

The English translation is made for reference purposes only, and in the event of any discrepancies between the English version and the Japanese version, the Japanese prevails.

Securities Code: 1720

June 6, 2025

(Date of commencement of electronic provision measures: May 30, 2025)

To Our Shareholders:

1-16-14 Shibuya, Shibuya-ku, Tokyo

Tokyu Construction Co., Ltd.

Mitsuhiro Terada, Representative Director, President

Notice of the 22nd Annual General Meeting of Shareholders

The Company would hereby like to announce shareholders the Company's 22nd Annual General Meeting of Shareholders as described below.

The Company has decided to provide the information that constitutes the reference document for the Annual General Meeting of Shareholders electronically (information provided electronically) for the convocation of this Annual General Meeting of Shareholders and has published it on the following websites on the internet. Please access either of these websites and confirm the information.

[The Company's website]

<https://www.tokyu-cnst.co.jp/en/ir/stock/meeting/>



[Tokyo Stock Exchange website (Japan Exchange Group Company Announcements Service)]

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



(Please access the above Tokyo Stock Exchange website, enter "Tokyu Construction Co., Ltd." or "1720" in the "Search condition" and search. Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Documents for public inspection," please access and confirm the "Notice of the 22nd Annual General Meeting of Shareholders/the Reference Document for the Annual Meeting of Shareholders.")

If you will not attend the meeting on the day, you may exercise your voting rights either via the internet or by a document so please exercise your voting rights by 6.00 p.m. on June 24 (Tuesday), 2025.

Sincerely yours,

1. Date: 10:00 a.m., June 25 (Wednesday), 2025
(Reception will begin at 9:30 a.m.)
2. Venue: Ballroom, B2F, Cerulean Tower Tokyu Hotel
26-1 Sakuragaoka-cho, Shibuya-ku, Tokyo
3. Purposes:
Items to be reported:
 1. The business report, the consolidated financial statements and the results of consolidated financial statement audits by the Accounting Auditor and the Audit & Supervisory Board for the 22nd business period (April 1, 2024 to March 31, 2025)
 2. The non-consolidated financial statements for the 22nd business period (April 1, 2024 to March 31, 2025)

Items to be resolved:

Agenda No. 1: Appropriation of Retained Earnings
Agenda No. 2: Election of Nine (9) Directors

4. Matters determined for the convocation of this Annual General Meeting of Shareholders
 - If voting rights are exercised both via the internet and in writing, the rights exercised via the internet will be valid. In addition, if voting rights are exercised multiple times via the internet, the final exercise of voting rights will be valid.
 - If there is no indication of whether or not the shareholder agrees to an agenda item on a returned document for the exercise of voting rights, the Company will assume that the shareholder has declared their intention to agree.

Please kindly note that no gifts will be given to attendees at this Annual General Meeting of Shareholders.

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- ◎ In accordance with laws and ordinances and the provisions of the Company's Articles of Incorporation, the documents delivered to shareholders who have requested the delivery of paper-based documents do not include the following items found in the information provided electronically. Furthermore, the members of the Audit & Supervisory Board and the accounting auditor have audited the documents subject to audit, which include the following items.
  - (i) Following items of the Business Report  
The circumstances of the accounting auditor and the system to secure the appropriateness of business operations and the outline of the operating circumstances of the said system
  - (ii) Following items of the Consolidated Financial Statements  
The Consolidated Statements of Changes in Net Assets and the Notes to the Consolidated Financial Statements
  - (iii) Following items of the Non-consolidated Financial Statements  
The Non-consolidated Statements of Changes in Net Assets and the Notes to the Non-consolidated Financial Statements
- ◎ Results of resolutions at this Annual General Meeting of Shareholders will be listed on the Company's website via the Internet after this Annual General Meeting of Shareholders, in lieu of notifying you in writing.
- ◎ If the information provided electronically is revised, the Company will publish the items before and after the revision on the Company's website and the Tokyo Stock Exchange website on the internet.

# Reference Document for the Annual Meeting of Shareholders

## Meeting Agenda and Referential Matters

### Agenda No. 1: Appropriation of Retained Earnings

The Company recognizes the importance of capital efficiency while emphasizing stable and sustained profit returns to shareholders, which are less susceptible to short-term profit volatility. In line with this policy, the Company aims to pay dividends of 4% or higher in the dividend on equity ratio (DOE) satisfying both ROE of 10% or higher, which is a medium- to long-term performance target, and a consolidated payout ratio of 40% or higher.

Based on this policy, the Company will request appropriation of retained earnings as follows:

#### Year-end Dividend

##### (1) Matters concerning allocation of dividend property to shareholders and total amount thereof

19 yen per common share of the Company Total amount: ¥ 2,019,901,647

As a result, the annual dividend for the fiscal year ended March 31, 2025, will be 38 yen per share, combined with the interim dividend of 19 yen.

##### (2) Effective date on which dividends are disbursed from retained earnings

June 26, 2025

## Agenda No. 2: Election of Nine (9) Directors

The terms of office of all of the current Directors will expire at the close of this General Meeting of Shareholders.

Accordingly, we propose the election of nine (9) Directors (including three (3) External Directors).

The candidates for Directors are as follows.

[Reference: List of Candidates]

| Candidate No.    | Name                  | Current positions                                 | Attendance at Board of Directors meetings |
|------------------|-----------------------|---------------------------------------------------|-------------------------------------------|
| 1<br>Reappointed | Mitsuhiro Terada      | Representative Director, President                | 16/16 meetings<br>(100%)                  |
| 2<br>Reappointed | Yoshihiko Suwa        | Representative Director, Executive Vice President | 16/16 meetings<br>(100%)                  |
| 3<br>Reappointed | Masatoshi Shimizu     | Director, Senior Managing Executive Officer       | 16/16 meetings<br>(100%)                  |
| 4<br>Reappointed | Tomoya Masuda         | Director, Senior Managing Executive Officer       | 16/16 meetings<br>(100%)                  |
| 5<br>Reappointed | Yoshihiro Akada       | Director, Managing Executive Officer              | 16/16 meetings<br>(100%)                  |
| 6<br>Reappointed | Kazuyoshi Kashiwazaki | Director                                          | 13/13 meetings<br>(100%)                  |
| 7<br>Reappointed | Isao Onda             | Director                                          | 16/16 meetings<br>(100%)                  |
| 8<br>Reappointed | Kahori Yoshida        | Director                                          | 16/16 meetings<br>(100%)                  |
| 9<br>Reappointed | Tsutomu Tsunashima    | Director                                          | 16/16 meetings<br>(100%)                  |

Notes: The attendance at Board of Directors meetings of Mr. Kazuyoshi Kashiwazaki reflects only those meetings held following his appointment as a Director on June 25, 2024.



## 1 Mitsuhiro Terada

(March 1, 1957)

Reappointed

### Brief profile, position, responsibility and significant concurrent positions

|            |                                                                         |
|------------|-------------------------------------------------------------------------|
| April 1979 | Joined Tokyu Construction Co., Ltd.                                     |
| June 2010  | Executive Officer of the Company                                        |
| April 2012 | Managing Executive Officer of the Company                               |
| June 2012  | Director, Managing Executive Officer of the Company                     |
| April 2013 | General Manager, Civil Engineering Division of the Company              |
| April 2016 | Director, Senior Managing Executive Officer of the Company              |
| April 2018 | Representative Director, Senior Executive Vice President of the Company |
| June 2019  | Representative Director, President of the Company (to present)          |

### ■ Reasons for the election of candidate for Director

Mr. Terada has abundant management experience at the Company and has led the Group strongly as Representative Director and President, so he has been re-elected as a candidate for Director because it can be expected that he will contribute to the sustainable growth of the Group and the improvement of its medium to long-term corporate value.

- Number of the Company's shares owned  
78,112 shares
- Term of Office for Director  
13 years
- Attendance at Board of Directors meetings:  
16/16 meetings (100%)



## 2 Yoshihiko Suwa

(August 3, 1956)

Reappointed

### Brief profile, position, responsibility and significant concurrent positions

|            |                                                                                                                                                                      |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April 1980 | Joined Tokyu Construction Co., Ltd.                                                                                                                                  |
| April 2010 | General Manager, Safety & Environment Division of the Company                                                                                                        |
| April 2011 | Executive Officer of the Company                                                                                                                                     |
| April 2013 | General Manager, Housing and Residential Division of the Company                                                                                                     |
| March 2017 | Representative Director, President and Executive Officer of TOKYU GEOX CO., LTD.                                                                                     |
| June 2023  | Representative Director, Executive Vice President of the Company (to present)<br>In charge of Safety & Environment Division and Value Creation Office of the Company |
| April 2024 | In charge of Corporate Strategy Division, Safety & Environment Division, and Value Creation Office of the Company (to present)                                       |

### ■ Reasons for the election of candidate for Director

Mr. Suwa has rich management experience at the Company and strong insights pertaining to safety and environment, etc. as well as abundant experience and broad insights as a business manager, so he has been re-elected as a candidate for Director because it can be expected that he will contribute to the sustainable growth of the Group and the improvement of its medium to long-term corporate value.



### 3

## Masatoshi Shimizu

(January 20, 1959)

Reappointed

#### Brief profile, position, responsibility and significant concurrent positions

|            |                                                                                                              |
|------------|--------------------------------------------------------------------------------------------------------------|
| April 1982 | Joined Tokyu Construction Co., Ltd.                                                                          |
| April 2012 | Executive Officer of the Company                                                                             |
| April 2017 | Managing Executive Officer of the Company                                                                    |
|            | General Manager, Business Administration Division of the Company                                             |
| June 2017  | Director, Managing Executive Officer of the Company                                                          |
| April 2020 | Director, Senior Managing Executive Officer of the Company (to present)                                      |
| April 2021 | General Manager of Corporate Strategy Division, in charge of Business Administration Division of the Company |
| April 2024 | In charge of Business Administration Division and Real Estate Division of the Company (to present)           |

#### ■ Reasons for the election of candidate for Director

Mr. Shimizu has rich management experience at the Company and strong insights pertaining to overall business administration, so he has been re-elected as a candidate for Director because it can be expected that he will contribute to the sustainable growth of the Group and the improvement of its medium to long-term corporate value.



### 4

## Tomoya Masuda

(March 10, 1959)

Reappointed

#### Brief profile, position, responsibility and significant concurrent positions

|            |                                                                         |
|------------|-------------------------------------------------------------------------|
| April 1984 | Joined Tokyu Construction Co., Ltd.                                     |
| April 2017 | Executive Officer of the Company                                        |
| April 2020 | Managing Executive Officer of the Company                               |
|            | General Manager, Building Construction Division of the Company          |
| April 2022 | Senior Managing Executive Officer of the Company                        |
| June 2023  | Director, Senior Managing Executive Officer of the Company (to present) |
| April 2025 | Head of Operations of the Company (to present)                          |

#### ■ Reasons for the election of candidate for Director

Mr. Masuda has rich management experience at the Company and strong insights pertaining to general construction industry and digital innovation, etc. so he has been re-elected as a candidate for Director because it can be expected that he will contribute to the sustainable growth of the Group and the improvement of its medium to long-term corporate value.

- Number of the Company's shares owned  
17,718 shares
- Term of Office for Director  
2 years
- Attendance at Board of Directors meetings:  
16/16 meetings (100%)



## 5 Yoshihiro Akada

(December 26, 1961)

Reappointed

Brief profile, position, responsibility and significant concurrent positions

|            |                                                                         |
|------------|-------------------------------------------------------------------------|
| April 1984 | Joined Tokyu Construction Co., Ltd.                                     |
| April 2019 | Executive Officer of the Company                                        |
| April 2022 | Managing Executive Officer of the Company                               |
|            | General Manager, Civil Engineering Division of the Company (to present) |
| April 2023 | In charge of International Division of the Company (to present)         |
| June 2023  | Director, Managing Executive Officer of the Company (to present)        |

### ■ Reasons for the election of candidate for Director

Mr. Masuda has rich management experience at the Company and strong insights pertaining to civil engineering and international business, etc. so he has been re-elected as a candidate for Director because it can be expected that he will contribute to the sustainable growth of the Group and the improvement of its medium to long-term corporate value.

- Number of the Company's shares owned  
13,533 shares
- Term of Office for Director  
2 years
- Attendance at Board of Directors meetings:  
16/16 meetings (100%)



## 6 Kazuyoshi Kashiwazaki

(August 18, 1962)

Reappointed

Brief profile, position, responsibility and significant concurrent positions

|            |                                                                                                                                           |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| April 1985 | Joined Tokyu Corporation (“Tokyu”)                                                                                                        |
| April 2008 | General Manager, Group Strategy Promotion Department, Financial Strategy Division of Tokyu                                                |
| June 2009  | Director and Executive Officer of Tokyu Agency Inc.                                                                                       |
| May 2015   | Representative Director & President, Chief Executive Officer of Tokyu Real Estate Investment Management Inc.                              |
| June 2023  | Corporate Auditor of Tokyu Hotels Co., Ltd.<br>Audit & Supervisory Board Member of TOKYU RAILWAYS Co., Ltd.                               |
| April 2024 | Executive Officer of Tokyu                                                                                                                |
| June 2024  | Director of the Company (to present)                                                                                                      |
| July 2024  | Managing Executive Officer of Tokyu (to present)<br>(Significant concurrent positions)<br>Managing Executive Officer of Tokyu Corporation |

### ■ Reasons for the election of candidate for Director

Mr. Kashiwazaki is a Managing Executive Officer of Tokyu Corporation, a core company of the Tokyu Group. He has been re-elected as a candidate for Director due to his rich experience and broad insights in finance, real estate, etc. as well as the Company's expectations that he will contribute to the Company's management using his opinions from the viewpoint of one familiar with the overall knowledge of business administration.



## Brief profile, position, responsibility and significant concurrent positions

- Number of the Company's shares owned  
0 shares
- Term of Office for Director  
5 years
- Attendance at Board of Directors meetings:  
16/16 meetings (100%)

|                |                                                                                                                                                                                                                                                                       |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| October 1973   | Joined EIKO Accounting Corporation (current Ernst & Young ShinNihon LLC)                                                                                                                                                                                              |
| June 1993      | Director and Partner of Century Audit Corporation, Manager of business development department, and Manager of Chiba office                                                                                                                                            |
| June 2002      | Executive Director and Partner of Ernst & Young ShinNihon Audit Corporation, General Manager in charge of public stock offering business and public accounting business, Deputy General Manager in charge of general consulting business, and Manager of Chiba office |
| September 2008 | Executive Director of Ernst & Young ShinNihon LLC ("EY ShinNihon"), Department Head in charge of oversight of advisory services                                                                                                                                       |
|                | Ernst & Young Global Japan Area Advisor                                                                                                                                                                                                                               |
| September 2010 | Advisor of EY ShinNihon                                                                                                                                                                                                                                               |
| April 2011     | Representative Director, President of GTM Research Institute Inc. (to present)                                                                                                                                                                                        |
| June 2012      | Audit & Supervisory Board Member of the Company                                                                                                                                                                                                                       |
| January 2019   | Partner of GTM Tax Co. (to present)                                                                                                                                                                                                                                   |
| April 2019     | Visiting professor of Institute for Technology, Enterprise and Competitiveness, Doshisha University (to present)                                                                                                                                                      |
| June 2020      | Director of the Company (to present)<br>(Significant concurrent positions)                                                                                                                                                                                            |
|                | Representative Director, President of GTM Research Institute Inc.                                                                                                                                                                                                     |
|                | Partner of GTM Tax Co.                                                                                                                                                                                                                                                |
|                | Visiting professor of Institute for Technology, Enterprise and Competitiveness, Doshisha University                                                                                                                                                                   |

- Reasons for proposing the candidate for External Director and outline of expected roles

Mr. Onda has abundant experience and broad insights as a business manager, as well as his professional expertise as a certified public accountant and certified tax accountant. He has been re-elected as a candidate for External Director with the expectation that he will contribute to oversight of overall businesses with his beneficial advice and opinions through his expertise and experience, and because he leads advisory committees such as the Appointments and Remunerations Committee, and the External Officers Committee, as the leading Independent External Director, while also contributing to mutual coordination and the consolidation of opinions among External Directors and the enhancement of dialogue between External Directors and the senior management team.



8

Kahori Yoshida

(December 19, 1972)

Reappointed

External

Independent

- Number of the Company's shares owned  
0 shares
- Term of Office for Director  
6 years
- Attendance at Board of Directors meetings:  
16/16 meetings (100%)

Brief profile, position, responsibility and significant concurrent positions

|                |                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April 1996     | Joined Recruit Cosmos Co., Ltd.                                                                                                                                                                                                                                                                                                                                                                         |
| September 2010 | Passed the bar examination                                                                                                                                                                                                                                                                                                                                                                              |
| December 2011  | Joined Yoshiko Takagi Law Firm (current T&T Partners Law Office) (to present)<br>Registered as Lawyer                                                                                                                                                                                                                                                                                                   |
| April 2012     | Member of the Operation Committee for Housing Dispute Examination Meeting, Daini Tokyo Bar Association (to present)                                                                                                                                                                                                                                                                                     |
| November 2018  | Special member of the Chuo Construction Project Dispute Examination Committee, the Ministry of Land, Infrastructure, Transport, and Tourism (to present)                                                                                                                                                                                                                                                |
| June 2019      | Director of the Company (to present)                                                                                                                                                                                                                                                                                                                                                                    |
| August 2020    | Member of the Central Review Council for Kenchikushi, the Ministry of Land, Infrastructure, Transport and Tourism (to present)                                                                                                                                                                                                                                                                          |
| October 2020   | Temporary Member of the Japanese Industrial Standards Committee, the Ministry of Land, Infrastructure, Transport and Tourism (to present)                                                                                                                                                                                                                                                               |
| October 2021   | Commissioner of Tokyo housing Policy Making Advisory Board (to present)                                                                                                                                                                                                                                                                                                                                 |
| April 2022     | Special researcher of Tokyo Metropolitan Building Examination Committee (to present)                                                                                                                                                                                                                                                                                                                    |
| January 2024   | Temporary Member of Public Land Subcommittee, Panel on Infrastructure Development, the Ministry of Land, Infrastructure, Transport and Tourism (to present)                                                                                                                                                                                                                                             |
| March 2024     | Member of Transport Council, the Ministry of Land, Infrastructure, Transport and Tourism (to present)<br>Temporary Member of Architecture Subcommittee, the Social Infrastructure Improvement Council, the Ministry of Land, Infrastructure, Transport and Tourism (Team for building standards and regulations and Team for preventive measures for accidents and disasters of buildings) (to present) |

(Significant concurrent positions)  
Lawyer (T&T Partners Law Office)

■ Reasons for proposing the candidate for External Director and outline of expected roles

Ms. Yoshida has professional expertise as a lawyer and work experience in the real estate industry, and has been re-elected as a candidate for External Director with the expectation that she will contribute to oversight of overall corporate businesses with her beneficial advice and opinions through her expertise and experience. Although she has no experience of having been directly engaged in corporate management, the Company believes, based on the reason above, she will be able to accomplish her duties as External Director.



9

Tsutomu  
Tsunashima

(September 8, 1956)

Reappointed

External

Independent

- Number of the Company's shares owned  
0 shares
- Term of Office for Director  
4 years
- Attendance at Board of Directors meetings:  
16/16 meetings (100%)

Brief profile, position, responsibility and significant concurrent positions

|                |                                                                                                                                                                           |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April 1979     | Joined Yasuda Trust and Banking Company, Limited (current Mizuho Trust & Banking Co., Ltd.)                                                                               |
| April 2007     | Executive Officer, Manager of Osaka Branch, Mizuho Trust & Banking Co., Ltd.                                                                                              |
| April 2008     | Managing Executive Officer, Manager of Osaka Branch, Mizuho Trust & Banking Co., Ltd.                                                                                     |
| April 2010     | President & CEO of Urban Research Institute Corp.                                                                                                                         |
| June 2011      | Outside Audit & Supervisory Board Member of DYNIC CORPORATION                                                                                                             |
| June 2015      | Outside Audit & Supervisory Board Member of NIPPON SIGNAL CO., LTD.                                                                                                       |
| June 2016      | Outside Director of Chuo Warehouse Co., Ltd.                                                                                                                              |
| June 2021      | Director of the Company (to present)                                                                                                                                      |
| September 2024 | Auditor of Tokyo University of Agriculture and Technology (to present)<br>(Significant concurrent positions)<br>Auditor of Tokyo University of Agriculture and Technology |

■ Reasons for proposing the candidate for External Director and outline of expected roles

Mr. Tsunashima has gained broad insights through his career with a wealth of experience as a business manager at a think tank specialized in the real estate business, as well as years of experience as an officer in business execution at the trust bank. He has been re-elected as a candidate for External Director with the expectation that he will contribute to oversight of the overall businesses with his beneficial advice and opinions through his expertise and experience.

Notes:

1. Special conflict of interests between the candidates and the Company
  - (1) Mr. Kazuyoshi Kashiwazaki is Managing Executive Officer of Tokyu Corporation and the company holds 15,362 thousand shares of the Company (holding ratio of 14.45%). In addition, the company and the Company perform businesses under the same category, and the company is a major counterpart for the Company's deals. The Company has transactions such as orders for construction projects with the company.
  - (2) There is no special conflict of interests between the other candidates and the Company.
2. Isao Onda, Kahori Yoshida, and Tsutomu Tsunashima satisfy the Company's criteria for the independence of External Directors set forth in the page 14 and are candidates for independent officers pursuant to the regulations of the Tokyo Stock Exchange, Inc.
3. Limited liability agreement  
The Company has concluded agreements with Kazuyoshi Kashiwazaki, Isao Onda, Kahori Yoshida, and Tsutomu Tsunashima to limit their respective liabilities for damages referred to in Article 423 (1) of the Companies Act pursuant to the provision of Article 427 (1) of said Act. The maximum amount of liability for damages prescribed in such agreement is the minimum liability amount stipulated in the items of Article 425 (1) of said Act. The Company plans to extend the aforementioned limited liability agreements if their re-election is approved.
4. Directors' Liability Insurance Contracts  
The Company has a directors' liability insurance contract stipulated in Article 430-3, (1) of the Companies Act with the insurance company which covers liability for damages and litigation costs of an insured person that arises from compensation claims to the insured person for damages due to the insured person's acts in the use of his or her position during the insurance period. Each candidate will become an insured person of the said contract upon the appointment as Director, and the said contract will be renewed in the midst of his or her term of office.
5. Candidates for Directors  
Decisions have been made by the Board of Directors after receiving reports from the Appointments and Remunerations Committee, which is chaired by the leading Independent External Director and the majority of whose members are Independent External Directors.

[Reference: Policy on the Appointment of Candidates for Director and Audit & Supervisory Board Members]

The Company determines candidates for Director and Audit & Supervisory Board members based on the results of past fiscal years, the state of execution of duties, etc., considering diversity in gender, age, skills and other compositions of the Board of Directors. In addition, the Company has established the following items as the skills required for the promotion of the medium-term management plan aimed at the achievement of the Company's vision, "VISION2030," and determines candidates on the Board of Directors with the advice of the Appointments and Remunerations Committee in consideration of the balance of these skills.

| Name                                         | Corporate Management | Knowledge of the Industry | Laws and Compliance | Finance and Accounting | Development of Human Resources | International Mindset | Digital Innovation | Sustainability and ESG |
|----------------------------------------------|----------------------|---------------------------|---------------------|------------------------|--------------------------------|-----------------------|--------------------|------------------------|
| <b>Directors</b>                             |                      |                           |                     |                        |                                |                       |                    |                        |
| Mitsuhiro Terada                             | *                    | *                         |                     |                        |                                | *                     |                    | *                      |
| Yoshihiko Suwa                               | *                    | *                         |                     |                        | *                              |                       |                    | *                      |
| Masatoshi Shimizu                            | *                    | *                         | *                   | *                      | *                              |                       |                    | *                      |
| Tomoya Masuda                                | *                    | *                         |                     |                        |                                |                       | *                  | *                      |
| Yoshihiro Akada                              | *                    | *                         |                     |                        |                                | *                     |                    | *                      |
| Kazuyoshi Kashiwazaki                        | *                    |                           |                     | *                      |                                |                       |                    | *                      |
| Isao Onda                                    | External Independent | *                         |                     | *                      |                                | *                     |                    | *                      |
| Kahori Yoshida                               | External Independent |                           | *                   | *                      |                                |                       |                    | *                      |
| Tsutomu Tsunashima                           | External Independent | *                         |                     | *                      |                                | *                     |                    | *                      |
| <b>Audit &amp; Supervisory Board Members</b> |                      |                           |                     |                        |                                |                       |                    |                        |
| Masashi Ochiai                               |                      | *                         |                     | *                      |                                |                       |                    | *                      |
| Atsutomo Koike                               |                      | *                         |                     | *                      |                                |                       |                    | *                      |
| Youichi Saito                                | External Independent |                           | *                   |                        |                                |                       |                    | *                      |
| Yoshikazu Kato                               | External Independent |                           | *                   |                        |                                |                       | *                  | *                      |
| Kazuo Kitamura                               | External Independent | *                         |                     | *                      |                                |                       |                    | *                      |

**Reason for selection of each skill**

| Item                           | Reason for selection                                                                                                                                                                                                                                                                             |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate management           | The Company thinks that knowledge and expertise of corporate management as the director, etc., of an operating company is required for the promotion of long-term management plans and the sustainable improvement of corporate value.                                                           |
| Knowledge of the industry      | The construction industry is the Company's core industry and the Company thinks that having detailed knowledge of the construction industry and being experienced in the formulation and execution of business strategies, etc., is required for the sustainable improvement of corporate value. |
| Laws and compliance            | The Company thinks that knowledge and experience of the law and compliance is required for improvement of the effectiveness of management supervision on the Board of Directors.                                                                                                                 |
| Finance and accounting         | The Company thinks that knowledge and experience of finance and accounting is required for the building of strong financial foundations and the sustainable improvement of corporate value.                                                                                                      |
| Development of human resources | The Company thinks that knowledge and experience of human resource development, diversity, human resource management, etc., is required because it positions human resources as one of the sources of competitive superiority in the basic policy for its long-term management plan.             |
| International mindset          | The Company thinks that experience of international business, etc., and knowledge of international affairs are required because it positions and focuses on international business as strategic business in its long-term management plan.                                                       |

|                        |                                                                                                                                                                                                                                                                                                                               |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Digital innovation     | The Company thinks that knowledge and experience of digital technology, the creation of new business, etc., is required because it positions digital technology as one of the sources of competitive superiority and focuses on the new business as strategic business in the basic policy for its long-term management plan. |
| Sustainability and ESG | The Company thinks that knowledge and experience of ESG (environment, society and governance) is required because it has raised the practice of sustainable management that creates resolutions to social issues and economic value in VISION2030.                                                                            |

[Reference: Standard for Independence of External Directors and Audit & Supervisory Board Members]

The Company determines External Officers (External Directors and Audit & Supervisory Board Members) who satisfy with the following requirements as independent officers (Independent External Directors and Independent Audit & Supervisory Board Members) without any risk of conflict of interest with general shareholders.

1. External Officers do not fall into the following category:
  - 1) Executive persons<sup>1</sup> of the Company and its subsidiaries (hereinafter, referred to as the “Group”);
  - 2) A counterparty which has transactions principally with the Group<sup>2</sup>, or its executive persons;
  - 3) Major counterparty<sup>3</sup> of the Group or its executives;
  - 4) A consultant, accounting professional or legal professional who has been paid a large amount of money or other assets<sup>4</sup> in addition to the External Director’s remunerations (in the event that such person is a corporation or other association such as union, a person who belongs to such association);
  - 5) An accounting auditor of the Group or a certified public accountant who belongs to an audit corporation that is an accounting auditor of the Group;
  - 6) A person who receives donations or subsidies exceeding certain amount<sup>5</sup> from the Group (in the event that a person who receives such donation or subsidy is a corporation or other association such as union, executive persons of such association);
  - 7) A major financial institution<sup>6</sup> from which the Group has borrowed or executive persons of its parent company or subsidiary;
  - 8) A major shareholder<sup>7</sup> of the Group or in the event that such shareholder is a corporation, executive persons of such corporation;
  - 9) Executive persons in a company which the Group is a major shareholder;
  - 10) A company which Director (regardless of full-time or part-time) is sent from the Group or executive persons of its parent company or subsidiary; or
  - 11) Persons who have recently fallen into the category of any of (1) to (10) above.
2. External officers are not close relative, etc.<sup>9</sup> of persons who fall into the category of (1) to (11) in 1 above (limited to those who have important positions<sup>8</sup>).
3. Even though an External Officer satisfies the requirements of 1 and 2 above, if he/she is not considered to be independent due to other reasons, the Company shall not deem him/her as an independent officer.

Notes:

1. Executive persons mean executives stipulated by Item 6 in Paragraph 3 of Article 2 of the Ordinance for Enforcement of the Companies Act and include executive Directors and employees, but not Audit & Supervisory Board Members and Auditors.
2. A counterparty which has transactions principally with the Group means a counterparty which received payments from the Company, which accounted for more than 2% of its annual consolidated sales in any year of the most recent three fiscal years.
3. A major counterparty of the Group is a counterparty whose payments to the Company accounted for more than 2% of the Company’s annual consolidated sales in any year of the most recent three fiscal years.
4. A large amount of money or other assets means money or other assets other than Director’s remuneration exceeding ¥10 million per year in either year in the most recent three fiscal years.
5. Donation or subsidy exceeding certain amount means donation or subsidy exceeding ¥10 million per year in any year of the most recent three fiscal years.
6. A major financial institution is a financial institution in which the Company has year-end loan balance of more than 2% of its consolidated total assets in any year of the most recent three fiscal years.
7. A major shareholder means a shareholder who has 10% or more of total voting rights (including both direct and indirect holding).
8. Those who have important positions include Directors (excluding External Directors), executive officers, corporate officers and employees who are at the senior management level of manager or higher, certified public accountants who belong to an audit corporation or accounting office, attorneys who belong to a law office, councilors who belong to an incorporated foundation, incorporated association, educational corporation, or other corporation, administrators such as Directors, or other persons who are objectively and reasonably deemed to have similar importance.
9. Close relative, etc. means spouse or relative within the second degree.

[Reference: Policy on the holding of cross-shareholdings]

The Company acquires and holds shares issued by its business partners aimed at contributing to the improvement of the corporate value of the Company by strengthening transaction relationships and maintaining good relationships. On the other hand, the Company scrutinizes individual listed shares every year using the results indicators for the most recent fiscal year to see whether we have been able to obtain sufficient benefits in relation to capital costs, and whether there are any risks that would see the value of those shares decline. In addition, we use results indicators for the past few years and forecast indicators for the next few years to scrutinize whether we are able to gain sufficient benefits in relation to capital costs to carry out quantitative verification. Moreover, we also carry out qualitative verification of the Company's future relationships with the issuing companies. Based on the results of these verifications, we consider matters such as economic rationality and future prospects comprehensively, and confirm every year on the Board of Directors whether or not the significance of holding shares was recognized.

In principle, the Company promotes the sale of shares that have stopped fulfilling the purpose for their holding and shares whose significance of holding is no longer recognized taking into consideration the situation of the issuing companies, market trends, etc., and strives to reduce them.

**Value of cross-shareholdings recorded on the balance sheet and their ratio in relation to consolidated net assets**

