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Japan		Kamiiso Plant (Hokuto City, Hokkaido Prefecture)		Ofunato Plant (Ofunato City, Iwate Prefecture)		Kumagaya Plant (Kumagaya City, Saitama Prefecture)		Saitama Plant (Hidaka City, Saitama Prefecture)		
		Fujiwara Plant (Inabe City, Mie Prefecture)		Oita Plant (Tsukumi City, Oita Prefecture)		Kawasaki Plant, DC Co., Ltd. (Kawasaki City, Kanagawa Prefecture)		Itoigawa Plant, Myojo Cement Co., Ltd. (Itoigawa City, Niigata Prefecture)		Tsuruga Cement Co., Ltd. (Tsuruga City, Fukui Prefecture)
United States of America		Redding Plant, CalPortland Company		Mojave Plant, CalPortland Company		Oro Grande Plant, CalPortland Company		Rillito Plant, CalPortland Company		
Asia-Pacific		Nghi Son Plant, Nghi Son Cement Corporation (Vietnam)		Cebu Plant, Taiheiyo Cement Philippines, Inc. (Philippines)		Lae Plant, PNG Taiheiyo Cement Limited (Papua New Guinea)				

List of External Evaluations

FTSE Blossom Japan Sector Relative Index Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J) MSCI Japan ESG Select Leaders Index	 FTSE Blossom Japan Sector Relative Index  MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index  MSCI Japan ESG Select Leaders Index	R&I [Acquired A in 2024] Platinum "Kurumin" certification [Acquired in August 2023]	 
S&P/JPX Carbon Efficient Index CDP [Selected as Supplier Engagement Leader] [Scored A for climate change, B for water] JCR [Acquired A+ in 2024]	  CDP A LIST 2023 CLIMATE  JCR 株式会社 日本格付研究所 Japan Credit Rating Agency, Ltd.	Health & Productivity Management Outstanding Organization [Acquired consecutively since 2023] Human Capital Management Quality 2023 [Selected as Silver in February 2024] DBJ Environmental Rating [In February 2024, we received environmentally-rated financing from the Development Bank of Japan (DBJ), which evaluated our efforts as "particularly advanced in its efforts to be environmentally conscious"]	 2024 健康経営優良法人 Health and productivity  人的資本経営品質 2023  2023