

Directors



Yoichi Miyamoto
Chairman of the Board and Representative Director

July 1971 : Joined the Corporation
 June 2003 : Executive Officer, Director, HOKURIKU Branch of the Corporation
 April 2005 : Executive Officer, Director, KYUSHU Branch of the Corporation
 June 2005 : Managing Officer, Director, KYUSHU Branch of the Corporation
 April 2006 : Senior Managing Officer, Director, KYUSHU Branch of the Corporation
 April 2007 : Senior Managing Officer, in charge of Marketing & Sales Promotion of the Corporation
 June 2007 : President and Representative Director of the Corporation
 April 2016 : Chairman of the Board and Representative Director of the Corporation (up to the present)



Kazuyuki Inoue
President and Representative Director
President and Executive Officer

April 1981 : Joined the Corporation
 April 2013 : Executive Officer, Director, Marketing & Sales Promotion Div. II, Building Headquarters of the Corporation
 April 2014 : Managing Officer, Director, NAGOYA Branch of the Corporation
 April 2015 : Senior Managing Officer, Director, NAGOYA Branch of the Corporation
 June 2015 : Director, Senior Managing Officer, Director, NAGOYA Branch of the Corporation
 March 2016 : Director, Senior Managing Officer, in charge of Marketing & Sales Promotion of the Corporation
 April 2016 : President and Representative Director of the Corporation
 April 2020 : President and Representative Director, President and Executive Officer of the Corporation (up to the present)



Hiroshi Fujimura
Senior Managing Officer
Director, Sales & Marketing Headquarters, and Director, Yumeshima (Osaka) Projects

April 1979 : Joined the Corporation
 April 2015 : Executive Officer, Building Headquarters, Deputy Director, Marketing & Sales Promotion Div. of the Corporation
 January 2016 : Executive Officer, Building Construction Headquarters, Deputy Director, Marketing & Sales Promotion Div. of the Corporation
 April 2017 : Managing Officer, Building Construction Headquarters, Deputy Director, Marketing & Sales Promotion Div. of the Corporation
 April 2018 : Managing Officer, Sales & Marketing Headquarters, Director, Building Construction Sales & Marketing Div. of the Corporation
 November 2018 : Managing Officer, Sales & Marketing Headquarters, Director, Building Construction Sales & Marketing Div., Director, Development Promotion Dept., Building Construction Sales & Marketing Div., Sales & Marketing Headquarters of the Corporation
 April 2019 : Senior Managing Officer, Director, Building Construction Sales & Marketing Div., Sales & Marketing Headquarters of the Corporation
 April 2020 : Senior Managing Officer, Director, Sales & Marketing Headquarters, and Director, Yumeshima (Osaka) Projects of the Corporation
 June 2020 : Director & Senior Managing Officer Director, Sales & Marketing Headquarters, Director, Yumeshima (Osaka) Projects (up to the present)



Kimio Handa
Director & Senior Managing Officer
Director, Corporate Ethics Office
In charge of Administration and SDGs & ESG

April 1979 : Joined the Corporation
 July 2005 : Manager, Accounting Dept., Civil Engineering Headquarters of the Corporation
 June 2008 : Manager, Accounting Dept., Building Headquarters of the Corporation
 June 2010 : Deputy Director, HOKURIKU Branch of the Corporation
 April 2014 : President and Representative Director of Shimizu Comprehensive Development Corporation
 April 2018 : Managing Officer, Deputy Director, Sales & Marketing Headquarters, in charge of Compliance, Civil Engineering Headquarters, Deputy Director, Corporate Ethics Office of the Corporation
 April 2020 : Senior Managing Officer, Director, Corporate Ethics Office, and in charge of Compliance, Sales & Marketing Headquarters of the Corporation
 June 2020 : Director & Senior Managing Officer In charge of Administration, In charge of SDGs & ESG, Director, Corporate Ethics Office (up to the present)



Toshiyuki Imaki
Executive Vice President and Representative Director
Executive Vice President and Executive Officer
Director, Building Construction Headquarters,
In charge of Information Management and Productivity Improvement

April 1980 : Joined the Corporation
 April 2007 : Executive Officer, Director, Tokyo Building Construction Business Div. III, Building Headquarters of the Corporation
 June 2008 : Executive Officer, Manager, Human Resources Dept. of the Corporation
 April 2010 : Executive Officer, Director, HOKURIKU Branch of the Corporation
 April 2013 : Managing Officer, Director, HOKURIKU Branch of the Corporation
 April 2014 : Senior Managing Officer, Deputy Director, Building Headquarters and Director, TOKYO Branch, Building Headquarters of the Corporation
 June 2015 : Director, Senior Managing Officer, Deputy Director, Building Headquarters and Director, TOKYO Branch, Building Headquarters of the Corporation
 January 2016 : Director, Senior Managing Officer, in charge of Tokyo Metropolitan Area, Director, TOKYO Branch of the Corporation
 April 2016 : Executive Vice President and Director, in charge of Tokyo Metropolitan Area, Director, TOKYO Branch of the Corporation
 April 2017 : Executive Vice President and Representative Director, Director, Building Construction Headquarters, in charge of Productivity Improvement and Information Management of the Corporation
 April 2018 : Executive Vice President and Representative Director, Director, Building Construction Headquarters, in charge of Productivity Improvement, Information Management, and Nuclear Business of the Corporation
 April 2019 : Executive Vice President and Representative Director, Director, Building Construction Headquarters, in charge of Productivity Improvement, Nuclear Business, Information Management, Director, Digital Strategy Promotion Div. of the Corporation
 April 2020 : Executive Vice President and Representative Director, Executive Vice President and Executive Officer, Director, Building Construction Headquarters, in charge of Information Management and Productivity Improvement of the Corporation (up to the present)



Toru Yamaji
Executive Vice President and Representative Director
Executive Vice President and Executive Officer
In charge of Engineering Business, LCV Business and Emerging Frontiers

April 1981 : Joined the Corporation
 April 2011 : Executive Officer, Deputy Director, TOKYO Branch, Building Headquarters of the Corporation
 April 2012 : Executive Officer, Director, KYUSHU Branch of the Corporation
 April 2015 : Managing Officer, Director, KYUSHU Branch of the Corporation
 April 2016 : Senior Managing Officer, in charge of Marketing & Sales Promotion of the Corporation
 April 2017 : Senior Managing Officer, in charge of Marketing & Sales Promotion, Director, Marketing & Sales Promotion Div., Building Construction Headquarters of the Corporation
 June 2017 : Executive Vice President and Representative Director, in charge of Marketing & Sales Promotion, Director, Marketing & Sales Promotion Div., Building Construction Headquarters of the Corporation
 April 2018 : Executive Vice President and Representative Director, Director, Sales & Marketing Headquarters of the Corporation
 March 2019 : Executive Vice President and Representative Director, Director, Sales & Marketing Headquarters, Director, Yumeshima (Osaka) Projects of the Corporation
 April 2020 : Executive Vice President and Representative Director, Executive Vice President and Executive Officer, in charge of Engineering Business and LCV Business, and in charge of Emerging Frontiers of the Corporation (up to the present)



Tsunehiko Yamanaka
Senior Managing Officer and Representative Director
Director, Civil Engineering Headquarters
In charge of Safety Administration & Environment

April 1980 : Joined the Corporation
 April 2013 : Executive Officer, Director, HOKKAIDO Branch of the Corporation
 March 2016 : Executive Officer, Director, KANTO Branch of the Corporation
 April 2016 : Managing Officer, Director, KANTO Branch of the Corporation
 April 2018 : Senior Managing Officer, Director, Civil Engineering Headquarters of the Corporation
 June 2018 : Senior Managing Officer and Representative Director, Director, Civil Engineering Headquarters of the Corporation
 April 2020 : Senior Managing Officer and Representative Director, Director, Civil Engineering Headquarters, in charge of Safety Administration & Environment of the Corporation (up to the present)



Motoaki Shimizu*1
Director

February 1998 : Joined IBM Japan, Ltd.
 July 2004 : Joined the Corporation
 June 2011 : Director of SHIMIZU & CO., LTD.
 June 2014 : President and Representative Director of SHIMIZU & CO., LTD. (incumbent)
 March 2017 : Resigned from the Corporation
 June 2017 : Director of the Corporation (up to the present)



Tamotsu Iwamoto*2
Director

April 1974 : Joined Ajinomoto Co., Inc.
 July 2001 : President of AJINOMOTO VIETNAM CO., LTD.
 June 2005 : Corporate Executive Officer, General Manager, Human Resources Dept. of Ajinomoto Co., Inc.
 June 2009 : Director, Corporate Vice President of Ajinomoto Co., Inc.
 June 2011 : Director, Corporate Senior Vice President of Ajinomoto Co., Inc.
 June 2015 : Representative Director, Corporate Executive Deputy President of Ajinomoto Co., Inc.
 June 2017 : Senior Advisor of Ajinomoto Co., Inc.
 June 2017 : Outside Auditor of HOUSE FOODS GROUP INC. (incumbent)
 June 2019 : Director of the Corporation (up to the present)



Aya Murakami*2
Director

April 1977 : Joined the Ministry of Labor
 April 1996 : Director of Women's Welfare Division, Women's Bureau, Ministry of Labor
 July 1998 : Member of Long-term Care Insurance Promotion Office, Director of Welfare Promotion for the Elderly Division, Health and Welfare Bureau for the Elderly, Ministry of Health and Welfare
 January 2001 : Director of Promotion Division, Gender Equality Bureau, Cabinet Office
 August 2003 : Director-General, Saitama Labour Bureau of Ministry of Health, Labour and Welfare
 December 2006 : Managing Director of Japan Institute for Women's Empowerment & Diversity Management
 April 2011 : Professor, Department of Law, Faculty of Law, Teikyo University (incumbent)
 June 2015 : Director of the Corporation (up to the present)



Mayumi Tamura*2
Director

April 1983 : Joined Sony Corporation
 July 2002 : Executive Officer of Johnson Diversy Corporation (currently CxS Corporation)
 December 2004 : CFO of adidas Japan K.K.
 June 2007 : Executive Officer, Senior Vice President and CFO of Seiyu Corporation (currently Seiyu GK.)
 May 2010 : Executive Officer, Senior Vice President and CFO of Seiyu Corporation (currently Seiyu GK.) and Executive Officer, Senior Vice President and CFO of Walmart Japan Holdings GK. (Currently Walmart Japan Holdings K.K.)
 June 2015 : Outside Auditor of Honda Motor Co., Ltd.
 June 2017 : Outside Director, Audit and Supervisory Committee Member of Honda Motor Co., Ltd. (incumbent)
 June 2017 : Outside Director of Hitachi High-Technologies Corporation (currently Hitachi High-Tech Corporation) (incumbent)
 June 2019 : Director of the Corporation (up to the present)

*1 Director Motoaki Shimizu is a Non-Executive Director and head of the Nomination and Compensation Committee. *2 Directors Tamotsu Iwamoto, Aya Murakami and Mayumi Tamura are External Directors.

Audit & Supervisory Board Members



Hideto Watanabe

Audit & Supervisory Board Member (standing)

April 1980 : Joined the Corporation
June 2006 : Manager, Accounting Dept. of the Corporation
June 2016 : Manager, Audit Department of the Corporation
June 2017 : Audit & Supervisory Board Member (up to the present)



Koichi Matsuoka

Audit & Supervisory Board Member (standing)

April 1981 : Joined the Corporation
July 2006 : Manager, Accounting Dept., TOHOKU Branch of the Corporation
April 2008 : Manager, Financial Management Dept. of the Corporation
April 2013 : Manager, Affiliates' Business Dept. of the Corporation
June 2017 : Manager, Audit Dept. of the Corporation
June 2020 : Audit & Supervisory Board Member (up to the present)



Hatsuhito Kaneko*³

Audit & Supervisory Board Member (standing)

April 1979 : Joined Mitsubishi Trust and Banking Corporation
June 2006 : Executive Officer, General Manager, Retail Business Planning Department of Mitsubishi UFJ Trust and Banking Corporation
October 2006 : Executive Officer, General Manager, Retail Business Planning Department of Mitsubishi UFJ Trust and Banking Corporation
June 2008 : Executive Officer, Manager, KYOTO Branch and KYOTO Central Branch of Mitsubishi UFJ Trust and Banking Corporation
June 2009 : Managing Executive Officer of Mitsubishi UFJ Trust and Banking Corporation
June 2011 : Senior Managing Executive Officer of Mitsubishi UFJ Trust and Banking Corporation
June 2012 : Senior Managing Director of Mitsubishi UFJ Trust and Banking Corporation
June 2013 : Director, Deputy President of Mitsubishi UFJ Trust and Banking Corporation
June 2015 : Representative Chairman of Mitsubishi UFJ Real Estate Services Co., Ltd.
June 2016 : Outside Corporate Auditor of Mitsubishi Paper Mills Limited
June 2017 : Audit & Supervisory Board Member, Shimizu Corporation (up to the present)



Tetsuya Nishikawa*³

Audit & Supervisory Board Member (part-time)

April 1972 : Joined National Policy Agency
August 1989 : Manager, Investigation Div. II, The Criminal Investigation Bureau of Metropolitan Police Department
April 1993 : Chief of Wakayama Prefectural Police Headquarters
March 1998 : Chief of Niigata Prefectural Police Headquarters
January 2007 : Director General, Minister' Secretariat of Ministry of Defense
August 2009 : Assistant Chief Cabinet Secretary
November 2011 : Advisor to Sampo Japan Insurance Inc. (currently Sampo Japan Nipponkoa Insurance Inc.)
December 2011 : Registered as Lawyer (Daiichi Tokyo BAR Association)
January 2012 : Joined Kasahara Law Office (incumbent)
June 2012 : External Auditor of TAIHEI Engineering Co., Ltd. (incumbent)
May 2013 : External Auditor of SEKIDO Co., Ltd. (incumbent)
June 2013 : External Director of LAC Co., Ltd. (incumbent)
June 2014 : Audit & Supervisory Board Member of the Corporation (incumbent)
December 2018 : Audit & Supervisory Board Member, Soken Co., Ltd. (incumbent)
June 2020 : Director, Kodokan Judo Institute (up to the present)



Kaoru Ishikawa*³

Audit & Supervisory Board Member (part-time)

April 1972 : Joined the Ministry of Foreign Affairs
September 2002 : Manager, International Society Cooperation Dept., Foreign Policy Bureau
January 2005 : Chief, Economic Affairs Bureau
January 2007 : Ambassador Extraordinary and Plenipotentiary of Japan to Egypt
June 2010 : Ambassador Extraordinary and Plenipotentiary of Japan to Canada
April 2013 : Retired the Ministry of Foreign Affairs
June 2013 : Senior Managing Director, The Japan Forum on International Relations, Inc.
April 2014 : Specially-appointed Professor, Kawamura Gakuen Women's University (incumbent)
May 2014 : Director, Kawamura Gakuen (incumbent)
June 2015 : Director, The Society for Promotion of Japanese Diplomacy (incumbent)
June 2016 : Auditor of the Corporation (incumbent)
June 2017 : Outside Director of SMK Corporation (incumbent)
June 2020 : Director, Mitsubishi UFJ Foundation (up to the present)

*³ Audit & Supervisory Board Members Hatsuhito Kaneko, Tetsuya Nishikawa, and Kaoru Ishikawa are independent outside auditors.

Executive Officers

President

Kazuyuki Inoue

Executive Vice Presidents

Toshiyuki Imaki

Director, Building Construction Headquarters,
In charge of Information Management, Productivity Improvement and Associated Companies

Toru Yamaji

In charge of Engineering Business,
LCV Businesses and Emerging Frontiers

Koji Ikeda

In charge of Kansai Area,
Director, KANSAI Branch,
Deputy Director, Yumeshima (Osaka) Project, in charge of Building Construction, Yumeshima Project

Senior Managing Officers

Tsunehiko Yamanaka

Director, Civil Engineering Headquarters,
In charge of Safety Administration & Environment

Yutaka Ishikawa

In charge of Technology,
Director, Technology Planning Div.,
Director, Institute of Technology

Koichi Ishimizu

In charge of Tokyo Metropolitan Area,
Director, TOKYO Branch,
In Charge of Nuclear and Thermal Power Generation Businesses

Hiroshi Fujimura

Director, Sales & Marketing Headquarters,
Director, Yumeshima (Osaka) Projects

Shigeru Namioka

Director, KANTO Branch

Kimio Handa

In charge of Administrative Functions,
SDGs & ESG Promotion Director, Corporate Ethics Office

Masahiro Indo

Director, Production Technology Div., Building Construction Headquarters

Managing Officers

Yoshito Tsutsumi

Director, KYUSHU Branch

Kentaro Ikeda

Director, Civil Engineering Sales & Marketing Div.,
Sales & Marketing Headquarters

Masatoshi Misawa

Director, CHIBA Branch

Masanobu Onishi

Director, Design Div., Building Construction Headquarters

Naoki Kita

In charge of International Business,
Civil Engineering Headquarters

Hiroaki Taniguchi

Director, NAGOYA Branch

Shinichi Takiguchi

Director, Emerging Frontiers Div., In charge of Sales & Marketing, Sales & Marketing Headquarters

Takahisa Shirota

In charge of Sales & Marketing, Sales & Marketing Headquarters

Akira Yamazaki

Director, Procurement & Estimation Center,
Building Construction Headquarters

Atsushi Osada

Deputy Director, Civil Engineering Sales & Marketing Div.,
Sales & Marketing Headquarters

Takeshi Sekiguchi

General Manager, Engineering Headquarters

Yasuhide Kuwahara

Director, TOKYO Civil Engineering Branch

Mitsuo Morii

Director, Global Strategy Div.

Yoshiki Higashi

Director, Corporate Planning Div.,
In charge of Human Resource System Reform

Takao Haneda

In charge of General Affairs,
Director, Corporate Ethics Help-line Office,
In charge of Crisis Management General Manager

Executive Officers

Tatsuya Shinmura

Director, YOKOHAMA Branch

Yutaka Gozu

Senior Project Director, Singapore
Neil Road Development Project, International Div.

Takefumi Saito

Director, HOKURIKU Branch

Osamu Nakagawa

Director, HOKKAIDO Branch

Kojiro Shimizu

Director, TOHOKU Branch

Kouichi Yamashita

Director, KOBE Branch
In charge of Construction, Kansai Area

Toshihide Suenaga

In charge of Marketing & Sales promotion Kansai Area,
In charge of Sales & Marketing, Yumeshima (Osaka) Project

Yoshinari Dendoh

Manager, Human Resource Dept.,
In charge of Working Style Reform

Tomoaki Harada

Director, Building Construction Planning Div.,
Building Construction Headquarters,
Director, Monozukuri Training Center,
Building Construction Headquarters,
In charge of Tokyo Mokkaijou,
Building Construction Headquarters,
Director, Shiomi Project

Masamichi Miki

Director, HIROSHIMA Branch

Yasuhide Yamada

In charge of Sales & Marketing,
Sales & Marketing Headquarters

Masakazu Hyodo

In charge of Finance & Accounting, Affiliated Business Dept., and IR

Kazuhiko Kato

Deputy Director, Civil Engineering Sales & Marketing Div.,
Sales & Marketing Headquarters

Kenichi Ozono

Manager, Operation Control Dept.

Haruhiko Washimi

General Manager, Investment and Development Div.

Tetsu Mizuno

In charge of Sales & Marketing, NAGOYA Branch

Takayuki Sakakima

Deputy Director, Design Div., Building Construction Headquarters,
In charge of Structure

Toshikazu Tsuji

In charge of Civil Engineering, Kansai Area,
In charge of Civil Engineering, Yumeshima (Osaka) Project

Yoshihiro Higuchi

Director, Technology, Civil Engineering Headquarters

Sadao Matsushashi

In charge of Technology, Civil Engineering Headquarters

Toru Furuya

President and Representative Director, Shimizu America, Inc.

Kazuya Osako

Director, SHIKOKU Branch

Hideo Yokoyama

Director, Building Construction Sales & Marketing Div.,
Sales & Marketing Headquarters

Hitoshi Fujita

Director, International Div.

Basic Views on Corporate Governance

Shimizu manages the company based on the principles contained in our corporate credo, The Analects and the Abacus. We strive to manage the company in a timely, highly efficient, transparent, and lawful manner to achieve sustained growth and increase corporate value over the medium and long term, while also earning a greater degree of trust from all our shareholders, investors, and all other stakeholders, including customers, employees, and local communities. We do so by fulfilling our social responsibilities through business activities.

To achieve this, we have separated the management strategy and decision-making function from the business execution function, and have established a structure that enables the Board of Directors and Audit & Supervisory Board to appropriately supervise and audit the performance of each of these functions. Our basic policy on corporate governance is for our directors, executive officers, Audit & Supervisory Board members, and employees to implement compliance management based on the highest ethical standards.

Overview of the Corporate Governance Structure

Shimizu has adopted the structure of a company with an Audit & Supervisory Board. We have limited the number of directors and introduced an executive officer system to clearly separate the management strategy, decision-making, and oversight functions from the business execution function. We have established a system for supervising and overseeing management from an objective and neutral perspective by taking steps to encourage energetic debate at Board of Directors meetings, and by electing outside directors, other non-executive directors, and outside Audit & Supervisory Board members who maintain a high degree of independence. The concrete structure and implementation status are detailed below.

To promote more energetic debate by the Board of Directors and strengthen the management function, one-third or more of the total number of directors do not have executive duties. We elect non-executive directors to supervise corporate management and the execution of duties from a standpoint that is

independent of the business execution function.

- Outside directors and other non-executive directors and outside Audit & Supervisory Board members use their extensive experience and sophisticated insight based on their individual career histories to oversee and supervise management and provide necessary advice as appropriate.
- The Company established a structure mainly consisting of the head office administrative departments to provide timely information and other materials to assist outside directors and other non-executive directors in performing their management supervisory duties.
- The relevant divisions provide an overview of the Company and detailed explanations of the businesses, and other matters as guidance to new outside directors.
- Outside directors audit all duties performed by directors from a fair and impartial perspective.
- The Audit & Supervisory Board Members Office was established as the dedicated organization to support Audit & Supervisory Board members. This office secures the necessary support staff to enable more effective audits by Audit & Supervisory Board members.
- Audit & Supervisory Board members improve the effectiveness of management supervision by attending important meetings and obtaining sufficient information from officers and employees without delay.
- When a Board of Directors meeting is held, the Board of Directors administrative office and other divisions provide explanations in advance to the outside directors, non-executive directors, and Audit & Supervisory Board members.
- Outside directors and other non-executive directors regularly exchange opinions with the chairman and president.
- Regular Outside Officers Meetings are held for outside directors and outside Audit & Supervisory Board members, and regular Outside Directors and Audit & Supervisory Board Members Meetings are held for outside directors and all Audit & Supervisory Board members to facilitate the exchange of opinions.

Main Governing Bodies Established by Shimizu

(including discretionary committees and other meeting formats)

Board of Directors

The Board of Directors holds meetings once a month as a rule, and as needed. It makes decisions on matters specified in laws and regulations and the Articles of Incorporation as well as other important matters, and supervises the execution of duties. The Articles of Incorporation specifies 12 as the maximum number of directors. These directors consist of seven executive directors who are highly knowledgeable in each area of Shimizu's business and four non-executive directors, three of whom are outside directors with extensive expertise and experience in their respective specialties. All three meet the standards for independence specified by the Tokyo Stock Exchange. The Chairman and Representative Director serves as the chair of the Board of Directors.

Audit & Supervisory Board

The Audit & Supervisory Board meets once a month as a rule, and additionally as necessary. It makes decisions on audit policy, audit plans, auditing methods, and other important audit matters, and deliberates on necessary matters concerning audits. The Articles of Incorporation sets the number of Audit & Supervisory Board members at a maximum of five, including three outside Audit & Supervisory Board members. The chair of the Audit & Supervisory Board is an Audit & Supervisory Board member chosen through discussion by the Audit & Supervisory Board. All three outside Audit & Supervisory Board members meet the standards set by the Tokyo Stock Exchange for independent officers, and oversee the management of Shimizu from an objective and neutral standpoint.

Nomination & Compensation Committee

Shimizu has established a Nomination & Compensation Committee to ensure fairness and transparency in the selection, dismissal, evaluation, and compensation of directors and executive officers. The members of this committee consist of four non-executive directors (three outside directors and one non-executive internal director) and two executive directors. The committee is chaired by a non-executive director.

Risk Management Committee

Our Risk Management Committee ascertains and analyzes risks that would have a serious impact on our corporate group, which consists of Shimizu and its subsidiaries. It also determines key risk management items, and follows up and reports to the Board of Directors. The President and Representative Director serves as the chair of the committee and one full-time Audit & Supervisory Board member also attends committee meetings.

Committee on Corporate Ethics

Shimizu has established the Committee on Corporate Ethics to determine company-wide policies on strict compliance with corporate ethics, laws and regulations, and deploy and follow up on compliance. The committee is also tasked with collecting all information on serious incidents involving wrongdoing as well as examining ways to prevent incidents and recurrence and issuing directions to accomplish that. The President and Representative Director serves as the chair of the committee. One full-time Audit & Supervisory Board member and one outside expert (an attorney) also attend committee meetings.

Executive Officers Council

Shimizu has established an Executive Officers Council to communicate important matters and policies decided by the Board of Directors to executive officers and provide instructions to them. The President and Representative Director serves as the chair of this council and members consist of executive directors (other than the chair) and executive officers. One full-time Audit & Supervisory Board member also attends council meetings.

Overview of Corporate Governance Structure (as of June 26, 2020)

Item	Description
Organizational form	Company with an Audit & Supervisory Board
Number of Directors	11 (maximum of 12 permitted)
Director term	1 year
Number of female Directors	2
Number of Non-Executive Directors	4 (including 3 independent Directors)
Number of Independent Directors	3
Number of Audit & Supervisory Board Members	5
Number of Independent Audit & Supervisory Board Members	3
Executive officer system*	Yes
Name of Accounting Auditor	Ernst & Young ShinNihon LLC

* On April 1, 2020, the executive officer system was partially revised. Responsibility for operational execution was clarified to strengthen the business execution function and the percentage of non-executive directors was increased to strengthen the management supervisory function.

Evaluating the Effectiveness of the Board of Directors

Our Board of Directors evaluates the overall effectiveness of the Board of Directors once a year.

A summary of the evaluation method and results for 2019 are provided below:

(1) Evaluation Method

- Self-evaluation through discussion by all directors and all Audit & Supervisory Board members
- Time period: 12 months beginning in January 2019 (one year)
- Evaluation date: December 2019 Board of Directors meeting
- Main items evaluated: Composition, function, and operational status of the Board of Directors, status of support provided to outside directors, status of training and other support provided to directors, status of dialog with shareholders and stakeholders, and other aspects of operation

(2) Summary of Evaluation Results

Shimizu's Board of Directors is judged to be operating effectively. The following main issues for future consideration were also raised as opinions and proposals during discussion.

Functional & operational status of Board of Directors meetings: (1) Strengthen the management strategy and management supervisory function to maintain global, group awareness. (2) Revise the criteria for referral to the Board of Directors and operate meetings efficiently to secure sufficient time for discussion of important matters.

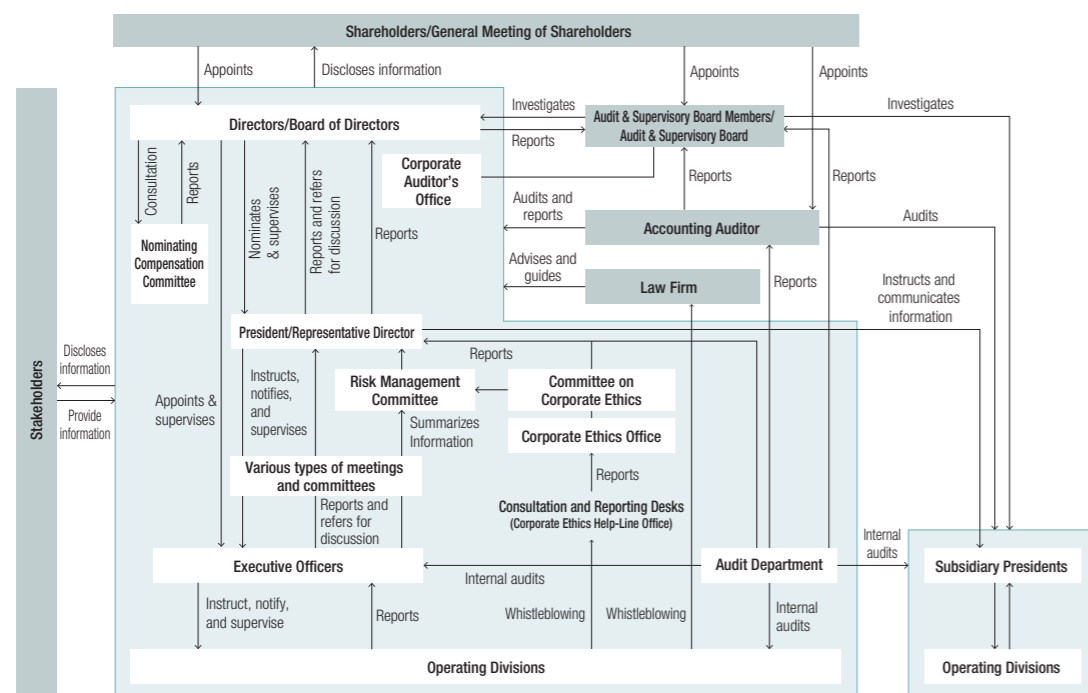
Status of support for outside directors: (1) Provide advance explanations of Board of Directors meeting items earlier and provide more information that will contribute to management. (2) Increase the number of opportunities outside of Board of Directors meetings for non-executive directors (including outside directors) or outside Audit & Supervisory Board members to exchange opinions with the Chairman and President.

Dialog with Shareholders and Investors: Report the opinions obtained from shareholders and investors through IR activities, etc. to the Board of Directors in a timely manner.

(3) Future Initiatives

Shimizu will use the results from evaluating the effectiveness of the Board of Directors to further improve its effectiveness and corporate governance.

Diagram of Corporate Governance Structure



Governance

Appointed Outside Directors and Outside Audit & Supervisory Board Members (as of June 30, 2020)

Outside Directors

Name	Independent Officer	Important Concurrent Positions	Reasons for Appointment	Meeting Attendance During FY2019
Tamotsu Iwamoto	○	Outside Audit & Supervisory Board Member, House Foods Group Inc.	Tamotsu Iwamoto possesses expert knowledge and experience as an officer of listed companies and extensive knowledge and experience from many years in corporate management. Shimizu deemed him to be appropriate for appointment as an Outside Director because we think he will utilize this experience in supervising management of the company from an objective, neutral perspective.	Board of Directors meetings: Attended 12 out of a total of 12 meetings (100% attendance rate)
Aya Murakami	○	Professor, Dept. of Law, Faculty of Law, Teikyo University	Aya Murakami possesses expert knowledge and experience as a university professor and knowledge and experience from involvement in labor and welfare administration for many years. We deemed her to be appropriate for appointment as an Outside Director because she is using this expertise to promote working style reform, diversity management, and otherwise contribute to the management of the company.	Board of Directors meetings: Attended 16 out of a total of 16 meetings (100% attendance rate)
Mayumi Tamura	○	Outside Director, Audit & Supervisory Committee Member, Honda Motor Co., Ltd., Outside Director, Hitachi High-Tech Corporation	Mayumi Tamura possesses expert knowledge and many years of experience in global companies. We deemed her to be appropriate for appointment as an Outside Director because we think she will utilize this experience in supervising management of the company from an objective, neutral perspective.	Board of Directors meetings: Attended 12 out of a total of 12 meetings (100% attendance rate)

* Tamotsu Iwamoto and Mayumi Tamura have attended all Board of Directors meetings held since they were appointed on June 27, 2019.

Outside Audit & Supervisory Board Members

Name	Independent Officer	Important Concurrent Positions	Reasons for Appointment	Meeting Attendance During FY2019
Hatsuhito Kaneko	○	Full-time	Hatsuhito Kaneko possesses considerable knowledge of finance and accounting, and extensive experience and expertise in management as an officer of financial institutions for many years. Shimizu deemed him to be appropriate for appointment as an Outside Audit & Supervisory Board Member because he is supervising management of the company from an objective, neutral perspective.	Board of Directors meetings: Attended 16 out of a total of 16 meetings (100% attendance rate) Audit & Supervisory Board meetings: Attended 16 out of a total of 16 meetings (100% attendance rate)
Tetsuya Nishikawa	○	Attorney (Kasahara Law Office); Outside Audit & Supervisory Board Member at SEKIDO Co., Ltd.; Outside Director at LAC Co., Ltd.; Outside Audit & Supervisory Board Member at Sokensha Co., Ltd.	Tetsuya Nishikawa has held positions of authority in the police force, the Ministry of Defense, and the Cabinet Secretariat. He has extensive knowledge and experience in crisis management administration, and possesses expert knowledge as an attorney. Shimizu deemed him to be appropriate for appointment as an Outside Audit & Supervisory Board Member because he is supervising management of the company from an objective, neutral perspective.	Board of Directors meetings: Attended 16 out of a total of 16 meetings (100% attendance rate) Audit & Supervisory Board meetings: Attended 16 out of a total of 16 meetings (100% attendance rate)
Kaoru Ishikawa	○	Director at Kawamura Gakuen, Director at The Society for Promotion of Japanese Diplomacy, and Outside Director at SMK Corporation Director at Mitsubishi UFJ Foundation	Kaoru Ishikawa has played a leading role in the field of diplomacy and has a wealth of experience and knowledge as a diplomat and specialized knowledge on international relations and SDGs. Shimizu deemed him to be appropriate for appointment as an Outside Audit & Supervisory Board Member because he will monitor management of the Corporation from an objective and neutral standpoint and from a global perspective by utilizing his experience and knowledge.	Board of Directors meetings: Attended 16 out of a total of 16 meetings (100% attendance rate) Audit & Supervisory Board meetings: Attended 16 out of a total of 16 meetings (100% attendance rate)

Standards regarding the Independence of Outside Officers (Outside Directors and Outside Auditors)

The Corporation deems an outside officer or a candidate for outside officer to have independence against the Corporation if he or she satisfies the following requirements:

1. An outside officer shall not be currently acting, nor have acted in the ten years before taking office, as a person who executes business (executive director or executive officer and other employee) of the Corporation or its subsidiaries.
2. An outside officer shall not currently be an important person who executes business (executive director, accounting advisor, managing officer, executive officer or manager and other important employee) of a major shareholder (a shareholder who holds 10% or more of the voting rights) of the Corporation.
3. An outside officer shall not currently be an important person who executes business of a major business partner of the Corporation (a business partner in the case when the amount received by the Corporation from such business partner in the most recent fiscal year exceeds 2% of annual consolidated net sales of the Corporation).
4. An outside officer shall not currently be an important person who executes business of a business partner who has major transactions with the Corporation (a business partner in the case when the amount paid by the Corporation to such business partner in the most recent fiscal year exceeds 2% of annual consolidated net sales of the business partner).
5. An outside officer shall not currently be an important person who executes business of a financial institution with which the Corporation has a financing reliance that is non-substitutable.
6. An outside officer shall not currently be a person who provides professional service as an attorney, certified public accountant or other consultant gaining from the Corporation a substantial amount of remuneration (more than ¥10 million in the most recent fiscal year) other than remuneration for directors and auditors.
7. An outside officer shall not be a relative (a spouse or a relative who is within the second degree of kinship) of an important person who executes business of the Corporation or its subsidiaries.

Support Structure for Outside Officers (outside directors and outside Audit & Supervisory Board members)

Shimizu has established a system to provide information to facilitate supervision of management by outside directors and other non-executive directors in performing their duties. The administration departments in the head office play the main role in providing this information in a timely manner.

The Corporate Auditor's Office was established as a dedicated organization to support Audit & Supervisory Board members. A sufficient number

of staff members have been secured to assist outside Audit & Supervisory Board members.

When a Board of Directors meeting is held, materials are distributed in advance and the Board of Directors administrative office and other divisions provide explanations in advance to the outside directors and the outside Audit & Supervisory Board members.

Policy on Determining Officer Compensation

Director and executive officer compensation consists of a base salary which is paid monthly and performance-linked bonuses. Shimizu has established a Nomination & Compensation Committee which mainly consists of non-executive directors, including outside directors, to ensure fair and transparent evaluation and compensation of directors and officers through deliberation by the committee.

Director bonuses are indexed to consolidated net income, which represents the ultimate results of Shimizu Group business activities for one fiscal year. The degree of progress on achieving the goal for consolidated ordinary income for the fiscal year is also considered and the basic bonus is calculated by multiplying the net income indicator by a certain percentage. This is multiplied by a specific index for each position and an additional amount is added to according to the performance of each director. Moreover, an amount equivalent to 20% of the bonus is granted as compensation for acquiring Company shares to give directors greater shared value with shareholders and to enhance corporate value over the medium and long term. The share-based compensation

for each director is contributed to the officers' stock ownership plan and is used to acquire Shimizu shares. Directors must also hold the shares acquired while employed by Shimizu and for a certain period of time after leaving the company.

Non-executive directors, including outside directors, are only paid a monthly salary to enhance the management supervisory function.

A maximum total of 90 million yen a month in director compensation was established at the 117th Annual General Meeting of Shareholders held on June 27, 2019. Compensation of outside directors is capped at 10 million yen of the amount noted above. A maximum annual total of 500 million yen for bonuses was established at the 118th Annual General Meeting of Shareholders held on June 26, 2020.

A maximum total limit of 13 million yen a month in Audit & Supervisory Board member compensation was established at the 89th Annual General Meeting of Shareholders held on June 27, 1991 and the compensation is determined through discussion by the Audit & Supervisory Board.

Director and Audit & Supervisory Board Member Compensation (FY2019)

Officer Category	Total Compensation (¥ millions)	Total Compensation by Compensation Type (¥ millions)			Number of Eligible Officers
		Monthly Salary	Bonus		
			Of Which, Compensation for Acquiring Company Shares		
Directors (excluding Outside Directors)	934	663	271	53	9
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	64	64	—	—	2
Outside Officers	98	98	—	—	7

Securities Holding Policy

Shimizu holds shares of business partners as securities holdings in order to "strengthen and maintain the relationships with business partners" when necessary from the viewpoint of sales policy. The Board of Directors determines whether to acquire major securities holdings and takes the benefits to Shimizu, acquisition cost, risk of share price changes, and other factors into collective consideration in making such decisions. The Board of Directors examines the necessity of securities holdings for individual stocks each year, taking into collective consideration the economic rationality of such holdings including cost, risk, and sales benefits. The Company will reduce securities holdings in stages to promote the effective utilization of capital, after first verifying whether it

is necessary to hold the stock and confirming the relationship of trust with the business partner. Shimizu sold securities holdings of listed stocks valued at 16.8 billion yen in fiscal 2019.

The Company exercises voting rights on securities holdings appropriately. Shimizu examines the content of resolutions and makes a decision on whether to vote for or against each resolution after considering the resolution from the perspective of avoiding impairment of shareholder value, in addition to the perspective of strengthening the relationship with the business partner, the original purpose for holding the shares.

Policy on Constructive Dialog with Stakeholders

Shimizu believes that information disclosure and dialog with shareholders, institutional investors, and financial analysts is important to achieve sustained growth and increase corporate value.

The President and other executive management attend financial results briefings and overseas IR meetings to engage in substantial dialog.

We also conduct job site tours and disclose information on the corporate website in a fair and timely manner to enable stakeholders to correctly understand the Shimizu's business strategy and the management

FY2019 Activities	Number
Financial results briefings and job site tours for financial analysts	3
Individual meetings with financial analysts	102
Meetings with institutional investors in Japan	15
Meetings with overseas institutional investors	25
Job site tours for individual shareholders	1
SDGs and ESG briefings for ESG analysts	1

Internal Control System Establishment and Status

Shimizu has established a system of internal controls and the Board of Directors makes decisions on the Basic Policy on Establishing a System of Internal Controls to ensure proper operation of the company.

An overview of the operational status of internal control systems in fiscal 2019 is provided below.

Compliance System	<ul style="list-style-type: none"> (1) We provide ongoing education and training to officers and employees to ensure strict compliance. (2) Shimizu has established three compliance hotlines based on an internal reporting system: A corporate ethics hotline, a counseling hotline, and an outside hotline. All employees have been made aware of them, and the system's operations are reported to the Committee on Corporate Ethics and the Audit & Supervisory Board. (3) The Committee on Corporate Ethics meets twice a year. It rolls out measures aimed at strict compliance with corporate ethics and laws and regulations to the entire company and follows up on implementation. (4) We continue to implement measures to prevent recurrence and ensure even stricter compliance in light of the violation of the Antimonopoly Act that occurred in the Chuo Shinkansen construction project made public in March 2018. (5) To eradicate antisocial forces and groups, Shimizu has clearly stated "Elimination of Antisocial Behavior" in our Code of Corporate Ethics and Conduct. We also provide education and training, have appointed a person in charge of preventing improper demands, have established an internal reporting system for reporting any improper demands received, have included a clearly worded clause on eliminating relationships with organized crime groups in contracts with business partners, and have taken other steps to establish an internal system for practical implementation. (6) To prevent acts of bribery in Japan and overseas, Shimizu clearly states that we do not condone acts of bribery in our Code of Corporate Ethics and Conduct. We have also established an internal system that includes the establishment of Anti-Bribery Rules, establishment of a system for implementation, provision of education and training, and strict punishment of violators.
Risk Management System	<ul style="list-style-type: none"> (1) The Risk Management Committee meets twice a year. It identifies and analyzes risks that would have a serious impact on the corporate group, which consists of Shimizu and its subsidiaries, and determines the key areas of risk management. It follows up on implementation and reports to the Board of Directors. (2) To confirm communication lines and the initial response to large earthquakes, we hold regular earthquake disaster drills and ask suppliers and local residents and others to participate. (3) For overseas safety risks, we collect information on hazards based on the guidelines on overseas emergency response. As necessary, we also strengthen the security structure, issue warnings to relevant people, and limit overseas travel. (4) To firmly establish information security measures and make sure that everyone understands them, we provide ongoing education and training to officers and employees, share information with relevant divisions, and respond swiftly when a problem occurs.
Systems to Ensure Proper Operation of the Shimizu Group	<ul style="list-style-type: none"> (1) Shimizu holds two meetings a year to share information between the President of Shimizu and the presidents of group subsidiaries. We manage important items related to operational execution at subsidiaries through the Rules on Subsidiary Management. (2) The Audit Department performs internal audits of subsidiaries based on the audit plan. Proper operational execution by subsidiaries is also monitored by dispatching auditors and other means.
System for Ensuring Effectiveness of Audits by Auditors	<ul style="list-style-type: none"> (1) The Corporate Auditor's Office is an organization dedicated to assisting the Audit & Supervisory Board. It is staffed with three full-time employees. (2) An Audit & Supervisory Board member designated by the Audit & Supervisory Board attends important meetings such as meetings of the President's Office, meetings of Business Division heads, Risk Management Committee meetings, and Committee on Corporate Ethics meetings.

Code of Corporate Ethics and Conduct and Internal Corporate Structure

Code of Corporate Ethics and Conduct

Shimizu has adopted The Analects and the Abacus, which contains the teachings of Eiichi Shibusawa, as our corporate credo. We base our business activities on the conviction that our company's business will always prosper if we pursue ethics and economic gain simultaneously, or in other words, if we do good work that delights the community and our customers and is grounded in a strong sense of ethics. As society changes and imposes stronger demands on companies to be good corporate citizens and exercise corporate social responsibility, Shimizu works to make sure that officers and employees fully understand our corporate credo, The Analects and the Abacus, and act accordingly each day. We formulated the Code of Corporate Ethics and Conduct and conduct compliance training based on it for all employees each year to make sure that everyone understands the Code. Training topics include conducting fair bidding (compliance with the Antimonopoly Act, etc.); preventing corruption, including bribery and accounting fraud; human rights; labor; and the environment.

Code of Corporate Ethics and Conduct
<https://www.shimizu.co.jp/en/company/about/governance/pdf/202005e.pdf>



Establishment of Internal Corporate Structure

Shimizu provides education and training to ensure strict implementation and practical operation of the Code of Corporate Ethics and Conduct by officers and employees, We have also appointed an officer in charge of corporate ethics, established a Committee on Corporate Ethics, the Corporate Ethics Office, the corporate ethics hotline, and an internal reporting system.

Compliance Training

Our e-learning course for all employees once again achieved a 100% completion rate in fiscal 2019. The International Division and other business divisions also conduct compliance training tailored to the circumstances of each division, as necessary. We also hold a compliance conference for affiliates and other group companies, and work to establish connections in the Shimizu Group. Group companies establish a code of conduct and system that conforms to Shimizu's and conduct compliance training for all employees.

Proper Management of Personal Information

In the construction industry, companies retain personal information of customers, subcontractors, etc., and the personal information of employees obtained through business activities.

Shimizu has formulated a Privacy Policy and takes necessary and appropriate steps to maintain security based on the policy. We manage national identification numbers and other personal information appropriately.

Initiatives Aimed at Compliance with the Antimonopoly Act

In October 2018, the court found Shimizu Corporation guilty of violations of the Antimonopoly Act relating to a bid on a Chuo Shinkansen construction project ordered by the Central Japan Railway Company, and ordered suspension of certain business activities from February 2 to June 1, 2019 as specified in the Construction Business Act. We have been continuously implementing measures to prevent recurrence since March 2018. The status of measures to prevent recurrence implemented in fiscal 2019 are as follows:

- (1) The Company's top management took the initiative in bolstering high ethical standards and compliance in the workplace.**
 - a. Conducted corporate ethics training for management executives (a total of approximately 900 attended the training, with approximately 300 officers and executive staff members attending each time)
 - "Practice of the Analects and Abacus in Business" by Mr. Atsushi Moriya
 - "Eiichi Shibusawa and the Analects" by Mr. Yoshifumi Taguchi
 - "Recent Practice of Antimonopoly Act, etc." by Attorney Ryuta Kawai
 - b. Provided The Analects and the Abacus" e-learning training
 - Taken by approximately 10,000 all employees of the Company, and approximately 4,200 officers and employees of its subsidiaries
 - c. Raised awareness on compliance through the company magazine and the company Intranet
 - Series of articles on "The Analects and the Abacus" by Director of the Shibusawa Memorial Museum (7 issues)
- (2) Thorough implementation of the Company's Code of Conduct**
 - Training and exchange of opinions with outside lawyer (targeting officers in charge of civil engineering and sales and executive staff members at branches)
 - Training by Legal Department/Interviews with executive staff members at branches
- (3) Strengthening compliance checks on specified projects**
 - Identified high-risk projects which are considered likely to cause anticompetitive actions (around 70 projects were designated from Building Construction and Civil Engineering in total, which are re-examined every month based on the progress of the projects)
 - Conducted interviews and checks with sales officers, department managers, and persons in charge of sales in regards to the above-mentioned high-risk projects (a cumulative total of approximately 280 projects in fiscal 2019)
 - Conducted interviews by an outside lawyer as necessary (7 projects in fiscal 2019)
- (4) Evaluation by lawyer on the status of implementation of recurrence prevention measures**
 - An evaluation by an outside lawyer in April 2020 concluded that "the Corporation is judged to be seriously making an effort to ensure compliance with the Antimonopoly Act and its approach to compliance is worth high praise."
 - This type of evaluation will continue to be carried out.

TOPICS

Sharing the Founding Spirit
Shimizu Mind: Our Promise



In May 2019, Shimizu produced "Shimizu Mind: Our Promise," a small pamphlet containing thoughts to convey the founding spirit that has been passed down continuously throughout Shimizu's history over the more than 210 years since the Company was founded. It was distributed to all officers and employees. We will share our founding spirit and continue to pass it down to the next generation so that we do not forget the pride in the work we do at Shimizu and to put our corporate slogan "Today's Work, Tomorrow's Heritage" into practice.

Risk Management

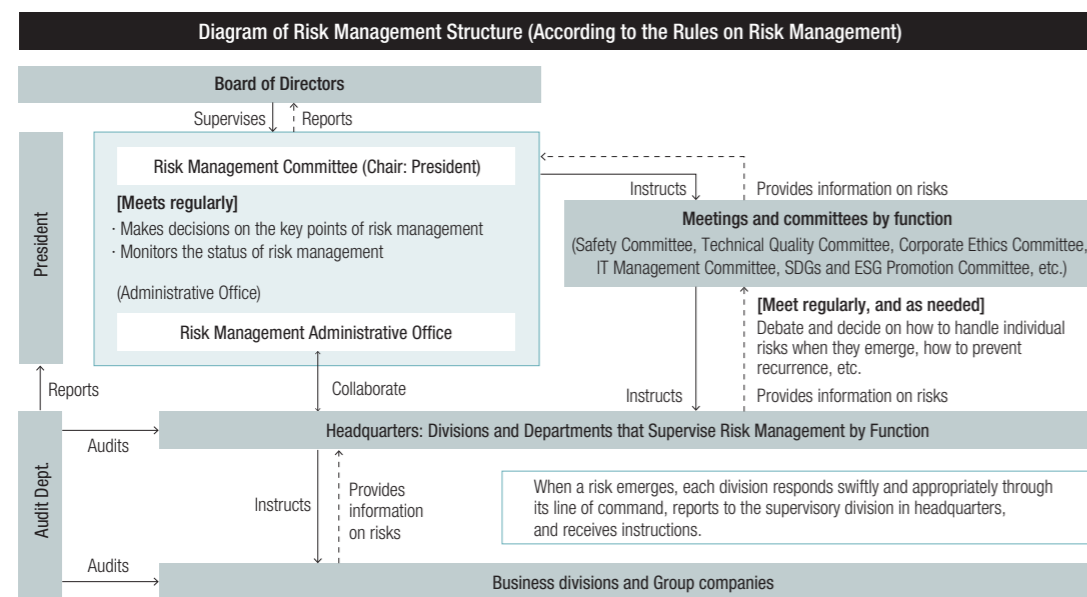
The Shimizu Group recognizes that various risks can emerge in the course of business activities and works to ensure business continuity and stable growth by properly managing such risks to reduce the possibility that they will materialize, while also minimizing losses for those that do materialize. In Mid-Term Management Plan (2019—2023), we also stated the basic policy of Advancing ESG-based Management and designated Strict Compliance & Strengthened Risk Management as one of the key means to achieve this.

Each fiscal year, the Risk Management Committee (Chair: CEO) makes decisions on key items of risk management for the entire company and each division incorporates these decisions into its business plans. The committee regularly monitors risks (twice a year) by function at the head office, business division, and group company levels

and recommends corrective actions and improvements as necessary, while also responding to emerging risks and reporting on the status of response to the Board of Directors twice a year.

By risks, we mean all factors that hinder achievement of management goals in managing the Shimizu Group, from the following perspectives:

- Factors that have the potential to cause economic loss to the Shimizu Group, either directly or indirectly
- Factors that could interrupt or halt ongoing Group business activities.
- Factors that could result in a loss of trust in the Shimizu Group and harm to the brand image.



Safety Initiatives Overseas

We have seen heightened geopolitical risk in many regions and countries around the world in recent years.

Shimizu has prepared an organizational structure and crisis response manual for emergency conditions overseas. We specify preventive measures during normal times and our policy and the method of response during an emergency, and implement these measures.

The status of the latest safety measures is listed on the Overseas Safety Measures website for employees. Shimizu strengthens security

system for offices and job sites as needed. We issue alerts and restrictions on overseas travels, and take other steps to ensure the safety of employees stationed overseas or traveling overseas on business.

New Policy on Natural Disaster Risk Formulated

The increase in the types, duration, and scale of natural disasters had made it necessary to respond to risks that were previously unforeseen in our existing business continuity plan (BCP).

We are reviewing and revising the rules on general plans for steps to take during normal operation, BCP and emergencies.

In 2019, we revised the structure for responding to a scenario involving a series of earthquakes in the Nankai Trough and conditions causing widespread impact in business activities.

In 2020, we established standards for response to wind and flood damage before beginning construction and standards for action when wind and flood damage occur, in light of the increasing frequency and severity of wind and flood events in recent years. We will establish detailed rules for the entire Company and will work to minimize damage to the Company and quickly restore social infrastructure and hold customers recover from damage.

Company-wide Drill Conducted Based on a Disaster Occurring During a State of Emergency Declared for COVID-19

On September 7, 2020, Shimizu conducted a company-wide drill based on the scenario of an earthquake occurring directly beneath the Greater Tokyo area during a State of Emergency declared for COVID-19.

This drill confirmed that it was possible to mount a response at the same level as during a normal disaster by making active use of ICT, restricting the number of essential personnel in the Crisis Response Headquarters to one-fifth the normal number, and having other essential personnel respond from their own desks on each floor to avoid crowded conditions and close contact.

Recovery from disasters is a big social mission of the construction industry that does not change even in the midst of the COVID-19 pandemic. We will use the knowledge we have gained from this drill in responding swiftly to disasters when they occur.

Teaming up with Local Communities in Pursuing Disaster Prevention Activities

In Chuo-ku, Tokyo, where Shimizu's head office is located, there is concern that around 300,000 people could be stranded and unable to return home if a major earthquake occurred, depending on the timing of the earthquake.

At the request of Chuo-ku, Shimizu provides space in its head office as a local emergency evacuation center to provide temporary shelter for people who are stranded. The Company has established an



Drill for receiving stranded people while ensuring social distancing



Disaster drill based on a scenario of an earthquake disaster that has occurred during a State of Emergency declared for COVID-19

emergency evacuation center as the operational structure and works with Chuo-ku and other companies to help establish a mutual aid disaster response structure.

On September 7, 2020, we enlisted the participation and cooperation of Chuo-ku and neighboring companies in conducting a drill for reception of stranded people while ensuring social distancing under conditions of uncontrolled spread of COVID-19. The drill confirmed the response procedures for reception, preparations, distribution of emergency supplies, and other procedures.

Configuring an Electronic Information Security System

Now that information and communications technology (ICT) has matured, companies must respond swiftly and appropriately to prepare for leaks of confidential or personal information, cyber threats, and other information security risks in their company. Shimizu reviews its response and makes the necessary corrections every year, has established an electronic information security system, and manages risks, based on the Electronic Information Security Guidelines.

We have appointed a Chief Information Officer (CIO) in charge of information management measures, including measures at Group companies, and are strengthening the IT strategy and information security function in the Shimizu Group as a whole through the Digital Strategy Promotion Division. We have also formed a CSIRT (Computer Security Incident Response Team) to respond to urgent issues in computer security. Shimizu is a member of the Nippon CSIRT Association. We not only operate our own CSIRT, we work together with the CSIRTs at other companies to resolve many kinds of security issues.



Information Security Handbook

Intellectual Property Management

Patents and other types of intellectual property are one source of sustainable growth in Shimizu's business activities.

Securing rights on outstanding ideas prevents other companies from implementing them and makes it possible to differentiate our business. It is also extremely important to respect and comply with the rights of other companies. This requires swift, appropriate risk management because it could inflict a substantial blow (damages, loss of trust, etc.) to the Company, depending on the response. At Shimizu, we encourage inventions in the technology development area to heighten awareness and create an "intellectual property mindset" in every employee. We educate employees who work at job sites on the risks of infringing on intellectual property rights, provide basic training to new employees and training for new officers, and implement other educational activities according to the nature of the business and job position as a matter of course, and provide an intellectual property e-learning course for all employees as part of our efforts to exercise thorough intellectual property management.

*See pp. 14-15 for COVID-19 response measures.
*See pp. 52-53 for long-term climate change risk response measures.