

About the Taiheiyo Cement Group

History of Our Products and Equipment

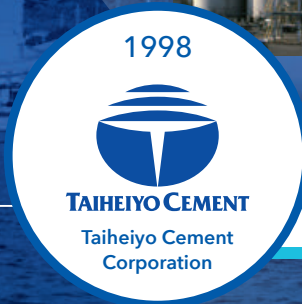
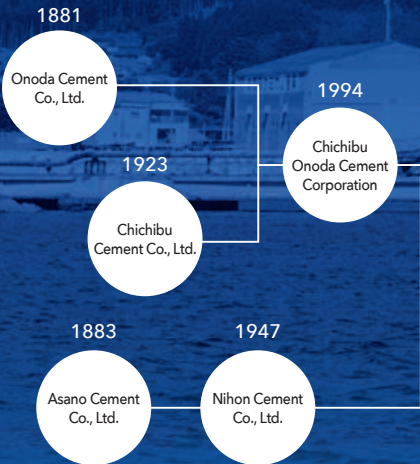
- May 2000** | Acquired an exclusive license from three French companies for the inorganic composite material Ductal.
- July 2001** | Started operating a municipal waste incineration ash washing system (Ash Washing System) at the Kumagaya plant.
- January 2002** | Expanded the scale of the coal ash treatment business following completion of the construction of the Kanto Ash Center.
- November 2002** | Started operating an AK system to recycle municipal waste as a raw material for cement at the Saitama Plant.



- December 2002** | Started operating a facility to recycle wood as a biomass resource at the Oita Plant.



Kyoto Protocol Entered into Force



1999 2000 2001 2002 2003 2004 2005

- October 1998** | Company was founded.



History of Business Activities and Corporate Events

- May 1999** | Obtained ISO 14001 certification at six directly operated cement plants in Japan.
- October 2000** | Acquired the management rights to Grand Cement Manufacturing Corporation in the Philippines (currently Taiheiyo Cement Philippines, Inc.)
- November 2000** | Completed construction of Nghi Son cement plant.
- July 2001** | Completed construction of Itoigawa Power Station and launched an electric power supply business.
- June 2002** | Formulated the Mission of the Taiheiyo Cement Group.
- April 2003** | Launched a business to recycle construction soil as a raw material for cement.
- April 2003** | Grand Cement Manufacturing Corporation became a wholly owned subsidiary of the group, and changed the company name from Grand Cement Co., Ltd. to Taiheiyo Cement Philippines, Inc. in June.
- April 2005** | Launched an electric power supply wholesale business at the Tosa Power Station.
- January 2006** | Formulated the Environmental Management Policy of the Taiheiyo Cement Group.

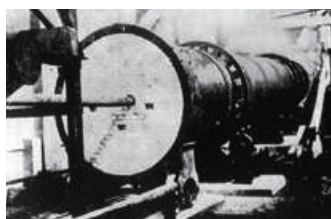
History of the Taiheiyo Cement Group

Nascent Period of Cement Production in Japan

In 1873 the Ministry of Finance constructed a cement production works in Fukagawa, Tokyo. Two years later the works successfully produced and launched sales of domestic cement comparable in quality to foreign products. Following this, Asano Cement Co., Ltd., predecessor of Nihon Cement Co., Ltd., Onoda Cement Co., Ltd. and Chichibu Cement Co., Ltd., which merged into Chichibu Onoda Cement Corporation, were founded and supported the modernization of Japan.



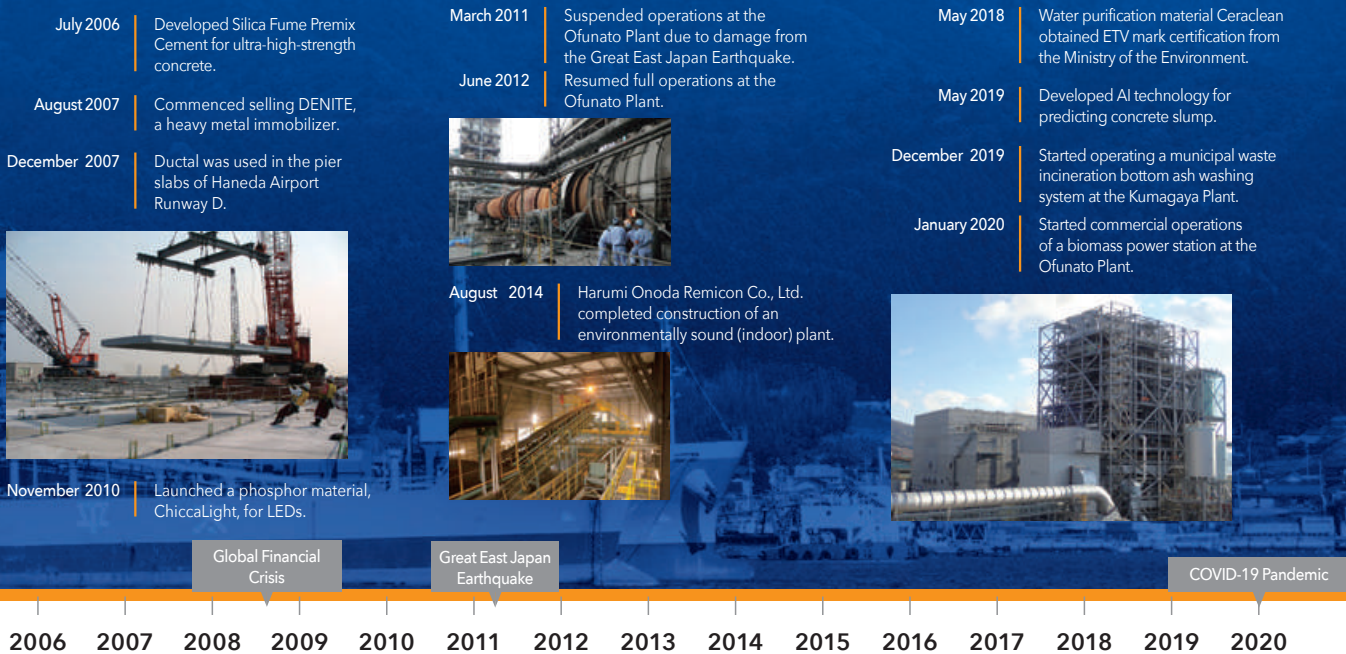
Cement plant in Fukagawa, Tokyo



Japan's first rotary kiln (DB kiln)

Foundation of Taiheiyo Cement

In 1998 Taiheiyo Cement Corporation was founded through the merger of Chichibu Onoda Cement Corporation and Nihon Cement Co., Ltd. The company supplied cement for national construction projects including Kansai International Airport and Central Japan International Airport. In 2000 we also completed the construction the Nghi Son cement plant in Vietnam, and then in 2003 converted Taiheiyo Cement Philippines, Inc. into a wholly owned subsidiary, further expanding the group's global network.



Taiheiyo Cement Corporation was founded in October 1998 through the merger of Chichibu Onoda Cement Corporation and Nihon Cement Co., Ltd., both of which had operated for over 100 years. The Taiheiyo Cement Group continues to support infrastructure development by supplying high quality cement and construction materials and applying advanced technologies at nine cement plants in Japan and nine in the Pacific Rim region, including in the U.S., China and Southeast Asia. We will continue to strive to create a sustainable society by demonstrating the group's overall capabilities.

Commitment to Environmental Issues

In 2006, in response to the Kyoto Protocol which had come into effect the previous year, we formulated the Taiheiyo Cement Environmental Management Policy, declaring an active commitment to environmental issues as key management challenges. In 2007 we launched The Taiheiyo brand cement concrete project and started activities for improving the value of the group's technological strengths and solutions.

Period of Economic Downturn, Earthquake and Adversity

The group marked its 10th anniversary amid a serious economic downturn in the wake of the 2008 global financial crisis. In 2010 we implemented business restructuring and in 2011 the Great East Japan Earthquake struck, hitting the Ofunato Plant and eight service stations in the Tohoku region, and forcing all of them to suspend operations. Our financial structure was bolstered through an increase in capital and we were able to navigate the adversity.

Making Progress by Fully Deploying Our Capabilities

The Ofunato Plant fully resumed operations in 2012 and ensured the stable supply of cement used in disaster restoration work while also treating disaster waste. Capitalizing on those experiences, we have engaged in the treatment of disaster waste generated by earthquakes and typhoons. To achieve continued growth we will contribute to social infrastructure development by providing solutions as pledged in the Group mission.

Business Operations of the Taiheiyō Cement Group

GRI102-2, 9

The cement industry has two major social roles. One is to ensure a stable supply of base materials for building social infrastructure, and the other is to take advantage of cement production technology to encourage the circulation of resources in society through the safe recycling of wastes and by-products as alternative raw materials and fuels for cement. The social value Taiheiyō Cement Group seeks to create under its growth strategy calls for performing these two social functions in the Pacific Rim region, providing a sense of safety and security, and thereby contributing to sustainable development.

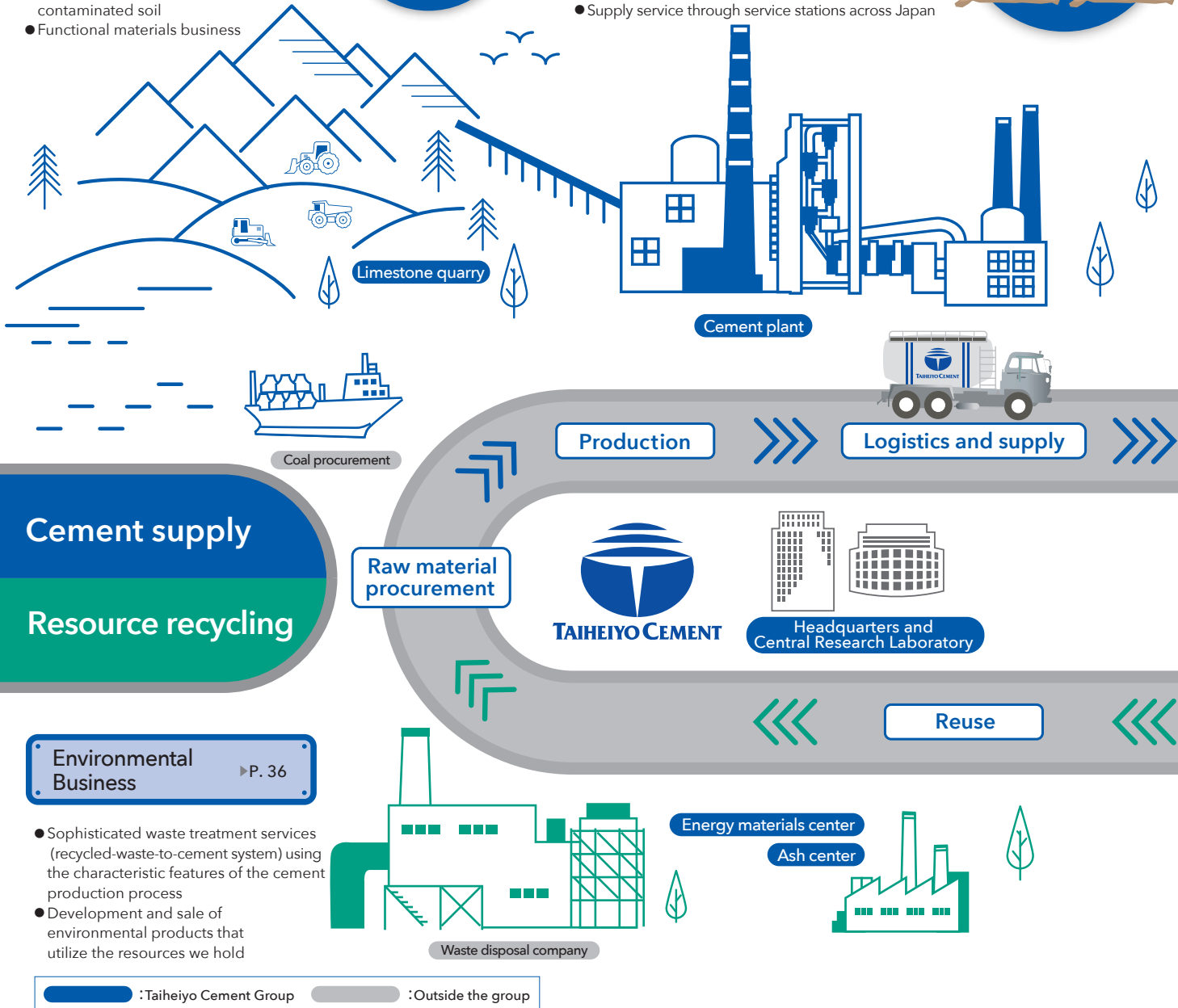
Mineral Resources Business ▶ P. 34

- Supply of raw materials for cement production, limestone products and aggregates for the construction, steel and chemical industries
- Soil solutions business such as treatment of contaminated soil
- Functional materials business



Cement Business (Japan) ▶ P. 30

- Production and sales of a wide variety of products in Japan including Ordinary Portland and other cements, soil stabilizer, soil improvement materials and ready-mixed concrete
- Supply service through service stations across Japan



Environmental Business ▶ P. 36

- Sophisticated waste treatment services (recycled-waste-to-cement system) using the characteristic features of the cement production process
- Development and sale of environmental products that utilize the resources we hold



Cement Business (Overseas) ▶ P. 32

- Cement, ready-mixed concrete and aggregates business around the Pacific Rim
- Solutions for saving energy and reducing environmental impact that incorporate our cement production technologies



Other Business

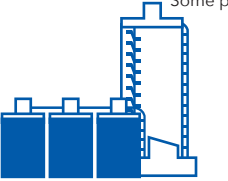
- Real estate business
- Information processing business
- Transportation and warehousing business
- Engineering business
- Electric power supply business

Construction Materials Business ▶ P. 38

- Manufacture and sales of a wide variety of construction materials
- Manufacture and sales of cement-related and concrete products
- Civil engineering work such as ground improvement projects
- Diagnostic and repair services for existing concrete structures



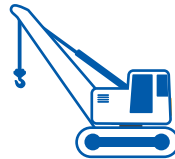
Concrete products manufacturing plant
Some plants operated by the group



Service station



Ready-mixed concrete plant
Some plants operated by the group



Construction site



Sea transportation
Some vessels operated by the group



Use



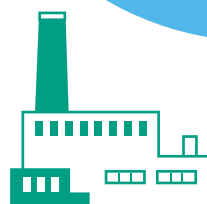
Power plant



Steel mill



Water supply and drainage treatment plant



Waste incineration plant

At a Glance

GRI102-4, 6, 7, 8, 45

- Holding company
- ◆ Cement plant*
- ◇ Clinker grinding plant*
- ▲ Representative office
- △ Distribution terminal

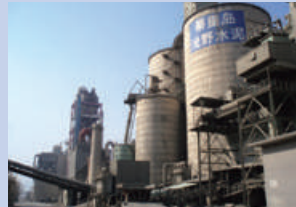
*Business locations where data for GCCA KPIs are collected (FY2020)



Dalian Onoda Cement Co., Ltd.
(China Dalian)



Jiangnan-Onoda Cement Co., Ltd.
(China Nanjing)



Qinhuangdao Asano Cement Co., Ltd.
(China Qinhuangdao)
Qinhuangdao Asano Cement Co., Ltd. was removed from the Group in September 2020 as a result of transferring all of its equity interests.

TAIHEIYO CEMENT (CHINA) INVESTMENT



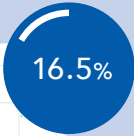
TAIHEIYO CEMENT HEADQUARTERS

TAIHEIYO SINGAPORE



Other countries: Net sales (consolidated, as of March 31, 2020)

87.1 billion yen



Other countries: Number of employees (consolidated, as of March 31, 2020)

2,171 Male 1,887 Female 284



Nghi Son Cement Corporation
(Vietnam Nghi Son)



Taiheiyō Cement Philippines, Inc.
(Philippines Cebu)



PNG-Taiheiyō Cement Limited
(Papua New Guinea Lae)



Taiheiyō Cement Corporation
Kamiiso Plant



Taiheiyō Cement Corporation
Ofunato Plant



Taiheiyō Cement Corporation
Kumagaya Plant



Taiheiyō Cement Corporation
Saitama Plant



Taiheiyō Cement Corporation
Fujiwara Plant



Taiheiyō Cement Corporation
Oita Plant



DC Co., Ltd.



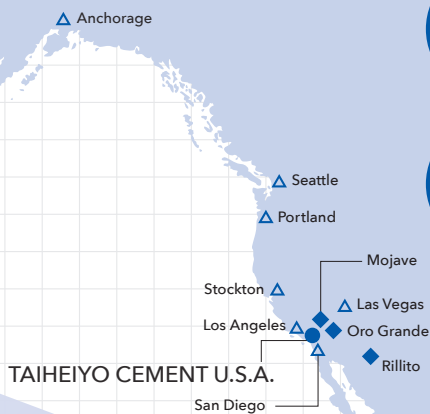
CalPortland Company, Mojave Cement Plant (U.S.A. Mojave)



CalPortland Company, Oro Grande Cement Plant (U.S.A. Oro Grande)



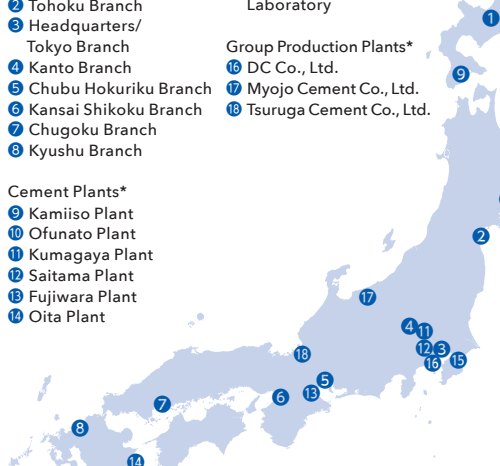
CalPortland Company, Rillito Cement Plant (U.S.A. Rillito)



- Headquarters/Branches
- 1 Hokkaido Branch
 - 2 Tohoku Branch
 - 3 Headquarters/ Tokyo Branch
 - 4 Kanto Branch
 - 5 Chubu Hokuriku Branch
 - 6 Kansai Shikoku Branch
 - 7 Chugoku Branch
 - 8 Kyushu Branch

- Cement Plants*
- 9 Kamiiso Plant
 - 10 Ofunato Plant
 - 11 Kumagaya Plant
 - 12 Saitama Plant
 - 13 Fujiwara Plant
 - 14 Oita Plant

- Research Center
- 15 Central Research Laboratory
- Group Production Plants*
- 16 DC Co., Ltd.
 - 17 Myojo Cement Co., Ltd.
 - 18 Tsuruga Cement Co., Ltd.



Tsuruga Cement Co., Ltd.



Myojo Cement Co., Ltd.

Taiheiyō Cement Group Profile

Net sales	Consolidated: 884.3 billion yen Non-consolidated: 314.4 billion yen
Number of employees	Consolidated: 13,119 Non-consolidated: 1,798 (excluding employees on loan to group companies)
Subsidiaries	186 (including 118 consolidated subsidiaries and 6 equity-method subsidiaries)
Affiliates	102 (including 37 equity-method affiliates)

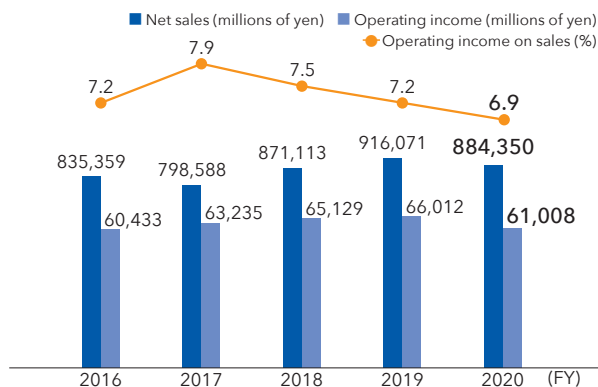
Financial and Non-financial Highlights

GRI102-7, 103-3, 201-1, 405-1

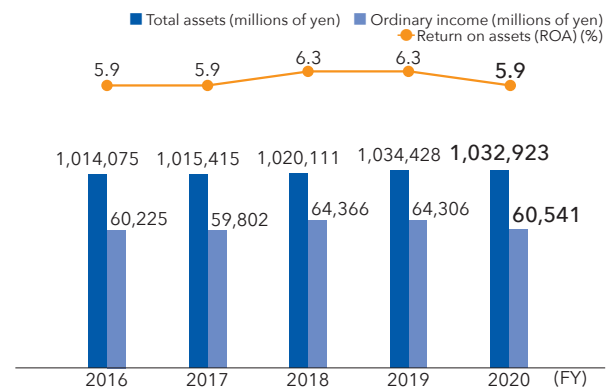
Financial Data

Operating income on sales and ROA are important financial indices to ensure the sustainable growth of the company and our medium- to long-term increase in corporate value, and we also intend to maintain and increase our earnings rate at a level that steadily exceeds equity costs in the 20 Medium-Term Management Plan. We remain committed to investment in growth areas, the generation of cash flow, enhanced shareholder returns and reduction of interest-bearing debt.

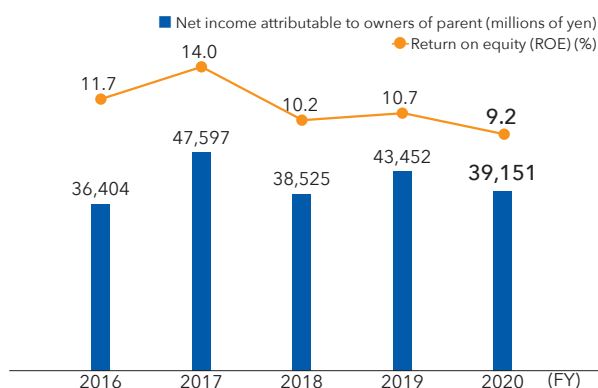
Net Sales, Operating Income and Operating Income on Net Sales



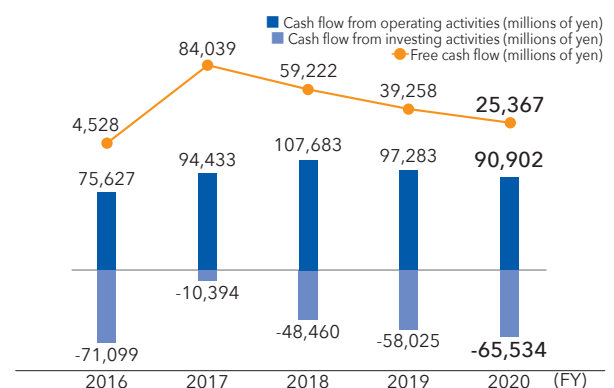
Total Assets, Ordinary Income, and Return on Assets (ROA)



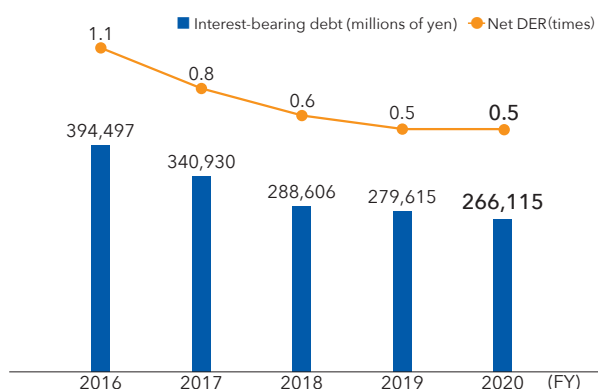
Profit Attributable to Owners of Parent and Return on Equity (ROE)



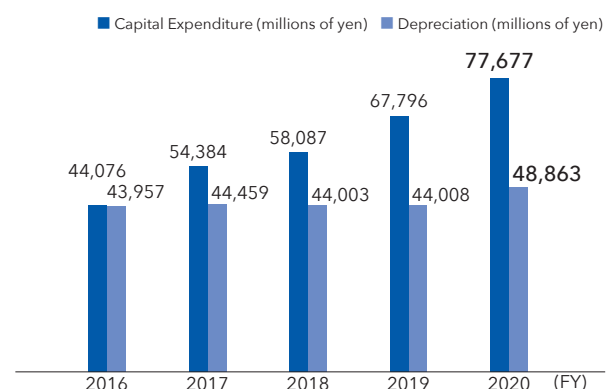
Cash Flow



Interest-bearing Debt and Net DER (Debt Equity Ratio)



Capital Expenditure and Depreciation

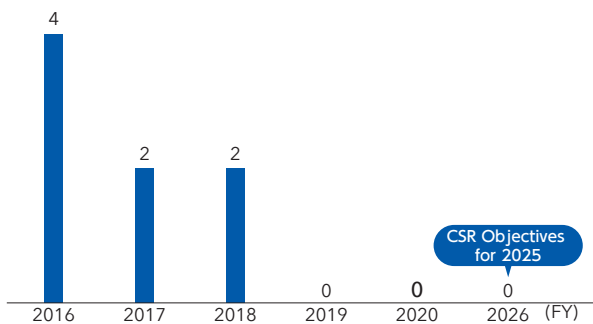


Non-financial Data

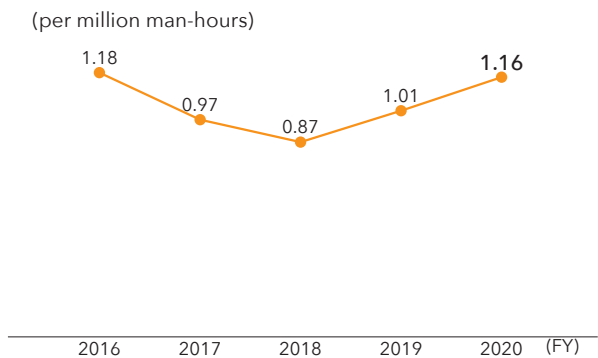
The Future Vision and Direction for the mid-2020s is to be an enterprise group capable of providing a sense of safety and security to communities in the Pacific Rim by demonstrating the group's overall capabilities. We are continuing our efforts to achieve this vision by establishing quantitative targets in the areas of (1) prevention of accidents, (2) reduction of greenhouse gas emissions, and (3) workplace diversity as CSR Objectives for 2025.

Prevention of Accidents

Number of Fatalities (number of cases)

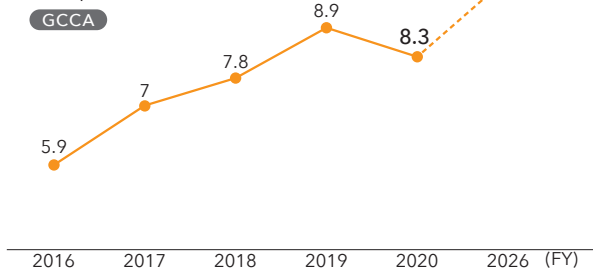


Lost Time Injury Frequency Rate (per million man-hours)

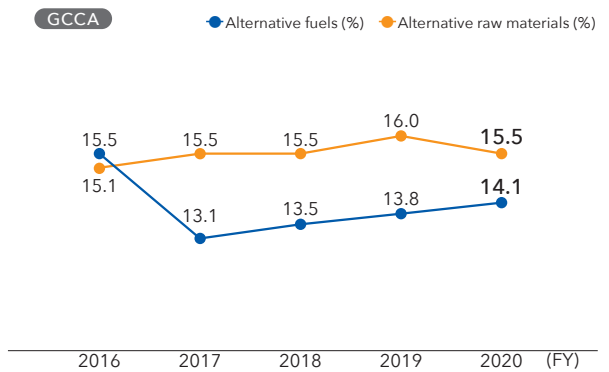


Reduction of Greenhouse Gas Emissions

Reduction Rate of Specific Net CO₂ Emissions per Tonne of Cementitious Product (%) (compared with FY2001)



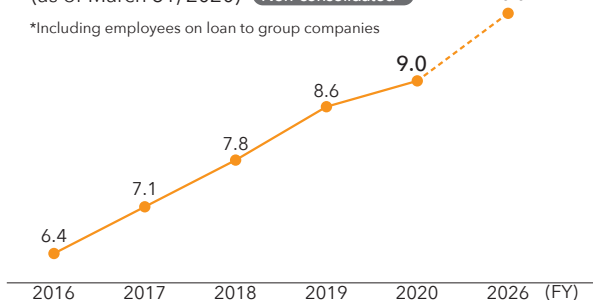
Ratio of Alternative Raw Materials and Fuels



Workplace Diversity

Ratio of Female to Male Employees (%) (as of March 31, 2020)

*Including employees on loan to group companies



Number of Employees by Gender (consolidated, as of March 31, 2020)

