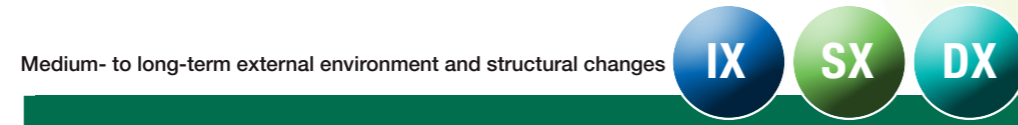


Under the Taisei Group Philosophy, “to create a vibrant environment for all members of society,” the Taisei Group is dedicated to forging a resilient society where people can live affluent and cultural lives.

By building high-quality social infrastructure through our business endeavors and by addressing the challenges faced by our clients and the broader society, we aspire to foster a cyclical enhancement of both corporate and societal value, aiming for sustainable growth in harmony with society.

To Create a Vibrant Environment for All Members of Society

Taisei Group’s long-term environmental target  
**TAISEI Green Target 2050**  
 Realization of a sustainable and environmentally friendly society



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 The CDE<sup>3</sup>(cubed) COMPANY**

**Management Capital**  
 (Figures for FY2022)

**Human Capital**  
 Sensitive human resources that utilize their high level of expertise to create more value than clients want

Number of consolidated employees **14,466** persons  
 First-class architects (Non-consolidated) **2,557** persons  
 First-Class Civil Engineering Works Execution Managing Engineer (Non-consolidated) **1,921** persons  
 Training hours per person (Non-consolidated) **65** hours  
 Total amount of training (Non-consolidated) **¥406** million

**Financial Capital**  
 Sound financial position and stable funding

Total assets **¥2,016.7** billion  
 Equity **¥829.1** billion  
 Equity ratio **41.1** %

**Intellectual capital**  
 Technological development contributing to expected growth in industrial areas / Technological, field and proposal capabilities that support competitiveness

Investment in technology and development **¥25.6** billion  
 Including investment in environment-related technology **¥22.3** billion  
 DX-related investment **¥9.2** billion

**Social Capital**  
 Client trust and brand power built over 150 years in business  
 Strong supply chain

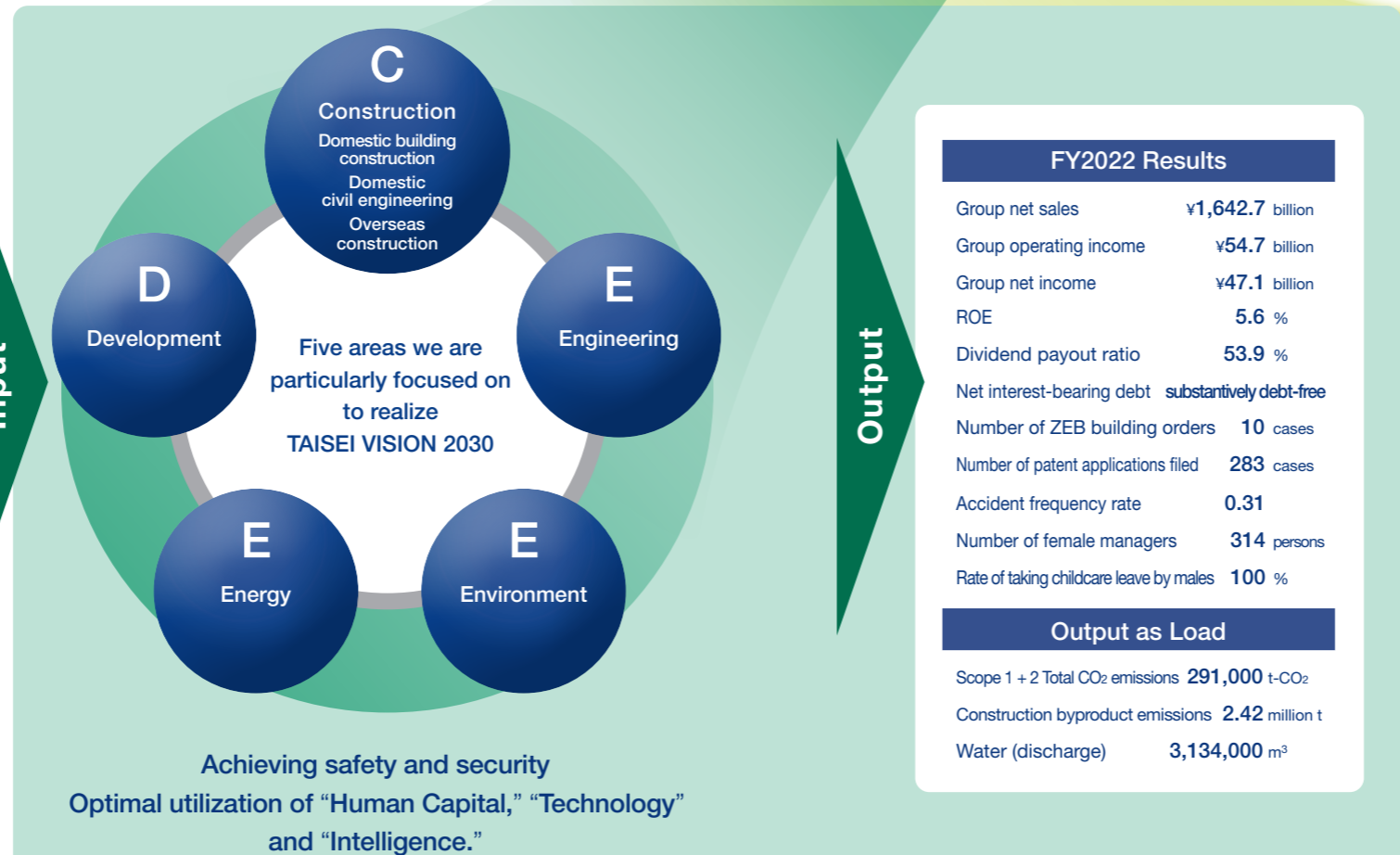
Soyukai\* **617** members  
 Safety, Health and Environment Cooperation Association\* (As of March 1, 2023) **7,930** members

**Manufacturing Capital**  
 Global bases and construction sites  
 Efficient production process using digital technology and data

Number of branches **15** branches  
 Constant number of overseas offices **9** offices  
 Number of Group Companies **27** companies  
 Capital investment **¥18.3** billion

**Natural capital**  
 Business activities that respect the natural environment and biodiversity

Major fossil fuel use **78,300** kL  
 Electricity usage **167** million kWh  
 Water (used) **2.39** million m<sup>3</sup>



**FY2022 Results**

Group net sales	¥1,642.7 billion
Group operating income	¥54.7 billion
Group net income	¥47.1 billion
ROE	5.6 %
Dividend payout ratio	53.9 %
Net interest-bearing debt	substantively debt-free
Number of ZEB building orders	10 cases
Number of patent applications filed	283 cases
Accident frequency rate	0.31
Number of female managers	314 persons
Rate of taking childcare leave by males	100 %

**Output as Load**

Scope 1 + 2 Total CO <sub>2</sub> emissions	291,000 t-CO <sub>2</sub>
Construction byproduct emissions	2.42 million t
Water (discharge)	3,134,000 m <sup>3</sup>

**Performance Numerical Outlook**

Group net sales	About ¥2.5 trillion
Group net income	About ¥150 billion
ROE	Around 10%

**Return to Stakeholders**

Customers, Suppliers and Society: Returns through CDE<sup>3</sup>

Shareholders: Dividend payout ratio: 25–30%

Employees: To promote further diversity and inclusion, establishing a comfortable working environment, personnel systems, and salary plans that enable employees to leverage their diverse range of skills to the maximum possible extent.

- Materiality (Sustainability issues to be dealt with)**
- |  |   |
|--|---|
| 1. Realization of a sustainable and environmentally friendly society | 6. Cultivation of technical staff and securing human resources              |
| 2. Ensuring quality and improving technology                         | 7. Realization of an attractive working environment that is good to work in |
| 3. Technical development for realizing a sustainable society         | 8. Thorough compliance and restructuring of the Group governance system     |
| 4. Promotion of supply chain management                              |   |
| 5. Thorough management of occupational health and safety             |   |

- TAISEI Green Target 2030 Goals**
- Decarbonized Society**: Reduction in CO<sub>2</sub> emissions per unit of sales (compared to FY2019): Scope 1 + 2: Decrease by 50%  
Scope 3: Decrease by 32%
  - Recycling-Oriented Society**: Promotion of green procurement  
Final disposal rate of construction waste: 3.0% or lower
  - Nature Co-Existing Society**: Implementing proposals and projects that contribute to Nature Positive

**Taisei Spirit** To Pursue the Taisei Group Philosophy

Thoughts that all Group executives and employees value

Active and Transparent Culture    Value Creation    Evolution of Tradition

**Mission** To contribute to the development of a resilient society where people can live affluent and cultural lives



\* For Soyukai and the Safety, Health and Environment Cooperation Association, see the glossary on page 118.