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Securities Code: 1719

June 3, 2025

(Date of commencement of electronic provision measures: May 23, 2025)

To our shareholders:

Kazuhiko Kuniya
Representative Director and President
HAZAMA ANDO CORPORATION
1-9-1, Higashi-Shimbashi, Minato-ku, Tokyo

Notice of the Annual General Meeting of Shareholders for the FYE March 31, 2025

Please be kindly informed that the Annual General Meeting of Shareholders of HAZAMA ANDO CORPORATION (the “Company”) for the FYE March 31, 2025 will be held as indicated below.

In convening this General Meeting of Shareholders, the Company has taken electronic provision measures, which provide information contained in the Reference Documents for General Meeting of Shareholders, etc. in electronic format, and has posted this information on the Company websites as “Notice of the Annual General Meeting of Shareholders for the FYE March 31, 2025” and “Other matters subject to the electronic provision measures of the Annual General Meeting of Shareholders for the FYE March 31, 2025 (matters omitted in the delivered paper copy)” (available in Japanese only) on the Internet. Please access the following Company website to review the information.

[The Company website]

https://www.ad-hzm.co.jp/english/ir/stock_information/convocation/

In addition to the above, the information is also posted on the following websites on the Internet.

[Tokyo Stock Exchange (TSE) website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please enter the Company name or our securities code and click on “Search” to find search results. Then, click on “Basic information,” “Documents for public inspection/PR information” and “[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting].”

[General Meeting of Shareholders on the Internet] (available in Japanese only)

<https://s.srdb.jp/1719/>

In lieu of attending the meeting, you may exercise your voting rights via the Internet or in writing (by mail). Please review the attached Reference Documents for General Meeting of Shareholders, and then enter your approval or disapproval of the proposals via the Internet or return the voting form to the Company by postal mail so that your vote is received by **5:15 p.m. on Thursday, June 26, 2025 (JST)**.

- 1. Date and Time:** Friday, June 27, 2025, at 10:00 a.m. (JST)
- 2. Venue:** Head Office of the Company (Conference room on 4F)
Tokyo Shiodome Building
1-9-1, Higashi-Shimbashi, Minato-ku, Tokyo
- 3. Purpose of the Meeting**
Matters to be reported:
1. The Business Report and the Consolidated Financial Statements for the FYE March 31, 2025 (from April 1, 2024 to March 31, 2025), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee
 2. The Non-consolidated Financial Statements for the FYE March 31, 2025 (from April 1, 2024 to March 31, 2025)
- Matters to be resolved:**
- Proposal No. 1** Appropriation of Surplus
- Proposal No. 2** Election of Five (5) Board Directors (Excluding Board Directors Serving as Audit and Supervisory Committee Members)
- Proposal No. 3** Election of Four (4) Board Directors Serving as Audit and Supervisory Committee Members

4. Other Matters Determined upon Convocation

- (1) If you have exercised your voting rights both via the Internet and by mailing the voting form, only the exercise of voting rights via the Internet shall be deemed valid.
In addition, if you have exercised your voting rights more than once via the Internet, only the final exercise of the voting rights shall be deemed effective.
- (2) Regarding the exercise of voting rights by proxy, pursuant to the provision of the Articles of Incorporation of the Company, you may exercise your voting rights by designating another shareholder with voting rights in the Company to exercise your voting rights as your proxy. In this case, the shareholder or proxy must submit to the Company a written statement attesting to the right of proxy.
- (3) In the voting form submitted to the Company, if no indication of approval or disapproval is provided for each proposal, it will be treated as an indication of approval.

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- If you plan to attend the meeting in person, please present the enclosed voting form at the reception desk upon your arrival.
 - The reception desk is scheduled to open at 9:00 a.m. on the day of the meeting.
 - Among the matters subject to electronic provision measures, the following matters will not be provided in the paper copy to shareholders who made a request for delivery of documents in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company. In addition, the Audit and Supervisory Committee and Financial Auditor have audited the documents subject to be audited, including following items.
(i) Notes to Consolidated Financial Statements, (ii) Notes to Non-consolidated Financial Statements
 - If any amendments are made to matters subject to the electronic provision measures, such amendments will be posted on the respective websites where the matters are posted.

Reference Documents for General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The Company enhances sustained improvement of corporate value and both investment and internal reserves for future growth from the medium- and long-term perspective, and also maintains a basic policy to pay dividends to its shareholders on a stable and continual basis taking into consideration the Company's business performance, consolidated financial results, future profit forecast, etc.

The Company has given comprehensive consideration to matters including the business performance, financial results, etc. for the FYE March 31, 2025, and proposes to pay a year-end dividend of ¥40 per share. Accordingly, including the interim dividend of ¥30 per share, the annual dividend for the FYE March 31, 2025 will total ¥70 per share.

Year-end dividends

1. Type of dividend property
Cash
2. Allotment of dividend property to shareholders and their aggregate amount
¥40 per common share of the Company
Total payment: ¥6,404,520,800
3. Effective date of dividends of surplus
June 30, 2025

Proposal No. 2 Election of Five (5) Board Directors (Excluding Board Directors Serving as Audit and Supervisory Committee Members)

At the conclusion of this meeting, the terms of office of all five (5) Board Directors (excluding Board Directors serving as Audit and Supervisory Committee Members. The same applies below in this proposal.) will expire. Accordingly, the Company proposes the election of five (5) Board Directors.

The candidates for Board Director are as follows:


Candidate No.	Name	Current position in the Company	Tenure (At the end of this meeting)	Attendance at Board meetings	Remarks
1	Kazuhiko Kuniya	Representative Director and President	3 years	100% (15 of 15 meetings)	Reelection Male
2	Takeshi Komatsu	Board Director and Senior Managing Executive Officer, Director of Building Construction Division	4 years	100% (15 of 15 meetings)	Reelection Male
3	Masami Fujita	External Board Director	8 years	100% (15 of 15 meetings)	Reelection External Board Director Independent officer Male
4	Mariko Kitagawa	External Board Director	8 years	100% (15 of 15 meetings)	Reelection External Board Director Independent officer Female
5	Mieko Kuwayama	External Board Director	7 years	100% (15 of 15 meetings)	Reelection External Board Director Independent officer Female


Note: The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act, and this insurance contract is intended to cover the legal damages and litigation expenses that would be borne by the insured parties. If each candidate is appointed as Board Director, he or she will be included as an insured under the insurance policy. Furthermore, the Company plans to renew the insurance contract with the same contents at the next renewal.

<Opinion of Audit and Supervisory Committee>

As regards the appointment etc. and remuneration etc. for Board Directors (excluding Board Directors serving as Audit and Supervisory Committee Members), in the Nomination and Remuneration Committee, which is an advisory body to the Board of Directors, full-time Audit and Supervisory Committee Members, who are the member of the Nomination and Remuneration Committee confirmed the appointment process for candidates for Board Directors and other such matters as well as the approach to the remuneration structure and the specific calculation method of remuneration, then made reports and discussed in the Audit and Supervisory Committee.

Accordingly, the Audit and Supervisory Committee has determined that the appointment, etc. and remuneration, etc. of Board Directors (excluding Board Directors serving as Audit and Supervisory Committee Members) are appropriate and that there are no special matters to be stated at the General Meeting of Shareholders, based on the provisions of the Companies Act.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
1	 <p>Kazuhiko Kuniya September 12, 1963 (61 years old) (Male)</p> <p>Reelection</p> <p>Tenure as Board Director 3 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p>	<p>Apr. 1988 Joined HAZAMA CORPORATION</p> <p>Apr. 2016 General Manager of Civil Engineering Projects Planning Department, Civil Engineering Division of the Company</p> <p>July 2018 General Manager of Business Administration Planning Department, President Office and General Manager of Civil Engineering Projects Planning Department, Civil Engineering Division</p> <p>Apr. 2019 General Manager of Business Administration Planning Department, Deputy Director of Construction Division</p> <p>Apr. 2020 Executive Officer, Deputy Director of Tokyo Branch</p> <p>Apr. 2021 Executive Officer, Director of Kanto Branch</p> <p>Apr. 2022 Managing Executive Officer, in charge of Information, Director of Corporate Strategy Division</p> <p>June 2022 Board Director and Managing Executive Officer, in charge of Information, Director of Corporate Strategy Division</p> <p>Apr. 2023 Representative Director and President (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company None</p>	7,200 shares
<p>Relationship of special interest between the candidate and the Company</p> <p>There is no special interest between Mr. Kazuhiko Kuniya and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for Board Director</p> <p>Mr. Kazuhiko Kuniya has been engaged in civil engineering construction over many years and possesses extensive experience, knowledge, and a high level of expertise in the construction business. He has been playing a leading role in resolving management issues, and as Representative Director and President, he has been leading the decision making of important management matters and the supervision of business execution.</p> <p>The Company believes that he will continue to provide leadership in the promotion of the Medium-Term Management Plan toward the realization of "HAZAMA ANDO VISION2030" and work toward the sustainable growth of the Company and the enhancement of corporate value for all stakeholders, and has therefore continuously nominated him as a candidate for Board Director.</p>			

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
2	 <p>Takeshi Komatsu November 13, 1957 (67 years old) (Male)</p> <p>Reelection</p> <p>Tenure as Board Director 4 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p>	<p>Apr. 1982 Joined ANDO Corporation</p> <p>Apr. 2009 General Manager of Construction Department, Kyushu Branch</p> <p>Apr. 2010 Deputy Director of Kyushu Branch</p> <p>Apr. 2012 Director of Hiroshima Branch</p> <p>Apr. 2013 Executive Officer, Deputy Director, Kyushu Branch of the Company</p> <p>Apr. 2015 Executive Officer, Director of Kyushu Branch</p> <p>Apr. 2018 Executive Officer, Director of Nagoya Branch</p> <p>Apr. 2019 Executive Officer, Director of Tokyo Branch</p> <p>Apr. 2020 Managing Executive Officer, Director of Tokyo Branch</p> <p>Apr. 2021 Managing Executive Officer, Director of Business Development Division</p> <p>June 2021 Board Director and Managing Executive Officer, Director of Business Development Division</p> <p>Apr. 2024 Board Director and Senior Managing Executive Officer, Director of Business Development Division</p> <p>Apr. 2025 Board Director and Senior Managing Executive Officer, Director of Building Construction Division (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company None</p>	8,400 shares
<p>Relationship of special interest between the candidate and the Company</p> <p>There is no special interest between Mr. Takeshi Komatsu and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for Board Director</p> <p>Mr. Takeshi Komatsu has been engaged in building construction over many years and possesses extensive experience, knowledge, and a high level of expertise in the construction business. He has been engaged in decision making of important matters in management and in supervision of business execution, as well as in overseeing of sales of civil engineering and building construction businesses.</p> <p>The Company believes that he will continue to contribute to the sustainable growth and enhancement of corporate value of the Company by utilizing experience and insight that he has cultivated so far, especially in the fields of "Sales / Marketing," "Safety / Quality Control," and "Environmental Strategy," and has therefore continuously nominated him as a candidate for Board Director.</p>			


Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
3	 <p>Masami Fujita September 22, 1956 (68 years old) (Male)</p> <p>Reelection</p> <p>Candidate for External Board Director Independent officer</p> <p>Tenure as Board Director 8 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p>	<p>Apr. 1980 Joined Fujitsu Limited</p> <p>Dec. 2001 General Manager of Secretary Department</p> <p>June 2006 Executive Officer</p> <p>June 2009 Managing Executive Officer</p> <p>Apr. 2010 Vice President</p> <p>June 2010 Board Director and Vice President</p> <p>June 2012 Representative Director and Vice President (resigned in April 2016)</p> <p>Apr. 2016 Representative Director and President of Fujitsu Marketing Limited (currently Fujitsu Japan Limited) (resigned in December 2018)</p> <p>June 2017 External Board Director of the Company (current position)</p> <p>Apr. 2019 Executive Vice President and Corporate Officer of SHINKO ELECTRIC INDUSTRIES CO., LTD.</p> <p>June 2019 President and Representative Director</p> <p>June 2021 Chairperson and Representative Director (current position)</p> <p>Mar. 2023 Outside Director, DIC Corporation (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company</p> <p>Chairperson and Representative Director of SHINKO ELECTRIC INDUSTRIES CO., LTD.</p> <p>Outside Director, DIC Corporation</p>	6,200 shares
<p>Relationship of special interest between the candidate and the Company</p> <p>There is no special interest between Mr. Masami Fujita and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for External Board Director and outline of expected roles</p> <p>Mr. Masami Fujita has been engaged in management of enterprises involved in the businesses other than construction, which is the Company's key business area. Within the Company, he has brought more transparency in the Company's operations and contributed towards bolstering corporate governance, such as providing a variety of suggestions as an External Board Director based on his experience. Therefore, the Company has continuously nominated him as a candidate for External Board Director because it judges that he will continue to appropriately execute his duties such as supervision of the Company's management.</p> <p>After his appointment, the Company expects him to supervise the management from an objective standpoint independent of business execution as an External Board Director of the Company by utilizing experience and insight that he has cultivated so far, especially in the fields of "Corporate Management / Management Strategy," "Risk Management / Compliance," and "Human Capital."</p> <p>Moreover, the Company intends to continue to appoint him as Chairman of the Nomination and Remuneration Committee as well as a member of the Sustainability Committee.</p>			

- Notes:
1. Mr. Fujita is a candidate for External Board Director.
 2. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Mr. Fujita to limit his liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits his liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Mr. Fujita is approved, the Company plans to renew the agreement with him.
 3. The Company judges that Mr. Fujita's independence is maintained based on the independence criteria provided for by "Guidelines for Listing III 5. (3)-2" of the Tokyo Stock Exchange (TSE), and there is no possibility that conflict of interest may occur between Mr. Fujita and general shareholders. If the reelection of Mr. Fujita is approved, the Company plans to reappoint him as an independent officer and notify TSE of such reappointment.
 4. Significant concurrent positions held at other organizations and the relationships between these organizations and the Company

The Company has business relationships with SHINKO ELECTRIC INDUSTRIES CO., LTD., including contract construction. Sales from SHINKO ELECTRIC INDUSTRIES CO., LTD. for the last three years accounted for about 2.1% of the consolidated net sales of the Company for FYE March 31, 2023, about 0.2% of the consolidated net sales of the Company for FYE March 31, 2024, and less than 0.1% of the consolidated net sales of the Company for FYE March 31, 2025; the impact of SHINKO ELECTRIC INDUSTRIES CO., LTD. on the Company is minimal. There is no other business relationship for the last three years between SHINKO ELECTRIC INDUSTRIES CO., LTD. and the Company, and the Company judges that there is no special interest between them.

The Company has had no business relationship for the last three years with any other organizations where Mr. Fujita holds significant concurrent positions and there is no special interest between them and the Company.

5. Mr. Fujita has never served as an officer or a business executive of the Company or a specified affiliated business operator for the Company.
6. Mr. Fujita does not plan to receive a large amount of cash or other property from the Company or a specified affiliated business operator for the Company, and has never received such payment for the last two years.
7. Mr. Fujita is not a spouse, relative within the third degree of consanguinity or of similar status of a business executive of the Company or a business operator that has specific relations with the Company.
8. Mr. Fujita has no special opinion about the above description of his career summary, etc.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
4	 <p>Mariko Kitagawa April 3, 1965 (60 years old) (Female)</p> <p>Reelection</p> <p>Candidate for External Board Director Independent officer</p> <p>Tenure as Board Director 8 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p>	<p>May 1999 Joined Tsukishima Soko Co., Ltd.</p> <p>July 2000 General Manager of IT Department</p> <p>June 2001 Board Director of Simax Co., Ltd. (current position)</p> <p>June 2002 Board Director of Tsukishima Soko Co., Ltd.</p> <p>Apr. 2003 Board Director, Deputy Director of Sales Division</p> <p>June 2004 Representative Director and President (current position)</p> <p>June 2007 Board Director of Tsukishima Butsuryu Service Co., Ltd (current position)</p> <p>June 2017 External Board Director of the Company (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company Representative Director and President of Tsukishima Soko Co., Ltd. Board Director of Tsukishima Butsuryu Service Co., Ltd Board Director of Simax Co., Ltd.</p>	800 shares
<p>Relationship of special interest between the candidate and the Company There is no special interest between Ms. Mariko Kitagawa and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for External Board Director and outline of expected roles Ms. Mariko Kitagawa has been engaged in management of enterprises involved in the businesses other than construction, which is the Company's key business area. Within the Company, she has brought more transparency in the Company's operations and contributed towards bolstering corporate governance, such as providing a variety of suggestions as an External Board Director based on her experience. Therefore, the Company has continuously nominated her as a candidate for External Board Director because it judges that she will continue to appropriately execute her duties such as supervision of the Company's management.</p> <p>After her appointment, the Company expects her to supervise the management from an objective standpoint independent of business execution as an External Board Director of the Company, by utilizing experience and insight that she has cultivated so far, especially in the fields of "Corporate Management / Management Strategy," "Sales / Marketing," and "Human Capital."</p> <p>Moreover, the Company intends to continue to appoint her as a member of the Nomination and Remuneration Committee and the Sustainability Committee.</p>			

- Notes:
- Ms. Kitagawa is a candidate for External Board Director.
 - Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Ms. Kitagawa to limit her liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits her liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Ms. Kitagawa is approved, the Company plans to renew the agreement with her.
 - The Company judges that Ms. Kitagawa's independence is maintained based on the independence criteria provided for by "Guidelines for Listing III 5. (3)-2" of the Tokyo Stock Exchange (TSE), and there is no possibility that conflict of interest may occur between Ms. Kitagawa and general shareholders. If the reelection of Ms. Kitagawa is approved, the Company plans to reappoint her as an independent officer and notify TSE of such reappointment.
 - Significant concurrent positions held at other organizations and the relationships between these organizations and the Company
The Company has business relationships with Tsukishima Soko Co., Ltd., such as contract construction. Sales from Tsukishima Soko Co., Ltd. for the last three years showed no transactions during FYE March 31, 2023, accounted for less than 0.1% of the consolidated net sales of the Company for FYE March 31, 2024, and showed no transactions during FYE March 31, 2025; the impact of Tsukishima Soko Co., Ltd. on the Company is minimal. In addition, Tsukishima Soko Co., Ltd. has business relationships with the Company such as conclusion of a lease agreement. Lease income from the Company for the last three years accounted for about 0.2% of the net sales of Tsukishima Soko Co., Ltd; the impact of Tsukishima Soko Co., Ltd. on the Company is minimal. Since there is no other business relationship during the last three years, the Company judges that there is no special interest between Tsukishima Soko Co., Ltd. and the Company.

The Company has had no business relationship for the last three years with any other organizations where Ms. Kitagawa holds significant concurrent positions and there is no special interest between them and the Company.

5. Ms. Kitagawa has never served as an officer or a business executive of the Company or a specified affiliated business operator for the Company.
6. Ms. Kitagawa does not plan to receive a large amount of cash or other property from the Company or a specified affiliated business operator for the Company, and has never received such payment for the last two years.
7. Ms. Kitagawa is not a spouse, relative within the third degree of consanguinity or of similar status of a business executive of the Company or a business operator that has specific relations with the Company.
8. Ms. Kitagawa has no special opinion about the above description of her career summary, etc.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
5	 <p>Mieko Kuwayama March 30, 1948 (77 years old) (Female)</p> <p>Reelection</p> <p>Candidate for External Board Director Independent officer</p> <p>Tenure as Board Director 7 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p>	<p>Apr. 1970 Joined Shiseido Company, Limited</p> <p>Apr. 2004 General Manager of CSR Department (retired from Shiseido Company, Limited in June 2007)</p> <p>Apr. 2008 Part-time Lecturer of Faculty of Economics at Komazawa University (resigned in March 2018)</p> <p>Apr. 2009 Chief Researcher of Business Ethics Research Center</p> <p>June 2012 Specially Appointed Professor of Graduate School of Law at Hitotsubashi University (resigned in March 2015)</p> <p>Apr. 2015 Visiting Researcher of Hitotsubashi CFO Education and Research Center (current position)</p> <p>Apr. 2015 Visiting Researcher of Mission Management Research Institute at Meiji University (resigned in March 2019)</p> <p>June 2017 External Board Director of FUJITSU GENERAL LIMITED (current position)</p> <p>Apr. 2018 Senior Researcher of Business Ethics Research Center (current position)</p> <p>June 2018 External Board Director of the Company (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company Senior Researcher of Business Ethics Research Center Visiting Researcher of Hitotsubashi CFO Education and Research Center External Board Director of FUJITSU GENERAL LIMITED</p>	4,500 shares
<p>Relationship of special interest between the candidate and the Company</p> <p>There is no special interest between Ms. Mieko Kuwayama and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for External Board Director and outline of expected roles</p> <p>Ms. Mieko Kuwayama has been involved in the research on corporate management, and possesses expertise as well as extensive business experience gained in other enterprises and experience and insight as an External Board Director. Within the Company, she has brought more transparency in the Company's operations and contributed towards bolstering corporate governance, such as providing a variety of suggestions as an External Board Director based on her experience. Therefore, the Company has continuously nominated her as a candidate for External Board Director because it judges that she will continue to appropriately execute her duties such as supervision of the Company's management.</p> <p>After her appointment, the Company expects her to supervise the management from an objective standpoint independent of business execution as an External Board Director of the Company, by utilizing experience and insight that she has cultivated so far, especially in the fields of "Sales / Marketing," "Risk Management / Compliance," and "Human Capital." Moreover, the Company intends to continue to appoint her as a member of the Nomination and Remuneration Committee and the Sustainability Committee.</p>			

- Notes:
- Ms. Kuwayama is a candidate for External Board Director.
 - Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Ms. Kuwayama to limit her liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits her liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Ms. Kuwayama is approved, the Company plans to renew the agreement with her.
 - The Company judges that Ms. Kuwayama's independence is maintained based on the independence criteria provided for by "Guidelines for Listing III 5. (3)-2" of the Tokyo Stock Exchange (TSE), and there is no possibility that conflict of interest may occur between Ms. Kuwayama and general shareholders. If the reelection of Ms. Kuwayama is approved, the Company plans to reappoint her as an independent officer and notify TSE of such reappointment.
 - Significant concurrent positions held at other organizations and the relationships between these organizations and the Company
- FUJITSU GENERAL LIMITED holds less than 0.01% of the total number of shares issued by the Company as of March 2025. The Company has less than 0.15% of the total number of shares issued by FUJITSU GENERAL LIMITED as of March 2025. The Company has business relationships with FUJITSU GENERAL LIMITED including contract construction. Sales from FUJITSU GENERAL LIMITED for the last three years are less than 0.1% of consolidated net sales of the Company; the impact of FUJITSU GENERAL LIMITED on the Company is minimal. In addition, FUJITSU GENERAL LIMITED has business relationships with the Company such as equipment rental. Sales from the Company for the last three years accounted for less than 0.1% of the net sales of FUJITSU GENERAL LIMITED; the impact of the Company on FUJITSU GENERAL LIMITED is minimal. There is no other business relationship for the last three years between FUJITSU GENERAL LIMITED and the Company, and the Company judges that there is no special interest between them.

The Company has had no business relationship for the last three years with any other organizations where Ms. Kuwayama holds significant concurrent positions and there is no special interest between them and the Company.

5. Ms. Kuwayama has never served as an officer or a business executive of the Company or a specified affiliated business operator for the Company.
6. Ms. Kuwayama does not plan to receive a large amount of cash or other property from the Company or a specified affiliated business operator for the Company, and has never received such payment for the last two years.
7. Ms. Kuwayama is not a spouse, relative within the third degree of consanguinity or of similar status of a business executive of the Company or a business operator that has specific relations with the Company.
8. Ms. Kuwayama has no special opinion about the above description of her career summary, etc.

Proposal No. 3 Election of Four (4) Board Directors Serving as Audit and Supervisory Committee Members


At the conclusion of this meeting, the terms of office of all four (4) Board Directors serving as Audit and Supervisory Committee Members will expire. Accordingly, the Company proposes the election of four (4) Board Directors serving as Audit and Supervisory Committee Members.

In addition, the consent of the Audit and Supervisory Committee has been obtained for this proposal.


The candidates for Board Director serving as Audit and Supervisory Committee Member are as follows:

Candidate No.	Name	Current position in the Company	Tenure (At the end of this meeting)		Attendance		Remarks
			as Board Director	as Board Director Serving as Audit and Supervisory Committee Member	at Board meetings	at Audit and Supervisory Committee meetings	
1	Shinya Miyamori	Board Director (Full-time Audit and Supervisory Committee Member)	8 years	2 years	100% (15 of 15 meetings)	100% (16 of 16 meetings)	Reelection Male
2	Harufumi Mochizuki	External Board Director (Audit and Supervisory Committee Member)	2 years	2 years	100% (15 of 15 meetings)	100% (16 of 16 meetings)	Reelection External Board Director Independent officer Male
3	Rie Kawaguchi	External Board Director (Audit and Supervisory Committee Member)	3 years	2 years	100% (15 of 15 meetings)	100% (16 of 16 meetings)	Reelection External Board Director Independent officer Female
4	Katsuhiko Ito	External Board Director (Audit and Supervisory Committee Member)	2 years	2 years	100% (15 of 15 meetings)	100% (16 of 16 meetings)	Reelection External Board Director Independent officer Male

Note: The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act, and this insurance contract is intended to cover the legal damages and litigation expenses that would be borne by the insured parties. If each candidate is appointed as Board Director, he or she will be included as an insured under the insurance policy. Furthermore, the Company plans to renew the insurance contract with the same contents at the next renewal.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
1	 <p>Shinya Miyamori March 26, 1959 (66 years old) (Male)</p> <p>Reelection</p> <p>Tenure as Board Director 8 years</p> <p>Tenure as Board Director serving as Audit and Supervisory Committee Member 2 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p> <p>Attendance at Audit and Supervisory Committee meetings during the FYE March 31, 2025 16 of 16 meetings (Attendance rate: 100%)</p>	<p>Apr. 1983 Joined HAZAMA CORPORATION</p> <p>Oct. 2003 Accounting Manager of Administration Department of AOYAMA KANZAI CORPORATION</p> <p>Aug. 2006 General Manager of Administration Department, Shikoku Branch of HAZAMA CORPORATION</p> <p>Oct. 2007 General Manager of Administration Department, Tohoku Branch</p> <p>July 2009 Deputy General Manager of Finance Department, Business Administration Planning Division</p> <p>Oct. 2009 General Manager of Finance Department, Business Administration Planning Division</p> <p>Apr. 2013 General Manager of Finance Department, Administration Division of the Company</p> <p>Jan. 2016 Deputy Director of Administration Division and General Manager of Finance Department, Administration Division</p> <p>Apr. 2016 Executive Officer, Director of Administration Division in charge of Disaster Management</p> <p>June 2017 Board Director and Executive Officer, Director of Administration Division and in charge of Disaster Management</p> <p>Apr. 2018 Board Director and Managing Executive Officer, Director of Administration Division and in charge of Disaster Management</p> <p>Apr. 2022 Board Director and Senior Managing Executive Officer, in charge of Finance, Director of Administration Division and in charge of Disaster Management</p> <p>Apr. 2023 Board Director</p> <p>June 2023 Board Director (Full-time Audit and Supervisory Committee Member) (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company None</p>	2,100 shares
<p>Relationship of special interest between the candidate and the Company There is no special interest between Mr. Shinya Miyamori and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for Board Director Mr. Shinya Miyamori possesses extensive experience and knowledge obtained through engagement in the financial divisions over many years. During his tenure as Board Director, he was engaged in decision making of important matters in management and in supervision of business execution as well as in overseeing company-wide area of administration. After assuming the position of Board Director (Full-time Audit and Supervisory Committee Member), he has been contributing to improving the effectiveness of audits by leveraging his experience and insight that he has cultivated in financial divisions and by working with Internal Audit Division and Financial Auditor.</p> <p>The Company believes that he will continue to audit and supervise the Company from an objective standpoint independent from the execution of business operations, especially in the fields of "Finance / Accounting" and "Risk Management / Compliance," and has therefore continuously nominated him as a candidate for Board Director serving as Audit and Supervisory Committee Member.</p>			

Note: Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Mr. Miyamori to limit his liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits his liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Mr. Miyamori is approved, the Company plans to renew the agreement with him.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
2	 <p>Harufumi Mochizuki July 26, 1949 (75 years old) (Male)</p> <p>Reelection</p> <p>Candidate for External Board Director</p> <p>Independent officer</p> <p>Tenure as Board Director 2 years</p> <p>Tenure as Board Director serving as Audit and Supervisory Committee Member 2 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p> <p>Attendance at Audit and Supervisory Committee meetings during the FYE March 31, 2025 16 of 16 meetings (Attendance rate: 100%)</p>	<p>Apr. 1973 Joined Ministry of International Trade and Industry</p> <p>July 2002 Director-General for Commerce and Distribution Policy, Ministry of Economy, Trade and Industry</p> <p>July 2003 Director-General, Small and Medium Enterprise Agency</p> <p>July 2006 Director-General, Agency for Natural Resources and Energy</p> <p>July 2008 Vice-Minister of Economy, Trade and Industry</p> <p>July 2010 Retired from Ministry of Economy, Trade and Industry</p> <p>Aug. 2010 Special Advisor to the Cabinet (resigned in September 2011)</p> <p>Oct. 2010 Special Adviser to Nippon Life Insurance Company (resigned in April 2013)</p> <p>June 2012 Outside Board Director, Hitachi Ltd. (resigned in June 2022)</p> <p>June 2013 President & CEO, Tokyo Small and Medium Business Investment & Consultation CO., LTD.</p> <p>June 2014 Outside Audit & Supervisory Board Member of ITOCHU Corporation (resigned in June 2017)</p> <p>June 2017 Outside Member of the Board (resigned in June 2021)</p> <p>June 2023 Special Advisor to Tokyo Small and Medium Business Investment & Consultation CO., LTD. (current position)</p> <p>June 2023 Outside Director, NEC Corporation (current position)</p> <p>June 2023 President, Center for Information on Security Trade Control (current position)</p> <p>June 2023 External Board Director (Audit and Supervisory Committee Member) of the Company (current position)</p> <p>June 2024 Outside Board Director, Châteraisé Holdings CO., LTD. (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company Special Adviser to Tokyo Small and Medium Business Investment & Consultation CO., LTD. Outside Director, NEC Corporation President, Center for Information on Security Trade Control Outside Board Director, Châteraisé Holdings CO., LTD.</p>	2,000 shares
<p>Relationship of special interest between the candidate and the Company There is no special interest between Mr. Harufumi Mochizuki and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for External Board Director and outline of expected roles Mr. Harufumi Mochizuki has held key positions at administrative organs and possesses extensive knowledge and insight in the field of public administration and other areas, as well as experience as a corporate manager and expertise as an outside director and outside corporate auditor for other companies. The Company believes that he will contribute to fair and impartial decision making in our business activities and to enhancement of the supervisory function of management, and has therefore continuously nominated him as a candidate for External Board Director serving as Audit and Supervisory Committee Member.</p> <p>After his appointment, the Company expects him to audit and supervise the management from an objective standpoint independent of the execution of business as an External Board Director serving as Audit and Supervisory Committee Member of the Company, by utilizing experience and insight that he has cultivated so far, especially in the fields of "Corporate Management / Management Strategy," "Environmental Strategy," "Finance / Accounting" and "Risk Management / Compliance."</p> <p>Moreover, the Company intends to continue to appoint him as a member of the Sustainability Committee.</p>			

- Notes:
1. Mr. Mochizuki is a candidate for External Board Director.
 2. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Mr. Mochizuki to limit his liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits his liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Mr. Mochizuki is approved, the Company plans to renew the agreement with him.
 3. The Company judges that Mr. Mochizuki's independence is maintained based on the independence criteria provided for by "Guidelines for Listing III 5. (3)-2" of the Tokyo Stock Exchange (TSE), and there is no possibility that conflict of


interest may occur between Mr. Mochizuki and general shareholders. If the reelection of Mr. Mochizuki is approved, the Company plans to reappoint him as an independent officer and notify TSE of such reappointment.

4. Significant concurrent positions held at other organizations and the relationships between these organizations and the Company

The Company has business relationships with NEC Corporation, such as contract construction. Sales from NEC Corporation for the last three years showed no transactions during FYE March 31, 2023, accounted for less than 0.1% of the consolidated net sales of the Company for FYE March 31, 2024, and showed no transactions during FYE March 31, 2025; the impact of NEC Corporation on the Company is minimal. In addition, NEC Corporation has business relationships with the Company such as delivery of business systems. Sales income from the Company for the last three years accounted for less than 0.1% of the net sales of NEC Corporation for FYE March 31, 2023, and showed no transactions during FYE March 31, 2024 and FYE March 31, 2025; the impact of the Company on NEC Corporation is minimal. Since there is no other business relationship during the last three years, the Company judges that there is no special interest between NEC Corporation and the Company.

The Company has had no business relationship for the last three years with any other organizations where Mr. Mochizuki holds significant concurrent positions and there is no special interest between them and the Company.

5. Mr. Mochizuki has never served as an officer or a business executive of the Company or a specified affiliated business operator for the Company.
6. Mr. Mochizuki does not plan to receive a large amount of cash or other property from the Company or a specified affiliated business operator for the Company, and has never received such payment for the last two years.
7. Mr. Mochizuki is not a spouse, relative within the third degree of consanguinity or of similar status of a business executive of the Company or a business operator that has specific relations with the Company.
8. Mr. Mochizuki has no special opinion about the above description of his career summary, etc.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
3	 <p>Rie Kawaguchi April 10, 1965 (60 years old) (Female)</p> <p>Reelection</p> <p>Candidate for External Board Director Independent officer</p> <p>Tenure as Board Director 3 years</p> <p>Tenure as Board Director serving as Audit and Supervisory Committee Member 2 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p> <p>Attendance at Audit and Supervisory Committee meetings during the FYE March 31, 2025 16 of 16 meetings (Attendance rate: 100%)</p>	<p>Apr. 1990 Joined Murata Morihiro Accounting Office (currently Ernst & Young Tax Co.) (left in September 1992)</p> <p>Sep. 1995 Joined Global Online Japan Co., Ltd. (left in March 2000)</p> <p>Apr. 1996 Registered as a tax accountant</p> <p>Aug. 1996 Board Director, Fukuoka M&A Center Co., Ltd. (current position)</p> <p>Sep. 2001 Joined KVH Co., Ltd. (currently Colt Technology Services Co., Ltd.) (left in May 2004)</p> <p>Feb. 2003 Passed USCPA exam</p> <p>May 2004 Board Director, Chikura Shobo Co., Ltd. (current position)</p> <p>Apr. 2015 Member of Kawaguchi Tax Accountant Office (current position)</p> <p>June 2022 External Board Director of the Company</p> <p>June 2023 External Board Director (Audit and Supervisory Committee Member) (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company Board Director, Chikura Shobo Co., Ltd. Board Director, Fukuoka M&A Center Co., Ltd. Member of Kawaguchi Tax Accountant Office</p>	1,400 shares
<p>Relationship of special interest between the candidate and the Company There is no special interest between Ms. Rie Kawaguchi and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for External Board Director and outline of expected roles Ms. Rie Kawaguchi has been engaged in management of enterprises involved in the business other than construction, which is the Company's key business area, and possesses extensive knowledge and insight as well as expertise and experience as a tax accountant. The Company believes that she will contribute to fair and impartial decision making in our business activities and to enhancement of the supervisory function of management, and has therefore continuously nominated her as a candidate for External Board Director serving as Audit and Supervisory Committee Member.</p> <p>After her appointment, the Company expects her to audit and supervise the management from an objective standpoint independent of the execution of business as an External Board Director serving as Audit and Supervisory Committee Member of the Company, by utilizing experience and insight that she has cultivated so far, especially in the fields of "Finance / Accounting" and "Human Capital."</p> <p>Moreover, the Company intends to continue to appoint her as a member of the Sustainability Committee.</p>			

- Notes:
- Ms. Kawaguchi is a candidate for External Board Director.
 - Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Ms. Kawaguchi to limit her liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits her liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Ms. Kawaguchi is approved, the Company plans to renew the agreement with her.
 - The Company judges that Ms. Kawaguchi's independence is maintained based on the independence criteria provided for by "Guidelines for Listing III 5. (3)-2" of the Tokyo Stock Exchange (TSE), and there is no possibility that conflict of interest may occur between Ms. Kawaguchi and general shareholders. If the reelection of Ms. Kawaguchi is approved, the Company plans to reappoint her as an independent officer and notify TSE of such reappointment.

4. Significant concurrent positions held at other organizations and the relationships between these organizations and the Company
The Company has had no business relationship for the last three years with any organizations where Ms. Kawaguchi holds significant concurrent positions, and there is no special interest between them and the Company.
5. Ms. Kawaguchi has never served as an officer or a business executive of the Company or a specified affiliated business operator for the Company.
6. Ms. Kawaguchi does not plan to receive a large amount of cash or other property from the Company or a specified affiliated business operator for the Company, and has never received such payment for the last two years.
7. Ms. Kawaguchi is not a spouse, relative within the third degree of consanguinity or of similar status of a business executive of the Company or a business operator that has specific relations with the Company.
8. Ms. Kawaguchi has no special opinion about the above description of her career summary, etc.

Candidate No.	Name (Date of birth, etc.)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
4	 <p>Katsuhiko Ito July 2, 1972 (52 years old) (Male)</p> <p>Reelection</p> <p>Candidate for External Board Director Independent officer</p> <p>Tenure as Board Director 2 years</p> <p>Tenure as Board Director serving as Audit and Supervisory Committee Member 2 years</p> <p>Attendance at Board meetings during the FYE March 31, 2025 15 of 15 meetings (Attendance rate: 100%)</p> <p>Attendance at Audit and Supervisory Committee meetings during the FYE March 31, 2025 16 of 16 meetings (Attendance rate: 100%)</p>	<p>Oct. 2000 Registered as an attorney at law and became a member of Tokyo Bar Association</p> <p>Oct. 2000 Joined Takahashi Tetsu Law Office (left in June 2003)</p> <p>June 2001 Audit & Supervisory Board Member of Nihon Itomic Co., Ltd. (current position)</p> <p>July 2003 Partner, Kasumigaseki Partners Law Office (left in November 2020)</p> <p>Apr. 2008 Member of Committee on Administration of Legal Training Center, the Tokyo Bar Association (current position)</p> <p>July 2008 Auditor, Nippon Taiko Foundation (resigned in March 2012)</p> <p>Jan. 2011 Judicial Commissioner, Tokyo Summary Court (current position)</p> <p>Apr. 2012 Vice-chairperson, Committee on Administration of Legal Training Center, the Tokyo Bar Association</p> <p>June 2020 Auditor, Nippon Taiko Foundation (current position)</p> <p>Dec. 2020 Partner, ITN Partners (current position)</p> <p>Mar. 2021 Outside Director (Audit and Supervisory Committee Member), ZOOM CORPORATION (current position)</p> <p>June 2022 Substitute Audit & Supervisory Board Member of the Company</p> <p>June 2023 External Board Director (Audit and Supervisory Committee Member) (current position)</p> <p>Apr. 2025 Executive Director, Kanto Federation of Bar Associations (current position) (up to the present)</p> <p>Significant concurrent positions outside the Company Partner, ITN Partners Audit & Supervisory Board Member, Nihon Itomic Co., Ltd. Outside Director (Audit and Supervisory Committee Member), ZOOM CORPORATION</p>	0 shares
<p>Relationship of special interest between the candidate and the Company There is no special interest between Mr. Katsuhiko Ito and the Company (or any other officers or candidates of the Company).</p> <p>Reasons for nomination as candidate for External Board Director and outline of expected roles Mr. Katsuhiko Ito possesses expertise and abundant experience as an attorney at law as well as insight of audit as an auditor or audit and supervisory committee member of other enterprises. The Company believes that he will contribute to fair and impartial decision making in our business activities and to enhancement of the supervisory function of management, and has therefore continuously nominated him as a candidate for External Board Director serving as Audit and Supervisory Committee Member.</p> <p>After his appointment, the Company expects him to audit and supervise the management from an objective standpoint independent of the execution of business as an External Board Director serving as Audit and Supervisory Committee Member of the Company, by utilizing experience and insight that he has cultivated so far, especially in the fields of "Risk Management / Compliance."</p> <p>Moreover, the Company intends to continue to appoint him as a member of the Sustainability Committee.</p>			

- Notes:
1. Mr. Ito is a candidate for External Board Director.
 2. Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into an agreement with Mr. Ito to limit his liabilities for damage under Article 423, paragraph 1 of the Companies Act. The Company limits his liability for damages to the minimum liability amount provided in Article 425, paragraph 1 of the Companies Act. If the reelection of Mr. Ito is approved, the Company plans to renew the agreement with him.
 3. The Company judges that Mr. Ito's independence is maintained based on the independence criteria provided for by "Guidelines for Listing III 5. (3)-2" of the Tokyo Stock Exchange (TSE), and there is no possibility that conflict of interest may occur between Mr. Ito and general shareholders. If the reelection of Mr. Ito is approved, the Company plans to

reappoint him as an independent officer and notify TSE of such reappointment.

4. Significant concurrent positions held at other organizations and the relationships between these organizations and the Company
Nihon Itomic Co., Ltd. has business relationships with the Company such as equipment inspection. Sales income from the Company has been less than 0.1% of the net sales of Nihon Itomic Co., Ltd. for the last three years. The impact of the Company on Nihon Itomic Co., Ltd. is minimal. Since there is no other business relationship during the last three years, the Company judges that there is no special interest between Nihon Itomic Co., Ltd. and the Company. The Company has had no business relationship for the last three years with any other organizations where the candidate holds significant concurrent positions and there is no special interest between them and the Company.
5. Mr. Ito has never served as an officer or a business executive of the Company or a specified affiliated business operator for the Company.
6. Mr. Ito does not plan to receive a large amount of cash or other property from the Company or a specified affiliated business operator for the Company, and has never received such payment for the last two years.
7. Mr. Ito is not a spouse, relative within the third degree of consanguinity or of similar status of a business executive of the Company or a business operator that has specific relations with the Company.
8. Mr. Ito has no special opinion about the above description of his career summary, etc.

(Reference)

Knowledge, Experience, and Abilities Especially Expected for Board Directors after the Approval of Proposal No. 2 and Proposal No. 3

Name	Gender	Corporate Management / Management Strategy	Sales / Marketing	Safety / Quality Control	Environmental Strategy	Technology Development / DX Strategy	Finance / Accounting	Risk Management / Compliance	Human Capital
Kazuhiko Kuniya	Male	●		●	●	●			●
Takeshi Komatsu	Male		●	●	●				
Masami Fujita	Male	●						●	●
Mariko Kitagawa	Female	●	●						●
Mieko Kuwayama	Female		●					●	●
Shinya Miyamori (Full-time Audit and Supervisory Committee Member)	Male						●	●	
Harufumi Mochizuki (Audit and Supervisory Committee Member)	Male	●			●		●	●	
Rie Kawaguchi (Audit and Supervisory Committee Member)	Female						●		●
Katsuhiko Ito (Audit and Supervisory Committee Member)	Male							●	

(Note) The above table shows the knowledge, experience, and abilities especially expected for Board Directors and does not represent all the knowledge, etc. possessed by the candidates.

To achieve the long-term vision, “HAZAMA ANDO VISION2030” by realizing Four Value Creation — “Create customer value,” “Create shareholder value,” “Create environmental value,” and “Create employee value” — laid out in the vision, the Board of Directors has defined important areas of the Skill Matrix in the Board of Directors including “Corporate Management / Management Strategy,” “Sales / Marketing,” “Safety / Quality Control,” “Environmental Strategy,” “Technology Development / DX Strategy,” “Finance / Accounting,” “Risk Management / Compliance,” and “Human Capital.”

[Definition of each skill]

The important areas specified to achieve the long-term vision, “HAZAMA ANDO VISION2030” by realizing Four Value Creation — “Create customer value,” “Create shareholder value,” “Create environmental value,” and “Create employee value” — laid out in the VISION.

Skills	Relevance to VISION2030	Definition
Corporate Management / Management Strategy	—	Skills to contribute to sustainable growth of the Company aiming to realize Four Value Creation by utilizing experience, etc. in corporate management and important corporate decision making, as well as experience, etc. in establishment of corporate strategies.
Sales / Marketing	Customer value Shareholder value	Skills to contribute to improvement of Customer value and Shareholder value by identifying trends and needs in the market and providing customers with best-suited solutions.
Safety / Quality Control	Customer value Employee value	Skills to contribute to Customer value and Employee value by securing safety in business activities and providing construction and services with high quality.
Environmental Strategy	Environmental value	Skills to contribute to improvement of Environmental value by sustainable management through decarbonization of business activities and participating in renewable energy projects.
Technology Development / DX Strategy	Customer value Environmental value	Skills to contribute to improvement of Customer value and Environmental value through revolution of construction production systems by proactive technology development and DX strategy deployment.
Finance / Accounting	Shareholder value	Skills to contribute to improvement of Shareholder value by enhancement of financial strength and effective utilization of shareholders' equity.
Risk Management / Compliance	Shareholder value	Skills to contribute to improvement of Shareholder value by stabilizing corporate management through appropriate risk management and building trust relationship with society through full enforcement of compliance.
Human Capital	Employee value	Skills to contribute to improvement of Employee value by employees' career development, workstyle reform, and securing and improving diversity aiming to create environment in which employees can have high integrity and feel job satisfaction.

<Policies and procedures for nomination of candidates for Board Director>

The Board of Directors of the Company consists of internal Board Directors who are familiar with the key business areas of the Company, specifically, civil engineering, building and administrative matters, and have adequate knowledge, experience and capabilities as required and external independent Board Directors who have been engaged in management in other organizations over many years with extensive experience and discernment. The number of Board Directors (excluding Board Directors serving as Audit and Supervisory Committee Members) shall not exceed 12 and the number of Directors serving as Audit and Supervisory Committee Members shall not exceed five. A balance of knowledge, experience, and capabilities as well as diversity and scale are taken into account so that the Board of Directors as a whole can contribute to the sustainable growth and the increase of corporate value.

The nomination of candidates for Board Directors is conducted by convening the Nomination and Remuneration Committee, a body chaired by an external independent Board Director where a majority of the members are external independent Board Directors. From among those who have sufficient knowledge, experience, and ability to manage the business, a selection of potential candidates is deliberated based on such factors as ability to make proper and prompt management decisions from a company-wide perspective; ability to make appropriate risk-taking decisions; ability to plan for the medium- to long-term direction of the management with foresight suited to the times; ability to realize effective corporate governance while ensuring managerial objectivity, transparency and impartiality; a keen sense of compliance with excellent risk foresight; and ability to demonstrate strong leadership with excellent reputation and high integrity. The Committee deliberates on the potential candidates to be presented to the Board of Directors for further deliberation and determination.

Candidates for Board Directors serving as an Audit and Supervisory Committee Members are considered from among those who have expertise and high levels of insight in management, finance, accounting, taxation, legal affairs, etc. and who are capable of appropriately auditing the execution of duties by Board Directors and supervising business execution. The Nomination and Remuneration Committee deliberates on the potential candidates. Upon approval from the Audit and Supervisory Committee, the candidates are presented to the Board of Directors for further deliberation and determination.

<Policy on independence of External Board Directors>

The Company's policy is to elect External Board Directors who can fulfill their duties independently and objectively and have no conflict of interest with shareholders. Independence of the External Board Directors is judged in accordance with the Companies Act and the independence criteria provided by the Tokyo Stock Exchange.