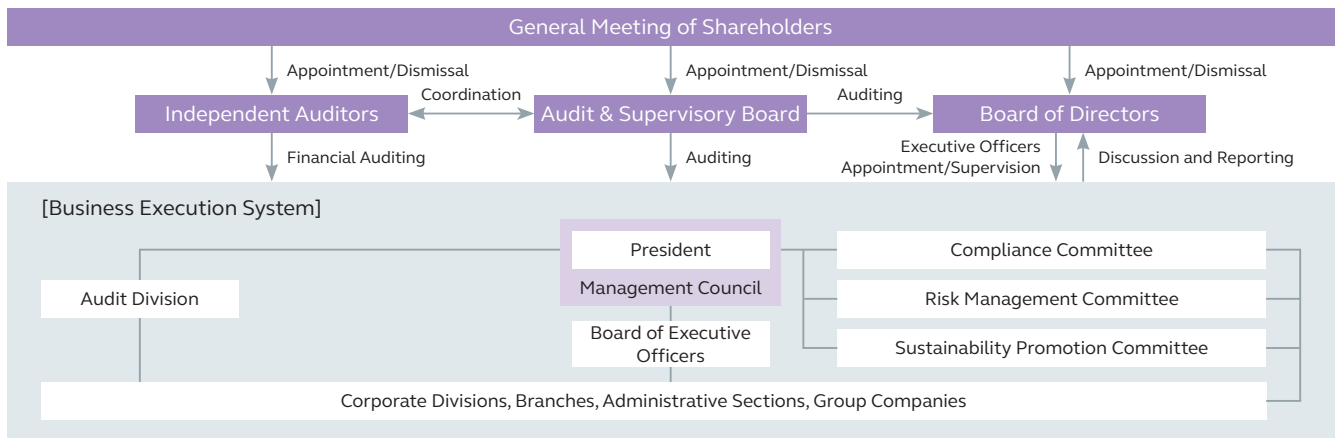
The Compliance Committee seeks to enforce and improve

awareness of legal compliance in conjunction with corporate ethics in collaboration with the Committee and supervisors in each department and Group company, while also conducting policy decision-making and corrective guidance with regard to reports and consultations received through the Shinryo Hotline (☎P61) reporting and consultation service.

The Risk Management Committee is also extracting vital technological and contractual risks in large-scale jobs which have the potential to greatly affect management and periodically engages in discussions about measures to respond to these risks.

The Sustainability Promotion Committee engages in discussions and reporting on important items related to sustainability, collecting information on items for promoting sustainability, and other activities.

Corporate Governance System



Internal Control

Since the construction of the internal control system is mandated by the Companies Act, we performed reviews of the system as necessary, and works to fully secure compliance and enhance consistency and efficiency in work execution.

Overview of Shinryo Corporation's basic policy on internal control system

1. Systems to ensure that the execution of duties of executives and employees of the Group conforms to laws, regulations, and the Articles of Incorporation
2. Systems concerning the preservation and management of information pertaining to the execution of duties of directors
3. Rules and other systems concerning management of the risk of loss in the Group
4. Systems to ensure the efficient execution of duties of directors in the Group
5. Systems to ensure reasonable work in the Group composed of our company and Group companies
6. Matters concerning the employees in cases of auditors requesting the appointment of employees to assist the duties of auditors
7. Systems by which executives and employees of the Group or those that received the report to inform to auditors, and other systems concerning reporting to auditors
8. Systems to otherwise ensure the effective conduct of audits by auditors

Business Continuity Plan (BCP)

Shinryo Corporation has established a Business Continuity Plan (BCP) to ensure business activities continue during large-scale disasters and other such emergencies. In times of peace, we strive to improve the practicality of the BCP by conducting regular training while pushing forward preliminary measures such as building internal infrastructure and preparing

cooperative systems with partner companies. Shinryo Corporation concluded cooperative disaster management agreements with local governments and other such partners to respond to requests for support at the time of natural disasters.

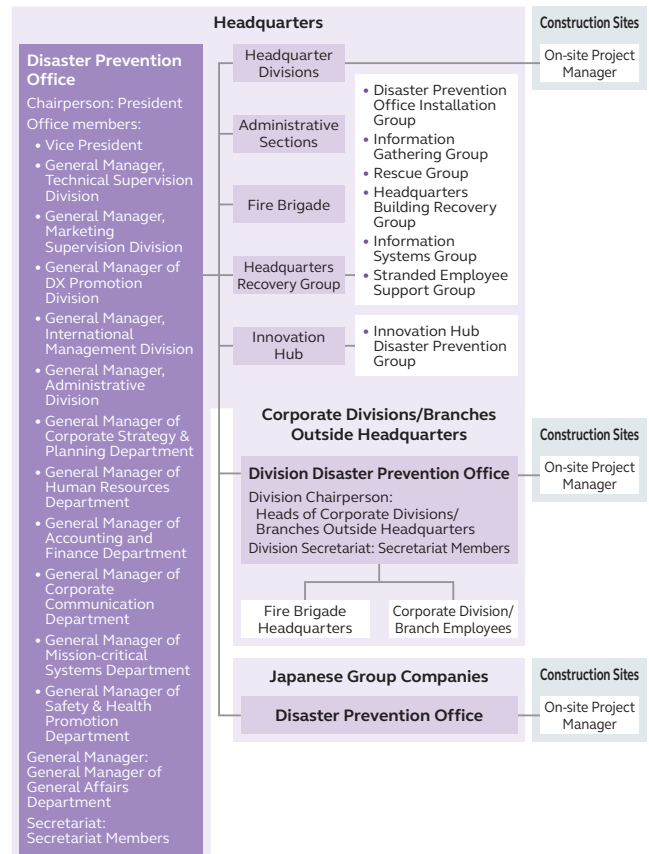
Introduction of Comprehensive BCP Drills

Shinryo Corporation regularly conducts BCP drills with the goals of improving employee response capabilities and strengthening the BCP system in the event of a disaster. This training takes a multifaceted approach that includes safety reporting drills for everyone even at Group companies in Japan as well as Disaster Prevention Office training in which the President acts as the Chairperson. In addition to earthquake response drills, we conducted drills on wind and water damage caused by typhoons that have become more frequent in recent years to analyze the effectiveness by confirming the coordination with disaster-stricken areas, procedures of business recovery system, and other factors.

Business Continuity Plan (BCP) Basic Policies of Shinryo Corporation

1. Immediately provide support by prioritizing the safety of executives and employees.
2. Sustain ongoing operation of corporate functions by recovering company facilities as soon as possible.
3. Cooperate with the recovery of sites currently under construction or completed properties as support toward the business continuity activities of our customers.
4. Introduce support to recovering infrastructure and support for residence affected by the disaster as much as possible as a member of the local community.

Organizational Structure During Disasters



Risk Management

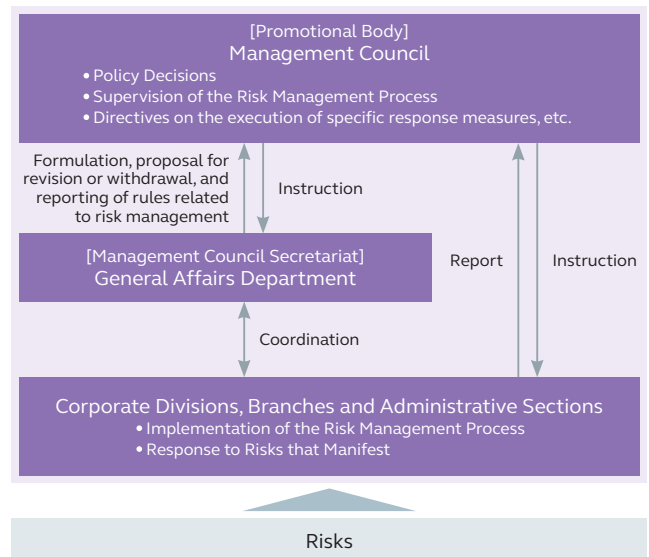
We have prepared systems and measures to minimize damage related to various risks in the business environment surrounding Shinryo Group and ensure business continuity, such as quality, safety, the environment, human rights, compliance, and information, and to continue and recover business as quickly as possible. Shinryo Group has put in place Risk Management Regulations that gather basic risk management items and Crisis Management Measure Regulations. We created specific response guidelines to ensure the ability to rapidly respond to not only risks in Japan and overseas.

In addition, we formulated the Overseas Safety and Crisis Management Manual as a detailed guideline for responding to crises that occur overseas and build a cycle of revising the risks and impact every year.

Information Security Management Systems

We conduct regular security audits at major business sites and on-site offices based on the Management Rules of Corporate Information to properly manage customer's and business partner's information. We are also focusing on activities to increase information literacy and conducted case study training based on the Confidential Information Management Guideline, a survey to confirm basic measures for PCs and servers for daily use, and other initiatives in 2025. Furthermore, we regularly host internal liaison conferences related to information security to share the latest information.

Risk Management System



Compliance

Compliance Promotion System

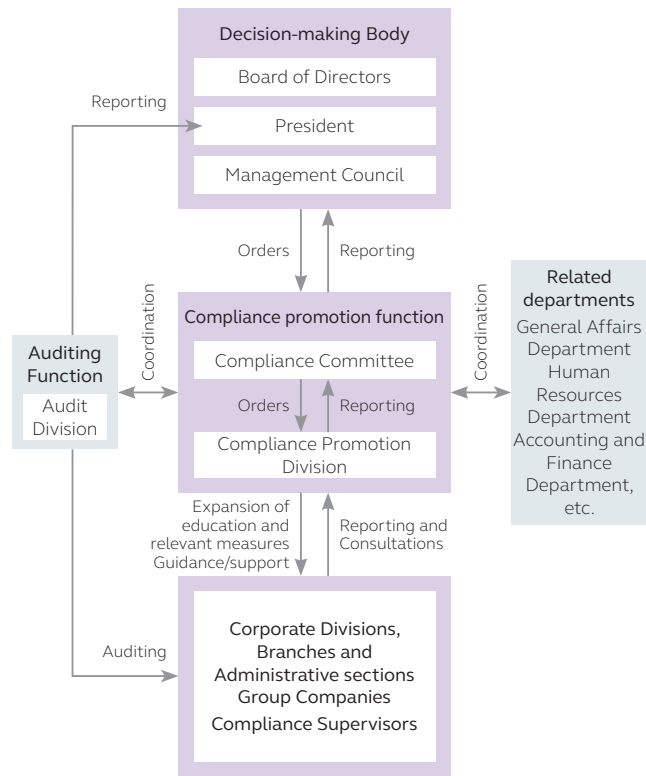
The Shinryo Group believes uncompromising compliance is the highest priority subject for management. All executives and employees of the Group will practice legal compliance, which is at the heart of the Company Philosophy to “be fair and straightforward” in their actions while striving to gain the support of all of our stakeholders.

Shinryo Group Code of Business Conduct

We, the executives and employees of Shinryo Group, have basic and common awareness of corporate ethics and compliance in accordance with Shinryo Group’s Company Philosophy and this Code of Business Conduct and Standards of Conduct, and positively practice compliance in our daily business with a strong sense of belonging to the company.

- 1 Pursue customer satisfaction by standing in customers’ positions.
- 2 Pursue management efficiency for the sake of shareholders.
- 3 Create energetic and comfortable workplaces that staff can show their families how proud they are of their Company.
- 4 Together with our business partners, thoroughly comply with corporate ethics, laws, and regulations and conduct fair, transparent, and open.
- 5 Constantly pursue how we should be as a member of a healthy society.
- 6 As a global enterprise, contribute to the societal development of related countries.

Compliance Promotion System diagram



Guidelines

Domestic Compliance Guidelines

We created the Shinryo Group Compliance Guidelines as core principles founded in our company philosophy, code of business conduct, and standards of conduct. We also established Explanations on Related Laws and Regulations as a manual bringing together systematically organized laws, such as the Antimonopoly Act and Construction Industry Law. Shinryo Corporation and all of the executives and employees of Group companies have taken the guideline education and have committed to compliance.

In addition, we created a Collection of Compliance Examples that compiles specific examples of compliance and use it for training to raise awareness about compliance among officers and employees.

Global Compliance Guidelines

We have formulated and implemented Compliance Guidelines (Global Version) targeting Japanese employees working at overseas sites and officers and employees of local companies. In addition to complying with the laws and regulations of each country and region and respecting human rights and other various international standards, we have also formulated basic principles for respecting cultures and customs. All officers and employees participate in the guideline training and pledge its compliance.

Whistleblowing System

Shinryo Corporation has established its Compliance Reporting and Consultation Regulations with the objective of preventing legal violations or inappropriateness as well as quickly discovering and correcting signs of these issues.

Pursuant to the Whistleblower Protection Act, we have set up and are running an internal reporting system that places emphasis on the protection of whistleblowers. The SHINRYO Hotline has also been set up as a reporting and consultation service in an effort to raise awareness.

SHINRYO Hotline Reporting and Consultation Service

Internal Service Office: Shinryo Corporation/Compliance Promotion Division
E-mail: soudan@shinryo.com

External Service Office: Wakaba Partners Law and Accounting Firm
E-mail: soudan@wakaba-ps.jp

These services are available to anyone whether a Shinryo Group executive and employee or not. *Please see the Shinryo Corporation website for more information.
<https://www.shinryo.com/en/corp/rules.html>

Understanding and Practice of Compliance

KPI Participation rate in compliance training **100%**
(Target: 100%)

Implementation of Comprehensive Compliance Education

■ Implementation of education for every executive and employee throughout the Group

We conduct regular compliance training targeting Shinryo Corporation and Group companies in Japan and overseas. In fiscal 2025, we conducted practical education on compliance violations and harassment that could occur in construction sites. We spotlight a wide range of timely social issues to cultivate a corporate culture that engages in work while constantly being aware of compliance.

Target Trainees	Training Content
Engineers	Compliance violations that could occur in construction sites
New employees	Explanation on Compliance Guidelines
New mid-level employees	Explanation on Compliance Guidelines
Employees in each department	Various compliance violations likely to occur in business

■ Periodic Distribution of Shinryo Compliance News

We regularly distribute the Shinryo Compliance News for all officers and employees via e-mail. The News covers wide range of topics, including explanations on Construction Business Act and other laws related to the business, pointers on law revisions, compliance at the workplace, and human rights. In addition, we conduct survey for each volume to enable easy feedback and consultation on compliance.

■ Cooperation Between Group Companies

We regularly hold liaison meetings with Group companies in Japan and share information about compliance such as response to legal reforms and formulation of internal rules to unify compliance awareness and operations as the Shinryo Group. In the liaison meetings held in fiscal 2025, compliance incidents of each company were reported and information on education and materials for improving compliance were shared.

Corruption Prevention

Shinryo Corporation has formulated policies related to preventing corruption in the Code of Business Conduct and Procurement Guidelines and prohibits bribery, inappropriate provision of benefits, and any other form of corruption. In addition, we signed the United Nations Global Compact and are promoting business activities under the four areas and ten principles, including corruption prevention.

Shinryo Group Code of Business Conduct (Excerpt)

Code of Business Conduct 4

Comply with corporate ethics and laws and regulations, and compete fairly, transparently and freely, with our business partners.

<Standards of Conduct>

- Maintain sound relationships with civil servants
- Compliance with the Anti-monopoly Act
- Maintain moderate relationship with customers
- Prohibition of inappropriate relationships with partner companies

Procurement Guidelines (Excerpt)

1. Compliance with legal and social guidelines, etc.
 - 1.3 We do not engage in bribery for public servants, politicians, and other personnel or any form of corruption.
2. Just and fair transaction
 - 2.1 We do not offer or receive inappropriate benefits.
 - 2.2 We conduct transactions based on contract with involved parties and do not abuse the dominant position or engage in any actions that obstruct just, fair, and competitive transactions.

Compliance System During Overseas Work

We complied with compliance items and systems for engaging with public servants during overseas work in the Guidelines for Anti-corruption Overseas. The guideline includes basic principles and common philosophy on the prevention of corruption among countries as well as measures for responding to individual cases by country and region. The guideline is revised every year according to changes in laws, regulations, and political landscape. Furthermore, we continuously conduct guideline training for all Japanese employees who work at overseas bases as well as executives and employees from local companies.

Shinryo Group Basic Principles on Anti-corruption Overseas

1. We will not pursue the acquisition, expansion or profit in business through bribery or any other inappropriate means.
2. We will comply with bribery and anti-corruption laws and regulations in each country and region while adhering to Article 18 of the Unfair Competition Prevention Act in Japan (prohibition of illicit profits to foreign public officials).
3. We will never give gifts with the intention of acquiring business or gaining favor even if such practices are customary in the country or region.

Responding to Antisocial Forces

As part of internal control, we work to stay faithful to our Code of Business Conduct and Standards of Conduct stating our intention to never succumb to the threats of antisocial forces and resolutely eliminate them in a courageous manner.

Sustainability Promotion Activities at Shinryo Group Companies

Each company of the Shinryo Group is aiding in the growth of society from initiatives to solve social issues through its businesses.

Shinryo Technical Service Corporation

Environmental Conservation Initiatives

Shinryo Technical Service is promoting environmental conservation activities as a company that aims to realize a society that is friendly to the people and the environment. Since 2024, it has been engaging in beach-cleaning activities, with its employees and their families participating, as an initiative to contribute to Sustainable Development Goal 14: “Life Below Water.”

In 2025, 39 people participated in collecting PET bottles and other garbage disposed of by people that washed up on a beach in Yokohama. This is a good opportunity for children who are responsible for the next generation and families to consider environmental issues as personal issues. It is dedicated to continuing this activity which each employee can contribute, separate from making contributions to the sustainable development of society through business activities.



Cleanup activities at a beach in Yokohama

Shiroguchi Co., Ltd.

Improving Productivity Through Improving the Site Office Environment

Shiroguchi has renewed the office interior of the site offices for maintenance work, which is in charge of improving their environment. Upon renewals, it has incorporated various innovations to address various work styles, such as installing break space in locker rooms and installing a shoe box for safety boots based on employee opinions. In addition, the introduction of hot-desking not only made communication easier but also expanded the workspace by reducing the number of seats. It has also used sustainable construction materials for the interior, chairs that have acquired the GreenGuard certification, and many other materials that are environmentally friendly. It will improve employee engagement and productivity by creating a comfortable office environment.



Site office after the renewal

Shinryo Kougyo LTD.

Maintaining the Functions of Drainage Facility through Stock Management

Shinryo Kougyo is engaged in the stock management business. Stock management is an initiative to estimate the deterioration of facilities and conduct effective maintenance and the appropriate time while maintaining the functions of the facility to prolong their life. This enables effective use of facilities and reduction of life cycle costs. Shinryo Kougyo took charge of maintenance of the pumping station and built and installed generators during the maintenance and renewal of the Daifu River Drainage Pump Station in Chiba Prefecture, which was aging after over 30 years of its service. The facility is operated as a drainage pump station that protect part of the Sosa City and Yokoshibahikari, Sambu District from flood damage during heavy rains. It will continue its role of protecting the safety and livelihood of local residents upon the completion of the work in March 2025.



Daifu River Drainage Pump Station after the maintenance and renewal of mechanical facilities

Daiei Denki Co., Ltd.

Local Solar Power Generation and Local Consumption

Internal consumption type solar power generation equipment is different from the regular method of purchasing electricity supplied from power plants of power generation companies. It is a power generation system which generates and consumes power generated by solar power generation equipment installed inside the customer's premises, and it can sell excess electricity to others. This system reduces the amount of electricity purchased from power companies through in-house power generation and enables the mitigation of risks related to fluctuation of electricity prices. In addition, the use of renewable energy enables the reduction of greenhouse gas emissions. Internal consumption type solar power generation equipment constructed by Daiei Denki leads to the local production and consumption of electricity and contributes to the realization of carbon-neutral society.



Confirming the installation of solar photovoltaic panels

Global Staff Co., Ltd.

Contributing to Solving Issues Faced by Construction Industry Through Nurturing BIM Experts

Global Staff is engaged in the nurturing of BIM human resources to address human resource shortages, improve productivity, and address other issues faced by the construction industry. Transparency of the entire construction process has increased due to the utilization of BIM in construction, leading to the prevention of excess orders, optimal usage of resources, and reduction of waste generation. Nurturing BIM human resources is crucial in improving productivity, and Global Staff plays a central role in developing such human resources in the Shinryo Group.

Global Staff nurtures and increases the number of BIM lecturers and holds lectures not only in the Shinryo Group, but also for other companies upon the sales of BIM software. Global Staff contributes to the sustainable development of the entire construction industry through nurturing human resources specialising in BIM technology.



BIM lecture

Akita Castle Hotel Co., Ltd.

Contributing to the Conservation Activity at the Akita Inu Concept Room

Commemorating the 55th anniversary of its opening, Akita Castle Hotel opened a time-limited Akita Inu Taremimi Dai-chan Room in collaboration with Akita Inu Taremimi Dai-chan, an Akita character. The room is decorated with an 80cm high extra-large stuffed doll and tapestries of Taremimi Dai-chan on the wall for visitors to enjoy.

Internationally popular Akitas are a valuable tourism resource of the Akita Prefecture. As a hotel that is part of the tourism industry of Akita Prefecture, Akita Castle Hotel aims to contribute to the conservation activities of Akitas, which face various issues, including the decline in breeding numbers, by donating part of the accommodation fees.



Akita Inu Taremimi Dai-chan Room

SHINRYO VIETNAM CORPORATION

Initiatives to Maintain Safe Work Environment

Shinryo Vietnam hosted a joint disaster prevention workshop attended by overseas local companies. At the workshop, reports on methods for health and safety management at construction sites, a case study on disasters, and an analysis of disaster statistics were presented, acting as a place to learn from each other through active sharing of information and discussions. Through this activity, Shinryo Vietnam will strive to improve the methods for health and safety management at construction sites used by each local company and maintain construction sites to be a safe and reliable workplace with partner companies.



Disaster prevention workshop

PT.SHINRYO INDONESIA

Innovation of People and Processes Through Back Office

Shinryo Indonesia established a back office department in 2024 to improve the environment of construction sites. Shinryo Indonesia aims for a higher quality manufacturing by reducing operational loads, such as creating BIM models and calculating the quantity of materials, and building an environment in which the person in charge of construction to focus on the management of the construction. In addition, Shinryo Indonesia also nurtures human resources through quality education to improve technological capabilities. It aims to become an engineering company with high technological capability by innovating people and processes in the back office.



Quality education using an image generation tool

GMP Technical Solutions Pvt. Ltd.

Employee-participated Kaizen Activity

GMP Technical Solutions is promoting kaizen activity at clean room panel manufacturing plant to increase efficiency of production lines, reduction of failure rate, and maximizing production line operation rate. It is actively nurturing a company culture of engaging in kaizen through autonomous kaizen proposals by employees, in addition to thorough implementation of seiri (sort), seiton (set in order), and seiso (shine) and standardization of work processes. In addition, it is also conducting regular training to improve quality and level of safety management. These initiatives realize both the improvement of productivity and the reduction of costs, acting as the foundation for growth in the global market.



Inside the plant of thorough sort, set in order, and shine

SHINRYO HONG KONG

Continuous Local Support Activities

Shinryo Hong Kong has been coordinating with the civil non-profit organization Open Door Community Service for over ten years since 2011 to continuously support volunteer activities for local societies. This initiative is to support single-living elderly and elderly couple households, and seven local staff participated in a volunteer activity in the Lam Tin District and donated rice and daily necessities and offered other support in fiscal 2024. Going forward, Shinryo Hong Kong will continue to support activities rooted in the local community.



Volunteer activity in the Lam Tin District

SHINRYO TECHNICAL SERVICES LTD.

Continuous Social Contribution Activities

In September 2025, eight employees of Shinryo Technical Services cooked and presented mooncakes to the elderly in need of living support through participating in the mid-autumn festival event in Hong Kong, hosted by the Boys' and Girls' Clubs Association of Hong Kong. Shinryo Technical Services has been endorsing and supporting the initiative for about ten years, excluding the period of its suspension due to the impact of COVID-19, in supporting a fair and happy environment to grow up in and families with economic difficulties. Shinryo Technical Services will continue to contribute to local social contribution activities in Hong Kong.



Local contribution activity in mid-autumn festival

Social Engagement

Shinryo Corporation actively conducts activities to demonstrate the importance of community and culture as a company that contributes to the development of sustainable society. We also believe that steadily accumulating small, close-at-hand activities is important in engaging with local communities.

Coordinating with Communities

Large sericulture system MayuFactory® developed by the Innovation Hub (Tsukuba City, Ibaraki) was certified as Fiscal 2024 Tsukuba Quality by Tsukuba City. This is an original system realizing space-saving by installing breeding shelves in multiple layers inside the device. Tsukuba Quality is a program that certifies excellent products and services of Tsukuba City, which is home to 150 research agencies, and communicates about them in and out of Japan. With receiving these certifications, the company believes that its technologies to be more acknowledged and contribute to vitalizing the Tsukuba City area.



Large sericulture system MayuFactory®

Donations to the Disaster and Humanitarian Organizations

In light of natural disasters becoming more devastating around the world in recent years and the need for long-term support due to prolonged conflicts, Shinryo Corporation has established a policy to continue donating 10 million yen every year to organizations that actively engage in support activities. In 2025, we donated five million yen to Japan Voluntary Organizations Active in Disaster (JVOAD), an organization that coordinates activities to support disaster-affected areas during disaster with local governments, volunteers, NPOs, and other entities as well as donated five million yen to the United Nations High Commissioner for Refugees (UNHCR), an organization that protects and supports refugees and displaced people around the world, as an overseas support organization.



Supporting UNHCR Activity

Plus Volunteer Activity

Plus Volunteer Activity is an activity to additionally conduct cleanup and other volunteer activities during social gatherings of employees and their families, as well as partner companies. In the Singapore Branch of the Asia Branch, 60 participants consisting of the employees and their family members collected a total of 208kg of glass bottles and plastic waste during the beach cleanup activity at the East Coast Park located in Eastern Singapore. This was an opportunity to contribute to the conservation and renewal of the natural environment as well as nurture environmental awareness. We will continue to value environmental protection and the connection with local communities, and continue the activity.



Beach cleanup activity by employees and their families of the Singapore Branch

Supporting Arts and Culture

As a company aiming to realizing a sustainable society, Shinryo Corporation promotes support activities for the development of beautiful and rich arts and culture. Arts and culture have the power to enrich people's hearts and strengthen their connection with society. We will fulfil our corporate social responsibility through such support activities.

We support the following organizations

NHK Symphony Orchestra, Tokyo/
Kanagawa Philharmonic Orchestra/
Kansai Philharmonic Orchestra/
The Kyushu Symphony Orchestra/
Sapporo Symphony Orchestra/
New National Theatre, Tokyo/New Japan Philharmonic/
Sendai Philharmonic Orchestra/
Tokyo Metropolitan Symphony Orchestra/
Tokyo Nikikai Opera Foundation/
Tokyo 21c Philharmonic/
Nagoya Philharmonic Orchestra/
The Japan Opera Foundation/
Japan Performing Arts Foundation/
Hiroshima Symphony Orchestra/
Yomiuri Nippon Symphony Orchestra

Corporate Data

Construction Track Record

Japan

Offices, hotels, and district heating and cooling systems



Tokiwabashi Tower
(Chiyoda-ku, Tokyo)

Air Conditioning System



Dai Nagoya Building
(Nagoya City, Aichi Prefecture)

Air Conditioning System



THE LANDMARK TOWER YOKOHAMA

(Yokohama City, Kanagawa Prefecture)

Air Conditioning System



Palace Hotel Tokyo•Palace Building
(Chiyoda-ku, Tokyo)

Air Conditioning System



Mizuho Marunouchi Tower
(Chiyoda-ku, Tokyo)

Air Conditioning System



Tokyo Sky Tree® District DHC
(Sumida-ku, Tokyo)

District Heating and Cooling System



Otemachi, Marunouchi 1-chome & 2-chome and Yurakucho Districts DHC
(Chiyoda-ku, Tokyo)

District Heating and Cooling System



Minato Mirai 21 Central District DHC
(Yokohama City, Kanagawa Prefecture)

District Heating and Cooling System

Features of the sc-brain® Comprehensive Information System and Main Delivery Record

Sc-brain® is a comprehensive information system to realize high efficiency operation and energy savings in systems by configuring operational support features to assist the operation of system equipment as well as data management features to analyze energy consumption trends. As a highly universal and easy-to-use system, sc-brain is used in facilities from office buildings and factories to district heating and cooling plants.

Main Delivery Record

- Sapporo Station area district heating and cooling systems (Sapporo City, Hokkaido)
- Narita International Airport central heating and cooling plant (Narita City, Chiba)
- Adachi Metropolitan Taxation Office (Adachi-ku, Tokyo)
- Marunouchi Center Building/Shin-Marunouchi Center Building (Chiyoda-ku, Tokyo)
- Hisaya-odori Nagoya Municipal Subway Station (Nagoya City, Aichi)
- Osaka Station area district heating and cooling systems (Osaka City, Osaka)
- Japan Post Shin-Osaka Post Office (Osaka City, Osaka)
- Fukuoka City Chiyo area district heating and cooling systems (Fukuoka City, Fukuoka)

Construction track record in regions where we conduct heat supply business in Japan

Construction/delivery record/national share

- District heating and cooling systems : 70 (Share: 52%)
- District with sc-brain: 65 (Share: 48%)

Hokkaido Area

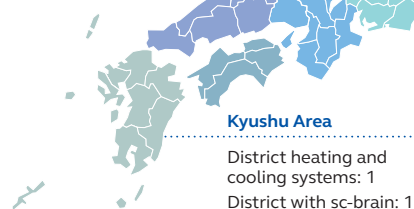
District heating and cooling systems: 3
District with sc-brain: 3

Chubu/Hokushinetsu Area

District heating and cooling systems: 9 (Share: 75%)
District with sc-brain: 7 (Share: 58%)

Kansai Area

District heating and cooling systems: 6
District with sc-brain: 7



Japan

Energy Centers, Plants, Hospitals, Aquariums, Building Complexes, Stadiums, Theaters, and Research Facilities



Kiyohara Smart Energy Center
(Utsunomiya City, Tochigi Prefecture)

Civil Engineering and Construction of Plant Facilities



ES CON FIELD HOKKAIDO
(Kitahiroshima City, Hokkaido)

Air Conditioning and Mechanical Ventilation, Heat Source Systems



3GeV Synchrotron Radiation Facility "NanoTerasu" (Sendai City, Miyagi)

Air Conditioning, Sanitation, Air Compression, and Cooling Water Systems



Osaka Umeda Twin Towers South
(Osaka City, Osaka)

Heat Source and Air Conditioning Systems



Kobe Suma Sea World
(Kobe City, Hyogo Prefecture)

Air Conditioning System and Breeding Facility



IUHW Narita Hospital
(Narita City, Chiba Prefecture)

Air Conditioning and Sanitation System



Suntory Kita-Alps Shinano-no-Mori Water Plant
(Omachi City, Nagano Prefecture)

Air Conditioning and Mechanical Ventilation, Sanitation Systems



Takasaki City Theatre
(Takasaki City, Gunma Prefecture)

Air Conditioning System

Offices, Commercial Complexes, Data Centers, Transportation, and Energy Plants



Marina Bay Sands Integrated Resort
(Singapore)

Air Conditioning and Mechanical Ventilation Systems



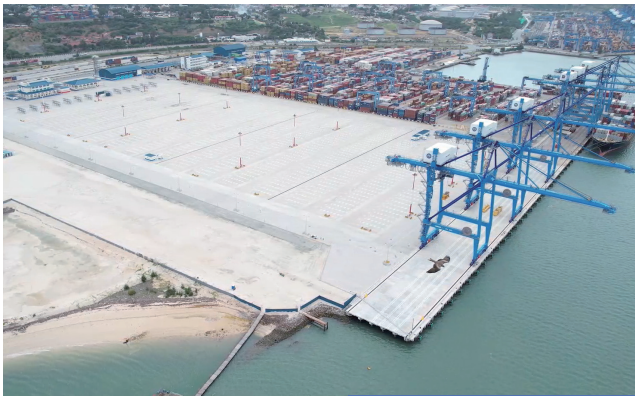
NARRA1 Data Center
(Philippines)

Air Conditioning, Firefighting and Electric Systems



GSPP Cogeneration Plant
(Malaysia)

Plant Facilities/Civil Engineering and Construction



MOMBASA PORT DEVELOPMENT PROJECT PHASE-2
(Kenya)

Air Conditioning, Sanitation, Firefighting and Electric Systems



JAKARTA MORI TOWER
(Indonesia)

Air Conditioning System



Hong Kong West Kowloon Station, Guangzhou-Shenzhen-Hong Kong Express Rail Link
(Hong Kong)

Air Conditioning and Electric Systems



District Cooling Plant for One Bangkok
(Thailand)

District Cooling System

Corporate Information

Company Name	SHINRYO CORPORATION
Headquarters Address	1-6-1, Yotsuya, Shinjuku-ku, Tokyo
Date of Establishment	February 23, 1956
Number of Employees (As of the end of September 2025)	2,292 (non-consolidated) 6,037 (including Group companies)
Capital	3.5 billion yen

Construction Business License (Japan) (As of January 2026)

License Number	(Special 6) No. 3447 issued by Minister of Land, Infrastructure, Transport and Tourism
Date of License	March 11, 2025
Licensed business	Plumbing, Electrical, Machine and Equipment Installation, Building, Civil Engineering, Steel Structure, Interior Finishing, Water and Sewerage Facilities, Telecommunication, Scaffolding, Earthwork and Concrete, Sanitation Facilities
License Number	(Ordinary 6) No. 3447 issued by Minister of Land, Infrastructure, Transport and Tourism
Date of License	March 11, 2025
Licensed Business	Fire Protection Facilities

Main Registered Business (Japan)

Senior registered architect office	
Registration Number	No.46232 issued by Governor of Tokyo
Date of Registry	April 10, 2021

Main qualifiers

Name of certification	Number of people
Professional Engineer Japan (Engineering Management)	1
Professional Engineer Japan (Environmental Engineering)	37
Professional Engineer Japan (Mechanical Engineering)	2
Professional Engineer Japan (Water Supply & Sewerage)	1
First-Class Plumbing Work Operation and Management Engineer	1,157
First-Class Electric Works Execution Manager	137
First-Class Building Operation and Management Engineer	17
First-Class Civil Engineering Works Execution Managing Engineer	9
1st class Qualified Certified Electrician	27
3rd Class Electric Works Specialist	31
Class A Fire Defense Equipment Officer	309
Class B Fire Defense Equipment Officer	18
MEP Design 1st-class Kenchikushi (Architect)	23
1st-class Kenchikushi (Architect)	40
Qualified Person for Energy Management	121
Building Facilities Diagnostic Technician	79
Building Mechanical and Electrical Engineer	220
The First Level Instrumentation Engineer	344
Professional Engineer (CxPE: Commissioning Professional Engineer)	5

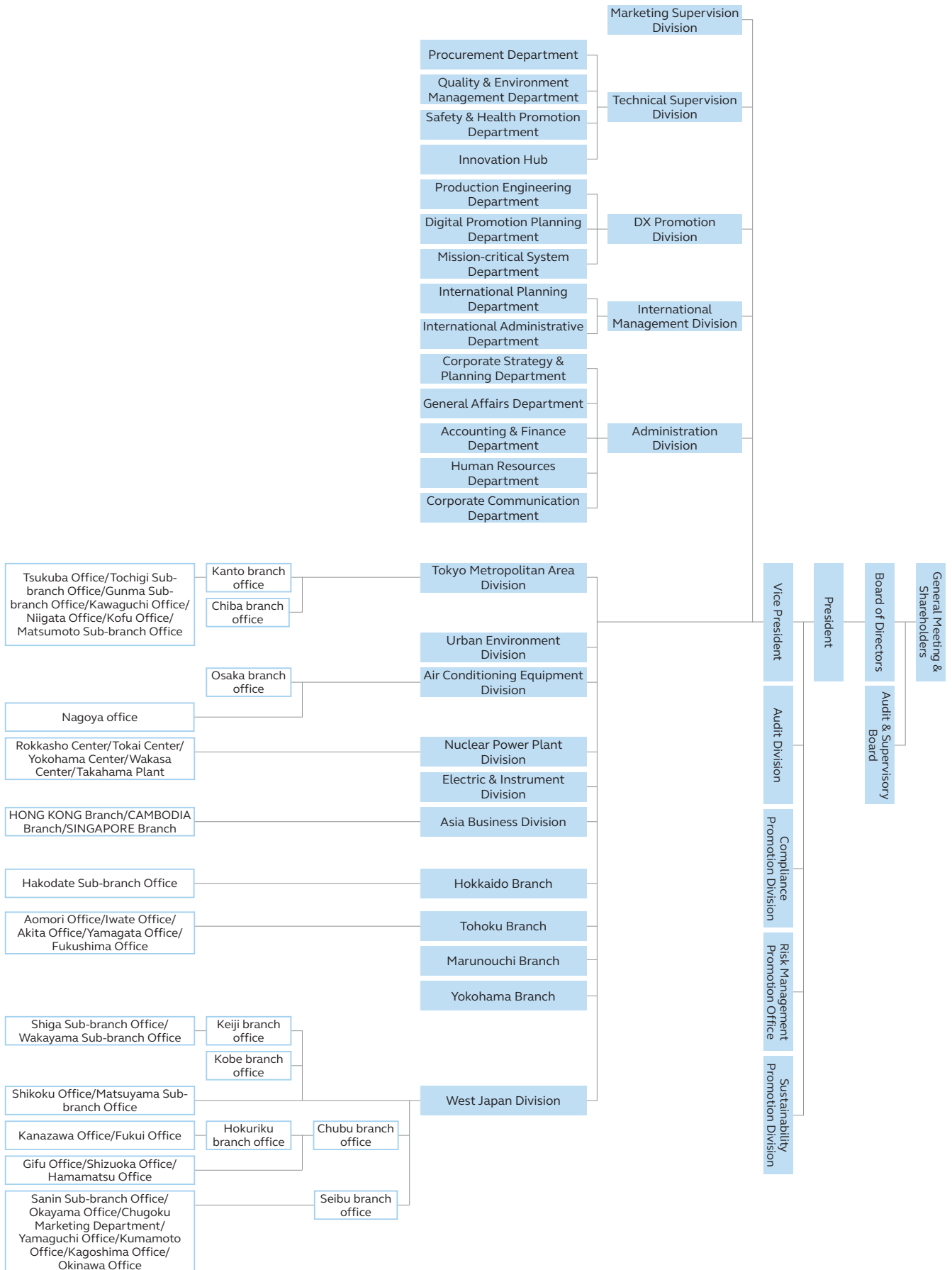
List of Executives

President, Representative Director	Takeshi Kagami
Representative Director	Katsuhiko Yakita
Directors	Takao Watanabe Koichi Kaji Yasunori Miyazaki Sayaka Kagami Non-Executive Director Hideaki Fujizuka Outside Director
Audit & Supervisory Board Members	Yoji Kawai Yasuyuki Imaki
Outside Audit & Supervisory Board Members	Toshihito Furuya Koichi Kubo

President & Chief Executive Officer	Takeshi Kagami*
Executive Vice Presidents	Katsuhiko Yakita* General Manager, Technical Supervision Division & DX Promotion Division & in charge of Group Management & Sustainability Promotion Takao Watanabe* General Manager, Marketing Supervision Division
Senior Managing Executive Officers	Satoru Narisawa General Manager, Tokyo Metropolitan Area Division & in charge of East Japan Koichi Kaji* General Manager, International Management Division
Managing Executive Officers	Hideki Furumoto In charge of Marketing Promotion, Marketing Supervision Division Naoki Uchiyama In charge of Marketing Promotion, Marketing Supervision Division Yukitoshi Maeda General Manager, Urban Environment Division Hiromitsu Fujioka General Manager, West Japan Division
Executive Officers	Masahiko Deputy General Manager, West Japan Division & General Manager, Chubu Branch office Kitabayashi Takehiro Masuda Deputy General Manager, West Japan Division Toshiyuki Shimizu General Manager, Tohoku Branch Shuji Chiba Deputy General Manager, Urban Environment Division Toshiya Terao Deputy General Manager, West Japan Division & General Manager, Seibu Branch Office Hideki Nagato General Manager, Asia Business Division Ken Shima General Manager, Nuclear Power Plant Division Minetoku General Manager, Electric & Instrument Division Okamura Motosuke Kadono Deputy General Manager, West Japan Division Masashi Ueno Representative Director & President, Shiroguchi Co., Ltd. Yasunori General Manager, Administration Division & in charge of Compliance & General Manager, Corporate Strategy & Planning Department Miyazaki*
	Masanori Yokoi General Manager, Innovation Hub Shinsuke General Manager, Yokohama Branch Hashimoto Osamu Sato Deputy General Manager, Tokyo Metropolitan Area Division Mika Sagawa General Manager, Human Resources Department
Executive Fellow	Yasunori Abe

* Executive Officers also acting as Directors

Organizational Chart



Corporate Data

Financial and Non-financial Data

Financial Data (Consolidated)

Items	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Orders received	Million yen	266,342	276,913	317,457	328,883	502,592
Net sales	Million yen	233,297	259,072	272,982	308,476	341,475
Operating income	Million yen	15,448	16,670	19,525	26,094	47,880
Ordinary profit	Million yen	17,251	24,817	21,425	27,076	49,529
Net assets	Million yen	155,590	156,720	172,746	191,058	165,466

Non-financial Data (Non-consolidated)

Items	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Greenhouse gas emissions						
Scope 1	t-CO ₂	386	1,066	867	818	813
Scope 2	t-CO ₂	2,380	2,024	1,755	1,712	1,291
Scope 3	t-CO ₂	10,714,814	8,337,569	5,589,091	5,613,100	8,434,420
Reduction rate of Scope 1 and 2 (Base fiscal year: 2009)	%	37	30	40	43	52
Contribution to Scope 3 reduction "Implementation rate of design proposals"	%	97	100	100	100	100

Energy consumption

Electric consumption	Thousand kWh	5,249	4,527	3,933	3,830	3,549
Energy Saving Act: company classification rating	S, A, B, C	S	S	S	S	S

Industrial waste

Total emissions	t	18,533	16,592	15,913	16,120	17,692
Amount of waste plastics generated	t	1,096	920	1,213	1,461	1,601
Recycling rate of industrial wastes	%	88	90	90	91	90
Electronic manifest penetration rate	%	97	98	99	99	99

Industrial Health and Safety

Frequency rate	—	0.14	0.28	0.40	0.27	0.21
CCUS* registration rate of health and safety council members	%	72	79	82	94	94

* CCUS: Construction Career Up System

Risk management

Number of safety reporting drills conducted	times	3	2	3	3	3
Number of information security education and awareness-raising activities	times	5	7	7	8	7

Items	Unit	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Employees						
Number of employees (consolidated)	People	5,453	5,348	5,279	5,195	6,037
Number of employees (non-consolidated)	People	2,251	2,245	2,262	2,257	2,292
Average age (non-consolidated)	Age	42.9	44.2	44.5	44.6	44.3
Average years of service (non-consolidated)	Year	17.5	18.8	18.7	18.7	18.3

Work environment

Average overtime	Hours	41.8	40.4	38.0	34.5	31.3
Annual paid leave acquisition rate	%	85.2	87.3	92.4	95.7	91.2
Employee awareness survey Overall satisfaction (Scale of 0 to 5)	—	—	3.2	3.3	3.5	3.7
Satisfaction	%	—	82.4	85.2	86.6	87.4

Health management

Regular health checkup examination rate	%	100	100	100	100	100
Anomaly observation rate (blood sugar)	%	18.1	17.9	18.0	17.9	18.7
(Blood pressure)	%	17.2	15.0	15.0	16.9	15.0
Number of un-addressed employees with high risk (identified by blood sugar and pressure)	People	0	0	0	0	0
Examination rate of follow-up checkup based on health checkup results*1	%	69.7	79.1	84.9	82.5	64.0
Stress check examination rate	%	96.2	92.4	95.5	95.0	95.8
Rate of highly stressed employees	%	5.6	7.5	8.2	8.7	9.2
Number of employees on annual long-term leave or absence (absence of a month or more)	People	11	17	21	31	32
Lifestyle habits Ratio of employees with exercise habits	%	25.2	24.6	27.1	26.3	29.4
Smoking rate (habitual smoking)	%	30.1	29.6	28.9	29.9	28.1
Absenteeism*2	days	—	—	—	—	4.0
Presenteeism*3	%	—	—	—	—	60.1
Work engagement*4	%	49.0	50.0	51.0	50.8	50.7

*1 Standards for promoting inspections during the follow-up checkup based on health checkup results have been changed in fiscal 2025

*2 Absenteeism: Absence (sick leave) from work due to health issues

*3 Presenteeism: State where conditions do not require leave and do not appear in attendance management, but productivity reduced due to health issues

*4 Work engagement: A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption

* “Greenhouse gas emissions”; “Energy consumption”; “Work environment”; and “Health management” are aggregations between April last year and March of this year. “Industrial Safety and Health: Frequency rate” is aggregation between January and December last year



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