

Taisei Group's Value Creation Process

By creating high-quality social infrastructure through our business activities, we contribute to solving the challenges faced by our clients and society. In doing so, we aim to create a cycle of enhancing both corporate and social value, and ultimately achieve sustainable growth in harmony with society.

External Environment

- IX** (Increase in sales)
- SX** (Sales expansion)
- DX** (Digital transformation)

- Decrease in the workforce due to the declining birthrate and aging population
- Advancement of digitalization
- Increased pressure for consolidation in the construction industry
- Emergence of geopolitical risks and rising prices
- Transition to a sustainable society

▶ P.44

Input

(Figures are for FY2023)

| Human Capital | |
|---|------------------------------|
| Number of employees (Consolidated) | 16,285 persons |
| First-class architects (Non-consolidated) | 2,516 persons |
| First-class civil engineering works execution managing engineers (Non-consolidated) | 1,918 persons |
| Financial Capital | |
| Total assets | ¥2,583.6 billion |
| Equity | ¥929.3 billion |
| Equity ratio | 36.0% |
| Intellectual Capital | |
| Technology development investment | ¥70 billion |
| Number of patent applications | 282 cases |
| Social Capital | |
| Number of Soyukai members | 627 companies |
| Number of Safety, Health and Environment Cooperation Association members | 7,774 |
| Manufacturing Capital | |
| Number of branches | 16 branches |
| Number of permanent overseas offices | 9 offices |
| Capital investment | ¥121.6 billion |
| Natural Capital | |
| Main fossil fuel consumption | 78,200 kL |
| Electric power consumption | 159 million kWh |
| Water consumption | 2.103 million m ³ |



Output

Construction Development Engineering

▶ P.55 Medium- to Long-Term Business Strategy

Numerical Targets for FY2024

Group net income ¥65 billion
ROE 6.9 %
Dividend payout ratio 36.6 %

Net sales ¥1,990 billion

- Group Engineering: 2.5%
- Group Overseas Construction: 4.5%
- Group Real Estate Development: 6.5%
- Group Domestic Building Construction: 59.7%
- Group Domestic Civil Engineering: 26.6%
- Other: 0.2%

Gross profit ¥206 billion

- Group Engineering: 1.9%
- Group Overseas Construction: 1.8%
- Group Real Estate Development: 10.8%
- Group Domestic Building Construction: 38.4%
- Group Domestic Civil Engineering: 46.1%
- Other: 1.0%

Energy Environment

▶ P.77 Environment and Energy

Outputs as a Burden (FY2023)

- Scope 1+2 CO₂ Emissions: 283,000 t-CO₂
- Construction byproduct emissions: 2,806,000 tons
- Water discharge: 4,021,000 m³

Outcome

Medium- to Long-Term Vision [TAISEI VISION 2030]

A pioneering corporate group "contributing to the development of a resilient society where people can live affluent and cultural lives"

The Ever-Evolving CDE³(Cubed) COMPANY ▶ P.21

Numerical Outlook (Profit-Oriented)

Group net income: Approx. ¥150 billion
ROE: Approx. 10%
Estimated Group sales: Approx. ¥2.5 trillion

Returns to Stakeholder

Clients, Suppliers, and Society

Returns through CDE³, resolving issues, and new value creation

Shareholders

Dividend payout ratio: 25-30%

Employees

- Creation of an attractive working environment that enables diverse employees to leverage their skills to the maximum possible extent
- Expansion of human capital investment
- Physical, mental, and social health and feeling of happiness (well-being), and realization of diverse career paths

TAISEI Green Target 2050 - 2030 Targets - ▶ P.77

"The Works to Create Landmarks," Looking Ahead

Materiality as the Foundation for Value Creation ▶ P.27

- Integrity and pride in manufacturing: Safety, Quality, and Technology
- Fair corporate activities that support trust: Compliance and Governance

Materiality to Be Addressed Through Business ▶ P.27

- Co-creation of new value to realize affluent lives
- Realization of a sustainable, environmentally friendly society
- Realization of a society and workplace environment where everyone can work lively

Introduction
Message from the President
Changing Taisei Corporation
Value Creation at Taisei Corporation
Sustainability
Governance
Data Section