

# Financial Results

for FY2024

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May 13, 2025



**TAISEI CORPORATION**

*For a Lively World*

# **I. Review of the First Year of Medium-Term Business Plan**

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# Progress of the Medium-Term Business Plan (2024-2026)

- We will continue to operate our businesses with a **focus on profit growth** in order to achieve our performance targets and continuously contribute to the development of a resilient society.

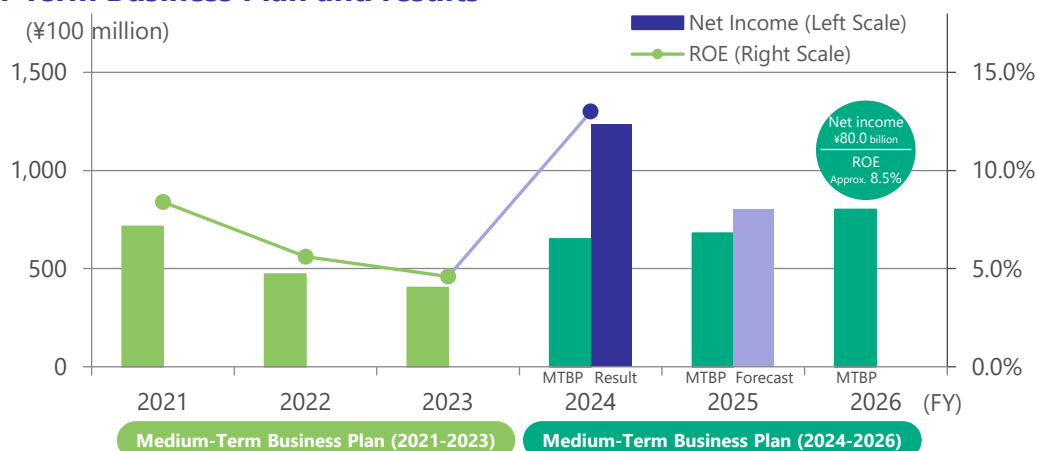
**FY2024 result** | Significant improvements in group net sales and profits at all levels compared to the previous fiscal year.

**FY2025 forecast** | Both net sales and profits are expected to decrease compared to the strong results in FY2024.

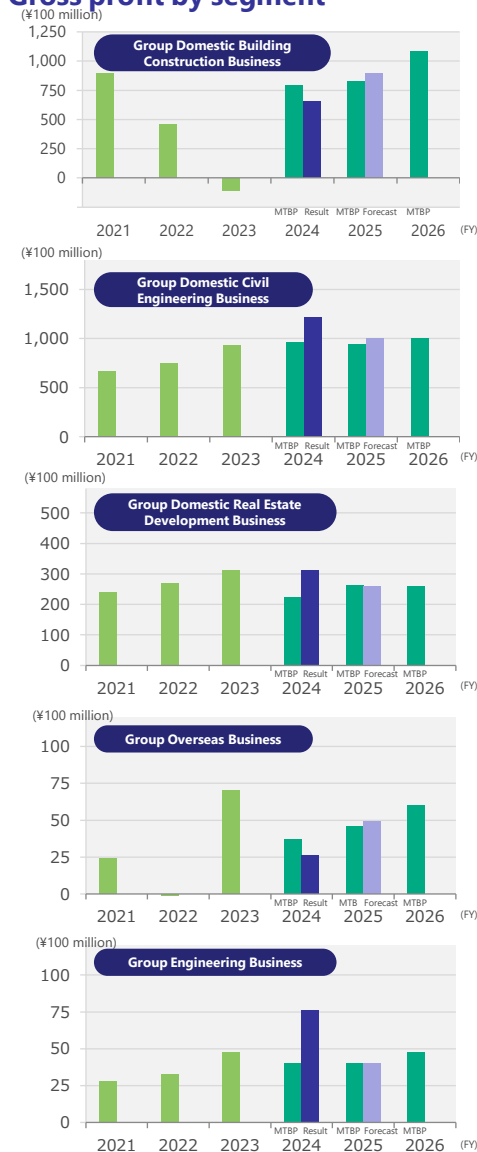
	Medium-Term Business Plan (2024-2026)			
	YoY Change	FY2024 Result	FY2025 Forecast	FY2026 Target
Group net sales	+22.0%	2,154.2 billion yen	1,960.0 billion yen	[Ref.] Around 1,950.0 billion yen
Group operating income	+354.9%	120.1 billion yen	101.0 billion yen	120.0 billion yen
Group net income	+207.9%	123.8 billion yen	80.0 billion yen	80.0 billion yen
ROE	+9.2pt	13.8%	9.5%	Around 8.5%
Dividend payout ratio	(29.5pt)	30.8%	30.8%	30% (lower limit)

\* FY2025 forecast and FY2026 target figures do not reflect any sale of cross-shareholdings or M&A projects that are not decided.

## Medium-Term Business Plan and results



## Gross profit by segment



# Progress of major measures under the Medium-Term Business Plan

## [Group Domestic Building Construction Business]

### Group Domestic Building Construction Business

To restructure the profit structure through appropriate order receiving and performance of the works

Expansion of the system for the performance of the works

#### Number of hires

FY2023

FY2024

New graduates **153** ➡ **168**

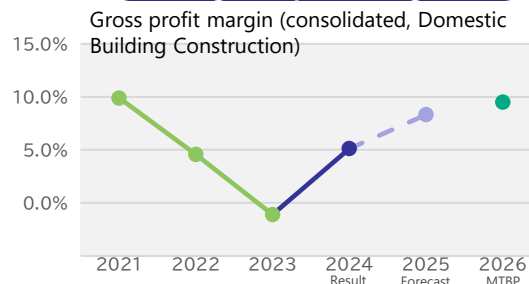
Mid-career hires **17** ➡ **48**

- Achieved an increase in recruitment over the previous year.

- To expand the system for the performance of the works by grasping appropriate production capacity and improve productivity by reviewing the training system for the employees
- To invest management resources in the advantageous fields
- To pass the price of construction materials on to the contract prices based on the outline of the revision of the Construction Business Act

### Order receiving activities under appropriate conditions

#### Domestic Building Construction segment profit margin



- Recovery trend toward achieving FY2026 target

#### 8-day/4-weeks work site closure rate

FY2023

FY2024

**39.0%** ➡ **49.9%**

\* Important new construction projects  
8-day/4-weeks work site closure rate: 100%

- Steadily improving toward achieving FY2026 target

### Orders received in the advantageous fields



[Data center]  
(Tentative name) Ibaraki Data Center  
Project new construction work



[Engineering-related construction  
(pharmaceuticals field)]  
FUJIFILM Toyama Chemical Co., Ltd.  
Project LOTUS second phase construction work



[Urban redevelopment-related construction]  
New construction work for type 1 urban redevelopment project facility buildings (A block) in Northeast area, 3-chome, Nishiazabu

[Urban redevelopment-related construction]  
New construction work for type 1 urban redevelopment project facility buildings, etc. (South block) in North area, 1-chome, Yaesu



# Progress of major measures under the Medium-Term Business Plan

## [Group Overseas Business]

### Group Overseas Business

To establish an integrated construction and development business structure

- To implement thorough localization for future business expansion
- To utilize development know-how and expand construction business through organizational restructuring
- To invest management resources in fields other than construction business (PPP, concessions, etc.)

### Establishing an integrated construction and development business structure

#### Establishment of the International Operations Headquarters

- Established in April 2024 to achieve **synergy between construction and development**.
  - ▶ Having designated the period **through 2030 as the foundation development period** to ensure the continuation of stable profit, we are focusing on measures to improve the construction and tendering capabilities.
- In Vietnam and Taiwan, we have stated new initiatives, including **receiving orders for construction projects, using development projects as our starting point** and **integrated construction and development sales activities** targeting Japanese and local developers.

### Promotion of localization, etc.

#### Establishment of local subsidiaries/delegation of authority

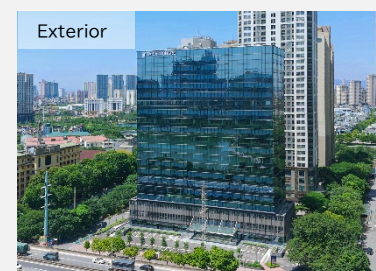
- A local subsidiary was established in India whose medium- to long-term growth prospect is strong.
- Viewing overseas subsidiaries as a pillar of Overseas Building Construction, we have started to **delegate authorities** in a phased manner to them toward building a **locally-led business structure**.
- Working to create demand by utilizing **environment-related technology** in making proposals and introducing technologies.

### International development investments

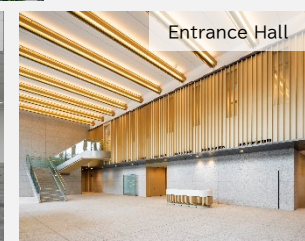
#### Grand Opening of TAISEI SQUARE HANOI

- [U.S.] Participated in two new projects (logistics facility development and rental housing development)
- [Vietnam] Participated in two new residential condominium development projects
- Completed a large office development (Taisei Square Hanoi), which was opened in September 2024

#### TAISEI SQUARE HANOI: An Office Building Pursuing Japanese Quality



Location : Hanoi, Vietnam  
Scale : 4 basement levels,  
20 above-ground floors  
Total Floor Area : Approx. 45,500㎡  
Completion Date : May 2024  
Development and operation : Taisei Development Hanoi\*1  
Design and construction : Vinata International Co., Ltd.\*2  
Both \*1 and \*2 are wholly owned overseas subsidiaries of Taisei Corporation.



# Progress of major measures under the Medium-Term Business Plan [Human capital]

## Human Capital

Expansion of human capital

To implement human resources system reform

- To conduct recruitment based on image of the human capital required in each department, considering DE&I, and human capital development plan
- To swiftly implement human resources system reform
- To comply with restrictions on maximum overtime hours under the Labor Standards Act starting in FY2024

### [Recruitment]

#### Number of new graduates and mid-career hires

	FY2023		FY2024
New graduates	428	▶	445
Mid-career hires	102	▶	164

- Secured more hires than in the previous fiscal year

### [DE&I]

#### Percentage of women among new graduates

FY2023		FY2024
22%	▶	25%

#### Ratio of taking childcare leave by males

FY2023		FY2024
100%	▶	100%

- Providing opportunities for effective utilization of diverse human capital and maximum realization of one's potential

### [Human resources system]

#### 1. Grade system (introduction of a role-based grade system)

To realize autonomous and diverse career paths and securing and developing core and managerial talents for our business.

#### 2. Retirement extension

To offer an environment in which employees can work with a peace of mind for many years by extending the mandatory retirement age.

#### 3. Introduction of a work location selection system

To realize a flexible workstyle according to one's life plan.

#### 4. Evaluation system

To develop an evaluation system that contributes to employees' capacity development and human capital development.

#### 5. Salary system

To expand investments in human capital, such as raising wages and enhancing relocation allowances.

- Responding to the increasing competition for securing human capital and changes in employees' needs through human resources system reforms

### [Engagement and well-being]

#### Engagement score

FY2023		FY2024
50.2	▶	55.0
		<small>Conducted December 2024</small>

#### Average health management overtime hours\*1

FY2023		FY2024
43.5 hours	▶	34.0 hours



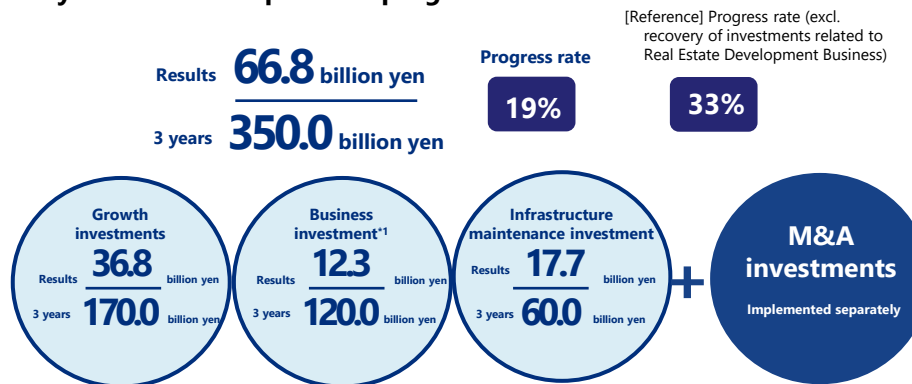
Working and community space  
"ROCKai"

- While working hours are decreasing as a whole, high levels of busyness continue in some areas.
- Focusing on realizing an environment where everyone can work lively



# Progress of investments under the Medium-Term Business Plan

## 3-year investment plan and progress



- Growth investments will begin earnestly from FY2025, in which the new human resources system will take effect, focusing on investments in human capital.
- Business investments are also progressing steadily. The recovery of investments related to Real Estate Development Business has been moved forward to FY2024.

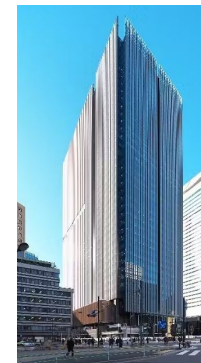
\*A capital and business alliance with **Heiwa Real Estate Co., Ltd.** (June 2024)

\*1 Business investments: 120.0 billion yen in 3 years include the recovery of investments related to Real Estate Development Business of minus 176.6 billion yen.

## Business investments (investment related to Real Estate Development Business)



[Completed property]  
LogiStage Tosu  
Tosu City, Saga Prefecture



[Completed property]  
Toranomon Alcea Tower  
Minato-ku, Tokyo

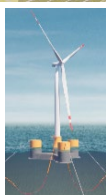


[New property]  
Retail building in Yokohama Chinatown  
(Conversion to a hotel)  
Yokohama City, Kanagawa Prefecture

## Growth investments (technology development/DX investment)



Photo shoot in February 2025



### Future Technology Field for Taisei Group – Satte/Tamura

- **Research facilities** to develop next generation technologies **to be shared by Group companies**, such as low-carbon asphalt/concrete and wireless power supply, are under construction in Satte City, Saitama Prefecture. The **research management building** aims to realize the **first “zero-carbon building” in Japan** by applying wooden/low-carbon construction materials, adopting decarbonized fuels, and introducing advanced energy-saving and energy-creation technologies.
- A **large test track** was opened in Tamura City, Fukushima Prefecture to develop next-generation pavement technologies. It is being developed toward the demonstration of **nature positivity** on the whole premises and a **“zero-water” management building**.

### Floating offshore wind power generation: Technology development toward manufacturing of foundation made of concrete

- We will proceed with technology development for materials, manufacture, and design of **foundation made of concrete** to obtain an NK certification.
- A consortium in which the Company participates was adopted as a **next-generation technology development project of NEDO** in September 2024.

**Selected as a DX company 2025**

## Business investments (investments in renewable energy)

### Own power sources

- The Group aims to supply power for its own power consumption by holding various renewable energy sources.
- **We have a certain prospect** for being able to cover the expected power consumption for FY2030 (220 Gwh/year), **effectively achieving the use of renewable energy by using our own energy sources.**



### Miya River Watarai Solar Park Power Plant

- Started the commercial operation of one of the largest solar power generation facilities in the Chubu region in Watarai Town, Mie Prefecture.

### Philippine solar power generation business

- Promoting four solar power generation projects in the Philippines through our investment in a renewable energy development company in the Philippines.
- The business of the company has been selected as a “Facility Subsidy Project among JCM Financial Support Projects” by the Ministry of the Environment and is expected to contribute also to the emission reduction targets of Japan.



# Shareholder Returns

## Dividend policy

- The Company introduced dividend payout ratio subject a lower limit\* in FY2025.

\* Lower limit = Dividend per share of 150 yen

In FY2025; Initial forecast of consolidated net income 80.0billion yen × Dividend payout ratio 30%

In FY2026; Announced mid-term management plan figures of consolidated net income 80.0billion yen  
× Dividend payout ratio 30%

## Repurchase of our own shares

- As before, acquisition will be carried out based on our financial policy

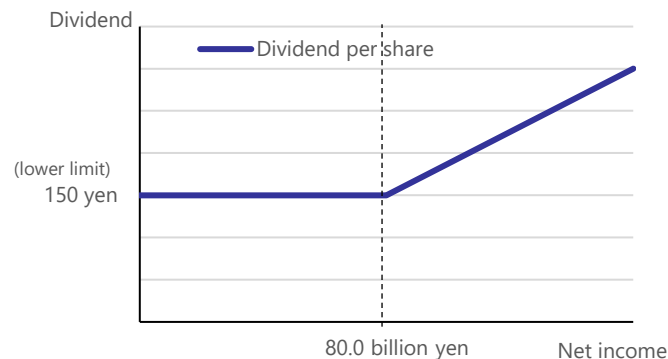
## Shareholder returns going forward

- Recognizing raising the dividend payout ratio as one of our issues, we are considering the introduction of a shareholder return policy focusing on dividend once a milestone is achieved at which we will see a clear path toward reducing the total number of issued shares to around 140 million shares.\*

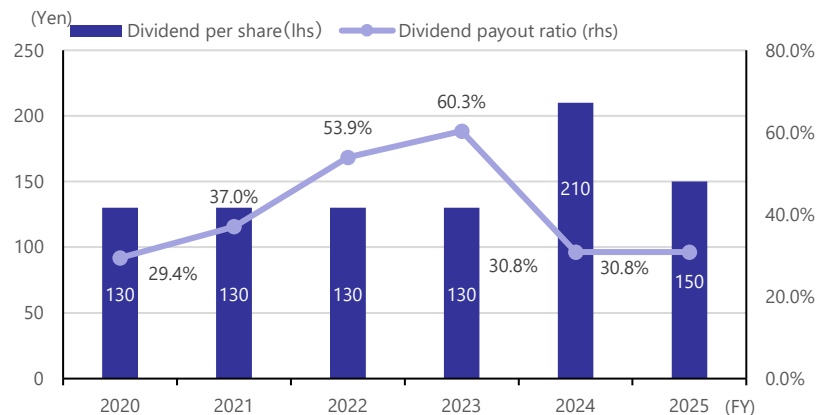
\* This is the level before the total number of issued shares increased due to the issuance of convertible bonds, etc. based on aggressive equity finance during the bubble period.

\* The expected total number of issued shares at the end of November 2025: 160 million shares (after the completion of the repurchase of our own shares that is currently in progress)

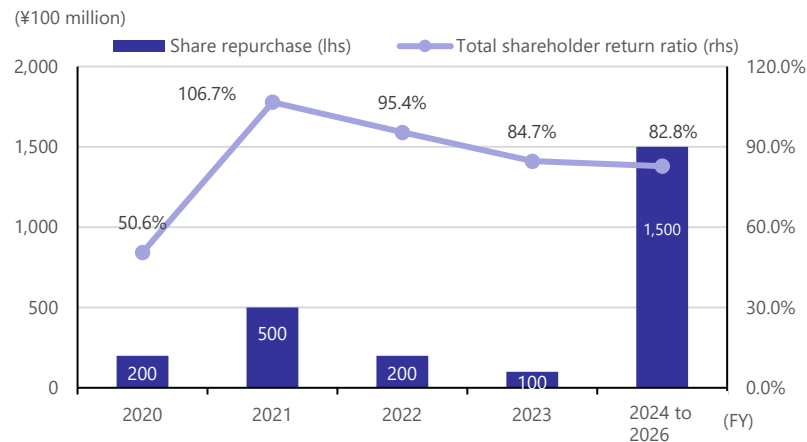
### Dividend payout ratio subject to a lower limit (schematic illustration)



### Dividend/share, dividend payout ratio (full fiscal year)



### Repurchase of our own shares (full fiscal year)





## **II. FY2024 Financial Results FY2025 Financial Forecasts**

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# Financial summary

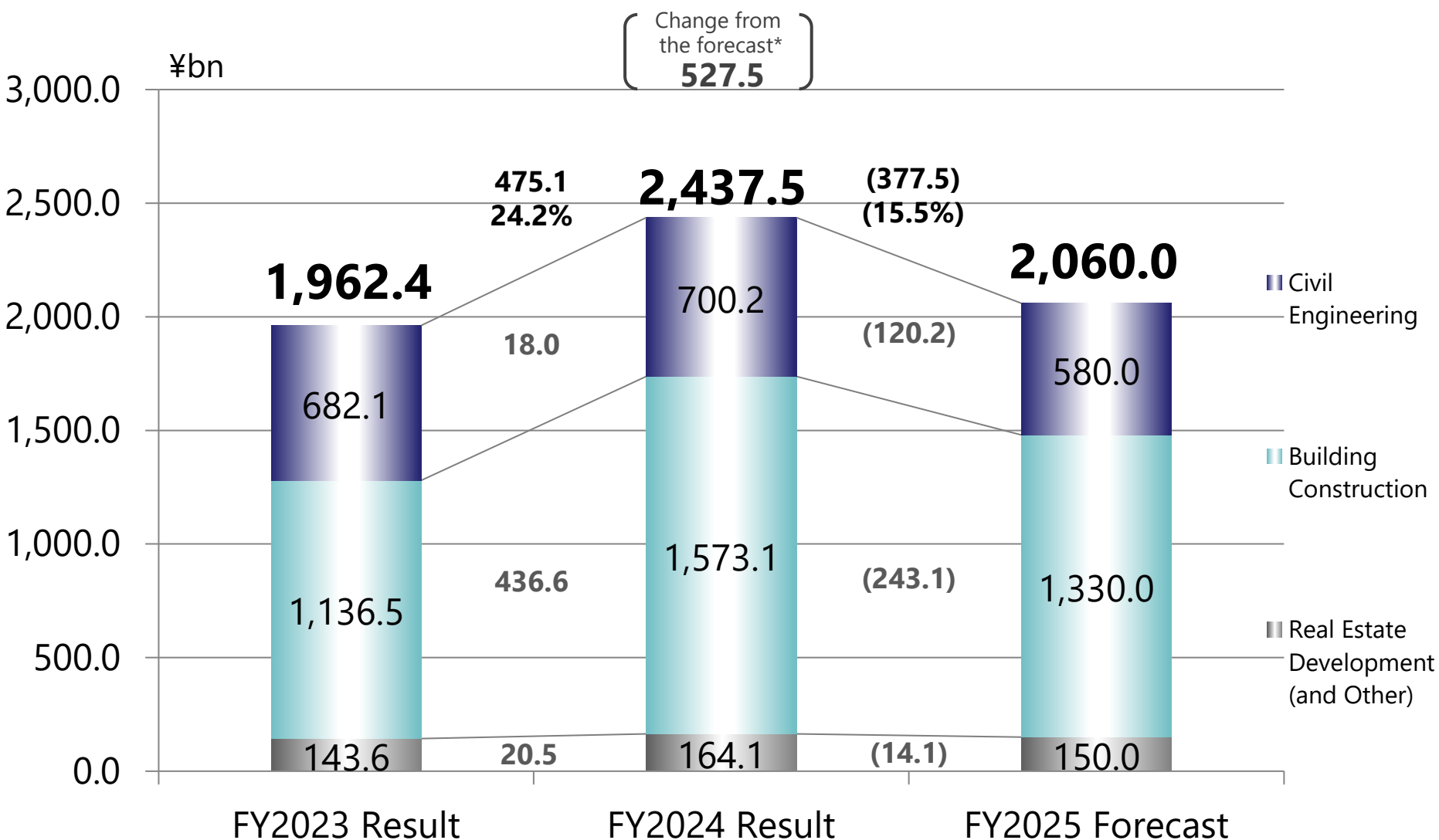
- ✓ *In FY2024, new orders, net sales, and profits at all levels increased YoY.*
- ✓ *In FY2025, we expect both net sales and profits to decrease YoY from the strong results in FY2024. However, we expect that gross profit will be maintained at about the same level as in FY2024 as the profitability in Building Construction of Taisei Corporation is expected to improve.*

	FY2023 Result	FY2024 Result	YoY Change		¥bn
				FY2025 Forecast	YoY Change
<b>New orders</b>	1,962.4	2,437.5	475.1	2,060.0	(377.5)
<b>Net sales</b>	1,765.0	2,154.2	389.2	1,960.0	(194.2)
<b>Gross profit</b>	127.4 7.2%	231.1 10.7%	103.7 3.5Pt	227.0 11.6%	(4.1) 0.9Pt
<b>Operating income</b>	26.4 1.5%	120.1 5.6%	93.6 4.1Pt	101.0 5.2%	(19.1) (0.4Pt)
<b>Net income attributable to owners of parent</b>	40.2 2.3%	123.8 5.7%	83.5 3.4Pt	80.0 4.1%	(43.8) (1.6Pt)
<b>Net income per share (¥)</b>	215.75	682.78	467.03	487.61 <sup>*</sup>	(195.17)
<b>ROE</b>	4.6%	13.8%	9.2Pt	9.5% <sup>*</sup>	(4.3Pt)

\* Net income per share and ROE of FY2025 forecast is described with consideration of the effect of share repurchase.

# New orders

[Consolidated]



Note: Percentages indicate year-on-year changes.

\* The forecast announced on February 2025.

# Major new orders [Civil Engineering] [Non-consolidated]

Order receipt period	Project	Type of construction	Client	Industry
Q1	Detail Design and Construction Works for tunnel of Tokiwabashi district	Road	Metropolitan Expressway Company Limited	Government related enterprise
Q4	Ban-Etsu Expressway Kuromoriyama Tunnel Construction	Road	East Nippon Expressway Company Limited	Government related enterprise
Q4	Nakagawa Construction-Generated Soil Improvement Plant Reconstruction Works II	Water supply and sewerage	Bureau of Sewerage, Tokyo Metropolitan Government	Local Public Enterprises
Q4	Construction work for land preparation/paving of Runway B extension section	Port development	Narita International Airport Corporation	Government related enterprise
Q4	Construction work of Station Renovation at access service by railways to the airport in Tokyo International Airport	Railroad	Kanto Regional Development Bureau	National Government

: Public  
 : Private  
 : Overseas

\*New orders (Domestic construction business) by type of construction and industry are described in the Supplementary data.

# Major new orders [Building Construction] [Non-consolidated]

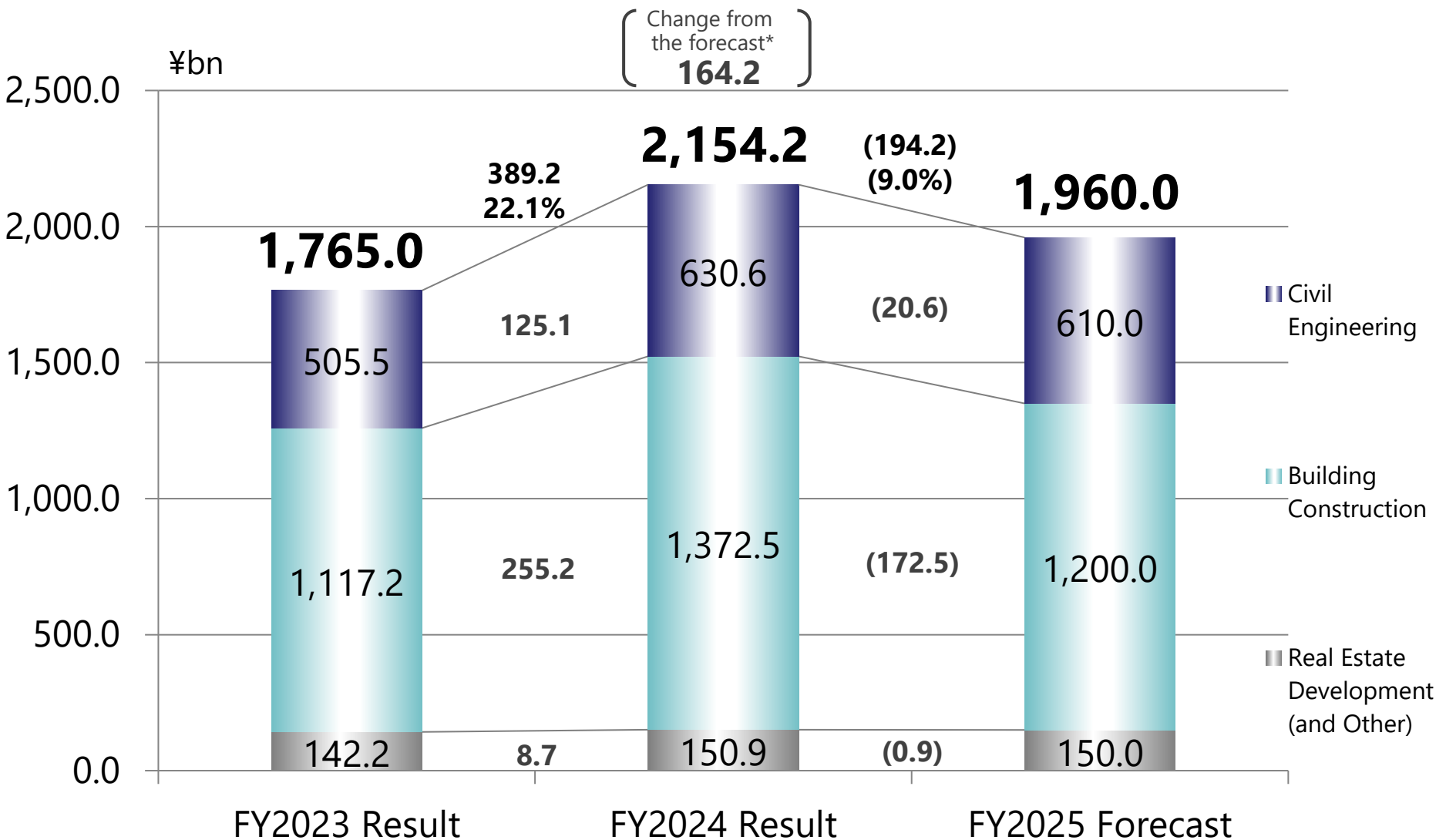
Order receipt period	Project	Type of construction	Client	Industry
3Q	New Building Construction Work (South district) for Yaesu 1-chome North district Category 1 Urban Redevelopment Project	Office	Yaesu 1-chome North district Urban redevelopment association	Service
4Q	New Building Construction Work (district A) for Nishi-Azabu 3-chome Northeast district Category 1 Urban Redevelopment Project	Housing	Nishi-azabu 3-Chome Northeast district Urban redevelopment association	Service
4Q	Chita Thermal Power Station Units 7 and 8 Construction Plan	Factory and Power plant	Chita Energy Solutions LLC	Electric and gas
3Q	New Building Construction Work (South district) for Mita-Koyama cho West District Category 1 Urban Redevelopment Project	Housing	Mita-Koyama cho West district Urban redevelopment association	Service
4Q	Renovation and expansion work of Fukuoka Airport domestic terminal complex and existing terminal building	Others	Fukuoka International Airport Co.,Ltd.	Real estate

- : Public
- : Private
- : Overseas

\*New orders (Domestic construction business) by type of construction and industry are described in the Supplementary data.

# Net sales

[Consolidated]

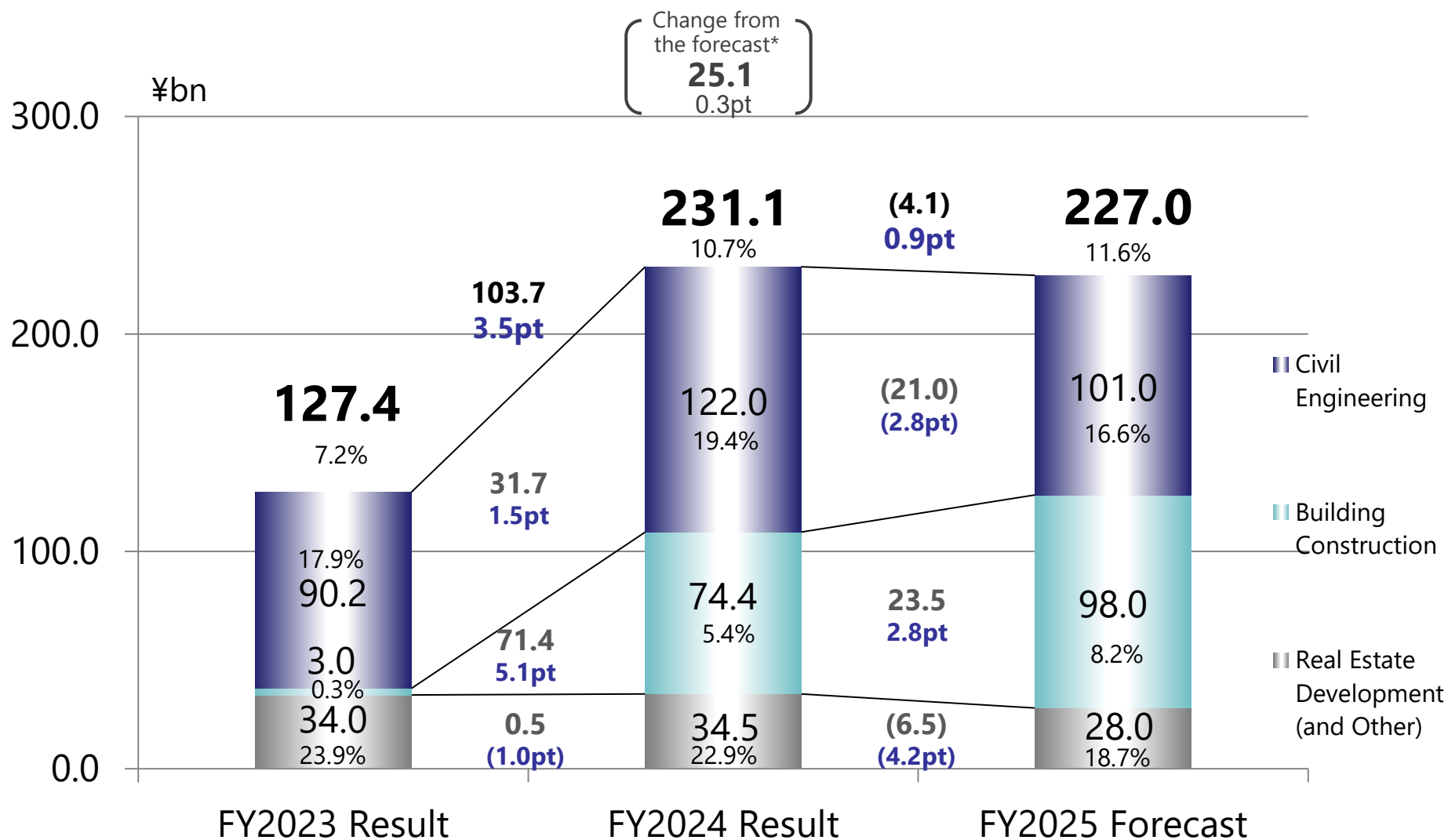


Note: Percentages indicate year-on-year changes.

\* The forecast announced on February 2025.

# Gross profit

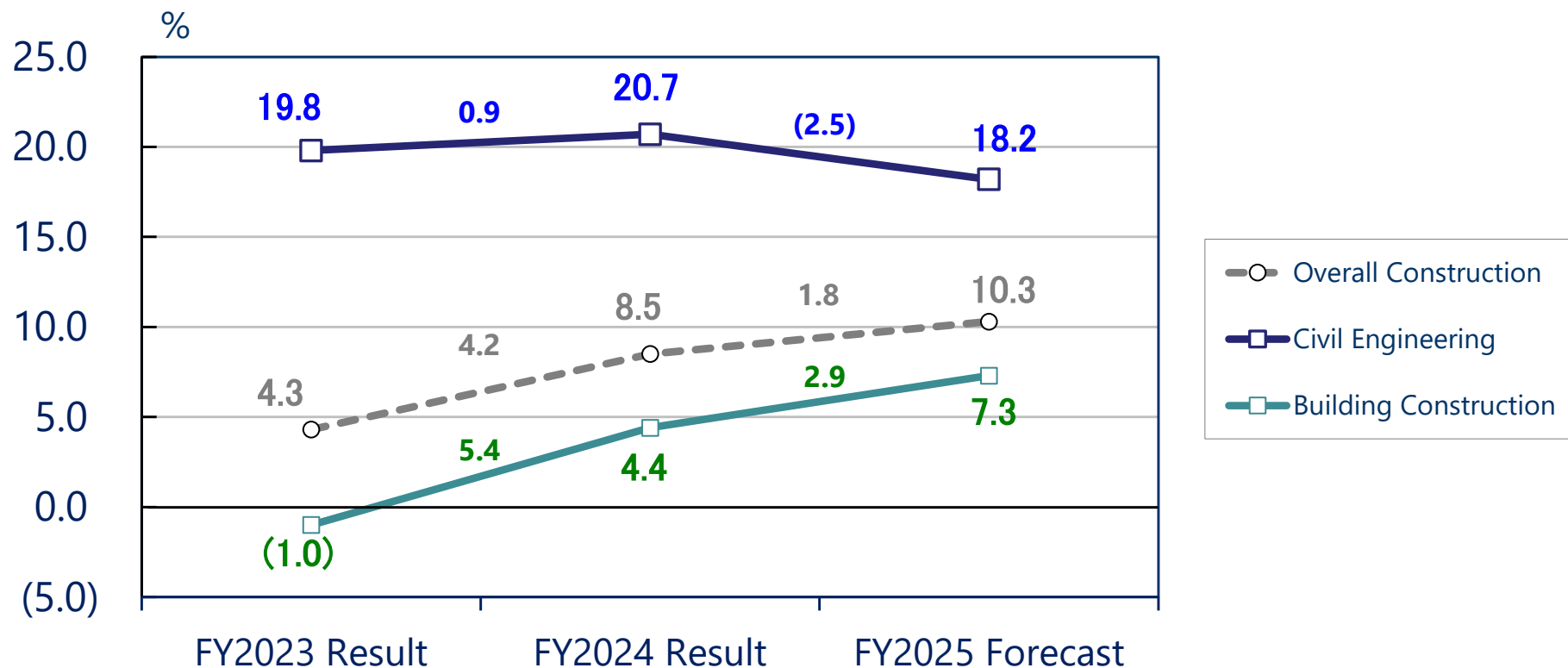
[Consolidated]



Note: Pt in blue ink indicate year-on-year changes.

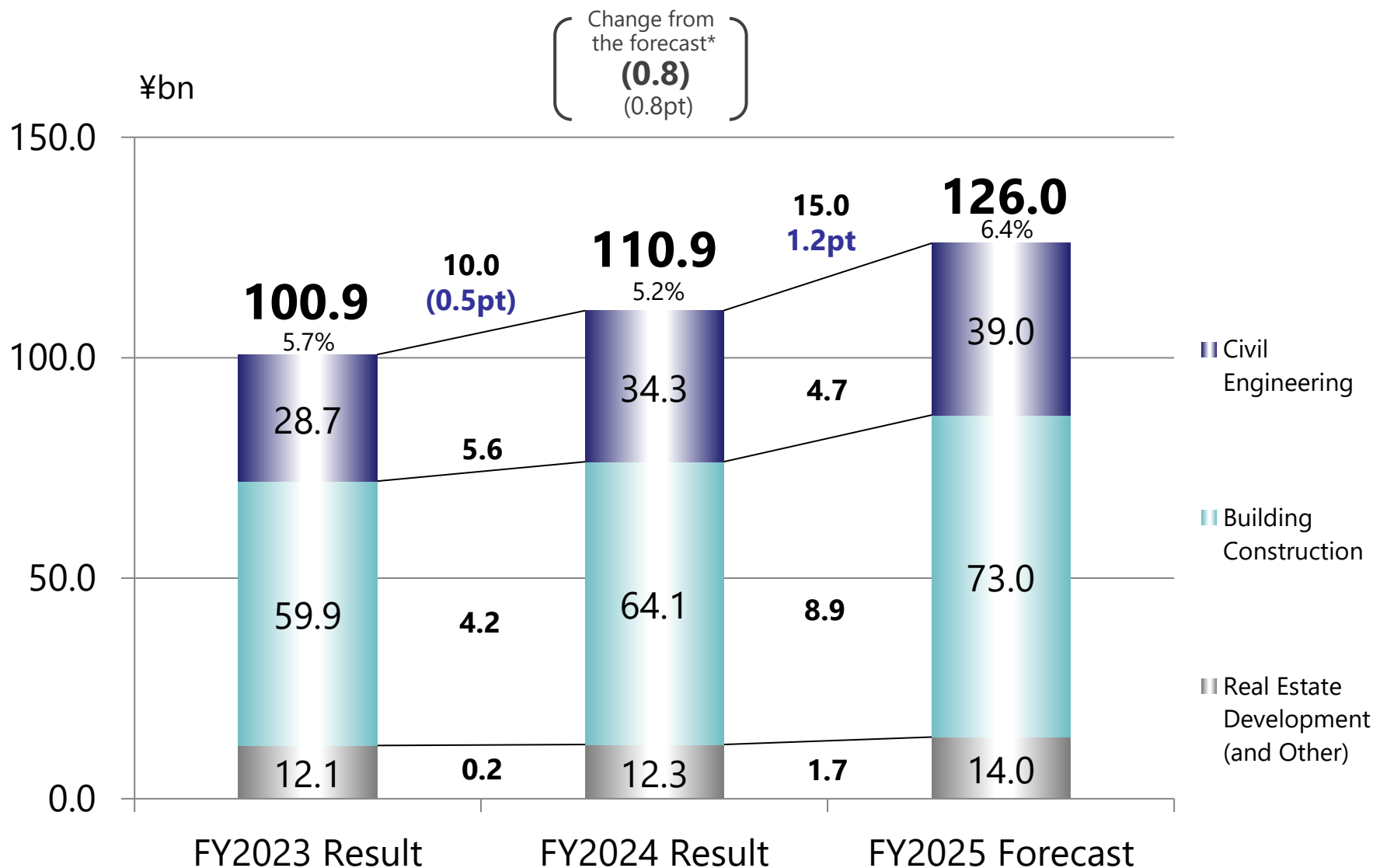
\* The forecast announced on February 2025. (Pt indicate the rate of changes from the forecast.)





# SG&A Expenses

[Consolidated]

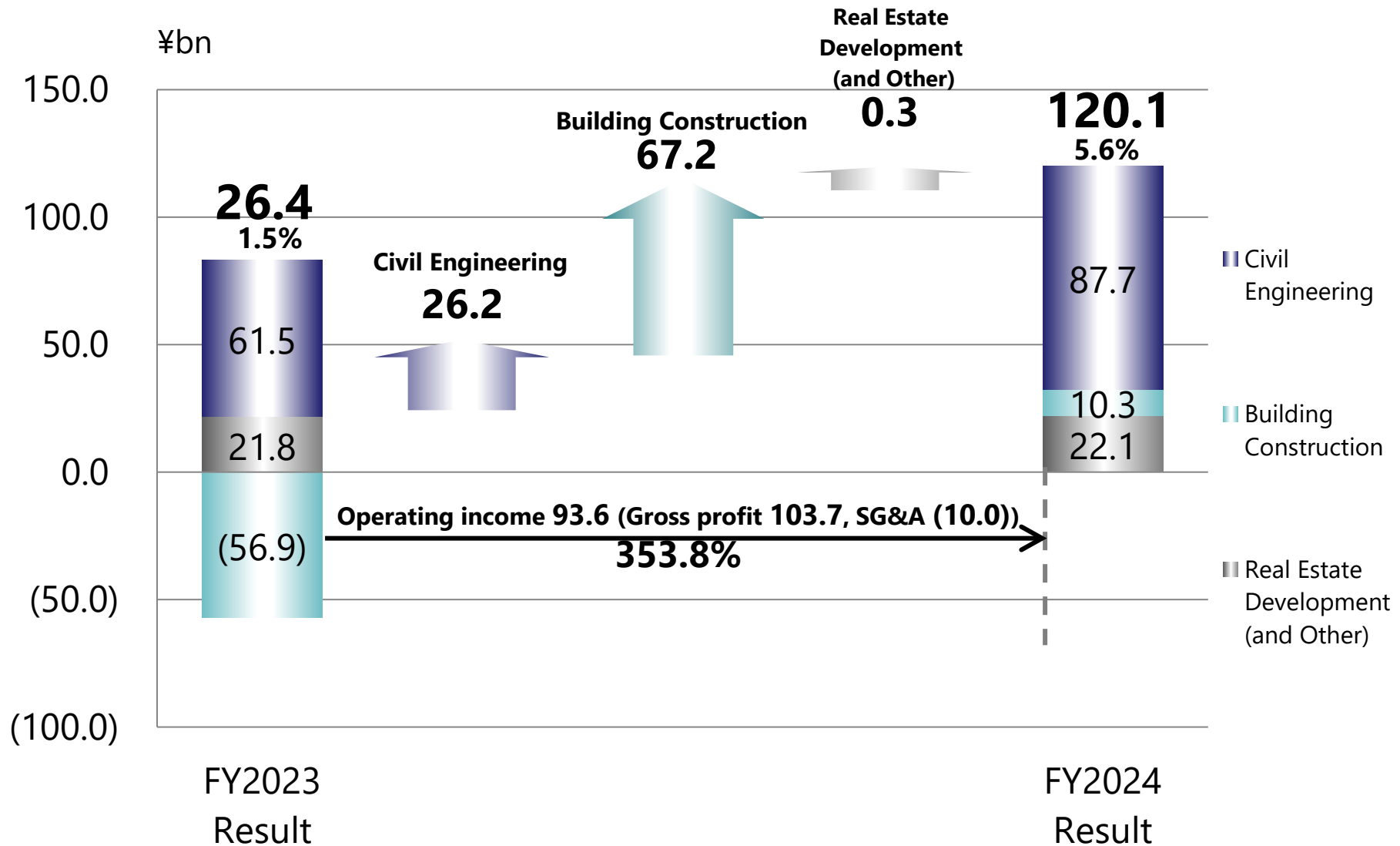


Note: Pt in blue ink indicate year-on-year changes.

\* The forecast announced on February 2025. (Pt indicate the rate of changes from the forecast.)

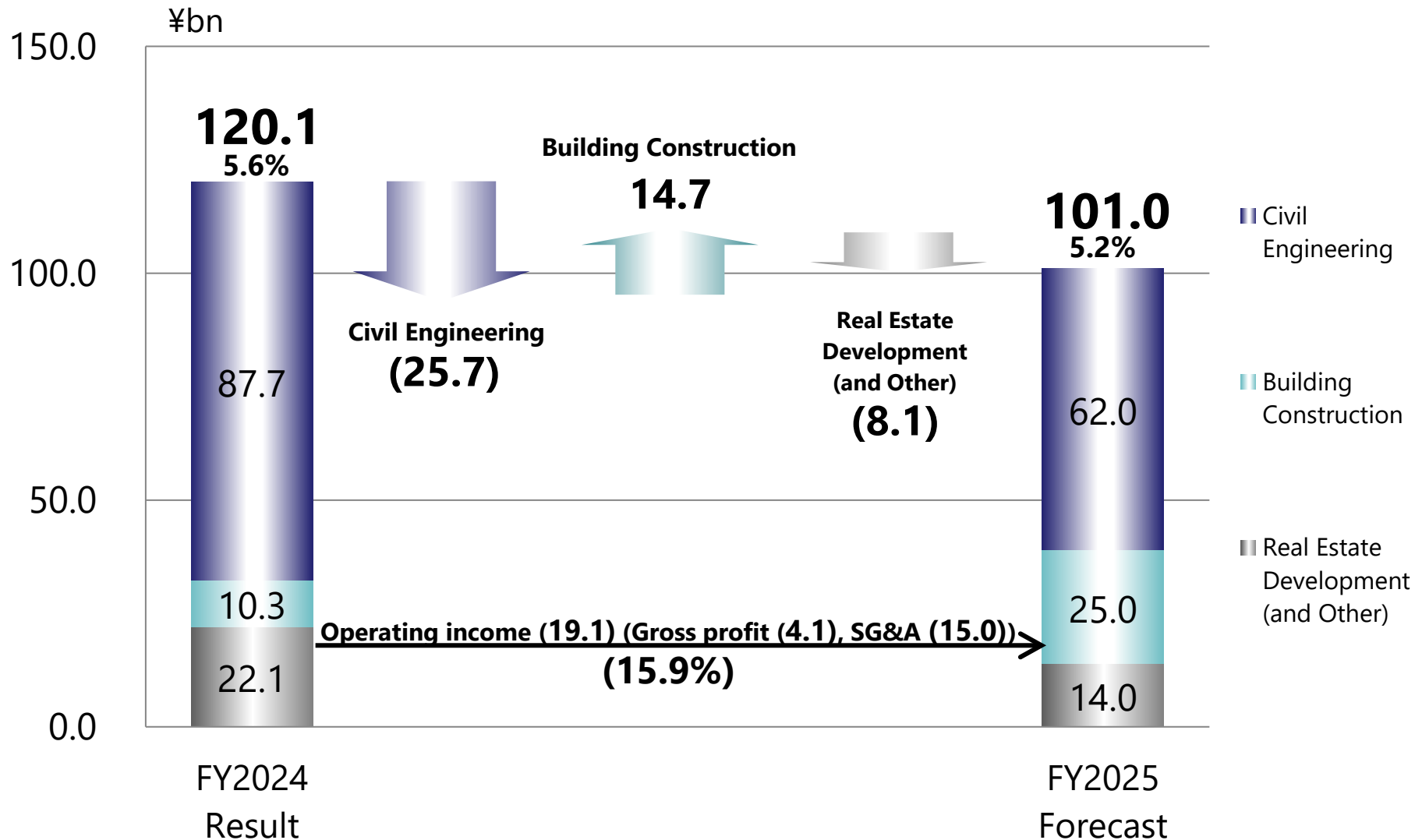
# Operating income (over FY2023 result)

**FY2024 Result**  
**[Consolidated]**



# Operating income (over FY2024 result)

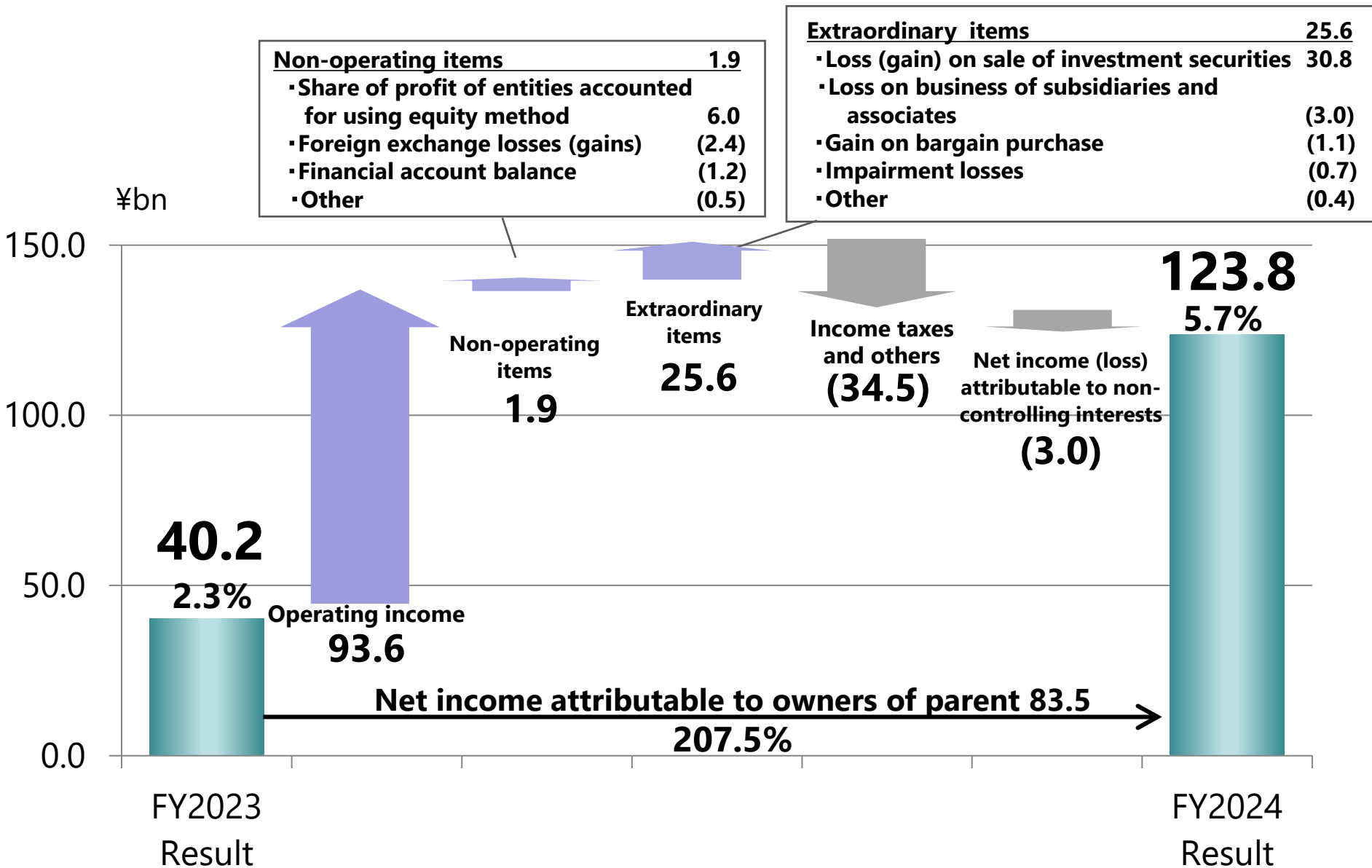
**FY2025 Forecast**  
**[Consolidated]**



# Net income attributable to owners of parent

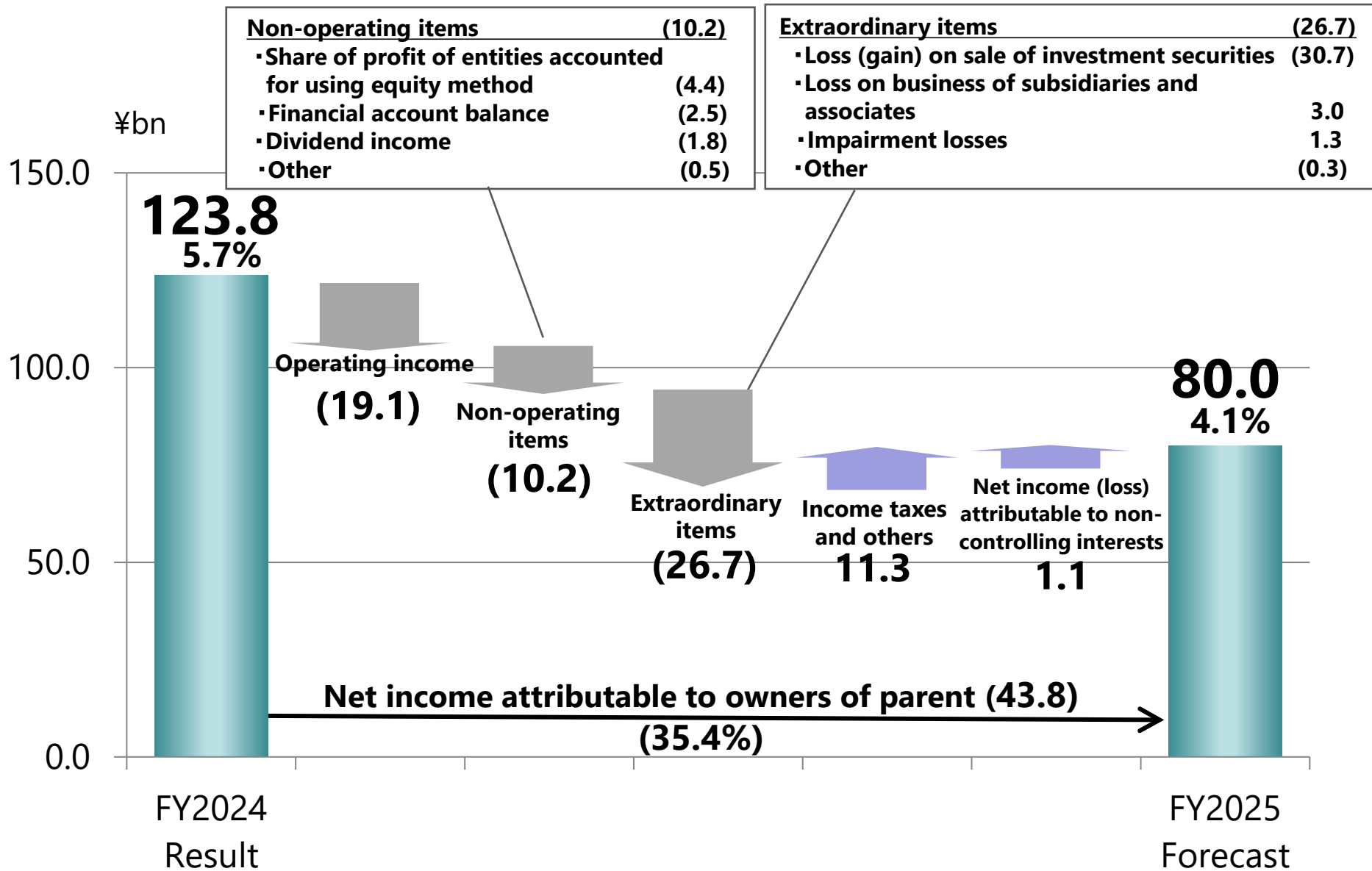
(over FY2023 result)

**FY2024 Result**  
**[Consolidated]**



# Net income attributable to owners of parent (over FY2024 result)

**FY2025 Forecast  
[Consolidated]**

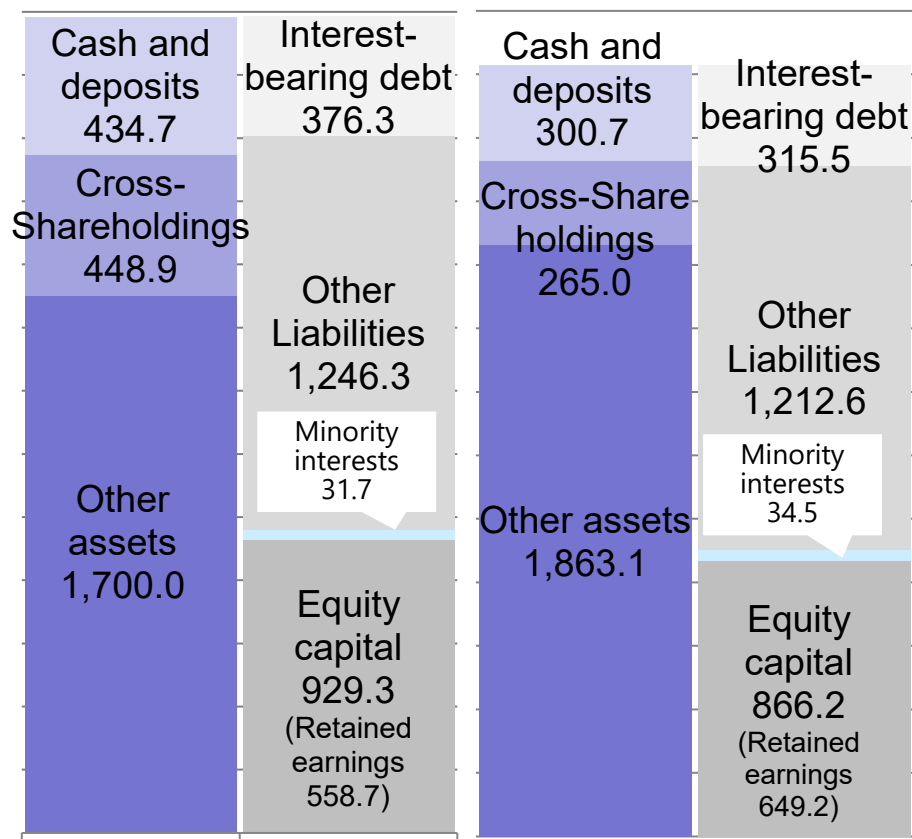


# Balance sheet

[Consolidated]

## Balance sheet

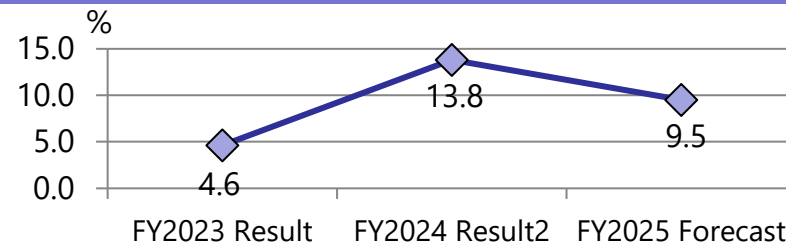
¥bn



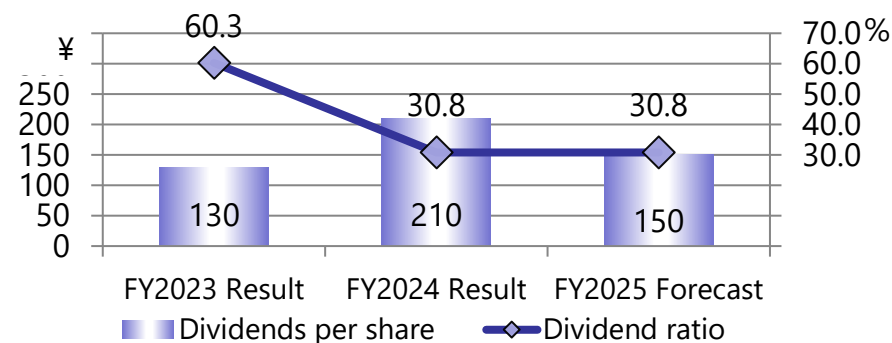
【Total assets: ¥bn 2,583.6】  
**As of Mar. 31, 2024**

【Total assets: ¥bn 2,428.8】  
**As of Mar. 31, 2025**

## ROE (Full-year)



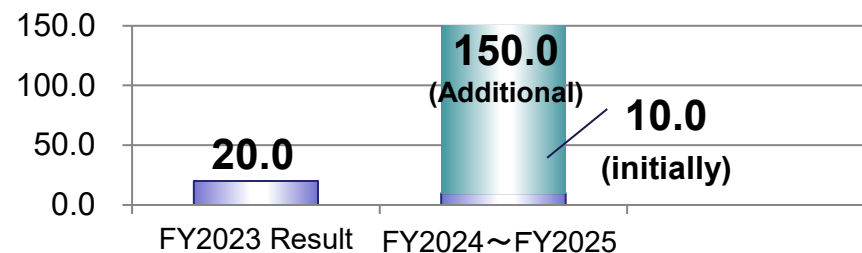
## Dividends per share・Dividend ratio (Full-year)



## Share Repurchase (Full-year)

¥bn

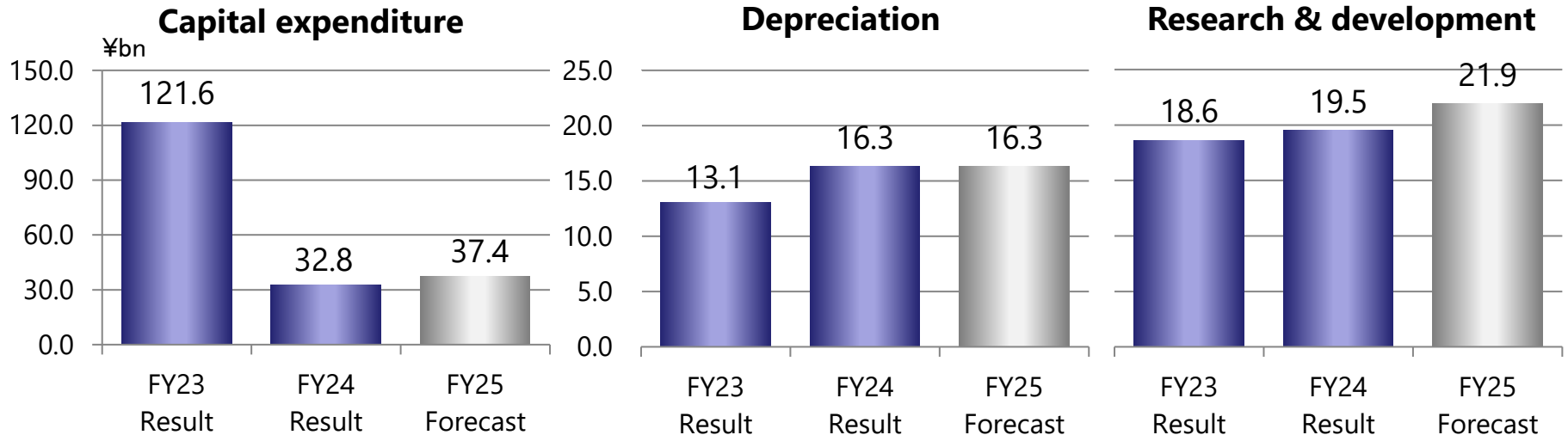
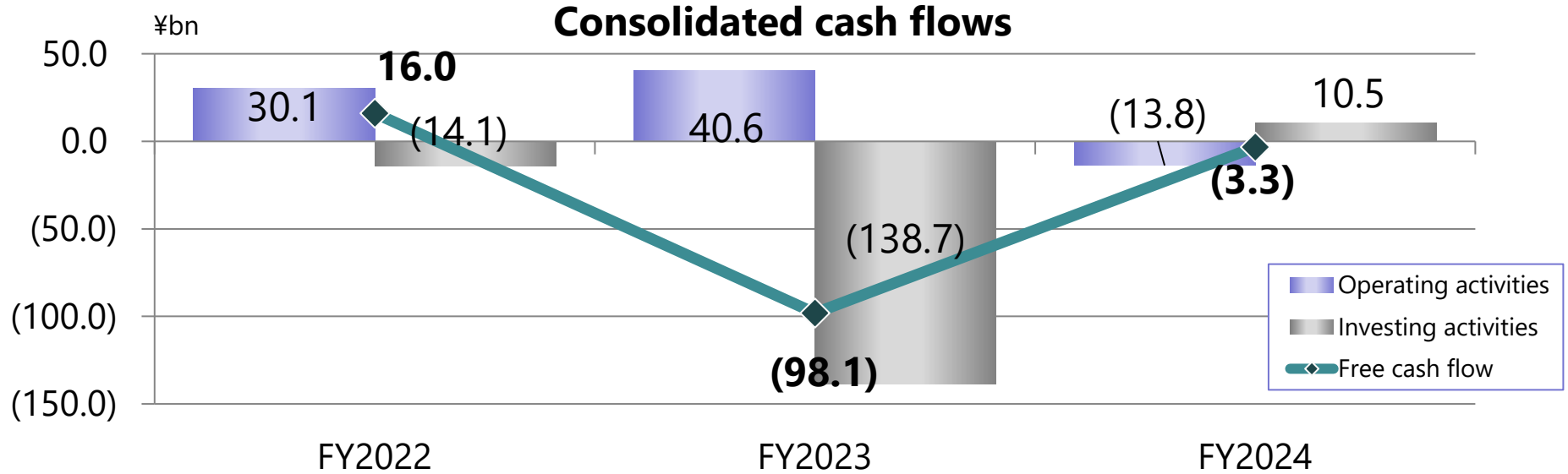
\*Cash basis





# Cash flows etc.

[Consolidated]



# [Reference] Progress on the reduction of Cross-holding Shares

## Progress of the plan

### Reduction plan (publicly announced in Dec.2023)

The amount will be **less than 20%** of our consolidated net assets by **the end of the fiscal year 2026**

Planned sale amount sold (planned): **195.5 billion yen**

Number of brands (planned): **114 brands\***

\*Listed shares & Deemed possessed shares

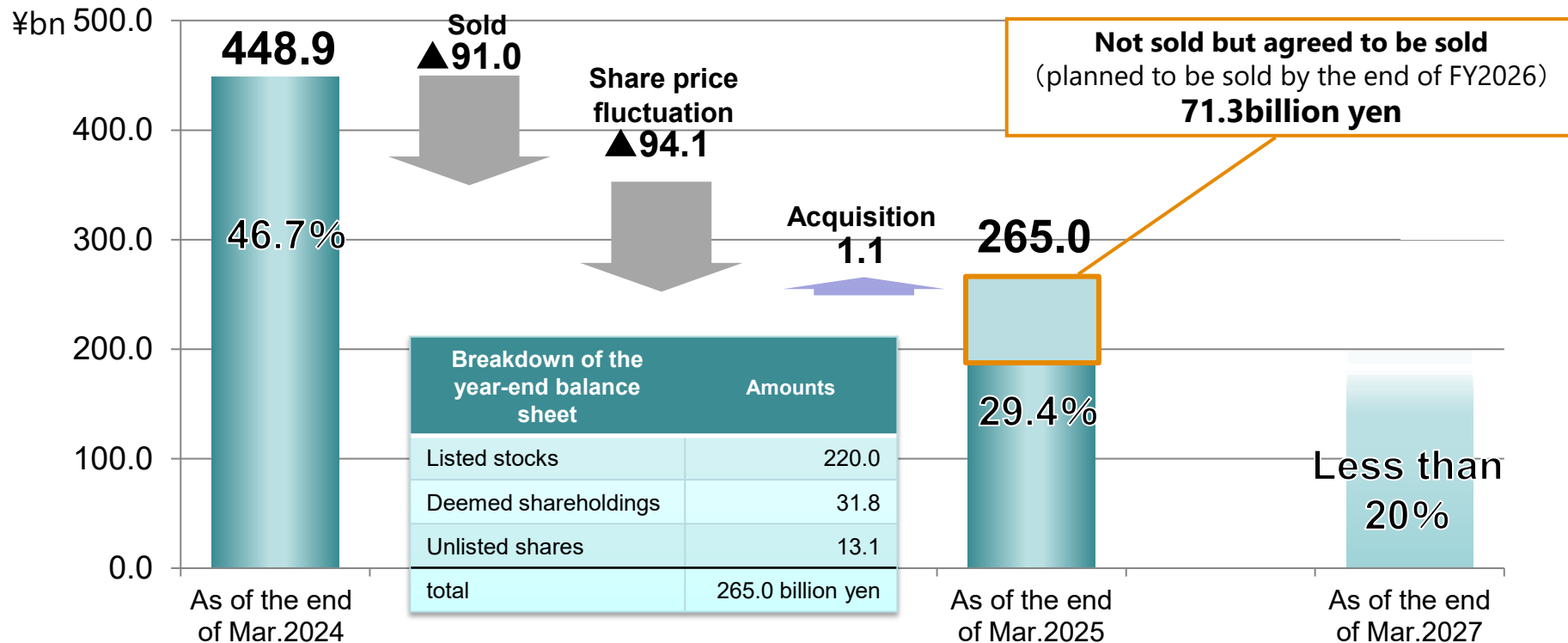
(sold + not sold but agreed to be sold) /  
reduction target [progress rate]

**202.5 billion yen / 195.5 billion yen [103.6%]**

**106 brands / 114 brands [93%]**

\*the market prices at the time of the formulation of the plan  
(as of the end of Mar.2023)

## Change in the balance of Cross-holdings Shares against consolidated net assets (the market values as of the end of Mar.2025)



# Disclaimer

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