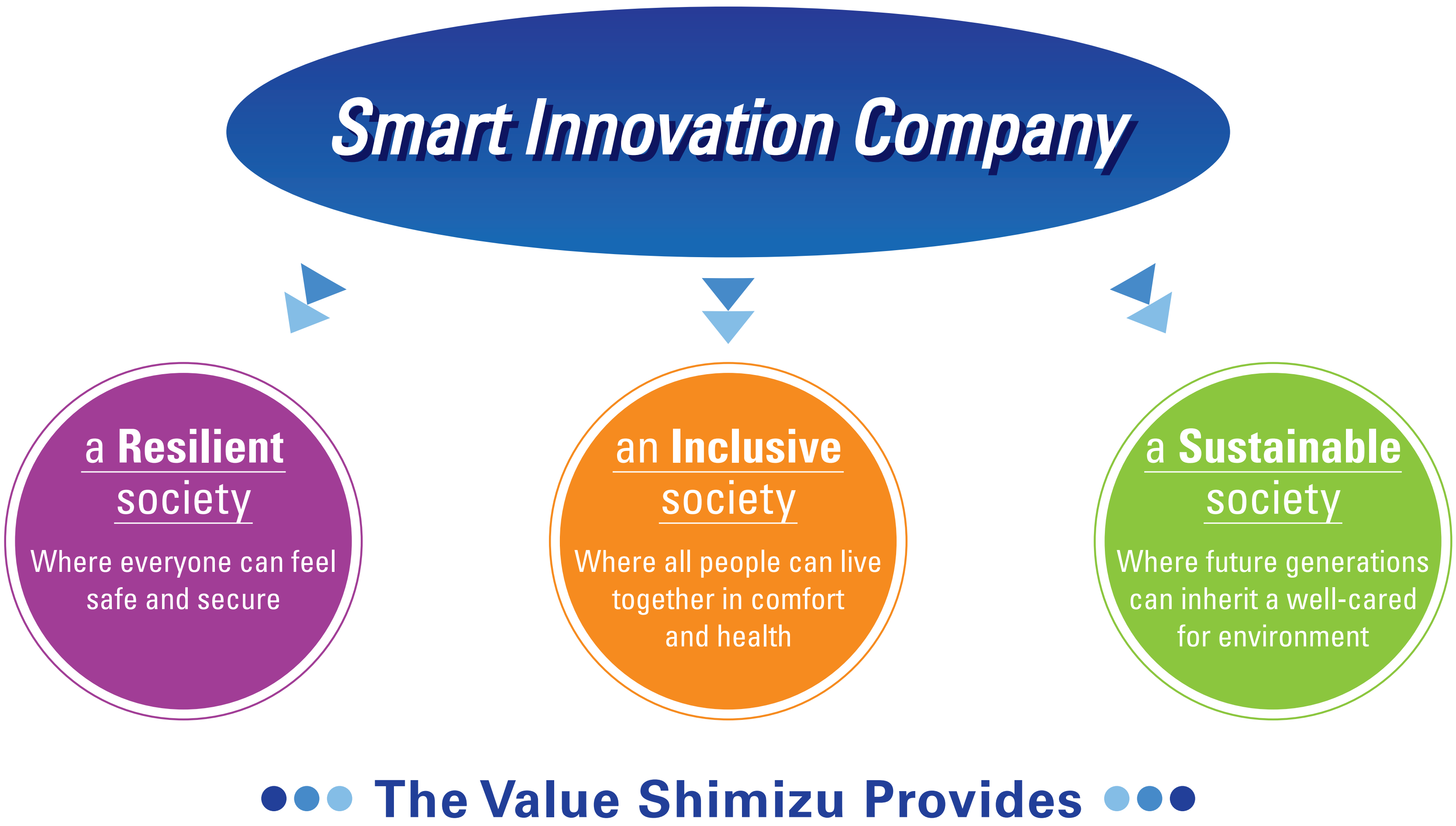
SHIMZ VISION 2030

SHIMIZU CORPORATION

Shimizu Group's Strategy Towards 2030

The Shimizu Group will create new value and contribute to a safe, healthy and sustainable future for everyone by transforming and challenging ourselves beyond construction and co-creating with diverse partners.



The Value Shimizu Group Provides

We will contribute to the 17 SDGs (Sustainable Development Goals) by providing value through innovation

SUSTAINABLE DEVELOPMENT GOALS

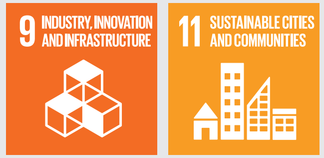
Realizing a resilient society

With the heightened risk of natural disasters such as earthquakes, super-typhoons and torrential rain, there is an ever-increasing need to protect lives and businesses.

- **Building strong and resilient infrastructure**
- **Disaster prevention & mitigation technology**
- **Extending the life of the built-environment**
- **Disseminate ecoBCP***

*Facilities and urban development concepts that can effect both saving measures for normal operation (eco), and business continuity planning (BCP) for emergencies.

Targeted Goals



Realizing an inclusive society

With rapid changes such as aging, population decline and urbanization, the future requires a society where anyone can live safely and comfortably.

- **Urban development utilizing ICT**
- **Provide built-environments that enhance health and well-being**
- **Use of universal design**
- **Expand the fields of human activity (to the oceans and space)**

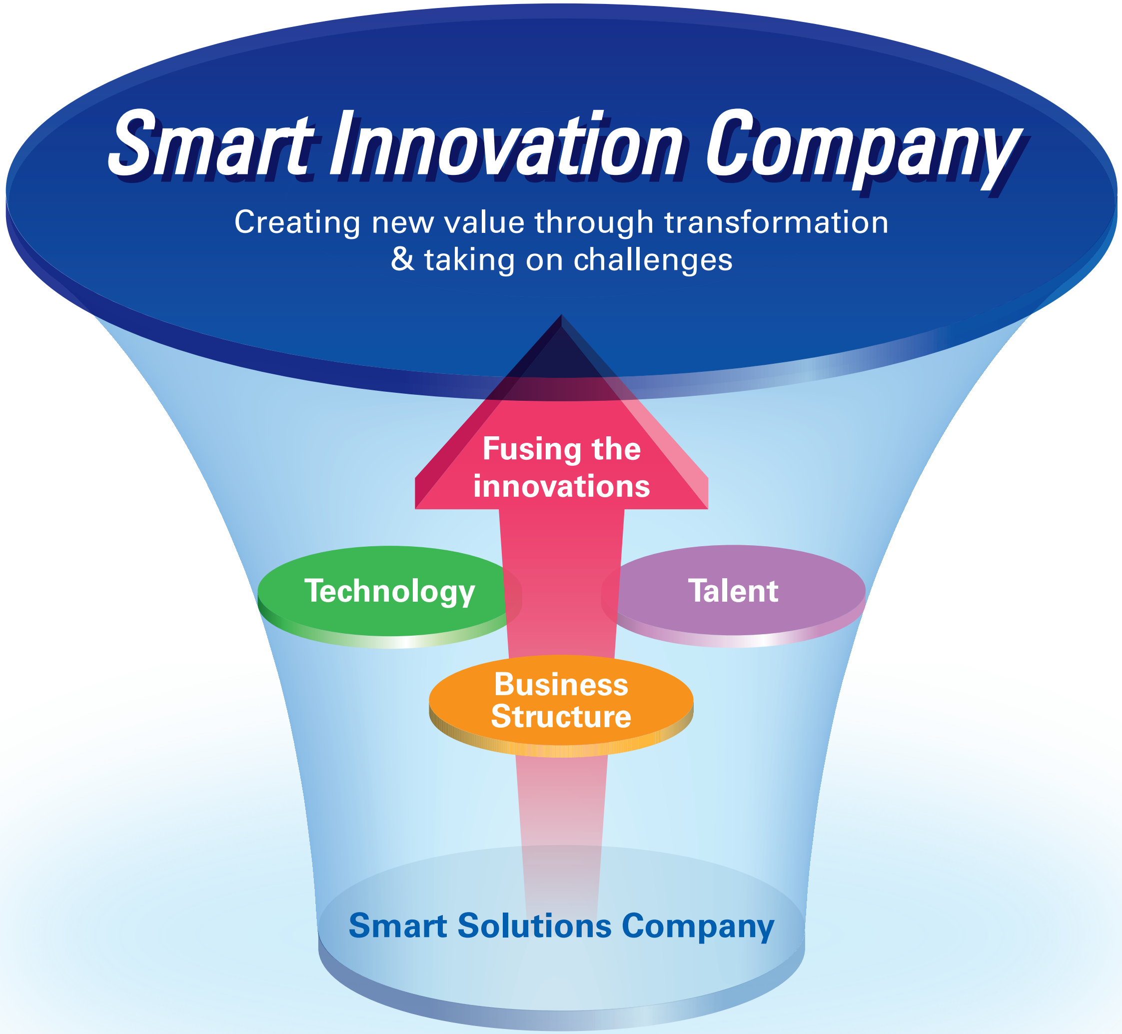
Realizing a sustainable society

As global warming, deforestation and environmental pollution become more serious, we must increase efforts to leave behind an bountiful earth for the next generation.

- **Use of sustainable energy**
- **CO_2 emissions reduction in all business activities**
- **Promotion of energy-saving, energy creation and ZEB (zero energy) facilities**
- **Conservation of the natural environment and biodiversity**

Towards the Achievement of our Vision

The Shimizu Group aims to be a Smart Innovation Company that creates new value through the integration of three innovations



Business Structure Innovation

- Diversify business models, accelerate global expansion, improve group management capabilities

Technology Innovation

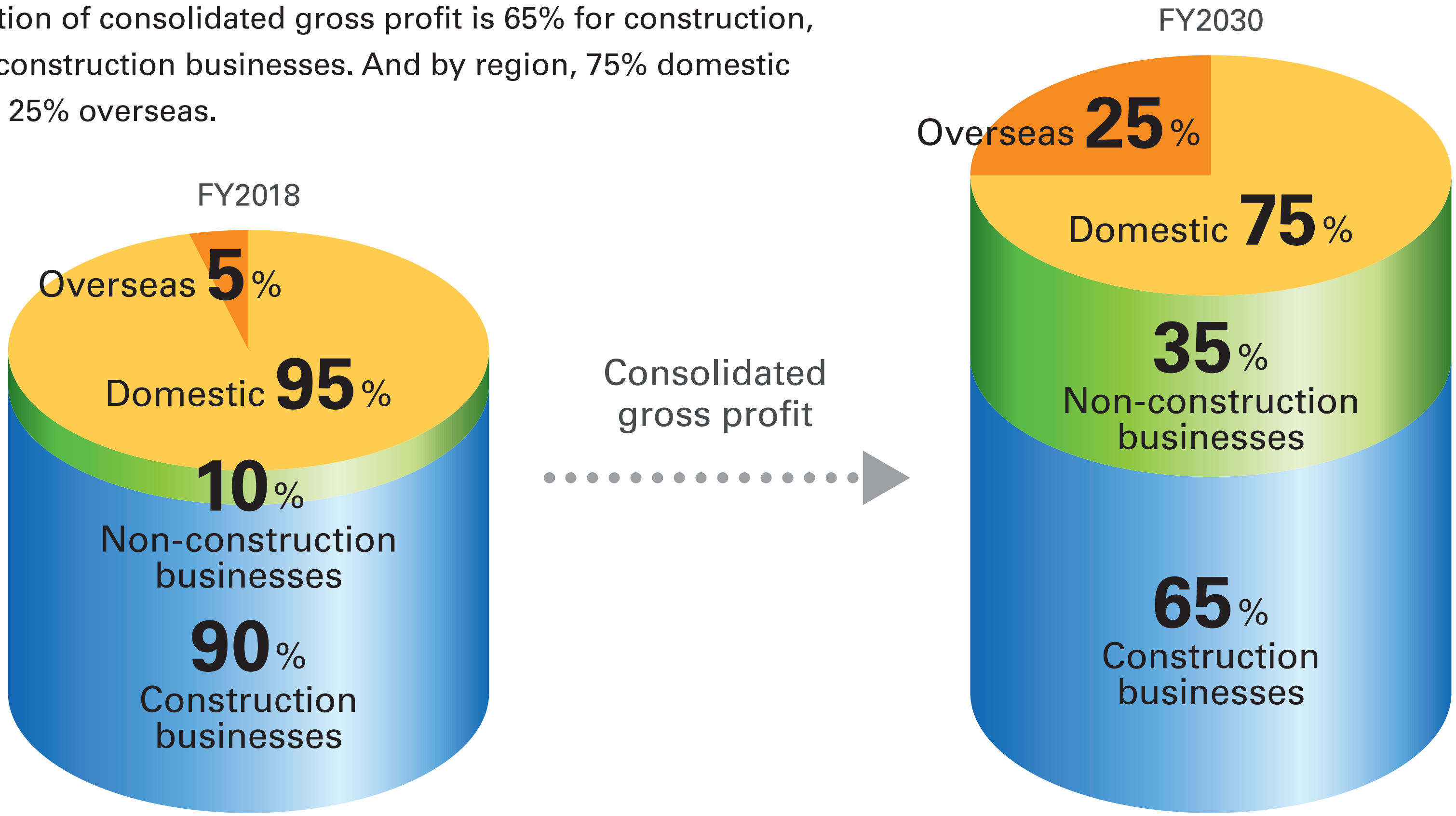
- Develop advanced technology to respond to the mega-trends of the future
- Accelerate construction process technology development to increase competitive edge

Talent Innovation

- Promote working style reforms that will enable diverse talent to thrive
- Build knowledge/expertise through co-creation with others

Target Revenue Structure

By evolving into a Smart Innovation Company, we aim to achieve consolidated ordinary income of ¥200 billion or higher in fiscal 2030. The composition of consolidated gross profit is 65% for construction, 35% for non-construction businesses. And by region, 75% domestic business and 25% overseas.



Consolidated ordinary income

FY2018
¥133.9 billion

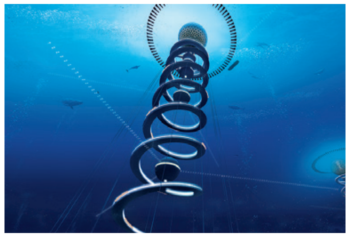
FY2030
¥200.0 billion or higher

Today's Work, Tomorrow's Heritage in 2030 and Beyond

What can we do to create new value in the world?

The Shimizu Group is constantly changing. We will continue to take on every challenge to create new value in the world, extending beyond the boundaries of construction.

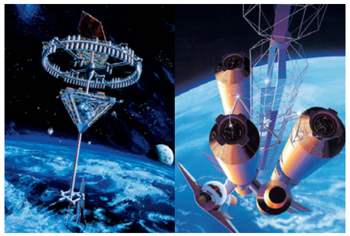
SHIMIZU DREAM



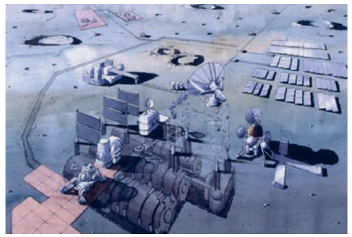
OCEAN SPIRAL
deep ocean future concept

GREEN FLOAT
environmental island

LUNA RING
solar power generation on the moon



Space hotel



Lunar base

This document contains information on the future plans and strategies, performance forecasts and projections, and other forward-looking information concerning the Shimizu Group. These representations are projections made based on our beliefs and assumptions derived from information available at the time this document was produced, and contain risks and uncertainties relating to economic conditions, market demand, exchange rates, tax systems, and various other systems. Future performance may therefore differ from these projections.