Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
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Securities Code: 1719
June 2, 2026
(Date of commencement of electronic provision measures: May 22, 2026)

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, 2026

Please be kindly informed that the Annual General Meeting of Shareholders of HAZAMA ANDO CORPORATION (the "Company") for the FYE March 31, 2026 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, 2026" and "Other matters subject to the electronic provision measures of the Annual General Meeting of Shareholders for the FYE March 31, 2026 (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 25, 2026 (JST)**.

1. **Date and Time:** Friday, June 26, 2026, 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, 2026 (from April 1, 2025 to March 31, 2026), 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, 2026 (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

Proposal No. 1 Appropriation of Surplus

Proposal No. 2 Election of Six (6) Board Directors (Excluding 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.

- 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 makes investments for future growth and maintains financial soundness, 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, financial position, and the business environment.
The Company has given comprehensive consideration to matters including the business performance, financial position, and future business environment, etc. for the FYE March 31, 2026, and proposes to pay a year-end dividend of ¥40 per share. Accordingly, including the interim dividend of ¥40 per share, the annual dividend for the FYE March 31, 2026 will total ¥80 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: ¥6,404,440,480
3. Effective date of dividends of surplus
   June 29, 2026

Proposal No. 2 Election of Six (6) 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 six (6) Board Directors, increasing the number of Board Directors by one (1) to further enhance the Board of Directors' governance and monitoring functions.
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	4 years	100% (13 of 13 meetings)	Reelection Male
2	Takeshi Komatsu	Board Director and Senior Managing Executive Officer, Director of Building Construction Division	5 years	100% (13 of 13 meetings)	Reelection Male
3	Shinichi Monjugawa	Managing Executive Officer, in charge of Examination and Finance, Director of Administration Division and in charge of Disaster Management	-	-	New election Male
4	Masami Fujita	External Board Director	9 years	100% (13 of 13 meetings)	Reelection External Board Director Independent officer Male
5	Mariko Kitagawa	External Board Director	9 years	100% (13 of 13 meetings)	Reelection External Board Director Independent officer Female
6	Mieko Kuwayama	External Board Director	8 years	100% (13 of 13 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 members 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.

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth, etc.)</th><th>Career summary, and position and responsibility in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">1</td><td>

Kazuhiko Kuniya
September 12, 1963 (62 years old)
(Male)

Reelection

Tenure as Board Director
4 years

Attendance at Board meetings during the FYE March 31, 2026
13 of 13 meetings
(Attendance rate: 100%)</td><td>Apr. 1988 Joined HAZAMA CORPORATION
Apr. 2016 General Manager of Civil Engineering Projects Planning Department, Civil Engineering Division of the Company
July 2018 General Manager of Business Administration Planning Department, President Office and General Manager of Civil Engineering Projects Planning Department, Civil Engineering Division
Apr. 2019 General Manager of Business Administration Planning Department, Deputy Director of Construction Division
Apr. 2020 Executive Officer, Deputy Director of Tokyo Branch
Apr. 2021 Executive Officer, Director of Kanto Branch
Apr. 2022 Managing Executive Officer, in charge of Information, Director of Corporate Strategy Division
June 2022 Board Director and Managing Executive Officer, in charge of Information, Director of Corporate Strategy Division
Apr. 2023 Representative Director and President (current position)
(up to the present)
Significant concurrent positions outside the Company
None</td><td>10,800 shares</td></tr>
<tr><td colspan="3">Relationship of special interest between the candidate and the Company
There is no special interest between Mr. Kazuhiko Kuniya and the Company (or any other officers or candidates of the Company).
Reasons for nomination as candidate for Board Director
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. Since assuming the position of Representative Director and President in April 2023, he has been leading the decision making of important management matters and the supervision of business execution.
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.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth, etc.)</th><th>Career summary, and position and responsibility in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">2</td><td>

Takeshi Komatsu
November 13, 1957 (68 years old)
(Male)

Reelection

Tenure as Board Director
5 years

Attendance at Board meetings during the FYE March 31, 2026
13 of 13 meetings
(Attendance rate: 100%)</td><td>Apr. 1982 Joined ANDO Corporation
Apr. 2009 General Manager of Construction Department, Kyushu Branch
Apr. 2010 Deputy Director of Kyushu Branch
Apr. 2012 Director of Hiroshima Branch
Apr. 2013 Executive Officer, Deputy Director, Kyushu Branch of the Company
Apr. 2015 Executive Officer, Director of Kyushu Branch
Apr. 2018 Executive Officer, Director of Nagoya Branch
Apr. 2019 Executive Officer, Director of Tokyo Branch
Apr. 2020 Managing Executive Officer, Director of Tokyo Branch
Apr. 2021 Managing Executive Officer, Director of Business Development Division
June 2021 Board Director and Managing Executive Officer, Director of Business Development Division
Apr. 2024 Board Director and Senior Managing Executive Officer, Director of Business Development Division
Apr. 2025 Board Director and Senior Managing Executive Officer, Director of Building Construction Division (current position)
(up to the present)
Significant concurrent positions outside the Company
None</td><td>8,700 shares</td></tr>
<tr><td colspan="3">Relationship of special interest between the candidate and the Company
There is no special interest between Mr. Takeshi Komatsu and the Company (or any other officers or candidates of the Company).
Reasons for nomination as candidate for Board Director
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 the business development division and overall building construction business since his appointment as Board Director in June 2021.
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 knowledge 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.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth, etc.)</th><th>Career summary, and position and responsibility in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">3</td><td>

Shinichi Monjugawa
September 11, 1966 (59 years old)
(Male)

New election</td><td>Apr. 1989 Joined HAZAMA CORPORATION
June 2017 General Manager of Administration Department, Kanto Civil Branch of the Company
Apr. 2019 General Manager of Administration Department, Tokyo Branch and Kanto Branch
Oct. 2020 General Manager of Personnel Affairs Department
Apr. 2022 Executive Officer, Deputy Director of Administration Division and Director of General Affairs Department, Administration Division
Apr. 2023 Executive Officer, in charge of Examination and Finance, Director of Administration Division and in charge of Disaster Management
Apr. 2026 Managing Executive Officer, in charge of Examination and Finance, Director of Administration Division and in charge of Disaster Management (current position) (up to the present)
Significant concurrent positions outside the Company
None</td><td>2,600 shares</td></tr>
<tr><td colspan="3">Relationship of special interest between the candidate and the Company
There is no special interest between Mr. Shinichi Monjugawa and the Company (or any other officers or candidates of the Company).
Reasons for nomination as candidate for Board Director
Mr. Shinichi Monjugawa possesses extensive experience and knowledge obtained through engagement in administrative operations such as examination, finance, human resources, and general affairs. He has been engaged in overseeing and supervising the business execution in the company-wide area of administration.
The Company believes that he will contribute to the sustainable growth and enhancement of corporate value of the Company by utilizing experience and knowledge that he has cultivated so far, especially in the fields of “Finance / Accounting,” “Risk Management / Compliance,” and “Human Capital,” while further enhancing the Board of Directors' governance and monitoring functions, and has therefore newly nominated him as a candidate for Board Director.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth, etc.)</th><th>Career summary, and position and responsibility in the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">4</td><td>

Masami Fujita
September 22, 1956 (69 years old)
(Male)

Reelection

Candidate for External Board Director
Independent officer

Tenure as Board Director
9 years

Attendance at Board meetings during the FYE March 31, 2026
13 of 13 meetings
(Attendance rate: 100%)</td><td>Apr. 1980 Joined Fujitsu Limited
Dec. 2001 General Manager of Secretary Department
June 2006 Executive Officer
June 2009 Managing Executive Officer
Apr. 2010 Vice President
June 2010 Board Director and Vice President
June 2012 Representative Director and Vice President (resigned in April 2016)
Apr. 2016 Representative Director and President of Fujitsu Marketing Limited (currently Fujitsu Japan Limited) (resigned in December 2018)
June 2017 External Board Director of the Company (current position)
Apr. 2019 Executive Vice President and Corporate Officer of SHINKO ELECTRIC INDUSTRIES CO., LTD.
June 2019 President and Representative Director
June 2021 Chairperson and Representative Director (resigned in June 2025)
Mar. 2023 Outside Director, DIC Corporation (current position)
(up to the present)
Significant concurrent positions outside the Company
Outside Director, DIC Corporation</td><td>6,500 shares</td></tr>
<tr><td colspan="3">Relationship of special interest between the candidate and the Company
There is no special interest between Mr. Masami Fujita and the Company (or any other officers or candidates of the Company).
Reasons for nomination as candidate for External Board Director and outline of expected roles
Mr. Masami Fujita had been engaged in management of enterprises as Executive Officer and Representative Director at Fujitsu Limited and its subsidiary for many years. The Company has continuously nominated him as a candidate for External Board Director because it judges that he will continue to supervise the Company's management and contribute to further bolstering corporate governance by drawing on his experience and knowledge.
After his appointment, the Company expects him to supervise the management from an objective standpoint independent of business execution by utilizing experience and knowledge that he has cultivated so far, especially in the fields of "Corporate Management / Management Strategy," "Risk Management / Compliance," and "Human Capital."
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.</td></tr>
</table>

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, etc. and the relationships between these organizations and the Company

   The Company has business relationships with SHINKO ELECTRIC INDUSTRIES CO., LTD., where Mr. Fujita served as Chairperson and Representative Director until June 2025, including contract construction. Over the last three years, sales from SHINKO ELECTRIC INDUSTRIES CO., LTD. accounted for about 0.2% of the consolidated net sales of the Company for FYE March 31, 2024, less than 0.1% for FYE March 31, 2025, and there were no transactions during FYE March 31, 2026; 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
5	 Mariko Kitagawa April 3, 1965 (61 years old) (Female) Reelection Candidate for External Board Director Independent officer Tenure as Board Director 9 years Attendance at Board meetings during the FYE March 31, 2026 13 of 13 meetings (Attendance rate: 100%)	May 1999 Joined Tsukishima Soko Co., Ltd. July 2000 General Manager of IT Department June 2001 Board Director of Simax Co., Ltd. (current position) June 2002 Board Director of Tsukishima Soko Co., Ltd. Apr. 2003 Board Director, Deputy Director of Sales Division June 2004 Representative Director and President (current position) June 2007 Board Director of Tsukishima Butsuryu Service Co., Ltd (current position) June 2017 External Board Director of the Company (current position) Nov. 2025 Board Director of Tsukishima Utilize Co., Ltd. (current position) (up to the present) 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. Board Director of Tsukishima Utilize Co., Ltd.	1,100 shares
	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). Reasons for nomination as candidate for External Board Director and outline of expected roles Ms. Mariko Kitagawa has been engaged in management of enterprises for many years, including her role as Representative Director and President of Tsukishima Soko Co., Ltd. The Company has continuously nominated her as a candidate for External Board Director because it judges that she will continue to supervise the Company's management and contribute to further bolstering corporate governance by drawing on her experience and knowledge. After her appointment, the Company expects her to supervise the management from an objective standpoint independent of business execution by utilizing experience and knowledge that she has cultivated so far, especially in the fields of "Corporate Management / Management Strategy," "Sales / Marketing," 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.		

Notes:
1. Ms. Kitagawa 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 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.
3. 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.
4. Significant concurrent positions held at other organizations, etc. and the relationships between these organizations and the Company

   The Company has business relationships with Tsukishima Soko Co., Ltd., such as contract construction. Over the last three years, sales from Tsukishima Soko Co., Ltd. accounted for less than 0.1% of the consolidated net sales of the Company for FYE March 31, 2024, and there were no transactions during FYE March 31, 2025 and FYE March 31, 2026; 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. Over the last three years, sales from the Company accounted for about 0.2% of the net sales of Tsukishima Soko Co., Ltd.; the impact of the Company on Tsukishima Soko 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 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
6	 Mieko Kuwayama March 30, 1948 (78 years old) (Female) Reelection Candidate for External Board Director Independent officer Tenure as Board Director 8 years Attendance at Board meetings during the FYE March 31, 2026 13 of 13 meetings (Attendance rate: 100%)	Apr. 1970 Joined Shiseido Company, Limited Apr. 2004 General Manager of CSR Department (retired from Shiseido Company, Limited in June 2007) Apr. 2008 Part-time Lecturer of Faculty of Economics at Komazawa University (resigned in March 2018) Apr. 2009 Chief Researcher of Business Ethics Research Center June 2012 Specially Appointed Professor of Graduate School of Law at Hitotsubashi University (resigned in March 2015) Apr. 2015 Visiting Researcher of Hitotsubashi CFO Education and Research Center (current position) Apr. 2015 Visiting Researcher of Mission Management Research Institute at Meiji University (resigned in March 2019) June 2017 External Board Director of FUJITSU GENERAL LIMITED (currently GENERAL Inc.) (resigned in March 2026) Apr. 2018 Senior Researcher of Business Ethics Research Center (current position) June 2018 External Board Director of the Company (current position) Oct. 2023 Member of TEPCO Group Corporate Ethics Committee, Tokyo Electric Power Company Holdings, Inc. (current position) (up to the present) Significant concurrent positions outside the Company Senior Researcher of Business Ethics Research Center Visiting Researcher of Hitotsubashi CFO Education and Research Center	4,800 shares
	Relationship of special interest between the candidate and the Company There is no special interest between Ms. Mieko Kuwayama and the Company (or any other officers or candidates of the Company). Reasons for nomination as candidate for External Board Director and outline of expected roles 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 as an External Board Director. The Company has continuously nominated her as a candidate for External Board Director because it judges that she will continue to supervise the Company's management and contribute to further bolstering corporate governance by drawing on her experience and knowledge. After her appointment, the Company expects her to supervise the management from an objective standpoint independent of business execution by utilizing experience and knowledge 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.		

Notes:
1. Ms. Kuwayama 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 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.
3. 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.
4. Significant concurrent positions held at other organizations, etc. and the relationships between these organizations and the Company

   GENERAL Inc., where Ms. Kuwayama served as External Board Director until March 2026, has business relationships with the Company, including contract construction. Over the last three years, sales from GENERAL Inc. are less than 0.1% of consolidated net sales of the Company; the impact of GENERAL Inc. on the Company is minimal. In addition, GENERAL Inc. has business relationships with the Company such as equipment rental. Over the last three years, sales from the Company accounted for less than 0.1% of the net sales of GENERAL Inc.; the impact of the Company on GENERAL Inc. is minimal. There is no other business relationship for the last three years between GENERAL Inc. 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.

(Reference)

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

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		●	●	●				
Shinichi Monjugawa	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 Five Value Creation — “Create customer value,” “Create shareholder value,” “Create environmental value,” “Create business partner 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 Five Value Creation — “Create customer value,” “Create shareholder value,” “Create environmental value,” “Create business partner 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 Five 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 Business partner value	Skills to contribute to improvement of Customer value, Shareholder value, and Business partner value by identifying trends and needs in the market and providing customers with best-suited solutions.
Safety / Quality Control	Customer value Business partner value Employee value	Skills to contribute to Customer value, Business partner 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 Business partner value	Skills to contribute to improvement of Customer value, Environmental value, and Business partner 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.

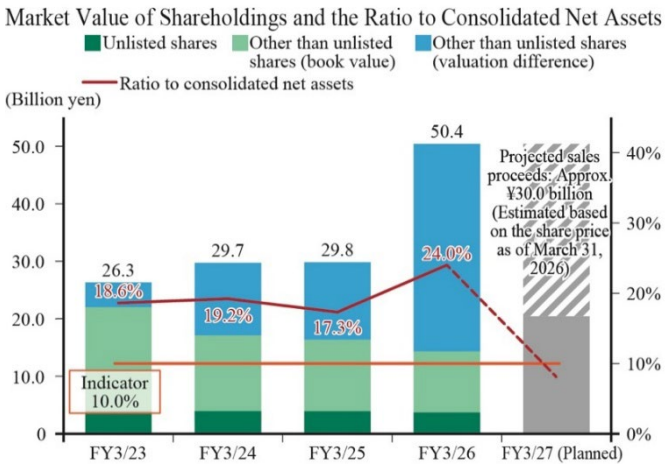
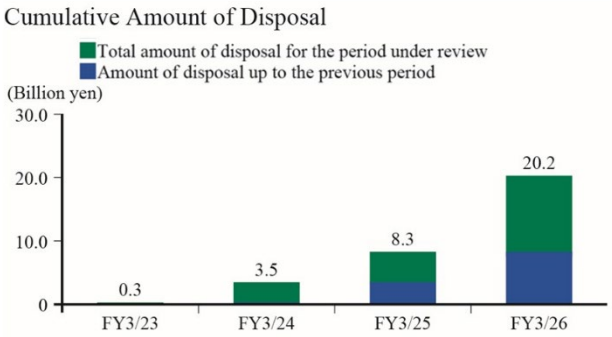
<Policies and procedures for nomination of candidates for Board Director>
The Board of Directors of the Company consists of internal Board Directors who are familiar with the key business areas of the Company, specifically, civil engineering, building construction and administrative matters, and have 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 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.

[Reference] Reduction of Strategic Shareholdings

In addition to the benefits that accrue from an appreciation in the value of shares as well as the associated payment of dividends, the Company has positioned strategic shareholdings as those held for purposes other than investment, which the Company has determined will lead to sustainable growth and an increase in corporate value.
The Company's basic policy is to limit its strategic shareholdings to those that exhibit economic rationale and significance from the perspectives of capital efficiency as well as the maintenance and strengthening of relationships with business partners, and when considered valid and appropriate.

(1) Reduction Policy
We plan to reduce the ratio of the market value of our shareholdings (*) to less than 10% of the consolidated net asset amount in the early stage of the Medium-Term Management Plan 2028 period.
* For unlisted companies, the amount is equivalent to the proportion of net assets held, including shares deemed to be held.

(2) Objective
We aim to achieve sustainable business growth and enhance corporate value by using cash generated from the sale for shareholder returns and strategic investments (human resources as well as growth investments) as outlined in the financial strategies of the Medium-Term Management Plan 2028.

(3) Reduction Status
During the FYE March 31, 2026, we reduced our holdings in 10 listed company stocks, comprising six fully sold stocks and four partially sold stocks. However, due to the rise in the market value of the listed company stocks we hold, the ratio to consolidated net assets increased from 17.3% to 24.0%. We will continue to advance the sale of these holdings through careful discussions with the investee companies.