

Aiming for Sustainable Development

The Taiheiyo Cement Group aims to address social challenges through its business activities while pursuing the growth of the Group through these contributions.

Bringing Innovative Technologies to the World

Taiheiyo Cement Group's Values



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.

- Deploy around the world the Group's overall capabilities and revolutionary technologies including carbon neutrality.
- Become a leader in the global cement industry.
- Become a corporate group that supports a safe, secure, decarbonized and recycling-based society for people.
- Expand the Group's presence in the Pacific Rim by utilizing its overall capabilities.
- Contribute to the achievement of carbon neutrality and circular economies.
- Become a robust corporate group that grow sustainably.

1881

Onoda Cement Co., Ltd.

1883

Asano Cement Co., Ltd.

1923

Chichibu Cement Co., Ltd.

1947

Nihon Cement Co., Ltd.

1994

Chichibu Onoda Cement Corporation

1998



TAIHEIYO CEMENT

Taiheiyo Cement's DNA

Taiheiyo Cement is continuing to support economic development and social infrastructure while being environmentally conscious.

1990~

Birth of Taiheiyo Cement and Full-Scale Development of Waste Treatment

Our company was founded in 1998 amidst turbulent times as domestic demand peaked and began to decline. We began the full-scale development of our waste recycling business as a measure to improve profitability.



2000~

Overseas Expansion of Cement Business

In addition to existing sites in the U.S. and China, we accelerated investment in Southeast Asia to build our cement business in the Pacific Rim.



2010~

Improve Profits Through Structural Reforms and Cooperation in Disaster Recovery

We focused on business restructuring to improve profitability. We received disaster waste and assisted in the early recovery of areas affected by disaster.



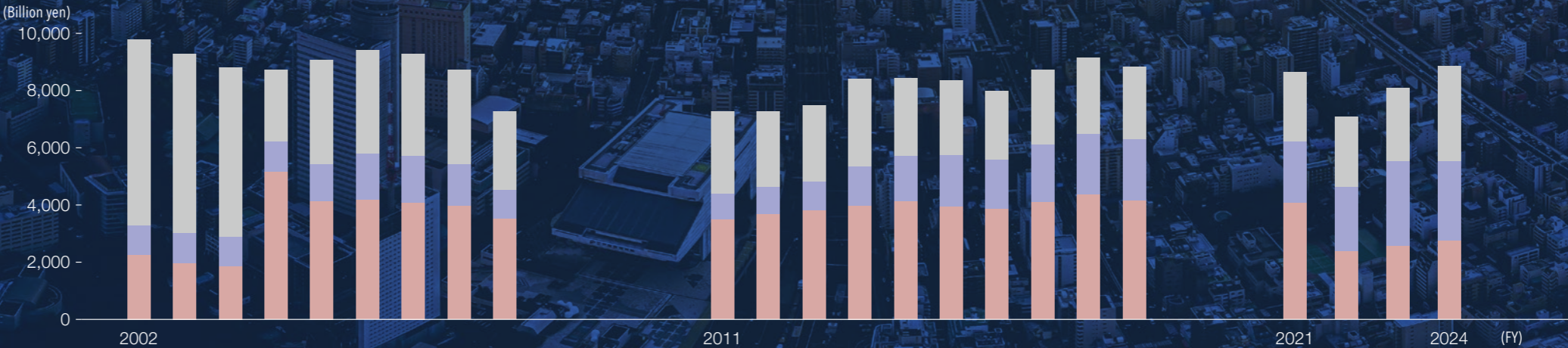
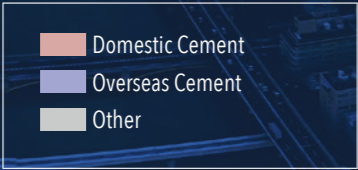
2020~

Strengthen Initiatives to Achieve Carbon Neutrality

We have formulated the "Carbon Neutral Strategy 2050" and are working on the development of innovative technologies that are positioned as a new growth strategy.



Consolidated Net Sales Trend



* Consolidated net sales figures are presented from when information disclosure of overseas business was started.
* Changes to segments, etc. were made in FY2005.
* The "Accounting Standard for Revenue Recognition" (ASBJ Standard No. 29), etc. were applied from FY2022.

Taiheiyo Cement's Strengths – Sources of Competition –

The Taiheiyo Cement Group's social mission is to contribute to solving social challenges and to continue to provide a stable supply of high-quality cement and limestone through a robust supply chain both domestically and internationally.

Leading Supplier of Cement and Limestone Supporting a Safe and Secure Society



The Taiheiyo Cement Group operates globally with a focus on the Pacific Rim, but we take pride in being Japan's leading supplier of cement and limestone, backed by our long history in the industry. To secure limestone for cement raw materials and aggregates used in ready-mixed concrete, we are working on quarry development with a future-oriented approach that looks 100 years ahead. Our corporate mission is to continue to provide a stable supply of cement products and limestone that support a safe and secure society.

World-Class Cement Production and Waste Recycling Technologies



The Taiheiyo Cement Group's domestic cement plants accept waste and by-products generated by local communities and other industries, as well as disaster waste generated by natural disasters, as raw materials and fuel for cement. This approach contributes to solving social challenges, including the establishment of a circular economy and the restoration of disaster-stricken areas. Our world-class manufacturing technology is utilized to recycle waste. We manufacture cement that meets standards without generating new waste.

Highly Diverse Human Capital

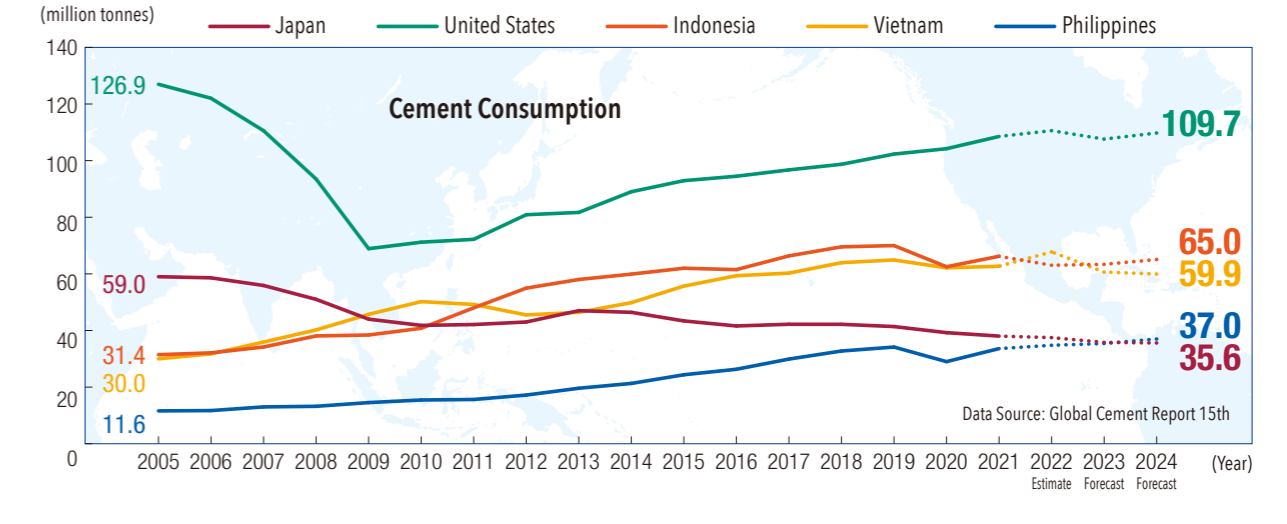


We promote human capital management based on the idea that "people are a company's greatest asset." We foster a workplace that supports our employees' well-being by promoting work-life balance, as well as health and productivity management (H&PM). In addition, believing that the work of diverse talent contributes to enhancing corporate value, we are implementing various initiatives to promote diversity and inclusion, including the employment of women and those with disabilities. We are also advancing human resources development to foster the growth of each individual employee.

Global Network Incorporating the Growth Markets of the Pacific Rim



Thanks to the success of our growth investments to date, overseas sales now account for approximately 40% of the Taiheiyo Cement Group's net sales. In addition to our main base in the United States, we are expanding into the growth markets of the Asia-Pacific region, establishing a robust supply chain across the Pacific Rim, including Japan. Going forward, we aim to focus on strengthening and expanding our global network by enhancing our business portfolio in growth markets and expanding our trading business, among other initiatives.



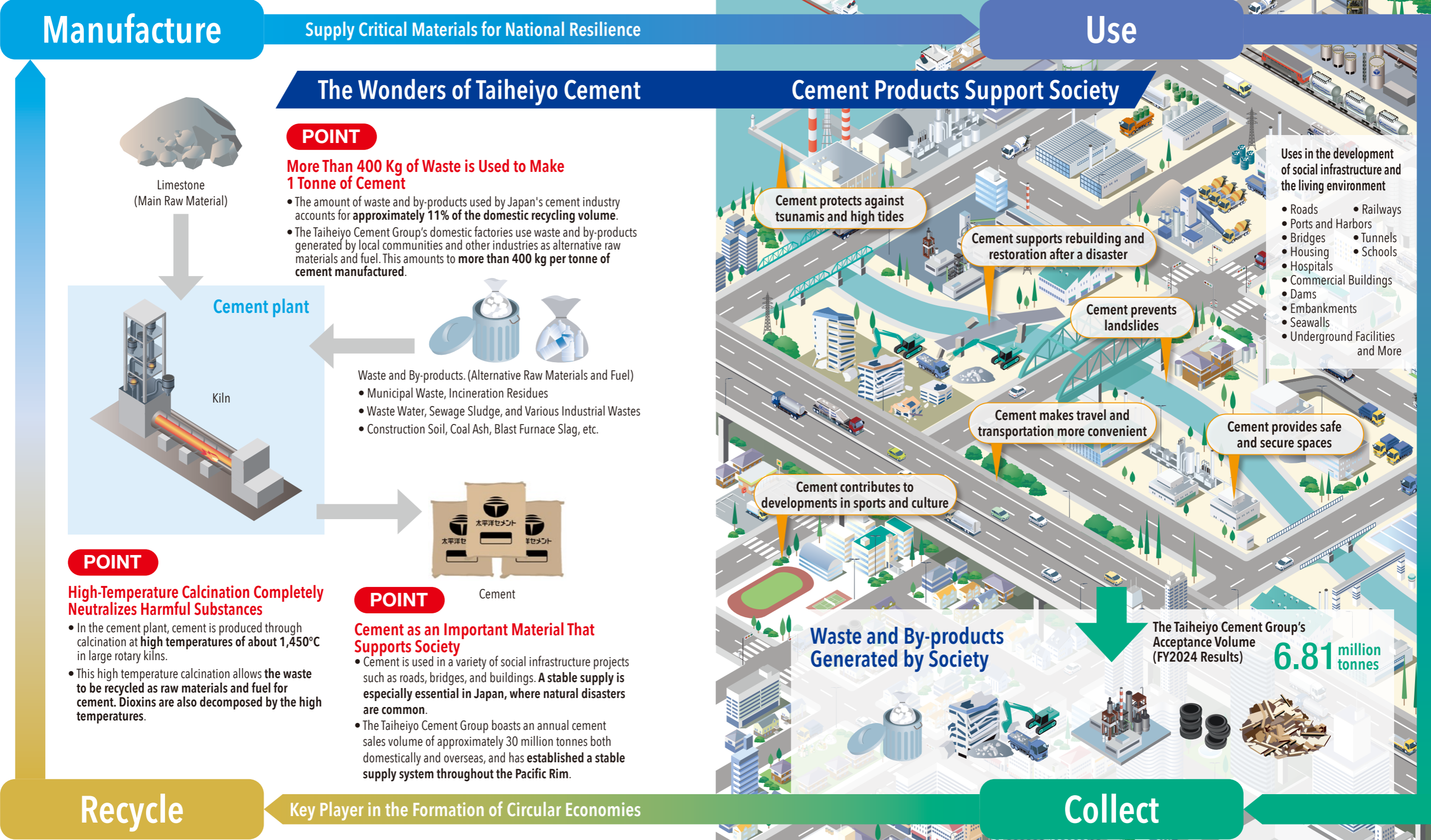
Stable Financial Footing That Enables Continued Growth Investments



We systematically implemented growth investments, even in the challenging business environment during the 23rd Medium-Term Management Plan, and we plan to continue these investments in the 26th Medium-Term Management Plan while maintaining financial discipline. To support this, our financial strategy will involve stable fund raising and building a robust financial base. In addition, the company's financial soundness was recognized, and our issuer ratings have improved from the previous fiscal year. (JCR/A+, R&I/A)

The Social Value of Cement

By recycling waste and other materials to manufacture cement, the Taiheiyo Cement Group is simultaneously contributing to "building safe and secure social infrastructure" and "solving social challenges," such as extending the lifespan of waste disposal sites.



Business Model

We provide total solutions for building safe and secure social infrastructure.

Mineral Resources Business

P.68~69

We have developed limestone quarries in order to quarry and supply limestone, the main raw material for cement, as well as aggregates used in ready-mix concrete, concrete products, and civil engineering projects as a whole.

Number of Limestone Quarries

- Japan: 13
- United States: 4
- Asia: 2

Limestone quarries

Quarried Limestone Volume (Japan): **35.3** million tonnes

Environmental Business

P.70~71

We accept a variety of waste and by-products from both household and industrial sources, and recycle them into raw materials and fuel for cement.

Industry sectors

Disaster waste

Coal ash, gypsum

Blast furnace slag etc.

Municipalities, local communities

Annual Volume Accepted: **6.81** million tonnes

Cement Business

P.64~65 P.66~67

We manufacture and sell various types of cement and cement-based soil stabilizers for a wide range of applications.

Production Plants

Raw material silo

Kiln

Number of Production Plants

- Japan: 9
- United States: 4
- Asia: 3

Annual Sales Volume of Our Products (Domestic and International)

- Cement: 29.58 million tonnes
- Cement-based soil stabilizers: 2.2 million tonnes
- Ready-mixed concrete: 8.56 million m³

Logistics Sites

Distribution terminal (service station)

Number of Distribution Terminals

- Japan: 106
- United States: 20
- Asia: 6

Ready-mixed concrete manufacturer (group companies)

Cement Production 27.23 million tonnes

Construction Materials Business

P.72~73

Centered around eight group companies, we manufacture and sell a wide variety of construction and civil engineering materials, with cement as the main raw material. We also respond to various user needs, such as ground improvement and repair/renovation projects.

Number of Group Companies

- Construction and civil engineering material manufacturers: 3
- Concrete product manufacturers: 2
- Construction companies: 3

Main Products and Services

- Premix products
- Concrete admixtures
- ALC (autoclaved lightweight concrete)
- Interlocking blocks
- Ground improvement projects

Construction and civil engineering material manufacturer (group companies)

Concrete product manufacturers (group companies)

Shipped and Used Volume 0.77 million tonnes

→ Flow of raw materials, materials and products
→ Flow of waste and by-products

Cement, cement-based soil stabilizers, ready-mixed concrete, etc.

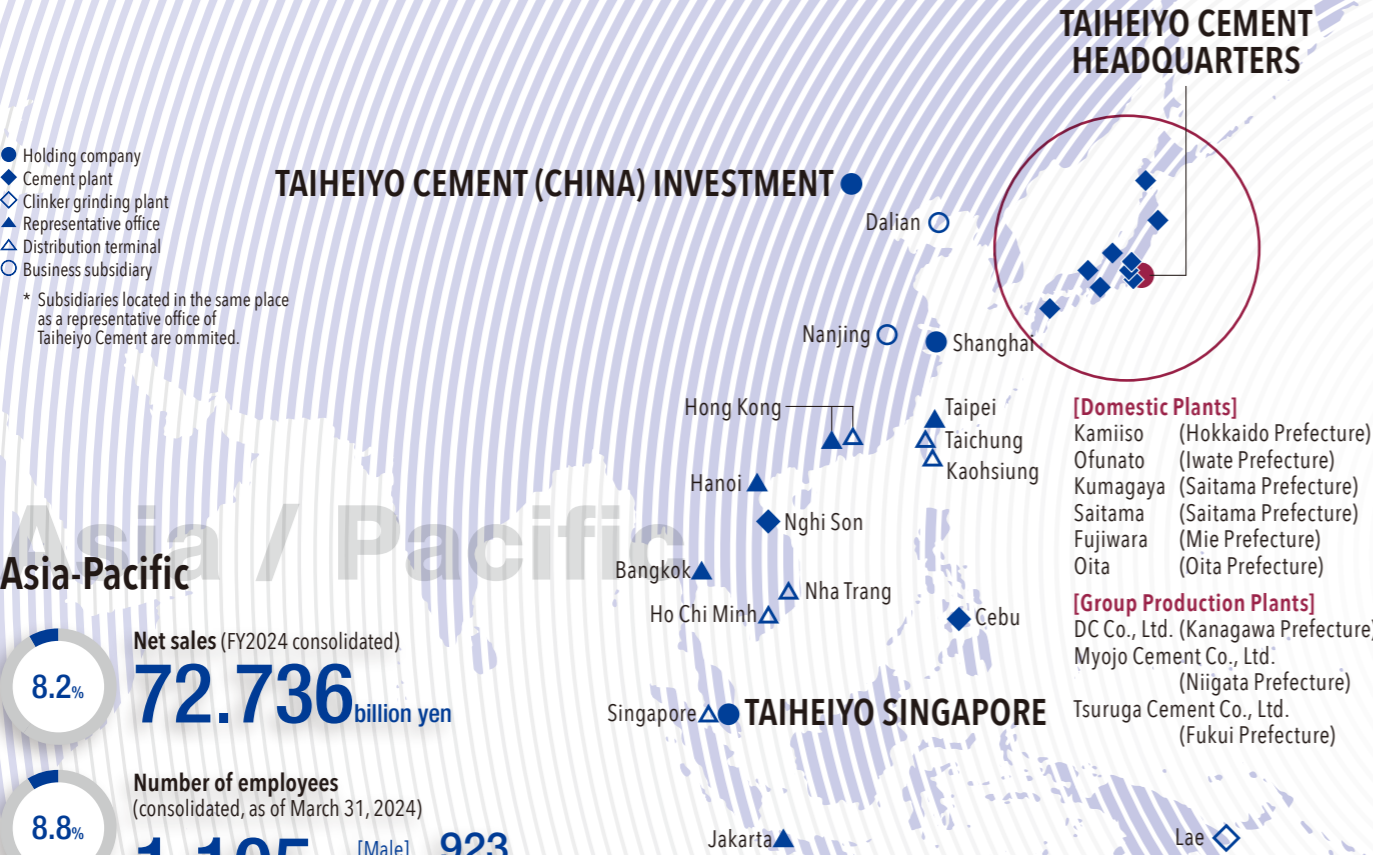
Materials for construction and civil engineering projects, concrete products, ground improvement projects, repair and renovation projects, etc.

Waste and by-products

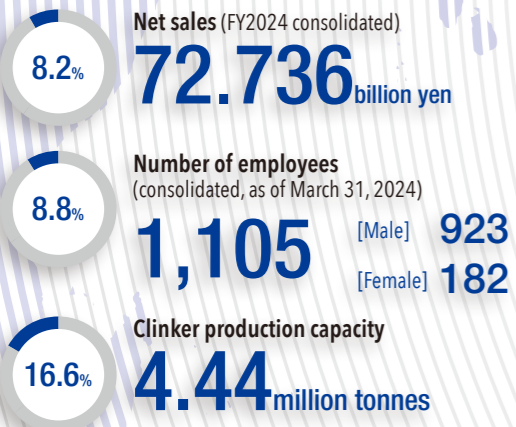


Global Network of Taiheiyo Cement Group

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



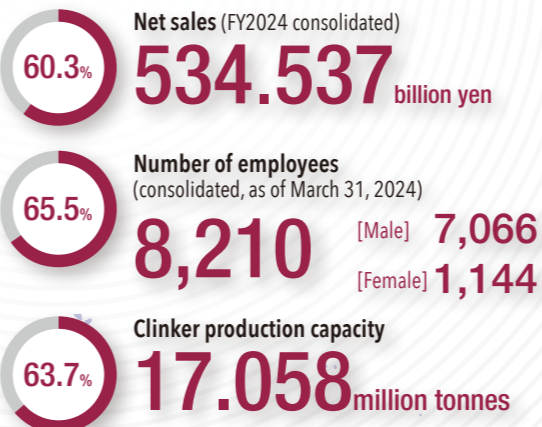
Asia-Pacific



Net sales (FY2024)			Operating income	Operating income on net sales
Japan	Overseas	Consolidated Total		
534.5 billion yen	351.7 billion yen	886.3 billion yen	56.5 billion yen	6.4%

ROE	Cash flow from operating activities	Financial Capital	
8.2%	140.5 billion yen	JCR Issuer Rating	R&I Issuer Rating
		A+	A

Japan



Cement sales volume			Quarried limestone volume (Japan)
Japan	Overseas	Total	
12.96 million tonnes	16.62 million tonnes	29.58 million tonnes	35.30 million tonnes

Human Capital	Waste and by-products processed	Intensity of waste and by-products
Number of employees (consolidated)	(Japan)	(Japan)
12,540	6.81 million tonnes	421.9 kg/tonne-cement



America

