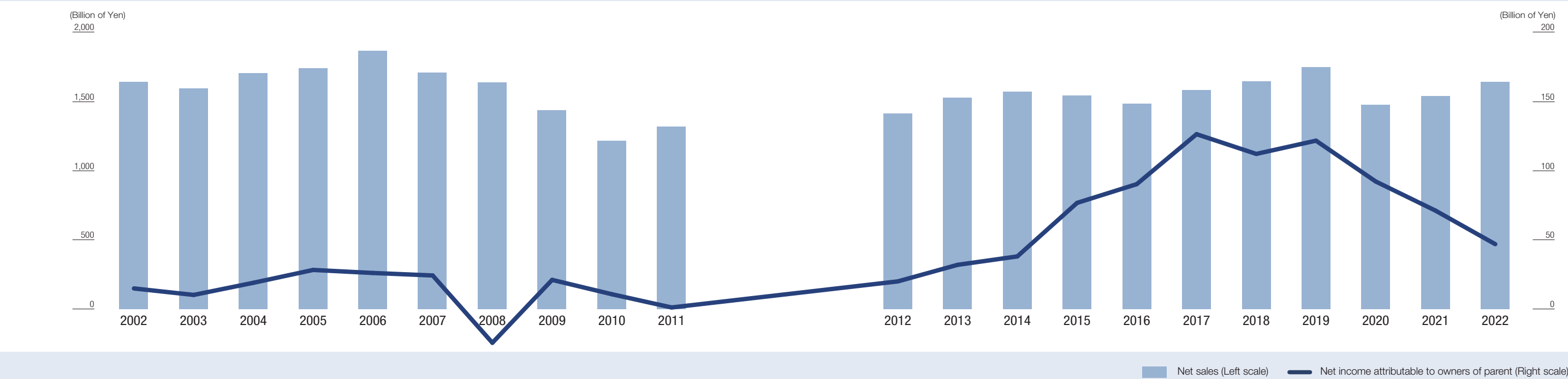


Key Financial Data (Consolidated)

	(FY)	2012	2013	2014	2015		2016	2017	2018	2019	2020	2021	2022
Order received	(Millions of Yen)	1,404,406	1,645,895	1,765,743	1,671,061		1,655,035	1,743,497	1,693,859	1,680,051	1,650,627	1,589,745	1,810,445
Net sales	(Millions of Yen)	1,416,495	1,533,473	1,573,270	1,545,889		1,487,252	1,585,497	1,650,877	1,751,330	1,480,141	1,543,240	1,642,712
Operating income	(Millions of Yen)	35,606	53,773	70,417	117,468		140,822	181,859	153,323	167,755	130,516	96,077	54,740
Ordinary income	(Millions of Yen)	35,063	56,756	74,467	117,703		144,591	185,349	157,936	173,347	135,937	103,247	63,125
Net income attributable to owners of parent	(Millions of Yen)	20,050	32,089	38,177	77,045		90,566	126,788	112,571	122,087	92,554	71,436	47,124
Comprehensive income	(Millions of Yen)	56,500	46,612	101,214	37,665		92,788	148,657	119,290	86,343	138,303	74,765	36,600
Net assets	(Millions of Yen)	343,300	384,166	492,114	521,277		570,813	669,019	722,390	753,915	844,420	872,835	833,944
Total assets	(Millions of Yen)	1,543,094	1,599,065	1,735,248	1,660,821		1,760,078	1,910,597	1,846,176	1,889,995	1,870,622	1,956,200	2,016,717
Net assets per share*	(Yen)	299.84	335.42	418.61	442.67		2,483.01	2,975.02	3,302.86	3,550.03	4,084.81	4,335.78	4,402.01
Net income per share*	(Yen)	17.60	28.17	33.52	65.85		392.87	561.36	511.90	573.14	442.66	350.88	241.24
Equity ratio	(%)	22.1	23.9	28.2	31.2		32.3	34.9	39.0	39.7	44.9	44.4	41.1
ROE	(%)	6.3	8.9	8.8	15.3		16.7	20.5	16.2	16.6	11.6	8.4	5.6
Cash flows from operating activities	(Millions of Yen)	73,081	138,749	24,078	95,360		218,158	207,020	(71,028)	77,475	67,494	80,507	30,101
Cash flows from investing activities	(Millions of Yen)	(4,703)	16,028	(13,975)	(25,070)		6,296	(11,852)	(82,288)	33,260	(18,683)	(37,680)	(14,058)
Cash flows from financing activities	(Millions of Yen)	(46,551)	(68,826)	(30,470)	(35,171)		(60,061)	(41,682)	(96,197)	(66,647)	(37,342)	(41,863)	(98,668)
Cash and cash equivalents at end of year	(Millions of Yen)	265,772	354,372	337,166	371,730		534,787	687,346	437,584	482,655	494,274	496,760	415,863
Interest-bearing debt	(Millions of Yen)	379,072	316,493	273,289	254,695		238,145	247,379	217,423	208,146	219,017	224,323	201,700

* As a consolidation of share was implemented at the ratio of 1 share for 5 shares of the Company stock effective October 1, 2017, net assets per share and net income per share are calculated assuming that the consolidation of share was implemented at the beginning of FY2016.

Performance History (Consolidated)



CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

TAISEI CORPORATION AND CONSOLIDATED SUBSIDIARIES
YEARS ENDED MARCH 31, 2022 AND 2023

(Note) Excluding the reversal of revaluation reserve for land.

	Millions of Yen					Millions of Yen							
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Unrealized gains on available-for-sale securities, net of taxes	Unrealized gains (losses) on hedging derivatives, net of taxes	Revaluation reserve for land	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance as of April 1, 2021	¥ 122,742	¥ 60,198	¥ 621,568	¥ (85,916)	¥ 718,593	¥ 103,215	¥ (15)	¥ 1,223	¥ (3,847)	¥ 21,675	¥ 122,251	¥ 3,575	¥ 844,420
Cumulative effects of changes in accounting policies			178		178								178
Restated balance at beginning of year	122,742	60,198	621,747	(85,916)	718,772	103,215	(15)	1,223	(3,847)	21,675	122,251	3,575	844,599
Changes during the period													
Dividends			(26,598)		(26,598)								(26,598)
Profit attributable to owners of parent			71,436		71,436								71,436
Acquisition of treasury stock				(20,007)	(20,007)								(20,007)
Disposal of treasury stock				6	6								6
Cancellation of treasury stock		(105,018)		105,018	—								—
Transfer from retained earnings to capital surplus		75,202	(75,202)		—								—
Reversal of revaluation reserve for land			0		0			(0)			(0)		—
Changes other than shareholders' equity, net (Note)						(5,679)	7		1,944	6,754	3,026	372	3,398
Total changes during the period	—	(29,816)	(30,364)	85,017	24,837	(5,679)	7	(0)	1,944	6,754	3,026	372	28,236
Balance as of March 31, 2022	¥ 122,742	¥ 30,382	¥ 591,383	¥ (898)	¥ 743,609	¥ 97,535	¥ (8)	¥ 1,223	¥ (1,903)	¥ 28,429	¥ 125,277	¥ 3,948	¥ 872,835
Balance as of April 1, 2022	¥ 122,742	¥ 30,382	¥ 591,383	¥ (898)	¥ 743,609	¥ 97,535	¥ (8)	¥ 1,223	¥ (1,903)	¥ 28,429	¥ 125,277	¥ 3,948	¥ 872,835
Cumulative effects of changes in accounting policies													—
Restated balance at beginning of year	122,742	30,382	591,383	(898)	743,609	97,535	(8)	1,223	(1,903)	28,429	125,277	3,948	872,835
Changes during the period													
Dividends			(25,722)		(25,722)								(25,722)
Profit attributable to owners of parent			47,124		47,124								47,124
Acquisition of treasury stock				(50,007)	(50,007)								(50,007)
Disposal of treasury stock		0		0	0								0
Cancellation of treasury stock		(49,999)		49,999	—								—
Transfer from retained earnings to capital surplus		49,999	(49,999)		—								—
Reversal of revaluation reserve for land			(11)		(11)			11			11		—
Changes other than shareholders' equity, net (Note)						(445)	1		2,140	(12,791)	(11,094)	807	(10,286)
Total changes during the period	—	—	(28,609)	(7)	(28,616)	(445)	1	11	2,140	(12,791)	(11,082)	807	(38,890)
Balance as of March 31, 2023	¥ 122,742	¥ 30,382	¥ 562,774	¥ (906)	¥ 714,992	¥ 97,090	¥ (6)	¥ 1,235	¥ 237	¥ 15,638	¥ 114,194	¥ 4,756	¥ 833,944

	Thousands of U.S. Dollars					Thousands of U.S. Dollars							
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	Unrealized gains on available-for-sale securities, net of taxes	Unrealized gains (losses) on hedging derivatives, net of taxes	Revaluation reserve for land	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	Non-controlling interests	Total net assets
Balance as of April 1, 2022	\$ 919,210	\$ 227,534	\$ 4,428,844	\$ (6,731)	\$ 5,568,857	\$ 730,440	\$ (62)	\$ 9,164	\$ (14,256)	\$ 212,909	\$ 938,194	\$ 29,570	\$ 6,536,622
Cumulative effects of changes in accounting policies													—
Restated balance at beginning of year	919,210	227,534	4,428,844	(6,731)	5,568,857	730,440	(62)	9,164	(14,256)	212,909	938,194	29,570	6,536,622
Changes during the period													
Dividends.....			(192,634)		(192,634)								(192,634)
Profit attributable to owners of parent			352,914		352,914								352,914
Acquisition of treasury stock				(374,501)	(374,501)								(374,501)
Disposal of treasury stock		0		2	2								2
Cancellation of treasury stock		(374,444)		374,444	—								—
Transfer from retained earnings to capital surplus.....		374,444	(374,444)		—								—
Reversal of revaluation reserve for land			(89)		(89)			89			89		—
Changes other than shareholders' equity, net (Note)						(3,335)	12		16,032	(95,792)	(83,083)	6,049	(77,033)
Total changes during the period	—	—	(214,254)	(54)	(214,308)	(3,335)	12	89	16,032	(95,792)	(82,993)	6,049	(291,252)
Balance as of March 31, 2023	\$ 919,210	\$ 227,534	\$ 4,214,590	\$ (6,786)	\$ 5,354,548	\$ 727,104	\$ (49)	\$ 9,253	\$ 1,775	\$ 117,116	\$ 855,200	\$ 35,620	\$ 6,245,369

CONSOLIDATED BALANCE SHEETS

TAISEI CORPORATION AND CONSOLIDATED SUBSIDIARIES
AS OF MARCH 31, 2022 AND 2023

Assets	Millions of Yen		Thousands of U.S. Dollars
	2022	2023	2023
Current assets			
Cash and time deposits	¥ 499,113	¥ 415,950	\$ 3,115,033
Notes and accounts receivable trade	575,600	688,768	5,158,154
Cost on uncompleted contracts	47,443	67,658	506,691
Real estate for sale and development projects in progress	117,831	131,439	984,347
Other inventories	3,389	4,003	29,985
Other current assets	53,079	45,847	343,348
Allowance for doubtful accounts	(100)	(182)	(1,369)
Total current assets	1,296,356	1,353,485	10,136,191
Fixed assets			
Tangible fixed assets			
Buildings and structures	153,961	161,554	1,209,871
Machinery, vehicles and equipment	64,868	68,273	511,294
Land	120,914	120,488	902,330
Construction in progress	4,068	5,354	40,102
Accumulated depreciation	(136,376)	(142,320)	(1,065,831)
Total tangible fixed assets	207,435	213,349	1,597,767
Intangible fixed assets	16,016	17,581	131,667
Investments and other assets			
Investment securities	380,271	386,906	2,897,521
Net defined benefit asset	23,230	10,875	81,447
Deferred income tax assets	3,543	5,918	44,320
Other fixed assets	31,215	30,570	228,944
Allowance for doubtful accounts	(1,869)	(1,969)	(14,753)
Total investments and other assets	436,391	432,300	3,237,480
Total fixed assets	659,844	663,232	4,966,914
Total assets	¥ 1,956,200	¥ 2,016,717	\$ 15,103,106

Liabilities	Millions of Yen		Thousands of U.S. Dollars
	2022	2023	2023
Current liabilities			
Notes and accounts payable trade	¥ 423,349	¥ 476,115	\$ 3,565,605
Short-term borrowings	97,901	81,965	613,835
Short-term non-recourse loans payable	15	11	84
Straight bonds due within one year	20,000	—	—
Lease obligations	318	347	2,600
Advances received and progress billings on uncompleted contracts	160,733	181,226	1,357,197
Deposit received	156,315	170,995	1,280,579
Provision for warranties on completed contracts	3,250	3,325	24,907
Provision for losses on construction contracts	14,163	47,897	358,705
Other current liabilities	50,317	60,767	455,083
Total current liabilities	926,363	1,022,652	7,658,600
Long-term liabilities			
Straight bonds	40,000	40,000	299,558
Long-term borrowings	66,279	79,606	596,169
Long-term non-recourse loans payable	128	117	876
Lease obligations	592	716	5,364
Deferred income tax liabilities	12,824	1,711	12,814
Deferred income tax liabilities for revaluation of land	3,274	3,274	24,523
Retirement benefits for directors and corporate auditors	435	508	3,806
Provision for share-based remuneration for directors	48	48	363
Provision for environmental measures	1	—	—
Net defined benefit liability	15,054	15,037	112,615
Other long-term liabilities	18,363	19,100	143,044
Total long-term liabilities	157,002	160,120	1,199,137
Total liabilities	1,083,365	1,182,773	8,857,737
Net assets			
Shareholders' equity			
Common stock	122,742	122,742	919,210
Capital surplus	30,382	30,382	227,534
Retained earnings	591,383	562,774	4,214,590
Treasury stock.....	(898)	(906)	(6,786)
Total shareholders' equity	743,609	714,992	5,354,548
Accumulated other comprehensive income			
Unrealized gains on available-for-sale securities, net of taxes	97,535	97,090	727,104
Unrealized losses on hedging derivatives, net of taxes	(8)	(6)	(49)
Revaluation reserve for land	1,223	1,235	9,253
Foreign currency translation adjustments	(1,903)	237	1,775
Remeasurements of defined benefit plans	28,429	15,638	117,116
Total accumulated other comprehensive income	125,277	114,194	855,200
Non-controlling interests	3,948	4,756	35,620
Total net assets	872,835	833,944	6,245,369
Total liabilities and net assets	¥ 1,956,200	¥ 2,016,717	\$ 15,103,106

CONSOLIDATED STATEMENTS OF INCOME

TAISEI CORPORATION AND CONSOLIDATED SUBSIDIARIES
 YEARS ENDED MARCH 31, 2022 AND 2023

	Millions of Yen		Thousands of U.S. Dollars
	2022	2023	2023
Net sales			
Construction business	¥ 1,385,516	¥ 1,499,803	\$ 11,231,956
Development projects	157,723	142,909	1,070,244
Total net sales	1,543,240	1,642,712	12,302,200
Cost of sales			
Construction business	1,224,426	1,378,637	10,324,554
Development projects	131,077	116,301	870,979
Total cost of sales	1,355,503	1,494,939	11,195,534
Gross profit			
Construction business	161,090	121,165	907,401
Development projects	26,646	26,607	199,264
Total gross profit	187,736	147,773	1,106,665
Selling, general and administrative expenses			
Selling expenses	41,666	40,698	304,786
General and administrative expenses	49,993	52,333	391,926
Total selling, general and administrative expenses	91,659	93,032	696,713
Operating income	96,077	54,740	409,952
Non-operating income			
Interest income	1,680	543	4,069
Dividend income	4,701	5,366	40,187
Foreign exchange gains	428	1,024	7,669
Investment gain on equity method	893	2,054	15,385
Other non-operating income	719	721	5,402
Total non-operating income	8,423	9,709	72,714
Non-operating expenses			
Interest expenses	910	861	6,449
Taxes and dues	120	154	1,160
Other non-operating expenses	222	309	2,315
Total non-operating expenses	1,253	1,325	9,924
Ordinary income	103,247	63,125	472,741
Extraordinary gains			
Gains on sales of investment securities	1,760	2,405	18,012
Gains on sales of investments in capital of subsidiaries and associates	—	3,925	29,400
Other extraordinary gains	17	236	1,772
Total extraordinary gains	1,778	6,567	49,184
Extraordinary losses			
Loss on sales of fixed assets	128	485	3,639
Impairment losses on fixed assets	843	295	2,214
Loss on disposal of fixed assets	130	246	1,843
Loss on valuation of investment securities	52	198	1,487
Settlement payments	—	203	1,521
Other extraordinary losses	366	168	1,259
Total extraordinary losses	1,522	1,597	11,965
Income before income taxes	103,503	68,094	509,960
Income taxes - current	34,211	28,369	212,455
Income taxes - deferred	(2,276)	(7,630)	(57,143)
Total income taxes	31,935	20,738	155,312
Net income	71,567	47,356	354,647
Net income attributable to non-controlling interests	131	231	1,733
Net income attributable to owners of parent	¥ 71,436	¥ 47,124	\$ 352,914

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

TAISEI CORPORATION AND CONSOLIDATED SUBSIDIARIES
 YEARS ENDED MARCH 31, 2022 AND 2023

	Millions of Yen		Thousands of U.S. Dollars
	2022	2023	2023
Net income	¥ 71,567	¥ 47,356	\$ 354,647
Other comprehensive income			
Unrealized gains on available-for-sale securities, net of taxes	(5,681)	(447)	(3,350)
Unrealized gains (losses) on hedges derivatives, net of taxes	(7)	(4)	(35)
Foreign currency translation adjustments	1,581	2,136	16,002
Remeasurements of defined benefit plans	6,729	(12,776)	(95,686)
Share of other comprehensive income of entities accounted for using equity method	575	337	2,524
Total other comprehensive income	3,197	(10,755)	(80,544)
Comprehensive income	¥ 74,765	¥ 36,600	\$ 274,102
Comprehensive income attribute to			
Owners of parent	¥ 74,462	¥ 36,030	\$ 269,831
Non-controlling interests	302	570	4,271

CONSOLIDATED STATEMENTS OF CASH FLOWS

TAISEI CORPORATION AND CONSOLIDATED SUBSIDIARIES
YEARS ENDED MARCH 31, 2022 AND 2023

	Millions of Yen		Thousands of U.S. Dollars
	2022	2023	2023
Cash flows from operating activities			
Income before income taxes	¥ 103,503	¥ 68,094	\$ 509,960
Depreciation and amortization	10,907	11,478	85,965
Impairment losses on fixed assets	843	295	2,214
Increase (decrease) in allowance for doubtful accounts	146	183	1,372
Increase (decrease) in provision for losses on construction contracts	12,055	33,734	252,637
Increase (decrease) in net defined benefit liability	(2,847)	(24)	(184)
Decrease (increase) in net defined benefit asset	(11,559)	12,354	92,524
Interest and dividend income	(6,382)	(5,909)	(44,256)
Interest expenses	910	861	6,449
Foreign exchange losses (gains)	(428)	(1,024)	(7,669)
Losses (gains) on valuation of investment securities	52	198	1,487
Losses (gains) on sales of investment securities	(1,662)	(2,300)	(17,230)
Losses (gains) on sales of investments in capital of subsidiaries and associates	—	(3,925)	(29,400)
Losses (gains) on sales of fixed assets	117	329	2,464
Losses on disposal of fixed assets	130	246	1,843
Investment losses (gains) on equity method	(893)	(2,054)	(15,385)
Decrease (increase) in trade receivables	(35,560)	(112,919)	(845,650)
Decrease (increase) in cost on uncompleted contracts	3,833	(20,206)	(151,328)
Decrease (increase) in real estate for sale and development projects in progress	2,060	(13,761)	(103,062)
Decrease (increase) in accounts receivables - other	(19,229)	8,562	64,127
Increase (decrease) in trade payables	46,737	52,384	392,308
Increase (decrease) in advances received and progress billings on uncompleted contracts	(12,784)	20,312	152,121
Increase (decrease) in deposit received	14,453	14,639	109,636
Other, net	6,798	(7,058)	(52,861)
Subtotal	111,203	54,491	408,084
Interest and dividend received	7,248	8,123	60,833
Interest paid	(915)	(879)	(6,590)
Income taxes paid	(37,030)	(31,632)	(236,895)
Net cash provided by (used in) operating activities	80,507	30,101	225,432
Cash flows from investing activities			
Decrease (increase) in time deposits	(2,319)	2,539	19,021
Purchase of tangible and intangible assets	(13,230)	(16,163)	(121,050)
Proceeds from sales of tangible and intangible assets	263	759	5,688
Purchase of investment securities	(25,934)	(13,593)	(101,803)
Proceeds from sales and redemption of investment securities	3,525	12,300	92,114
Other, net	15	99	747
Net cash provided by (used in) investing activities	(37,680)	(14,058)	(105,281)
Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	(3,462)	584	4,373
Proceeds from long-term borrowings	24,200	34,350	257,245
Repayment of long-term borrowings	(25,417)	(37,542)	(281,150)
Repayment of long-term non-recourse loans payable	(15)	(15)	(112)
Proceeds from issuance of bonds	9,942	—	—
Redemption of bonds	—	(20,000)	(149,779)
Acquisition of treasury stock	(20,007)	(50,007)	(374,501)
Dividends paid	(26,598)	(25,722)	(192,634)
Other, net	(505)	(315)	(2,361)
Net cash provided by (used in) financing activities	(41,863)	(98,668)	(738,920)
Effect of exchange rate changes on cash and cash equivalents	1,523	1,728	12,940
Net increase (decrease) in cash and cash equivalents	2,485	(80,896)	(605,827)
Cash and cash equivalents at beginning of year	494,274	496,760	3,720,212
Cash and cash equivalents at end of year	¥ 496,760	¥ 415,863	\$ 3,114,384

Data on Environmental Contribution

Environment							(FY)
	Indicators	Unit	2018	2019	2020	2021	2022
KPI ET	Scope 1+2 reduction rate of CO ₂ emissions per sales*1 (Taisei Group)*4	%	—	—	—	3.3	(13.8)
	Scope 1+2 reduction rate of CO ₂ emissions*1 (Taisei Group)*4		—	—	—	(11.8)	(20.9)
	At construction stage: Reduction rate of CO ₂ emissions per sales*2		(28.9)	(32.0)	(30.3)	(30.1)	(47.5)
	At construction stage: Reduction rate of total CO ₂ emissions*2		(44.7)	(43.7)	(54.5)	(52.7)	(60.5)
	At building operation stage: Reduction rate of estimated CO ₂ emissions*2,3		(40.2)	(39.5)	(41.4)	(44.6)	(49.8)
	Scope 1+2 CO ₂ emissions per sales*1 (Taisei Group)*4	t-CO ₂ /¥billion	—	2.13	2.21	2.20	1.84
	Scope 1+2 total CO ₂ Emissions (Taisei Group)*4	10 ³ tCO ₂	361	368	318	325	291
	Scope 3 total CO ₂ Emissions (Taisei Group)*4		—	—	5,625	4,632	5,284
ET	Number of green procurement items adapted at building construction design stage	Item/PJ	9.7	10.0	11.7	11.7	12.8
	Final disposal rate of construction wastes	%	3.4	3.9	2.7	2.8	2.8
	Number of projects contributing to biodiversity improvement	Projects	—	52	44	72	50

*1 Compared to FY2019; *2 Compared to FY1990;
*3 Estimated CO₂ emissions from design and construction projects (including promotion of ZEB);
*4 The scope of coverage: Taisei Corporation and seven major Group companies.

Notes: 1. KPI = Key Performance Indicator (2021 -2023)
2. ET= Annual Environmental Targets

For calculation standards and third-party warranties for environmental data and indicators such as annual environmental targets (ET), material flows, and CO₂ emissions, please visit our website.

Web Q
Environmental
Data

Data on Social Contribution

Human Capital Data							(FY)
	Indicators	Unit	2018	2019	2020	2021	2022
	Number of employees (consolidated / full-time employees)	Persons	14,433	14,562	14,620	14,518	14,466
	Civil Engineering business (consolidated)		4,108	4,161	4,257	4,263	4,268
	Building Construction business (consolidated)		8,123	8,163	8,160	8,103	8,133
	Real Estate Development business (consolidated)		2,056	2,074	2,044	1,979	1,898
	Other businesses (consolidated)		146	164	159	173	167
	Male (consolidated)		11,906	11,971	11,959	11,822	11,722
	Female (consolidated)		2,527	2,591	2,661	2,696	2,744
	Japanese employees (consolidated)		13,615	13,720	13,747	13,645	13,611
	Non-Japanese employees (consolidated)		818	842	873	873	855
	Number of employees (full-time employees)		8,490	8,507	8,572	8,579	8,613
	Civil Engineering business		2,298	2,273	2,323	2,324	2,333
	Building Construction business		6,040	6,072	6,084	6,084	6,109
	Real Estate Development business		152	162	165	171	171
	Male		6,949	6,937	6,970	6,955	6,939
	Female		1,541	1,570	1,602	1,624	1,674
	Japanese employees		8,439	8,456	8,512	8,514	8,538
	Non-Japanese employees ^{*1}		51	51	60	65	75
	Twenties	%	16.5	17.1	18.0	18.5	18.6
	Thirties		19.0	19.2	19.7	20.4	21.3
	Forties ^{*2}		30.1	26.3	22.9	21.0	19.7
	Fifties or more		34.4	37.4	39.4	40.1	40.4
	Number of non-regular employees ^{*3}	Persons	1,134	1,173	1,217	1,173	1,284

*1 Figures for FY2018 to FY2021 have been retroactively adjusted. Consequently, the counts for non-Japanese employees (consolidated) and Japanese employees (both Non-consolidated and consolidated) have also been adjusted retroactively.
*2 Figures for FY2020 have been adjusted retroactively.
*3 Figures for both FY2020 and FY2021 have been adjusted retroactively.

Data on Recruitment, Annual Salary, Length of Service, and Average Age (FY)							
	Indicators	Unit	2018	2019	2020	2021	2022
	Number of hires (new graduates)	Persons	251	264	329	302	276
	Male		207	215	270	253	218
	Female		44	49	59	49	58
	Number of mid-career hires		30	27	11	28	69
	Male		29	22	11	23	60
	Female		1	5	0	5	9
	Average annual salary	Thousand yen	10,512	10,103	9,850	9,635	9,929

Data on Recruitment, Annual Salary, Length of Service, and Average Age

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Average age	Years old	43.0	43.0	43.0	43.0	43.0
	Male		43.3	43.3	43.3	43.3	43.4
	Female		41.8	41.8	41.6	41.5	41.2
	Average length of service	Years	18.3	18.3	18.3	18.2	18.1
	Male		18.6	18.7	18.8	18.8	18.7
	Female		16.6	16.5	16.2	15.9	15.6
	Turnover rate (Taisei Group)*1	%	—	—	—	2.1	2.3
	Turnover rate*2		1.1	1.2	1.2	1.5	1.6
	Turnover rate of employees within three years of hiring*2		5.4	7.4	7.6	8.3	10.0

*1 The scope of coverage: Taisei Corporation and seven major Group companies *2 Voluntary turnover rate

Diversity and Inclusion Data

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
KPI	Number of female managers*1, 2	Persons	167	197	236	277	314
AC	Female managers ratio*2	%	3.2	3.8	4.5	5.1	5.9
AC	Number of female engineers	Persons	663	698	738	767	809
	Female engineers ratio	%	9.1	9.5	9.9	10.2	10.6
	Rate of employment of persons with disabilities (Taisei Group*3)	%	—	—	—	2.10	2.15
	Rate of employment of persons with disabilities		2.33	2.35	2.20	2.27	2.35
	Number of employees reemployed after leave retirement	Persons	739	800	862	878	905
	Number of former employees who took advantage of the Job Return*4		2	3	3	4	4

*1 Figures for FY2021 have been retroactively adjusted *2 Figures are aggregated as of July 1 *3 The scope of coverage: Taisei Corporation and seven major Group companies

*4 For “Job Return,” see the glossary on page 118.

Notes: 1. KPI = Key Performance Indicator (2021-2023) 2. AC=Action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life (Cabinet Office)

Childcare and Nursing Care Data

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Number of employees taking leave for childcare	Persons	285	290	299	281	290
	Male		244	241	253	232	248
	Female		41	49	46	49	42
	Rate of taking childcare leave	%	94.9	100	100	100	99.6
KPI	Rate of taking childcare leave by males*1	%	94.2	100	100	100	119
AC	Average number of days of childcare leave taken by males	Days	—	—	7.1	9.7	11.6
	Rate of taking childcare leave by females	%	100	100	100	100	97.6
	Rate of return to work after childcare leave	%	97.7	99.7	100	99.7	96.6
	Male		100	100	100	100	100
	Female		97.5	97.9	100	97.9	95.6
	Number of employees who use flextime for childcare (cumulative)	Persons	12	27	35	45	58
	Number of employees taking nursing care leave	Persons	0	2	1	1	1
	Number of employees taking paid nursing care leave*2	Persons	—	—	—	175	179

*1 For the period from FY2018 to FY2021, calculations are based on an internal system that considers the percentage of male employees who have taken childcare leave during their entitlement period when their child was born. For FY2022, the calculations are based on the Act on Childcare Leave/Caregiver Leave, using a denominator of employees who had children during FY2022 and a numerator of employees who took parental leave for child-rearing purposes during FY2022. The rate keeps at 100% for male employees whose children were born in or after FY2017.

*2 Figures for FY2021 have been retroactively adjusted.

Notes: 1. KPI = Key Performance Indicator (2021-2023) 2. AC=Action plan based on the Act on the Promotion of Women's Active Engagement in Professional Life (Cabinet Office)

Data on Working Hours and Holidays

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Total hours worked per month	Hours	192.8	193.9	194.1	190.9	187.5
	Average overtime hours per month	Hours	37.8	39.0	39.8	38.5	36.6
KPI	Health management overtime hours (Rate of employees who worked exceeded 720 overtime hours per year)*	%	—	—	25.8	23.5	18.2
	Worksite implementation rate of a five-day work week (closed eight days in four weeks) (Building Construction)	%	—	—	—	26.6	27.8
	Worksite implementation rate of a five-day work week (closed eight days in four weeks) (Civil Engineering)	%	—	—	—	49.5	52.2
	Rate of paid leave utilization	%	47.5	46.2	46.5	49.3	54.5

* Figures for FY2020, FY2021 and FY2022 have been retroactively adjusted.

Note: KPI = Key Performance Indicator (2021-2023)

Data on Training and Career in Capacity Development

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Total training hours for capacity development	Hours	—	261,059	233,143	231,706	566,424*
	Training hours per person		36.6	30.5	27.0	26.7	65.0*
	Total training budget	Thousand yen	—	—	—	298,937	406,078*
	Total number of training attendees (annual cumulative count)	Persons	—	—	—	4,360	76,585*
	Number of regular employees promoted from non-regular employees	Persons	45	28	20	38	30
	Implementation rate of career development review	%	87.7	86.5	88.0	89.0	88.2

* Up to FY2021, data from training programs sponsored by the head office were collected. From FY2022, the results of training programs sponsored by branches and company-wide e-Learning are also included in the data.

Data on Health and Safety Relations

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Accident frequency rate (Taisei Group)*1, 2	—	0.58	0.64	0.37	0.56	0.38
	Accident frequency rate*2		0.43	0.62	0.35	0.44	0.31
	Accident severity rate*2		0.14	0.26	0.34	0.08	0.01
KPI	Number of occupational accident leaves (excluding fatal accidents)*2	Cases	50	74	35	45	35
	Number of fatal accidents (Taisei Group)*1, 2	Cases	—	—	5	1	0
	Number of fatal accidents*2	Cases	2	4	5	1	0
	Number of work-related employee fatalities*2	Persons	0	0	0	0	0
	Number of work-related contractor fatalities*2		2	4	5	1	0
	Number of employees receiving safety and health training		1,025	1,049	1,063	1,200	1,298
	Implementation rate of stress checks	%	89.8	90.2	91.6	91.0	92.0

*1 The scope of coverage: Taisei Corporation and six major Group companies

*2 Aggregated from January to December

Note: KPI = Key Performance Indicator (2021-2023)

Data on Technical Development and Intellectual Property

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Research and development expenditure (consolidation)	Billion yen	12.4	13.5	14.2	15.2	16.8
	Number of patents registered	Cases	250	169	202	209	232
KPI	Number of patent applications filed	Cases	219	188	266	272	283
	Number of orders received for net Zero Energy Buildings (ZEBs)		—	—	5	6	10

Note: KPI = Key Performance Indicator (2021-2023)

Quality and Productivity Data

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
KPI	Customer satisfaction (Building Construction)	%	92	88	90.0	90.0	85.9
	Customer satisfaction (Civil Engineering)		96	98	98.6	97.6	95.8
KPI	Worksite registration rate of Construction Career Up System (CCUS*1)	%	—	75	100	100	100
	Productivity (net sales/number of employees) (Taisei Group)*2	Million yen	—	—	67	65	67

*1 For “CCUS,” see the glossary on page 118. *2 The scope of coverage: Taisei Corporation and 19 Group companies.

Note: KPI = Key Performance Indicator (2021-2023)

Data on Community Activities and Volunteering Investment Costs

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Community activities and volunteering investment costs	Million yen	700	838	492	787	673

Data on Procurement Practices and Human Rights

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
KPI	Supplier's conformity rates with the Taisei Group Sustainability Procurement Standards (Taisei Group)*1	%	74.2*2	—	92.1	—	91.3
	Human rights training precipitation rate	%	97.9	97.4	99.5	95.3	96.0
	Cases of violation of the rights of indigenous peoples	Cases	—	—	—	0	0

*1 The scope of coverage: Taisei Corporation and seven major Group companies.

*2 Figures for FY2018 are the average implementation rate of sustainability activities.

Note: KPI = Key Performance Indicator (2021-2023)

Data on Stakeholder Engagement

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Percentage of all employees covered by collective bargaining agreements	%	—	90.6	90.8	90.1	89.8
	Labor union participation rate		100	100	100	100	100
	Employees satisfaction rate*		—	80.8	—	77.6	—

* The survey was conducted every other year by union members in Taisei Corporation.

Ratio of Female Wages to Male Wages*

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	All employees (full-time employees)	%	—	—	—	58.2	59.2
	Regular employees		—	—	—	57.4	59.4
	Career-track positions		—	—	—	66.0	68.7
	Professional-grade positions		—	—	—	72.1	69.5
	Minor career-track positions		—	—	—	83.3	78.8
	Non-regular employees		—	—	—	58.3	58.3

*The wage gap between men and women is due to differences in average age, etc., but not to the system.

For information on the female managers ratio, the percentage of male workers taking childcare leave, and the difference in wages between male and female workers, please visit our Company website.

Web ESG Data

Governance Data

Number of Members of the Board, Audit & Supervisory Board Members, and Executive Officers

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Number of Members of the Board	Persons	12	12	12	12	12
	Male		11	11	11	11	11
	Female		1	1	1	1	1
	Number of External Members of the Board		4	4	4	4	4
	Male		3	3	3	3	3
	Female		1	1	1	1	1
	Number of Audit & Supervisory Board Members	Persons	6	6	6	6	6
	Male		6	6	5	5	5
	Female		0	0	1	1	1
	Number of External Audit & Supervisory Board Members		4	4	4	4	4
	Male		4	4	3	3	3
	Female		0	0	1	1	1
	Number of Executive Officers	Persons	58	59	58	63	64
	Male		58	59	58	63	64
	Female		0	0	0	0	0

Data on Officer Remuneration

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Members of the Board	Million yen	755	741	814	738	669
	External Members of the Board		46	58	62	62	54

Data on Ethics, Political Donations, and Information Security

(FY)

	Indicators	Unit	2018	2019	2020	2021	2022
	Participation rate of e-learning for the Group's Structure of Values and Policies	%	97	94	94	95	97
	Response rate of Corporate Ethics Helpline and Group Helpline (Taisei Group)*1	%	100	100	100	100	100
	Operational results of the whistleblowing and consultation system*1	Cases	—	24	28	30	73
	Political donations	Million yen	—	18	18	18	18
KPI	Rate of participation in compliance training, including anti-corruption training	%	100	100	100	100	100
	Number of dismissals due to corruption and bribery	Persons	—	0	0	0	0
KPI	Number of major information security accidents (Taisei Group)*2	Cases	0	0	1	0	0
	Number of information security education sessions	Times	19	5	4	3	6

*1 The scope of coverage: Taisei Corporation and 21 Group companies. *2 The scope of coverage: Taisei Corporation and eight major Group companies.
Note: KPI = Key Performance Indicator (2021 - 2023)

Corporate Data

(As of March 31, 2023)

Name
TAISEI CORPORATION

Established
December 28, 1917

Paid-In Capital
¥122,742,158,842

Number of Employees
8,613 persons (non-consolidated/full-time employees)

Representative
Yoshiro AIKAWA,
President and Chief Executive Officer

Major Offices (As of April 1, 2023)
● **Head Office**
25-1, Nishi-Shinjuku 1-chome, Shinjuku-ku, Tokyo, Japan
TEL. 81-3-3348-1111 (main number)

● **Branches**
Tokyo Branch (Shinjuku-ku, Tokyo)
Kansai Branch (Osaka City)
Chubu Branch (Nagoya City)
Kyushu Branch (Fukuoka City)
Sapporo Branch
Tohoku Branch (Sendai City)
Chugoku Branch (Hiroshima City)
Yokohama Branch
Hokushinetsu Branch (Niigata City)
Shikoku Branch (Takamatsu City)
Chiba Branch
Kanto Branch (Saitama City)
Kobe Branch
Kyoto Branch
International Operations Headquarters (Shinjuku-ku, Tokyo)

● **Overseas Offices**
Taipei Office
Philippine Office (Manila)
Singapore Office
Kuala Lumpur Office
Jakarta Office
India Office (Gurugram)
Middle East Office (Doha)
North Africa Office (Cairo)
Bangladesh Office (Dhaka)

● **Taisei Advanced Center of Technology**
(Yokohama City)

Major Subsidiaries
● **Domestic subsidiaries**
Taisei Rotech Corporation (Shinjuku-ku, Tokyo)
Taisei-Yuraku Real Estate Co., Ltd. (Chuo-ku, Tokyo)
TAISEI U-LEC Co., LTD. (Minato-ku, Tokyo)
TAISEI SETSUBI CO., LTD. (Shinjuku-ku, Tokyo)
TAISEI HOUSING CORPORATION (Shinjuku-ku, Tokyo)
SEWA RENEWAL WORKS CO., LTD. (Minato-ku, Tokyo)
● **Overseas subsidiaries**
VINATA INTERNATIONAL CO., LTD. (Vietnam)
TAISEI PHILIPPINE CONSTRUCTION INCORPORATED
TAISEI (THAILAND) CO., LTD.
PT. TAISEI PULAUINTAN CONSTRUCTION
INRERNATIONAL
TAISEI MYANMAR CO., LTD.

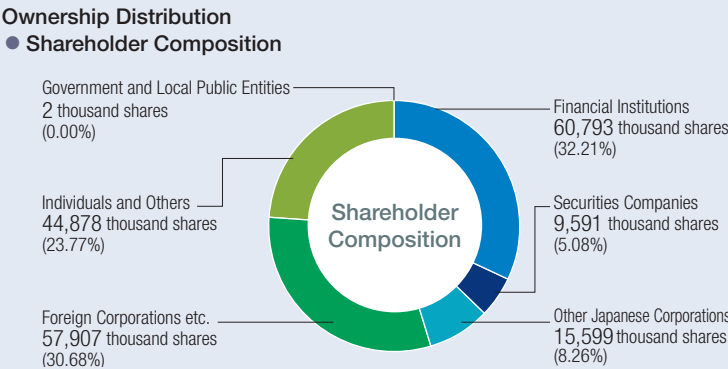
Stock Information

(As of March 31, 2023)

Number of Shares Authorized
440,000,000

Number of Shares Issued
188,771,572 (including 301,634 treasury shares)

Number of Shareholders
57,413



● **Stock Listings**
Tokyo, Nagoya

● **Code**
1801

● **Transfer Agent**
Mizuho Trust & Banking Co., Ltd.

Major Shareholders (Top 10)

Name of Shareholder	Number of Shares Held (Unit: Thousand Shares)	Ratio of Shares Held (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	31,310	16.61
Custody Bank of Japan, Ltd. (Trust Account)	11,502	6.1
NORTHERN TRUST CO. (AVFC) RE SILCHES-TER INTERNATIONAL INVESTORS INTERNA-TIONAL VALUE EQUITY TRUST	6,123	3.25
Taisei Associates' Shareholding Plan	6,049	3.21
Retirement Benefit Trust in Mizuho Trust (Mizuho Bank, Ltd. Account)	5,857	3.11
Taisei Employees' Shareholding Plan	3,757	1.99
State Street Bank West Client-Treaty 505234	3,051	1.62
Meiji Yasuda Life Insurance Company	2,847	1.51
NORTHERN TRUST CO.(AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	2,836	1.51
STATE STREET BANK AND TRUST COMPANY 505103	2,427	1.29

Note: The Company's own shares (301,634) are excluded in calculating the Ratio of Shares Held. The Company's own shares of 301,634 exclude 104,300 shares of the Com-pany held by the Board Benefit Trust (BBT).

● **Green Bonds / Sustainability Link Loans**
Taisei Corporation issued green bonds and signed a sustainability-linked loans agreement with the aim of raising awareness among a wide range of stakeholders about its environmental initiatives and contributing to the realization of a decarbonized society.

Web Sustainable Finance

