

## **Policy on Intellectual Property**

As the Japanese government aims to realize its goal of creating an “intellectual property-based nation” as a national strategy, and promotes the improvement and reform of various institutions, corporations are reinforcing their technological competitiveness and are promoting intellectual property-focused corporate management as a means of enhancing corporate value.

In order to further improve the intellectual property capabilities of all of our group businesses, we, Taisei group, will steadily put our intellectual property strategy into practice, in accordance with the following Norms of Conduct for the creation, protection, and utilization of intellectual property, as well as risk mitigation related to intellectual property.

### Norms of Conduct

#### 1. To Promote Intellectual Property-Based Business and R&D Strategies

The Intellectual Property Division, Operating Division and R&D Division will work together on the creation, protection, and utilization of intellectual property, and promote business activities with intellectual property at the core.

#### 2. To Establish a Structure for Strategic Acquisition and Management

We will clarify the responsibilities and roles of each department, and establish an administrative structure for the smooth implementation of strategic intellectual property acquisitions and management. Furthermore, we will strive to foster and secure personnel responsible for intellectual property to support such structure.

#### 3. To Promote Strategic Utilization

We will ensure the competitive superiority of our own business and the flexibility of our business projects and R&D, and we will strategically utilize intellectual property as a resource for our competitiveness.

#### 4. To Thoroughly Enforce Intellectual Property Risk Management

We will thoroughly apply risk management to every business process in order to prevent and mitigate intellectual property risks that would have a significant impact on corporate management, such as rights violations or the incurring of such violations, and technology leaks.

#### 5. To Improve Group-Wide Intellectual Property Capabilities

We will implement system improvements, information exchange and other beneficial measures concerning intellectual property, and we will strive to improve our intellectual property capabilities.

#### 6. To Improve Brand Value Through the Use of Intellectual Property

Through the appropriate acquisition of right for, and strategic use of our businesses' brand, we will strive to improve our brand value.

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Yoshiro Aikawa

Representative Director, President and Chief Executive Officer

Taisei Corporation