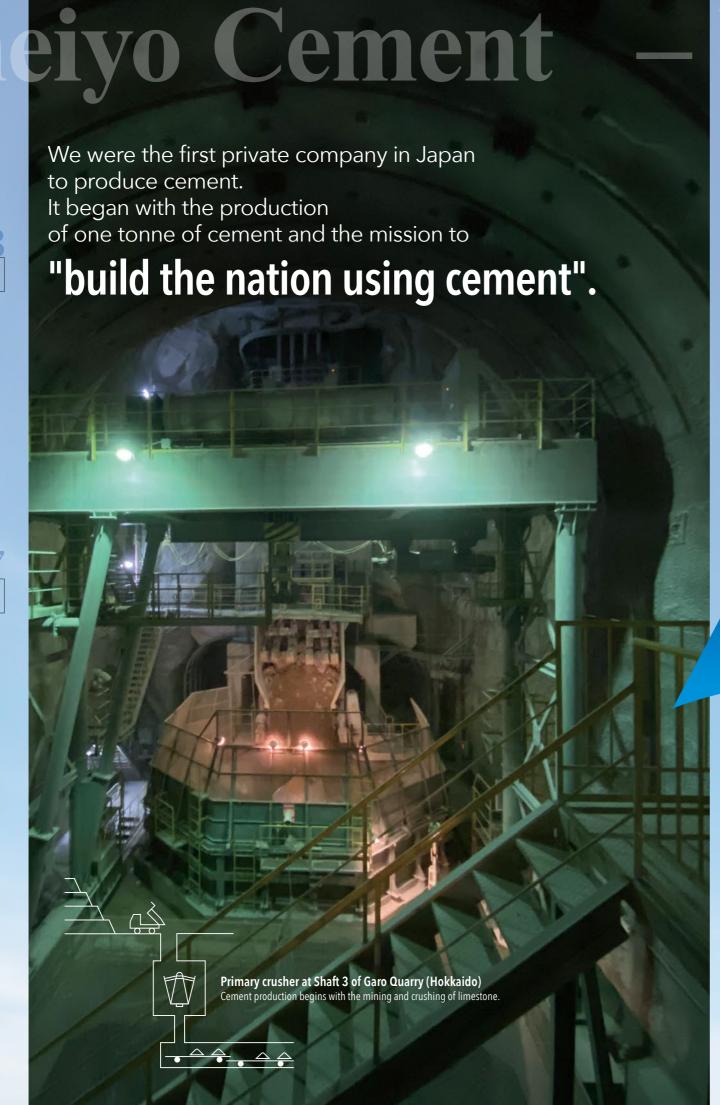
Onoda Cement Co., Ltd. **Asano Cement** Co., Ltd. Chichibu Cement Co., Ltd. Nihon Cement Co., Ltd. Chichibu Onoda **Cement Corporation TAIHEIYO CEMENT**



Who We Are

Mission of the Taiheiyo Cement Group

Our mission is to contribute to social infrastructure development by providing solutions that are environmentally efficient, enhance our competitive position and bring value to our stakeholders.

Corporate
Mission
[Ideal Form]

Our future vision and direction

Business Principles

Governing the Way the
Company Conducts Business

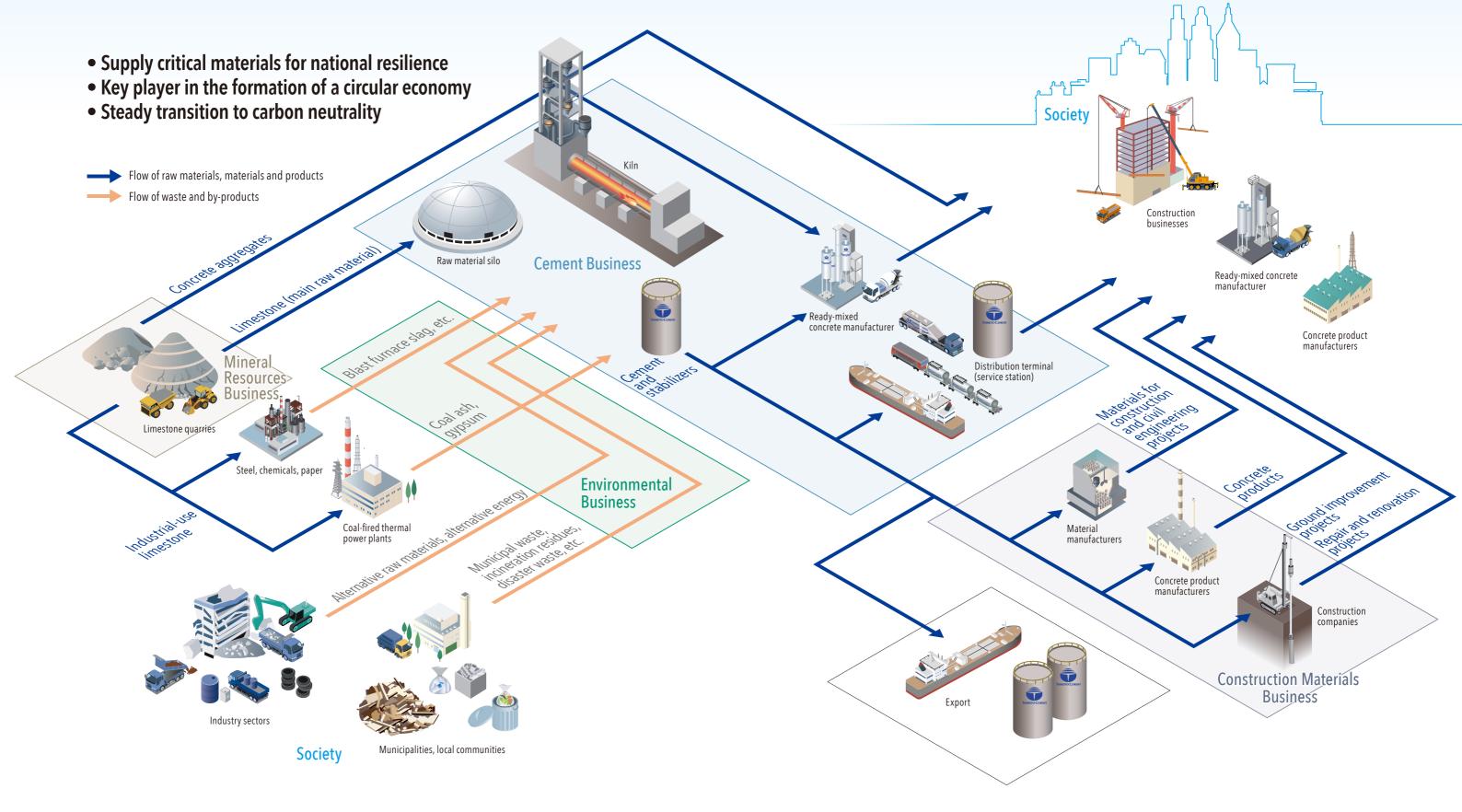
To fulfill our responsibility to supply products needed by society to "build the nation using cement"

To become an enterprise group that provides a sense of safety and security to societies in the Pacific Rim by demonstrating the group's overall capabilities.

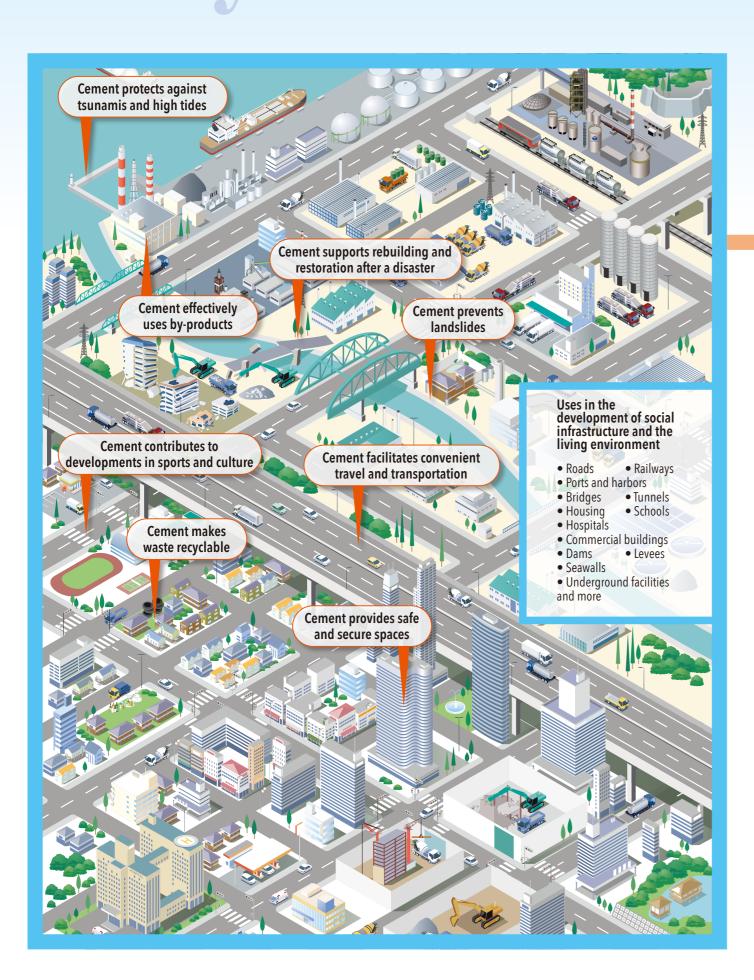
- We are committed to maximizing our corporate value by generating synergies among Taiheiyo Cement Group companies.
- We aim to manage the environmental impact of our operations while supporting the development of a recycling-based society.
- We will act in an ethical manner and abide by the laws and regulations of those countries in which we operate.
- We will openly communicate with our stakeholders and proactively report on our business activities in a transparent manner.
- We are committed to the ongoing development and application of innovative technologies in order to provide products and services that benefit our customers and society.
- We are committed to maintaining an international outlook and conducting our business in accordance with global standards.
- We will strive to anticipate the changing business environment to assess new opportunities for growth.
- We are committed to achieving our full potential through training and self-development.
- We are devoted to providing a safe and healthy working environment where our employees are valued and the human rights of all individuals involved in our business are respected.

Tausiness Modely O Cement — Who We Are

The Taiheiyo Cement Group contributes to building safe and secure social infrastructure.



The Social Value of Cement



- Who We Are

The Taiheiyo Cement Group will continue to fulfill its role as a supplier of critical materials for national resilience and as a key player in the formation of a circular economy, while progressing with the steady transition to carbon

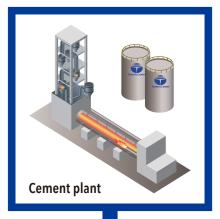
Key player in the formation of a circular economy



Utilization of waste and by-products

- Coal ashBlast furnace slag
- Various industrial waste
- Construction soil
- Municipal waste
- Incineration residues
- Household water and sewage sludge

Steady Transition to Carbon Neutrality





Supply critical materials for national resilience

Supply of materials and products

7

- By truck
- By rail

• By sea

Global Network of Taiheiyo Cement Group

The Taiheiyo Cement Group operates production and logistics sites in Japan and overseas, and establishes systems to ensure stable supplies of cement and mineral products.

In addition, our cement production process deploys world-leading technologies for the use of alternative raw materials and fuels to contribute to the formation of a circular economy and countermeasures to mitigate climate change.

Taiheiyo Cement Group Profile

Net sales Consolidated: 809.54 billion yen Non-consolidated: 309.4 billion yen

Consolidated: 12,720

Employees

Non-consolidated:1,841 (not including seconded staff) 184 (including 111 consolidated subsidiaries **Subsidiaries**

and 5 equity-method subsidiaries) 104 (including 38 equity-method affiliates)

Holding companyCement plant

Affiliates

♦ Clinker grinding plant ▲ Representative office

△ Distribution terminal

TAIHEIYO CEMENT (CHINA) INVESTMENT

TAIHEIYO CEMENT HEADQUARTERS



Jakarta▲

Asia-Pacific / Pacific



Number of employees (consolidated, as of March 31, 2023)

Clinker production capacity 6,960 thousand tonnes







Nghi Son Cement Corporation Taiheiyo Cement Philippines, Inc. (Cebu, Philippines) (Nghi Son, Vietnam)



Dalian Onoda Cement Co., Ltd. and Jiangnan-Onoda Cement Co., Ltd. ceased operations in December 2022 and February

PNG-Taiheiyo Cement Limited (Lae, Papua New Guinea)

United States States

CalPortland Company, Oro Grande Plant (Oro Grande, USA)



3,063

CalPortland Company, Rillito Plant

Clinker production capacity

(B) Central Research Laboratory

Las Vegas



Number of employees (consolidated, as of March 31, 2023) Male 7,132 Female 1,122

Clinker production capacity 17,642 thousand tonnes





CalPortland Company, Mojave Plant (Mojave, USA)

Redding ◆

Stockton 🛆

San Diego

Research Center

Group Production Plants

Myojo Cement Co., Ltd.

Tsuruga Cement Co., Ltd.

1 DC Co., Ltd.

Headquarters/Branches

6 Chubu Hokuriku Branch

6 Kansai Shikoku Branch

Chuqoku Branch

8 Kyushu Branch

Cement Plants

Kamiiso Plant

(1) Ofunato Plant Kumagaya plant Saitama Plant

Fujiwara Plant

Taiheiyo Cement Corporation Oita Plant

Oita Plant

1 Hokkaido Branch

2 Tohoku Branch Headquarters/Tokyo Branch

Kanto Branch

△ Seattle

Los Angeles 🛆 🔷 Oro Grande

CalPortland Company, Redding Plant

(Redding, USA)







Myojo Cement Co., Ltd.

