

Taiheiyo Cement's DNA

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 Profitability 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.



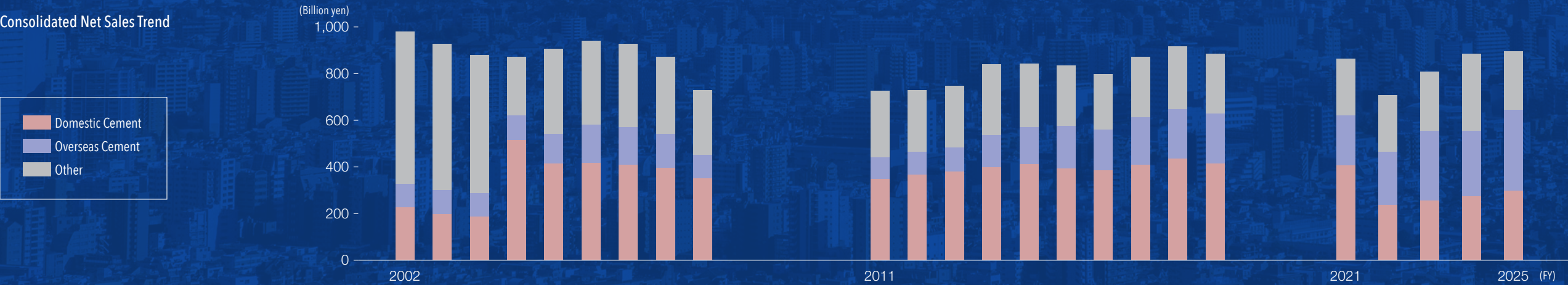
2020~

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. was applied from FY2022

Global Network

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

* Subsidiaries located in the same place as a representative office of Taiheiyo Cement are omitted.

TAIHEIYO CEMENT (CHINA) INVESTMENT

TAIHEIYO CEMENT HEADQUARTERS

[Domestic Plants]
 Kamiiso (Hokkaido Prefecture)
 Ofunato (Iwate Prefecture)
 Kumagaya (Saitama Prefecture)
 Saitama (Saitama Prefecture)
 Fujiwara (Mie Prefecture)
 Oita (Oita Prefecture)

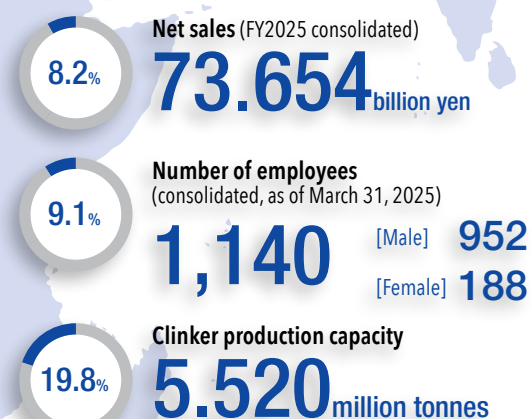
[Group Production Plants]
 DC Co., Ltd. (Kanagawa Prefecture)
 Myojo Cement Co., Ltd. (Niigata Prefecture)
 Tsuruga Cement Co., Ltd. (Fukui Prefecture)

Nanjing ○ Shanghai ●
 Hong Kong △ Taipei ▲
 Taichung △ Kaohsiung △
 Hanoi ▲ Nghi Son ◆
 Bangkok ▲ Nha Trang △
 Ho Chi Minh ▲ Cebu ◆
 Manila* ▲
 Singapore ▲
 Jakarta ▲
 Lae ◇

TAIHEIYO SINGAPORE

* (Newly established on September 11, 2025)

Asia-Pacific



Net sales (FY2025)

Japan	Overseas	Consolidated Total
532.0 billion yen	364.3 billion yen	896.3 billion yen

Operating income

777 billion yen

Operating income on net sales

8.7 %

ROE

9.5 %

Cash flow from operating activities

1,179 billion yen

Financial Capital

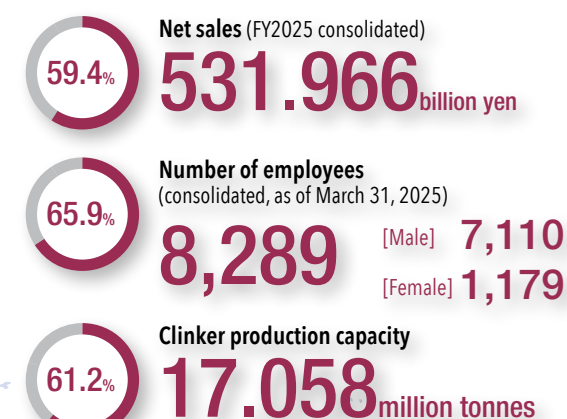
JCR Issuer Rating

A+

R&I Issuer Rating

A

Japan



Cement sales volume

Japan	Overseas	Total
12.35 million tonnes	12.79 million tonnes	25.14 million tonnes

Human Capital

Number of employees (consolidated)

12,586

Waste and by-products processed

(Japan)

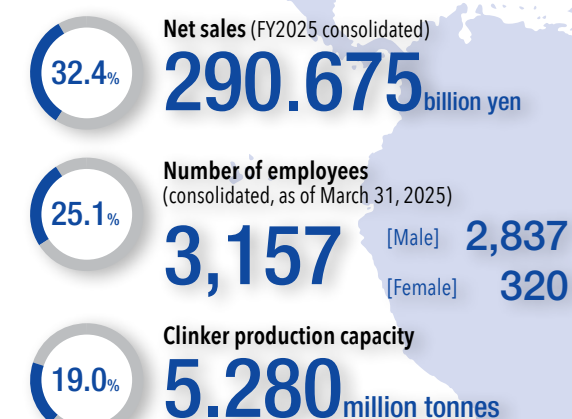
6.75 million tonnes

Intensity of waste and by-products

(Japan)

412.6 kg/tonne-cement

U.S.A.



Quarried limestone volume (Japan)

Cement raw material, aggregate, industrial use

34.80 million tonnes

Anchorage △
 Seattle △
 Portland △
 Mojave △
 Redding ◆
 Stockton △
 Los Angeles △
 San Diego △
 Las Vegas △
 Oro Grande ◆
 Rillito ◆

TAIHEIYO CEMENT U.S.A.

Business Model

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

