

[Translation for Reference and Convenience Only]

Please note that the following is an unofficial English translation of the Japanese Notice of Convocation of the 107th Ordinary General Meeting of Shareholders of HASEKO Corporation (the “Company”). The Company provides this translation for reference and convenience only and without any warranty as to its accuracy or otherwise. In the case of any discrepancies between the translation and the Japanese original, the latter shall prevail.

Securities Code 1808

June 4, 2024

To Our Shareholders:

HASEKO Corporation
2-32-1 Shiba, Minato-ku, Tokyo
Kazuo Ikegami
President and Representative Director

**NOTICE OF CONVOCAION OF THE 107th ORDINARY GENERAL
MEETING OF SHAREHOLDERS**

We hereby inform you of the 107th Ordinary General Meeting of Shareholders of HASEKO Corporation (“the Company”), which will be held as indicated below.

If you do not attend the meeting, you may still exercise your voting rights on the Internet or in writing. Please review the Reference Materials for the General Meeting of Shareholders, then refer to the instructions on pages 2 to 3 and exercise your voting rights by 5:00 p.m. on Wednesday, June 26, 2024, Japan time.

- 1. Date and Time:** Thursday, June 27, 2024, at 10:00 a.m.
(Doors open at 9:00 a.m.)
- 2. Place:** Head Office Hall of HASEKO Corporation
2-32-1 Shiba, Minato-ku, Tokyo, Japan
- 3. Agenda:**
- Matters to be Reported:** Reports on the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements for the 107th Fiscal Year (from April 1, 2023 to March 31, 2024) and the Audit Results by the Accounting Auditor and the Board of Corporate Auditors for the Consolidated Statutory Reports
- Matters to be Resolved:**
- Proposal No. 1** Distribution of Surplus
Proposal No. 2 Election of Twelve (12) Directors
Proposal No. 3 Election of One (1) Corporate Auditor
Proposal No. 4 Revision of the Directors’ Remuneration Amount
- 4. Decision Items Pertaining to Convocation:**
(Please see the “Guide to Exercise of Voting Rights” on page 2.)

In the event that any revisions to the Notice are required, the revisions will be posted on the respective websites where the matters are posted.

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[Guide to Exercise of Voting Rights]

(1) Guide to Deadlines for Exercise of Voting Rights

1. In the event that you are exercising your voting rights via the Internet, the deadline for submission is Wednesday, June 26, 2024, at 5:00 p.m. in Japan time. Please see the “(2) Guide to Exercise of Voting Rights via the Internet” below.
2. In the event that you are exercising your voting rights by mail, the voting deadline in all circumstances is Wednesday, June 26, 2024, at 5:00 p.m. in Japan time, so please indicate your acceptance or rejection of the proposals mentioned on the enclosed Voting Rights Exercise Form and be sure to return the form to us by the voting cutoff date mentioned above.

(2) Guide to Exercise of Voting Rights via the Internet

1. The exercise of voting rights via the Internet is only possible by accessing the Company’s designated voting website (<https://evote.tr.mufg.jp/>) from a personal computer or smartphone. (Please note that this service is unavailable from 2:30 a.m. to 4:30 a.m. in Japan time every day.)
2. In the event of exercising voting rights via personal computer or smartphone, please be aware that, depending on the Internet environment used by the shareholder, it may not be possible to vote if the Internet connection is using, for example, firewall, antivirus software, proxy server, or if TLS encrypted communication is not specified.

(3) Handling of Duplicate Votes Occurring via the Internet and by Mail

1. **If voting rights have been exercised in duplicate, both via the Internet and by mail, the vote submitted via the Internet shall be considered valid.**
2. **If there is no indication of approval or disapproval for a proposal on the Voting Rights Exercise Form, it will be deemed that approval has been indicated for the proposal made by the Company.**

(4) Handling of Duplicate Votes Occurring via the Internet

1. **If voting rights have been exercised multiple times via the Internet, the vote submitted last shall be considered valid.**

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Direct all inquiries related to the voting system to:
Corporate Agency Division Help Desk
Mitsubishi UFJ Trust and Banking Corporation
Telephone: +81-120-173-027 (toll free in Japan, 9:00 a.m. to 9:00 p.m.)

Management trust banks and other nominee shareholders (including standing proxies) who send in applications in advance to use the Electronic Voting Platform managed by ICJ, Inc. (established as a joint venture company by the Tokyo Stock Exchange, Inc.) can use this platform as an alternative method of electronic voting at the Company’s General Meeting of Shareholders instead of the method of voting via the Internet described above.

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Reference Materials for the General Meeting of Shareholders

Proposals and Reference Matters

Proposal No. 1 Distribution of Surplus

The Company makes it a basic policy to accelerate investment in growth strategy, enhance shareholder returns and continue implementing stable dividend payments while maintaining a strong financial base.

With respect to the year-end dividend for the fiscal year ended March 31, 2024, the Company has decided to distribute ¥45.00 per share. Accordingly, annual dividend combined with interim dividend of ¥40.00 per share amounts to ¥85.00 per share, ¥5 higher than the previous fiscal year.

Matters Regarding the Year-end Distribution

- (1) Type of Dividend Property:
Cash
- (2) Matters Concerning Distribution of Dividend Property and Total Amounts:
¥45 per share for Common Shares
Total dividends of ¥12,492,341,415
- (3) Effective Date for Distribution of Surplus:
June 28, 2024

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Proposal No. 2 Election of twelve (12) Directors

The terms of office of all fourteen (14) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes election of twelve (12) Directors, including five (5) Outside Directors.

The candidates for Director are as follows:

No.	Gender	Name		Positions/Responsibilities in the Company	Attendance at Board Meetings
1	Male	Noriaki Tsuji	Reappointment	Chairman and Director	13 out of 13 (100%)
2	Male	Kazuo Ikegami	Reappointment	President and Representative Director	13 out of 13 (100%)
3	Male	Shoji Naraoka	Reappointment	Director, Executive Vice President, In Charge of Finance, Accounting and IR, Corporate Management Div.	13 out of 13 (100%)
4	Male	Kuniyoshi Mimori	New candidate	Executive Operating Officer, In Charge of Construction Div. and Group Construction-Related Business	-
5	Male	Satoshi Kumano	Reappointment	Representative Director, Executive Operating Officer, In Charge of Business Promotion and Group Property Management and Leasing Businesses	13 out of 13 (100%)
6	Male	Toru Yamaguchi	Reappointment	Director, Executive Operating Officer, Responsible for Kansai Business Promotion Div. and Tokai Business Promotion Div., and In Charge of Kansai Project Promotion Div. and Kansai Urban Development Div., In Charge of Group Real Estate Development, Sales, and Real Estate Brokerage Businesses	11 out of 11 (100%)
7	Female	Naoko Yoshimura	Reappointment	Director, Operating Officer, Responsible for Sustainability Promotion, Corporate Management Div. and In Charge of Group Senior Living Business,	11 out of 11 (100%)
8	Male	Kazuhiko Ichimura	Reappointment Outside Director Independent Director	Outside Director	13 out of 13 (100%)
9	Female	Mami Nagasaki	Reappointment Outside Director Independent Director	Outside Director	13 out of 13 (100%)

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10	Male	Toshikatsu Ogura	Reappointment Outside Director Independent Director	Outside Director	12 out of 13 (92%)
11	Male	Shinsuke Fujii	Reappointment Outside Director Independent Director	Outside Director	13 out of 13 (100%)
12	Male	Toru Izawa	Reappointment Outside Director Independent Director	Outside Director	13 out of 13 (100%)

[Reference] Skills matrix of the candidates for Director

Name		Company management/ Management strategy	Finance/ Accounting	Legal affairs/ Risk management	Overseas business	Construction/ Architecture	Sales/ Real estate	Urban develop- ment	Technology / DX	ESG/ Sustaina- bility
Noriaki Tsuji Chairman and Director		•		•			•	•		•
Kazuo Ikegami President and Representative Director		•		•		•			•	•
Shoji Naraoka Director, Executive Vice President		•	•		•				•	
Kuniyoshi Mimori Executive Operating Officer		•				•			•	
Satoshi Kumano Representative Director, Executive Operating Officer		•		•			•	•		•
Toru Yamaguchi Director, Executive Operating Officer		•					•	•		
Naoko Yoshimura Director and Operating Officer		•								•
Kazuhiko Ichimura Outside Director	Outside Indepen- dent	•	•	•				•		•
Mami Nagasaki Outside Director	Outside Indepen- dent		•	•						•
Toshikatsu Ogura Outside Director	Outside Indepen- dent	•	•	•					•	•
Shinsuke Fujii Outside Director	Outside Indepen- dent	•	•	•	•					•
Toru Izawa Outside Director	Outside Indepen- dent	•		•		•	•	•		


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company	
1	<p><u>Reappointment</u></p>  <p>Noriaki Tsuji (December 10, 1952)</p> <p>[Attendance at Board Meetings] 13 out of 13 meetings (100%)</p> <p>[Number of Company Shares Owned] 90,444</p>	<p>April 1975 June 1999 April 2003 April 2005 April 2007 April 2010 April 2012 April 2014 April 2020 April 2022</p>	<p>Joined HASEKO Corporation Director, General Manager of Business Promotion Div. I Managing Director, Responsible for Kansai Business Promotion Div., Life Support Project Div., and Shirokane Project Representative Director, Executive Operating Officer, Chief Officer of Kansai Region and In Charge of Kansai Urban Revitalization Project Div. Representative Director, Executive Operating Officer, In Charge of Business Promotion Representative Director, Executive Vice President, Assistant to the President and In Charge of Business Promotion Representative Director, Executive Vice President, Assistant to the President President and Representative Director Chairman and Representative Director Chairman and Director (to the present)</p>
<p>[Reasons for nomination as a candidate for Director] Noriaki Tsuji has been mainly responsible for construction orders and sales and real estate businesses since he joined the Company, and has abundant business experience. He has been in charge of management of the Company as President and Representative Director since 2014, as Chairman and Representative Director since 2020 and as Chairman and Director since 2022, and he has been making great efforts on the strengthening of the HASEKO Group, accumulating extensive knowledge about management. By leveraging his experience and knowledge into the Company’s management as a Director, he is expected to contribute to the improvement of the Company’s business performance and corporate value. For such reasons, the Company has continuously chosen him as a candidate for Director.</p>			


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company	
2	<p><u>Reappointment</u></p>  <p>Kazuo Ikegami (July 21, 1957)</p> <p>[Attendance at Board Meetings] 13 out of 13 meetings (100%)</p> <p>[Number of Company Shares Owned] 37,000</p>	<p>March 1980</p> <p>April 2008</p> <p>April 2009</p> <p>June 2011</p> <p>April 2014</p> <p>April 2017</p> <p>April 2018</p> <p>April 2020</p>	<p>Joined HASEKO Corporation</p> <p>Operating Officer and Deputy General Manager of Architecture & Engineering Div.</p> <p>Operating Officer and General Manager of Architecture & Engineering Div.</p> <p>Director, Operating Officer and General Manager of Architecture & Engineering Div.</p> <p>Director, Senior Operating Officer, In Charge of Architecture & Engineering Div. and Kansai Architecture & Engineering Div.</p> <p>Director, Executive Operating Officer, In Charge of Architecture & Engineering Div., Kansai Architecture & Engineering Div., and Technology Promotion Div.</p> <p>Director, Executive Operating Officer, In Charge of Architecture & Engineering Div., Kansai Architecture & Engineering Div., Technology Promotion Div., and Group Real Estate Development and Sales Business</p> <p>President and Representative Director (to the present)</p>
<p>[Reasons for nomination as a candidate for Director]</p> <p>Kazuo Ikegami has been mainly responsible for architecture and engineering business since he joined the Company, and has abundant business experience. He has been in charge of management of the Company as President and Representative Director since 2020, and he has been making great efforts on the strengthening of the HASEKO Group, accumulating extensive knowledge about management. By leveraging his experience and knowledge into the Company’s management as a Director, he is expected to contribute to the improvement of the Company’s business performance and corporate value. For such reasons, the Company has continuously chosen him as a candidate for Director.</p>			

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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company (Significant Positions Concurrently Held)	
3	<p><u>Reappointment</u></p>  <p>Shoji Naraoka (November 1, 1959)</p> <p>[Attendance at Board Meetings] 13 out of 13 meetings (100%)</p> <p>[Number of Company Shares Owned] 39,100</p>	<p>April 1982</p> <p>April 2008</p> <p>April 2011</p> <p>April 2015</p> <p>July 2015</p> <p>October 2018</p> <p>April 2019</p> <p>June 2019</p> <p>April 2020</p> <p>April 2021</p> <p>April 2023</p>	<p>Joined HASEKO Corporation</p> <p>Operating Officer, Responsible for Corporate Planning Dept., Financial Strategy Dept., and Related Business Dept.</p> <p>Operating Officer, Responsible for Corporate Planning Dept., Related Business Dept., and Overseas Business Planning Dept.</p> <p>Operating Officer, Responsible for Corporate Planning, Overseas Business, IT and Customer Relationship, Corporate Planning Div.</p> <p>Senior Operating Officer, In Charge of Corporate Planning Dept., Corporate Planning Div., Responsible for Overseas Business and IT and Customer Relationship</p> <p>Senior Operating Officer, In Charge of Corporate Planning, Corporate Management Div., Responsible for Value, Technology and Innovation Div.</p> <p>Senior Operating Officer, In Charge of Finance and Accounting, Corporate Management Div., Responsible for Value, Technology and Innovation Div.</p> <p>Director, Senior Operating Officer, In Charge of Finance and Accounting, Corporate Management Div., Responsible for Value, Technology and Innovation Div.</p> <p>Director, Senior Operating Officer, In Charge of Finance, Accounting and IR, Corporate Management Div.</p> <p>Director, Executive Operating Officer, In Charge of Finance, Accounting and IR, Corporate Management Div.</p> <p>Director, Executive Vice President, In Charge of Finance, Accounting and IR, Corporate Management Div. (to the present)</p>
	<p>[Significant Positions Concurrently Held] President and Representative Director, Haseko Anesis Corporation Director, Develop Japan, Co., Ltd.</p> <p>[Reasons for nomination as a candidate for Director] Shoji Naraoka has been mainly responsible for corporate planning since he joined the Company. He has been engaged in the identification of Group management issues and formulation of the management plan. He has abundant business experience and extensive knowledge about management. Since his assumption of office of Director, he has greatly contributed to the improvement of the Company’s performance and value creation for the Group as a whole. For such reasons, the Company has continuously chosen him as a candidate for Director.</p>		


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company (Significant Positions Concurrently Held)	
4	<p data-bbox="215 376 391 405">New candidate</p>  <p data-bbox="240 745 458 813">Kuniyoshi Mimori (May 19, 1960)</p> <p data-bbox="229 857 469 945">[Number of Company Shares Owned] 26,500</p>	<p data-bbox="507 376 635 405">April 1983</p> <p data-bbox="507 409 635 439">April 2018</p> <p data-bbox="507 472 635 501">April 2020</p> <p data-bbox="507 566 635 595">April 2022</p> <p data-bbox="507 660 635 689">April 2024</p>	<p data-bbox="710 376 1054 405">Joined HASEKO Corporation</p> <p data-bbox="710 409 1437 465">Operating Officer, Responsible for Construction Dept. I, II, and III, Construction Div.</p> <p data-bbox="710 472 1458 560">Senior Operating Officer, Responsible for Construction Management, Customer Satisfaction Dept., and Equipment Dept., Construction Div.</p> <p data-bbox="710 566 1458 654">Executive Operating Officer, Responsible for Construction Management, Customer Satisfaction Dept., and Equipment Dept., Construction Div.</p> <p data-bbox="710 660 1453 748">Executive Operating Officer, In Charge of Construction Div. and Group Construction-Related Business (to the present)</p> <p data-bbox="507 779 979 808">[Significant Positions Concurrently Held]</p> <p data-bbox="507 813 858 842">Director, Haseko Reform, Inc.</p> <p data-bbox="507 846 879 875">Director, FujiKensetsu Co., Ltd.</p>
<p data-bbox="215 972 810 1001">[Reasons for nomination as a candidate for Director]</p> <p data-bbox="215 1008 1481 1155">Kuniyoshi Mimori has been mainly responsible for construction business since he joined the Company. He has abundant business experience in construction work, the Company’s core business, and extensive knowledge about management. For these reasons, he can be expected to contribute to the enhancement of corporate value of the Company. Therefore, the Company has chosen him as a candidate for Director.</p>			


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5	<p data-bbox="215 367 395 398">Reappointment</p>  <p data-bbox="231 741 466 808">Satoshi Kumano (September 7, 1961)</p> <p data-bbox="231 853 466 976">[Attendance at Board Meetings] 13 out of 13 meetings (100%)</p> <p data-bbox="231 981 466 1070">[Number of Company Shares Owned] 38,000</p>	<p data-bbox="507 367 635 398">April 1985</p> <p data-bbox="507 400 635 432">April 2013</p> <p data-bbox="507 461 635 492">April 2015</p> <p data-bbox="507 521 635 553">April 2016</p> <p data-bbox="507 582 635 613">April 2017</p> <p data-bbox="507 642 635 674">April 2020</p> <p data-bbox="507 703 635 734">June 2020</p> <p data-bbox="507 763 635 795">April 2022</p> <p data-bbox="507 824 635 855">April 2023</p> <p data-bbox="507 884 635 916">June 2023</p> <p data-bbox="507 945 635 976">April 2024</p> <p data-bbox="507 1541 979 1572">[Significant Positions Concurrently Held]</p>	<p data-bbox="715 367 1050 398">Joined HASEKO Corporation</p> <p data-bbox="715 400 1345 461">Operating Officer, Responsible for Business Dept. I and Yokohama Branch, Business Promotion Div.</p> <p data-bbox="715 463 1345 524">Operating Officer, Responsible for Personnel, Corporate Management Div.</p> <p data-bbox="715 526 1469 586">Operating Officer, Responsible for Personnel, General Affairs, Legal Affairs, and Risk Management, Corporate Management Div.</p> <p data-bbox="715 589 1422 680">Operating Officer, Responsible for Personnel, General Affairs, Legal Affairs, Risk Management, and CSR, Corporate Management Div.</p> <p data-bbox="715 683 1458 842">Senior Operating Officer, In Charge of Business Promotion Div. and Project Promotion Div., Responsible for Chugoku and Shikoku regions Business Promotion, Kansai Business Promotion Div., In Charge of Group Real Estate Development, Sales, and Senior Living Business</p> <p data-bbox="715 844 1398 1003">Director, Senior Operating Officer, In Charge of Business Promotion Div. and Project Promotion Div., Responsible for Chugoku and Shikoku regions Business Promotion, Kansai Business Promotion Div., In Charge of Group Real Estate Development, Sales, and Senior Living Business</p> <p data-bbox="715 1005 1469 1191">Director, Senior Operating Officer, In Charge of Business Promotion Div. and Project Promotion Div., Responsible for Tokai Business Promotion Div. and Chugoku and Shikoku regions Business Promotion, Kansai Business Promotion Div., In Charge of Group Real Estate Development, Sales, and Senior Living Business</p> <p data-bbox="715 1193 1453 1285">Director, Executive Operating Officer, In Charge of Business Promotion and Group Property Management, Leasing and Senior Living Businesses</p> <p data-bbox="715 1288 1406 1379">Director, Executive Operating Officer, In Charge of Business Promotion and Group Property Management and Leasing Businesses</p> <p data-bbox="715 1382 1445 1509">Representative Director, Executive Operating Officer, In Charge of Business Promotion and Group Property Management and Leasing Businesses (to the present)</p> <p data-bbox="513 1570 1126 1630">Director, Haseko Property Management Holdings Inc. Director, Haseko Livenet, Inc.</p>
<p data-bbox="215 1637 810 1668">[Reasons for nomination as a candidate for Director]</p> <p data-bbox="215 1671 1477 1852">Satoshi Kumano has been mainly responsible for construction orders and sales, real estate businesses and corporate management since he joined the Company. He has abundant business experience and extensive knowledge about management. Since his assumption of office of Director, he has greatly contributed to the improvement of the Company’s performance. For such reasons, the Company has continuously chosen him as a candidate for Director.</p>			

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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company (Significant Positions Concurrently Held)
6	<p><u>Reappointment</u></p>  <p>Toru Yamaguchi (December 14, 1963)</p> <p>[Attendance at Board Meetings] 11 out of 11 meetings (100%)</p> <p>[Number of Company Shares Owned] 24,300</p>	<p>March 1988 Joined HASEKO Corporation</p> <p>April 2015 Operating Officer, General Manager of Business Dept. I, Business Promotion Div.</p> <p>April 2017 Operating Officer, Responsible for Business Dept. I and Yokohama Branch, Business Promotion Div.</p> <p>April 2020 Senior Operating Officer, Responsible for Business Dept. I and Yokohama Branch, Business Promotion Div.</p> <p>April 2022 Senior Operating Officer, In Charge of Business Depts. I, II, and III and Yokohama Branch, Business Promotion Div.</p> <p>April 2023 Executive Operating Officer, Responsible for Kansai Business Promotion Div. and Tokai Business Promotion Div., and In Charge of Group Real Estate Development, Sales, and Real Estate Brokerage Businesses</p> <p>June 2023 Director, Executive Operating Officer, Responsible for Kansai Business Promotion Div. and Tokai Business Promotion Div., and In Charge of Group Real Estate Development, Sales, and Real Estate Brokerage Businesses</p> <p>October 2023 Director, Executive Operating Officer, Responsible for Kansai Business Promotion Div. and Tokai Business Promotion Div., and In Charge of Kansai Urban Development Div. and Group Real Estate Development, Sales, and Real Estate Brokerage Businesses</p> <p>April 2024 Director, Executive Operating Officer, Responsible for Kansai Business Promotion Div. and Tokai Business Promotion Div., and In Charge of Kansai Project Promotion Div., Kansai Urban Development Div., and Group Real Estate Development, Sales, and Real Estate Brokerage Businesses (to the present)</p> <p>[Significant Positions Concurrently Held] Director, Haseko Real Estate Development Holdings Inc. Director, Haseko Urbest Inc. Director, Haseko Real Estate Inc.</p>
<p>[Reasons for nomination as a candidate for Director] Toru Yamaguchi has been mainly responsible for construction orders and sales and real estate businesses since he joined the Company. He has abundant business experience and extensive knowledge about management. Since his assumption of office of Director, he has greatly contributed to the improvement of the Company’s performance. For such reasons, the Company has continuously chosen him as a candidate for Director.</p>		


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company (Significant Positions Concurrently Held)	
7	<p><u>Reappointment</u></p>  <p>Naoko Yoshimura (April 5, 1967)</p> <p>[Attendance at Board Meetings] 11 out of 11 meetings (100%)</p> <p>[Number of Company Shares Owned] 24,700</p>	<p>April 1992</p> <p>July 1994</p> <p>December 1998</p> <p>January 2004</p> <p>April 2017</p> <p>January 2018</p> <p>April 2019</p> <p>June 2023</p>	<p>Joined HASEKO Corporation</p> <p>Haseko Research Institute Inc.</p> <p>Member of Committee for Study and Deliberation of Facilitation of Relocation by the Elderly, Housing Bureau, Ministry of Construction</p> <p>Member of Committee for Study and Deliberation of Systems for the Support for Relocation by the Elderly, Hyogo Prefectural Government</p> <p>Chief Researcher, Haseko Research Institute Inc.</p> <p>Member of Discussion Panel Regarding Serviced Housing for the Elderly, Ministry of Land, Infrastructure, Transport and Tourism</p> <p>Director and Chief Researcher, Haseko Research Institute Inc. (current position)</p> <p>Director, Operating Officer, Responsible for Sustainability Promotion, Corporate Management Div. and In Charge of the Group Senior Living Business, HASEKO Corporation (current position) (to the present)</p> <p>[Significant Positions Concurrently Held] Director and Chief Researcher, Haseko Research Institute Inc. Director, Haseko Senior Well Design Co., Ltd.</p>
<p>[Reasons for nomination as a candidate for Director]</p> <p>Since joining the Company, Naoko Yoshimura has been mainly involved in the evaluation and analysis of systems, policies, and market environment related to the senior housing and facilities business, study and research for the formulation of business plans, and consulting at Haseko Research Institute Inc, resulting in her abundant research outcomes and practical experience. Since her assumption of office of Director, she has greatly contributed to the improvement of the Company’s and the Group’s corporate performance. For such reasons, the Company has continuously chosen her as a candidate for Director.</p>			


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company	
8	<div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Reappointment</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Outside Director</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Independent Director</div>  <p>Kazuhiko Ichimura (April 29, 1953)</p> <p>[Terms of Office] 8 years</p> <p>[Attendance at Board Meetings] 13 out of 13 meetings (100 %)</p> <p>[Number of Company Shares Owned] 5,000</p>	<p>April 1977</p> <p>May 2007</p> <p>March 2013</p> <p>April 2013</p> <p>January 2016</p> <p>March 2016</p> <p>June 2016</p>	<p>Joined Mitsubishi Corporation</p> <p>President & CEO of Mitsubishi Corporation Urban Development, Inc. (temporary transfer)</p> <p>Retired from Mitsubishi Corporation and Mitsubishi Corporation Urban Development, Inc.</p> <p>Operating Officer, Integrated Account Service Management of ASATSU-DK INC.</p> <p>Operating Officer, Account Management Center IV</p> <p>Retired from ASATSU-DK INC.</p> <p>Outside Director of HASEKO Corporation (current position) (to the present)</p>
<p>[Reasons for nomination as a candidate for Outside Director and a summary of the expected role]</p> <p>Kazuhiko Ichimura has abundant experience in promoting urban redevelopment projects and large-scale commercial development at Mitsubishi Corporation. In addition, he was engaged in the management of developers of income properties, centered on commercial establishments, as CEO at Mitsubishi Corporation Urban Development, Inc. and gained abundant experience and an excellent track record in company management. He also has a business perspective targeted at consumers gained as an Operating Officer at ASATSU-DK INC. Since he assumed the office of Outside Director, he has greatly contributed to the enhancement of the Company’s governance. For such reasons, the Company has continuously chosen him as a candidate for Outside Director with the expectation that he will supervise corporate management from an objective standpoint by utilizing such abundant experience and track record. Since the amount of the Company’s transactions with Mitsubishi Corporation, Mitsubishi Corporation Urban Development, Inc. and ASATSU-DK INC. (currently ADK Marketing Solutions Inc.) is 1% or less of the consolidated net sales, the Company believes that he is independent with no conflict of interest with general shareholders as he meets the Company’s independence criteria.</p>			


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company (Significant Positions Concurrently Held)
9	<p><u>Reappointment</u> <u>Outside Director</u> <u>Independent Director</u></p>  <p>Mami Nagasaki (December 13, 1973)</p> <p>[Terms of Office] 6 years [Attendance at Board Meetings] 13 out of 13 meetings (100%) [Number of Company Shares Owned] 1,900</p>	<p>April 1998 Registered as attorney (Daini Tokyo Bar Association) April 1998 Joined Ishii Law Office September 2004 Marshall Suzuki Law Group, LLP January 2005 Office of International Affairs, General Coordination Division, Planning and Coordination Bureau, Financial Services Agency April 2009 Partner of Ishii Law Office (current position) December 2014 Special Member of Tokyo Metropolitan Examination Committee for Disputes over Construction Works April 2015 Civil conciliation commissioner, Tokyo District Court June 2016 Executive Director, Ichigo Green Infrastructure Investment Corporation June 2018 Outside Director of HASEKO Corporation (current position) June 2021 Outside Auditor, HONDA TSUSHIN KOGYO CO., LTD. September 2021 Retired from Executive Director, Ichigo Green Infrastructure Investment Corporation December 2022 Retired from Special Member of Tokyo Metropolitan Examination Committee for Disputes over Construction Works December 2022 Member of Tokyo Metropolitan Examination Committee for Disputes over Construction Works. (current position) December 2022 Retired from Civil conciliation commissioner, Tokyo District Court December 2022 Retired from Outside Auditor, HONDA TSUSHIN KOGYO CO., LTD. (to the present)</p> <p>[Significant Positions Concurrently Held] Attorney, Partner of Ishii Law Office Member of Tokyo Metropolitan Examination Committee for Disputes over Construction Works Outside Director, Japan Aviation Electronics Industry, Limited (Scheduled to assume office on June 19, 2024)</p>
<p>[Reasons for nomination as a candidate for Outside Director and a summary of the expected role]</p> <p>Mami Nagasaki has diverse experiences as an attorney and knowledge about legal affairs in general, and also is engaged in duties related to the Company’s main construction business. In addition, she has executed overall business operations at an investment company as Executive Director, and also has experience and track record in corporate management. Since she assumed the office of Outside Director, she has greatly contributed to the enhancement of the Company’s governance. For such reasons, the Company has continuously chosen her as a candidate for Outside Director with the expectation that she will supervise corporate management from an objective standpoint by utilizing such abundant experience and track record. She has not been directly engaged in corporate management; however, based on the above reasons, the Company has determined that she will appropriately fulfill duties as Outside Director. Since no advisory contracts, etc. have been made between the Company and Ishii Law Office, and no transactions have been made between the Company and Ichigo Green Infrastructure Investment Corporation, HONDA TSUSHIN KOGYO CO., LTD., and Japan Aviation Electronics Industry, Limited, the Company believes that she is independent with no conflict of interest with general shareholders as she meets the Company’s independence criteria.</p>		


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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company (Significant Positions Concurrently Held)	
10	<p> <u>Reappointment</u> <u>Outside Director</u> <u>Independent Director</u> </p>  <p>Toshikatsu Ogura (August 26, 1953)</p> <p>[Terms of Office] 4 years</p> <p>[Attendance at Board Meetings] 12 out of 13 meetings (92%)</p> <p>[Number of Company Shares Owned] 2,200</p>	<p>April 1978</p> <p>July 2007</p> <p>October 2009</p> <p>June 2011</p> <p>June 2012</p> <p>June 2015</p> <p>June 2015</p> <p>June 2018</p> <p>June 2018</p> <p>June 2020</p> <p>June 2020</p> <p>June 2020</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>June 2022</p> <p>[Significant Position Concurrently Held]</p>	<p>Joined Nippon Telegraph and Telephone Public Corporation</p> <p>Senior Vice President, Senior Executive Manager of Kyushu Regional Headquarters and Manager of Fukuoka Branch, Nippon Telegraph and Telephone West Corporation</p> <p>Senior Vice President, General Manager of Corporate Strategy Planning Dept.</p> <p>Executive Vice President, General Manager of Corporate Strategy Planning Dept.</p> <p>Senior Executive Vice President, Representative Member of the Board</p> <p>Retired from Nippon Telegraph and Telephone West Corporation</p> <p>President and Representative Director, NTT BUSINESS ASSOCIE Corporation</p> <p>Retired from NTT BUSINESS ASSOCIE Corporation</p> <p>Chairman, The Japan Telecommunications Welfare Association</p> <p>Retired from The Japan Telecommunications Welfare Association</p> <p>Chairman, Information & Telecommunication Equipment Constructor’s Association</p> <p>Outside Director of HASEKO Corporation (current position)</p> <p>Retired from Chairman, Information & Telecommunication Equipment Constructor’s Association</p> <p>Outside Director of JAPAN POST Co., Ltd. (current position)</p> <p>Outside Director of AIRPORT FACILITIES CO., LTD. (current position) (to the present)</p> <p>Outside Director, JAPAN POST Co., Ltd.</p>
<p>[Reasons for nomination as a candidate for Outside Director and a summary of the expected role]</p> <p>Toshikatsu Ogura was engaged in business management of companies as a Representative Director at Nippon Telegraph and Telephone West Corporation and NTT BUSINESS ASSOCIE Corporation, and has abundant experience and excellent track record in management. Since he assumed the office of Outside Director, he has greatly contributed to the enhancement of the Company’s governance. For such reasons, the Company has continuously chosen him as a candidate for Outside Director with the expectation that he will supervise corporate management from an objective standpoint by utilizing such abundant experience and track record. Since the Company has no transactions with The Japan Telecommunications Welfare Association, Information & Telecommunication Equipment Constructor’s Association, and AIRPORT FACILITIES CO., LTD., and the amount of the Company’s transactions with Nippon Telegraph and Telephone Corporation, Nippon Telegraph and Telephone West Corporation, NTT BUSINESS ASSOCIE Corporation (currently NTT ExC Partner Corporation), and JAPAN POST Co., Ltd. is less than 2% of the consolidated net sales, the Company believes that he is independent with no conflict of interest with general shareholders as he meets the Company’s independence criteria.</p>			

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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company	
11	<p> <u>Reappointment</u> <u>Outside Director</u> <u>Independent Director</u> </p>  <p> Shinsuke Fujii (December 8, 1958) [Terms of Office] 3 years [Attendance at Board Meetings] 13 out of 13 meetings (100%) [Number of Company Shares Owned] — </p>	<p> April 1981 April 2011 April 2013 April 2015 April 2016 June 2016 April 2017 April 2018 April 2019 April 2020 June 2020 June 2021 June 2022 </p>	<p> Joined MITSUI & CO., LTD. President, Mitsui & Co. (Brasil) S.A. Managing Officer, MITSUI & CO., LTD. President, Mitsui & Co. (Brasil) S.A. Executive Managing Officer, General Manager of Investment Administrative Division, MITSUI & CO., LTD. Executive Managing Officer Representative Director, Executive Managing Officer Representative Director, Senior Executive Managing Officer Representative Director, Executive Vice President Representative Director, Executive Vice President, CAO, CIO, CPO Director Counselor Outside Director of HASEKO Corporation (current position) Retired from Counselor of MITSUI & CO., LTD. (to the present) </p>
<p>[Reasons for nomination as a candidate for Outside Director and a summary of the expected role]</p> <p>Shinsuke Fujii has experience in promoting projects requiring a global perspective at MITSUI & CO., LTD., was engaged in business management of companies as a Representative Director at the company, and has abundant experience and an excellent track record in management. Since he assumed the office of Outside Director, he has greatly contributed to the enhancement of the Company’s governance. For such reasons, the Company has continuously chosen him as a candidate for Outside Director with the expectation that he will supervise corporate management from an objective standpoint by utilizing such abundant experience and track record. Since the amount of the Company’s transactions with MITSUI & CO., LTD. is 1% or less of the consolidated net sales, the Company believes that he is independent with no conflict of interest with general shareholders as he meets the Company’s independence criteria.</p>			

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No.	Name (Date of Birth)	Personal History, Positions, and Responsibilities in the Company
12	<p> <u>Reappointment</u> <u>Outside Director</u> <u>Independent Director</u> </p>  <p> Toru Izawa (September 2, 1955) [Terms of Office] 2 years [Attendance at Board Meetings] 13 out of 13 meetings (100%) [Number of Company Shares Owned] — </p>	<p> April 1980 Joined Ministry of Construction July 2008 Director of General Affairs Division, Hokkaido Bureau, Ministry of Land, Infrastructure, Transport and Tourism July 2009 General Manager of Construction Business Division, Organization for Workers' Retirement Allowance Mutual Aid April 2011 Deputy Director of Operation Division, East Nippon Expressway Company Limited August 2013 Research Councillor (Deputy Director-General), Council's Secretariat, Agriculture, Forestry and Fisheries Research Council, Ministry of Agriculture, Forestry and Fisheries July 2014 Retired from Ministry of Land, Infrastructure, Transport and Tourism October 2014 Advisor, NIPPON LIFE INSURANCE COMPANY June 2016 Retired from NIPPON LIFE INSURANCE COMPANY June 2016 Executive Director, Construction Industry Promotion Fund June 2019 Retired from Construction Industry Promotion Fund June 2019 President and Representative Director, Tokyo Real Estate Credit Guarantee Corporation June 2022 Retired from President and Representative Director, Tokyo Real Estate Credit Guarantee Corporation June 2022 Outside Director of HASEKO Corporation (current position) (to the present) </p>
<p>[Reasons for nomination as a candidate for Outside Director and a summary of the expected role]</p> <p>Toru Izawa is from the Ministry of Land, Infrastructure, Transport and Tourism, and has held various positions in the Construction Economy Bureau, City Bureau and National and Regional Planning Bureau. Even after he retired from the Ministry, he accumulated extensive knowledge about the construction industry through engagement in operations at Construction Industry Promotion Fund, etc. In addition, as President and Representative Director of Tokyo Real Estate Credit Guarantee Corporation, he has also been engaged in business management of a guarantee company, and has abundant experience and an excellent track record in management. For such reasons, the Company has continuously chosen him for Outside Director with the expectation that he will supervise corporate management from an objective standpoint by utilizing such abundant experience and track record. Since no transactions have been made between the Company and Tokyo Real Estate Credit Guarantee Corporation, and the amount of the Company's transactions with East Nippon Expressway Company Limited, NIPPON LIFE INSURANCE COMPANY and Construction Industry Promotion Fund is 1% or less of the consolidated net sales, the Company believes that he is independent with no conflict of interest with general shareholders as he meets the Company's independence criteria.</p>		

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Notes:

1. Each candidate has no special interest in the Company.
2. Kazuhiko Ichimura (Candidate No. 8), Mami Nagasaki (Candidate No. 9), Toshikatsu Ogura (Candidate No. 10), Shinsuke Fujii (Candidate No. 11), and Toru Izawa (Candidate No. 12) are the candidates for Outside Director stipulated in Article 2, Paragraph 3, Item 7, of the Ordinance for Enforcement of the Companies Act.
3. The Company has notified the Tokyo Stock Exchange of the proposal to elect Kazuhiko Ichimura, Mami Nagasaki, Toshikatsu Ogura, Shinsuke Fujii, and Toru Izawa as independent directors in accordance with the rules of the Exchange.
4. Toshikatsu Ogura is scheduled to retire from the office of Outside Director of AIRPORT FACILITIES CO., LTD. on June 27, 2024.
5. The Company has entered into a limited liability agreement with Outside Directors Kazuhiko Ichimura, Mami Nagasaki, Toshikatsu Ogura, Shinsuke Fujii, and Toru Izawa in accordance with the Articles of Incorporation. In the event that they are reelected and assume the office of Outside Director, the Company will continue the said agreement with them. Brief details of the limited liability agreement are presented as follows.

Limited Liability Agreement with Outside Officer

Effective after entering into a limited liability agreement, should an Outside Director bear any liability with respect to his or her responsibilities prescribed under Article 423, Paragraph 1, of the Companies Act, where such Outside Director performed his or her duties in good faith and without gross negligence, his or her liabilities shall be limited to the amount stipulated under Article 425, Paragraph 1, of the Companies Act.

6. The Company has concluded a directors and officers (D&O) liability insurance agreement with an insurance company that insures all Directors, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance agreement covers compensation for damages and litigation costs to be borne by the insured person for actions taken (or inaction) in his or her roles as an officer of the Company. The Company bears the full amount of all insurance premiums for the insured persons. If each candidate assumes the office of Director, he or she will be included as an insured person of this insurance agreement. The Company plans to renew this insurance agreement during their terms of office with the same terms and conditions.


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Proposal No. 3 Election of One (1) Corporate Auditor

Since the term of office of Hiroyuki Takuma will expire at the conclusion of this General Meeting of Shareholders, the Company proposes the election of one (1) Corporate Auditor.

The candidate for the position of Corporate Auditor is Mr. Noriyuki Tsutsui. The Board of Corporate Auditors has approved this proposal.

Name (Date of Birth)	Personal History and Positions	
<p data-bbox="124 584 284 613">New Candidate</p> <p data-bbox="124 622 181 651">Male</p>  <p data-bbox="197 992 392 1059">Noriyuki Tsutsui (June 1, 1962)</p> <p data-bbox="145 1066 459 1153">[Number of Company Shares Owned] 15,400</p>	April 1987 April 2016 April 2017 April 2021 April 2023 April 2024	Joined HASEKO Corporation Director, Executive Officer, Responsible for Finance and Accounting, Haseko Senior Holdings, Co., Ltd. General Manager, Group Accounting Dept., Corporate Management Div., HASEKO Corporation Operating Officer, Responsible for Accounting Dept., Corporate Management Div., Haseko Property Management Holdings Inc. Senior Operating Officer, Responsible for East and West Accounting Dept., Corporate Management Dept., Haseko Property Management Holdings Inc. Senior Operating Officer, In Charge of East and West Accounting Dept., Corporate Management Dept., Haseko Property Management Holdings Inc. (to the present)
<p data-bbox="124 1167 927 1196">[Reasons for nomination as a candidate for Outside Corporate Auditor]</p> <p data-bbox="124 1202 1481 1344">Noriyuki Tsutsui has been mainly responsible for the finance and accounting businesses since he joined the Company. He has abundant business experience and extensive knowledge of finance and accounting, as well as the business of the Company and the Group. For these reasons, the Company believes that he would be able to execute his duties of Corporate Auditor appropriately and has chosen him as a candidate for Corporate Auditor.</p>		

Notes:

1. The candidate has no special interest in the Company.
2. The Company has concluded a directors and officers (D&O) liability insurance agreement with an insurance company that insures all Corporate Auditors, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance agreement covers compensation for damages and litigation costs to be borne by the insured person for actions taken (or inaction) in his or her roles as an officer of the Company. The Company bears the full amount of all insurance premiums for the insured persons. If Noriyuki Tsutsui assumes the office of Corporate Auditor, he will be included as an insured person of this insurance agreement. The Company plans to renew this insurance agreement during his term of office with the same terms and conditions.

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(Reference)

Independence Criteria for Outside Officers

The following independence criteria are established between candidates for Outside Officers and the companies or organizations to which they belong and the HASEKO Group ^(Note). Outside Officers must continue to comply with the independence criteria specified below after they have taken office. After assuming a new major position, their independence must be verified again based on the independence criteria.

1. A person who is not currently a Director (excluding Outside Director), Corporate Auditor (excluding Outside Corporate Auditor), Operating Officer or employee of the HASEKO Group, and has not been a Director (excluding Outside Director), Corporate Auditor (excluding Outside Corporate Auditor), Operating Officer or employee of the HASEKO Group in the last ten years.
2. A person who has not been a major shareholder* of the HASEKO Group or a Director, Corporate Auditor, Operating Officer or employee of a company of which the HASEKO Group has been a major shareholder in any fiscal year in the last five years.
* “Major shareholder” refers to a company or other shareholder that holds shares of 10% or more of the total voting rights.
3. A person who is not a Director, Corporate Auditor, Operating Officer or employee of a major business partner* of the HASEKO Group.
* “Major business partner” refers to a company that has paid or received transaction amounts worth 2% or more of the consolidated net sales of the HASEKO Group or the business partner (including its parent company and significant subsidiaries) in ordinary transactions with the HASEKO Group in the most recent fiscal year and the last three fiscal years.
The acquisition of real estate by a public tender is not considered as ordinary transactions, but if such an acquisition has occurred, it must be disclosed in the securities report.
4. A person who is not a Director, Corporate Auditor, Operating Officer or employee of a company that is a major lender* to the HASEKO Group.
* “Major lender” refers to a financial institution to which the HASEKO Group owes an outstanding amount worth 2% or more of the consolidated total assets of the HASEKO Group or the financial institution at the end of the most recent fiscal year.
5. A person who is not a Trustee, Director, Corporate Auditor, Operating Officer or employee of a corporation, association or other organization that has received a large donation* from the HASEKO Group.
* “Large donation” refers to an amount exceeding an average of ¥10 million per year in the last three fiscal years.
6. A Director, Corporate Auditor or Operating Officer who has not been dispatched on a reciprocal basis with the HASEKO Group.
7. A person who has not been a certified public accountant belonging to an auditing firm that is the Accounting Auditor of the HASEKO Group, an attorney who has an advisory contract with the HASEKO Group, or an attorney belonging to a law firm that has an advisory contract with the HASEKO Group in any fiscal year in the last five years.
8. A person who is not an attorney, certified public accountant, consultant or other such expert who has received a large amount of money* or other property (excluding remuneration for officers) from the HASEKO Group (if the party receiving the property is a corporation, association or other organization, a person who is not a person belonging to such an

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organization).

* “Large amount of money” refers to an amount exceeding an average of ¥10 million per year in the last three fiscal years.

9. A person who is not a spouse of, a relative within the second degree of kinship of, a relative living with, or a person who shares a livelihood with a person falling under any of the following items:

(1) A Director, Corporate Auditor, Operating Officer or important employee* of the HASEKO Group;

(2) A person who has been a Director, Corporate Auditor, Operating Officer or important employee of the HASEKO Group in any fiscal year in the last five years; or

(3) A person whose appointment is restricted due to not satisfying any of 2. to 7. above.

* “Important employee” generally refers to an employee of or above the level of Operating Officer. However, in HASEKO Corporation, it refers to an employee of or above the level of department head.

10. In addition to the above, a person whose independence to perform the duties of an Outside Officer is not in doubt.

Note: “The HASEKO Group” refers to HASEKO Corporation and its subsidiaries.

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Proposal No. 4 Revision of the Directors’ Remuneration Amount

The resolution of the 91st Ordinary General Meeting of Shareholders held on June 27, 2008, the amount of Directors’ monetary remuneration was set at a maximum amount of ¥700 million per year (of which ¥200 million shall be paid as Directors’ bonuses on the condition that dividends of surplus are paid on common stock). In addition, at the 100th Ordinary General Meeting of Shareholders held on June 29, 2017, separately from the above monetary remuneration limit, the Company received approval to adopt a Performance-Linked stock remuneration scheme for Directors (excluding Outside Directors) with the purpose of contributing to the Company’s better performance and increased corporate value over the medium to long term, and the contribution of a maximum of ¥320 million to the scheme every five fiscal years. Further, at the 104th Ordinary General Meeting of Shareholders held on June 29, 2021, the Company received approval for the re-establishment of that scheme to add a condition that a maximum of 360 thousand shares will be acquired every five fiscal years.

Recently, the Company improved the wages and other conditions of employees in response to the favorable performance of the Group, the rising cost of living, and requests from the government for sustainable wage rises. The Company has also deliberated improving Directors’ conditions at the same time, and, in the course of those deliberations, is considering a direction of increasing the Director’s bonus portion of Directors’ remuneration, taking into account an increase in the proportion of Performance-Linked remuneration. However, the total amount of Directors’ bonuses is already approaching the remuneration limit, and a further increase in Directors’ bonuses will require expanding the limit.

Accordingly, the Company seeks approval to revise the Directors’ remuneration amount by increasing the Director’s bonus limit by ¥200 million, bringing the maximum amount of Directors’ monetary remuneration to ¥900 million per year (of which ¥400 million shall be paid as bonuses on the condition that dividends of surplus are paid on common stock). As with the previous system, this remuneration amount shall not include the salary portion of Directors who concurrently serve as employees.

The Company has resolved the amendment of the policy for determination of remuneration of individual Directors, etc. (see Reference below) in the Board of Directors after consultation in the Nomination and Remuneration Committee, which comprises all Independent Outside Directors and an equal or smaller number of Representative Directors and other officers. This proposal aligns with this revised policy, and the Company believes it to be rational.

The current number of Directors is fourteen (14) (including five (5) Outside Directors), and if Proposal No. 2 is approved as proposed, the number of Directors will be twelve (12) (including five (5) Outside Directors). If this proposal is approved, the Company will pay Directors’ bonuses totaling ¥208,000,000 to the nine (9) Directors (excluding Outside Directors) who were in office on March 31, 2024.

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(Reference)

Summary of revised policy for determination of remuneration of individual Directors, etc.

- (a) Composition of Remuneration
- Remuneration of Directors consists of basic remuneration (fixed remuneration) and performance-linked remuneration.
- (b) Basic Remuneration
- Basic remuneration is paid monthly in a fixed amount, with a standard amount set for each position.
 - The amount of basic remuneration is determined comprehensively based on the position, duties, and term of office of each Director and by taking into consideration the Company’s business performance, the level of employee salaries, and the level of remuneration of Directors at comparable companies.
- (c) Performance-Linked Remuneration
- Performance-linked remuneration consists of executive bonuses and stock remuneration. This system makes adjustments according to business performance, with the purpose of offering incentives for achieving business plans and increasing corporate value.
 - Because the medium-term business plan sets consolidated ordinary income as a specific numerical target, the achievement status of the consolidated ordinary income relative to the initial forecast as of the beginning of each fiscal year is used as a Performance-Linked indicator.
 - In principle, Outside Directors and Corporate Auditors are not eligible for Performance-Linked remuneration.
- (Formula for calculation of executive bonuses)
- Amount of bonuses = Base amount by position × Performance coefficient (0 to 8.4) + Director’s supplement
 - The performance coefficient is determined based on the level of consolidated ordinary income and a year-on-year change in consolidated ordinary income, and for Directors serving as Executive Operating Officer or a lower rank, the business performance of the division of which the Director is in charge is also considered in the determination of the coefficient.
 - * Bonuses are determined based on the position of each Director at the end of the fiscal year under review and paid annually, generally after the Ordinary General Meeting of Shareholders held in June.
- (Formula for calculation of stock remuneration)
- Points to be granted = Bonus amount × 0.3 / per-share BBT (Board Benefit Trust) book value
 - * Points are granted based on the position of each Director at the end of the fiscal year under review and provided annually, generally on June 1.
 - * The Company’s stock is delivered to Directors as stock remuneration at the time of retirement at the rate of one stock per one point for points accumulated by the time of retirement.
- (d) Ratio of Basic Remuneration and Performance-Linked Remuneration (Executive Bonuses and Stock Remuneration)
- While the ratio of basic remuneration to executive bonuses to stock remuneration is

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basically 59:31:10, the ratio of basic remuneration to Performance-Linked remuneration may vary depending on the Company’s business performance as calculated by using a certain formula for Directors (excluding Outside Directors).

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Consolidated Balance Sheet

(As of March 31, 2024)

(millions of yen)

Account Item	Amount	Account Item	Amount
(Assets)		(Liabilities)	
I. Current assets	1,021,700	I. Current liabilities	394,383
Cash and bank deposits	284,129	Notes and accounts payable	100,694
Notes and accounts receivable, trade	148,526	Electronically recorded obligations - operating	73,193
Securities	2,255	Short-term borrowings	10,000
Costs on uncompleted construction contracts	12,733	Income taxes payable	15,853
Real estate for sale	266,332	Advances received on uncompleted contracts	47,167
Costs and advances for real estate operations	253,423	Advances received for real estate sales	41,765
Real estate for development projects	33,056	Warranty reserve	4,861
Other current assets	21,367	Reserve for loss on construction contracts	687
Allowance for doubtful accounts	(121)	Accrued bonuses	6,019
II. Fixed assets	329,531	Provision for directors' bonuses	208
1 Property and equipment	175,625	Other current liabilities	93,936
Buildings and structures	70,289	II. Long-term liabilities	445,601
Machinery, vehicle, equipment and furniture	4,857	Bonds payable	120,000
Land	91,774	Long-term debt	285,000
Leased assets	324	Provision for loss on litigation	2,990
Construction in progress	8,251	Provision for employee stock ownership plan	4,427
Other	130	Provision for board benefit trust	481
2 Intangible fixed assets	11,036	Net defined benefit liabilities	1,777
Land leasehold rights	1,895	Deferred tax liabilities	11
Goodwill	1,981	Other long-term liabilities	30,916
Other intangible fixed assets	7,160	Total liabilities	839,985
3 Investments and other assets	142,870	(Net assets)	
Investment securities	91,444	I. Shareholders' equity	489,347
Long-term loans	3,551	1 Capital stock	57,500
Net defined benefit asset	29,362	2 Additional paid-in capital	7,373
Deferred tax assets	5,545	3 Retained earnings	461,707
Other assets	13,925	4 Treasury stock	(37,233)
Allowance for doubtful accounts	(958)	II. Valuation and translation adjustments	21,899
		1 Valuation adjustments on other investment securities	10,452
		2 Foreign currency translation adjustments	11,101
		3 Remeasurements of defined benefit plans	345
		Total net assets	511,246
Total assets	1,351,231	Total liabilities and net assets	1,351,231

[Translation for Reference and Convenience Only]

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Consolidated Statement of Income

(For the period from April 1, 2023 to March 31, 2024)

(millions of yen)

Account Item	Amount	
I. Net sales		1,094,421
II. Cost of sales		933,811
Gross profit		160,610
III. Selling, general and administrative expenses		74,862
Operating income		85,747
IV. Non-operating income		
Interest and dividend income	657	
Foreign exchange gains	459	
Other non-operating income	1,529	2,645
V. Non-operating expenses		
Interest expenses	2,450	
Equity in losses of affiliates	456	
Loan incidental expenses	1,799	
Other non-operating expenses	352	5,058
Ordinary income		83,334
VI. Special income		
Gain on sale of fixed assets	19	
National subsidies	54	
Other special income	4	77
VII. Special losses		
Loss on disposal of fixed assets	45	
Impairment loss on fixed assets	471	
Other special losses	54	569
Income before income taxes and minority interests		82,842
Income taxes – current	28,347	
Income taxes – deferred	(1,544)	26,803
Profit		56,039
Profit attributable to non-controlling interests		1
Profit attributable to owners of parent		56,038

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Consolidated Statement of Change in Net Assets

(For the period from April 1, 2023 to March 31, 2024)

(millions of yen)

	Shareholders' equity				
	Capital stock	Additional paid-in capital	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of April 1, 2023	57,500	7,373	427,878	(37,630)	455,121
Changes during the consolidated fiscal year					
Dividends of surplus			(22,209)		(22,209)
Profit attributable to owners of parent			56,038		56,038
Purchase of treasury stock				(5)	(5)
Disposal of treasury stock		0		402	402
Net changes of items other than shareholders' equity during the consolidated fiscal year					—
Total of changes during the consolidated fiscal year	—	0	33,829	397	34,226
Balance as of March 31, 2024	57,500	7,373	461,707	(37,233)	489,347

(millions of yen)

	Valuation and translation adjustments				Non-controlling interests	Total net assets
	Valuation adjustments on other investment securities	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total valuation and translation adjustments		
Balance as of April 1, 2023	711	5,241	(6,989)	(1,037)	4	454,088
Changes during the consolidated fiscal year						
Dividends of surplus						(22,209)
Profit attributable to owners of parent						56,038
Purchase of treasury stock						(5)
Disposal of treasury stock						402
Net changes of items other than shareholders' equity during the consolidated fiscal year	9,741	5,861	7,335	22,936	(4)	22,932
Total of changes during the consolidated fiscal year	9,741	5,861	7,335	22,936	(4)	57,158
Balance as of March 31, 2024	10,452	11,101	345	21,899	—	511,246

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Non-consolidated Balance Sheet

(As of March 31, 2024)

(millions of yen)

Account Item	Amount	Account Item	Amount
(Assets)		(Liabilities)	
I. Current assets	476,628	I. Current liabilities	265,879
Cash and bank deposit	124,379	Notes payable	5,966
Notes receivable	3,594	Electronically recorded obligations - operating	68,989
Accounts receivable on construction contracts	107,600	Accounts payable on construction contracts	60,219
Accounts receivable on real estate operations	738	Accounts payable on real estate operations	1,683
Costs on uncompleted construction contracts	7,740	Short-term borrowings	10,000
Real estate for sale	165,518	Lease liabilities	21
Costs and advances for real estate operations	51,655	Income taxes payable	8,418
Other current assets	15,427	Advances received on uncompleted contracts	48,237
Allowance for doubtful accounts	(24)	Advances received for real estate operations	41,621
II. Fixed assets	610,215	Deposits received	1,874
1. Property and equipment	93,336	Warranty reserve	3,714
Buildings and structures	30,136	Reserve for loss on construction contracts	682
Machinery	800	Accrued bonuses	2,636
Equipment and furniture	1,084	Provision for directors’ bonuses	208
Land	54,984	Other current liabilities	11,611
Leased assets	43	II. Long-term liabilities	412,661
Construction in progress	6,289	Bonds payable	120,000
2. Intangible fixed assets	5,358	Long-term debt	285,000
Land leasehold rights	43	Leased liabilities	26
Software	3,528	Deferred tax liabilities	1,614
Intangible assets in progress	1,786	Provision for employee stock ownership plan	2,515
Other intangible fixed assets	0	Provision for board benefit trust	259
3. Investments and other assets	511,522	Asset retirement obligations	105
Investment securities	41,174	Other long-term liabilities	3,141
Shares of affiliate companies	177,255		
Other investment securities of affiliates	570	Total liabilities	678,540
Long-term loans	269,110	(Net assets)	
Bankruptcy claim, reorganization claim	484	I. Shareholders’ equity	398,700
Long-term prepaid expenses	77	1. Capital stock	57,500
Prepaid pension cost	17,542	2. Additional paid-in capital	7,500
Other assets	6,013	Capital legal reserves	7,500
Allowance for doubtful accounts	(705)	Other capital surplus	0
		3. Retained earnings	370,933
		Earned surplus reserve	6,875
		Other retained earnings	364,058
		Earned surplus carried forward	364,058
		4. Treasury stock	(37,233)
		II. Valuation and translation adjustments	9,604
		Valuation adjustments on other investment securities	9,604
		Total net assets	408,304
Total assets	1,086,844	Total liabilities and net assets	1,086,844

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Non-consolidated Statement of Income

(For the period from April 1, 2023 to March 31, 2024)

(millions of yen)

Account Item	Amount	
I. Net sales		
Construction contracts	460,053	
Commissioned work	7,482	
Design and supervision	13,149	
Lease rentals of buildings	6,171	
Real estate sales	260,343	747,199
II. Cost of sales		
Construction contracts	401,368	
Commissioned work	2,718	
Design and supervision	6,294	
Lease rentals of buildings	4,139	
Real estate sales	237,713	652,232
Gross profit (loss) on net sales		
Construction contracts	58,685	
Commissioned work	4,764	
Design and supervision	6,855	
Lease rentals of buildings	2,033	
Real estate sales	22,629	94,967
III. Selling, general and administrative expenses		43,382
Operating income		51,585
IV. Non-operating income		
Interest and dividend income	15,419	
Other non-operating income	1,154	16,573
V. Non-operating expenses		
Interest paid	2,434	
Loan incidental expenses	1,799	
Other non-operating expenses	578	4,812
Ordinary income		63,346
VI. Special income		
Gain on sale of fixed assets	1	
National subsidies	54	55
VII. Special losses		
Loss on retirement of intangible assets	12	
Loss on tax purpose reduction entry of non-current assets	54	66
Income before income taxes		63,335
Income taxes – current		17,183
Income taxes – deferred		(1,050)
Profit		47,201

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Non-consolidated Statement of Change in Net Assets

(For the period from April 1, 2023 to March 31, 2024)

(millions of yen)

	Shareholders' equity						
	Capital stock	Additional paid-in capital			Retained earnings		
		Capital legal reserves	Other capital surplus	Total additional paid-in capital	Earned surplus reserve	Other retained earnings	Total retained earnings
Balance as of April 1, 2023	57,500	7,500	0	7,500	6,875	339,065	
Changes during the fiscal year							
Dividends of surplus						(22,209)	(22,209)
Profit for the fiscal year ended March 31, 2024						47,201	47,201
Purchase of treasury stock							
Disposal of treasury stock			0	0			
Net changes of items other than shareholders' equity during the fiscal year							
Total of changes during the fiscal year	—	—	0	0	—	24,992	24,992
Balance as of March 31, 2024	57,500	7,500	0	7,500	6,875	364,058	370,933

(millions of yen)

	Shareholders' equity		Valuation and translation adjustments	Total net assets
	Treasury stock	Total shareholders' equity	Valuation adjustments on other investment securities	
Balance as of April 1, 2023	(37,630)	373,310	107	373,417
Changes during the fiscal year				
Dividends of surplus		(22,209)		(22,209)
Profit for the fiscal year ended March 31, 2024		47,201		47,201
Purchase of treasury stock	(5)	(5)		(5)
Disposal of treasury stock	402	402		402
Net changes of items other than shareholders' equity during the fiscal year			9,497	9,497
Total of changes during the fiscal year	397	25,390	9,497	34,887
Balance as of March 31, 2024	(37,233)	398,700	9,604	408,304