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(Securities Code: 1926)

June 8, 2022

To our shareholders:

Kazuhiro Akutsu
President and Representative Director
RAITO KOGYO CO., LTD.
4-2-35 Kudan-kita, Chiyoda-ku, Tokyo

Notice of the 75th Annual General Meeting of Shareholders

We hereby announce the 75th Annual General Meeting of Shareholders of RAITO KOGYO CO., LTD. (the “Company”), which will be held as indicated below.

To prevent the spread of the novel coronavirus disease (COVID-19), the Company will hold this meeting while taking appropriate measures to prevent infection. However, the Company requests that you exercise your voting rights beforehand in writing or via the Internet, etc., and refrain from attending in person on the day of the Annual General Meeting of Shareholders.

You may exercise your voting rights by one of the following methods. Please review the attached Reference Documents for General Meeting of Shareholders before you cast your vote.

[Voting in Writing (by Mail)]

Indicate your approval or disapproval of each proposal in the enclosed voting form and then return the form to the Company by postal mail so that it arrives by 5:15 p.m. on Tuesday, June 28, 2022 (JST).

[Voting via the Internet, etc.]

Visit our voting website (<https://www.web54.net>) and log in with the “voting right exercise code” and “password” provided in the enclosed voting form. Then by following the instructions displayed on the screen, cast your vote by 5:15 p.m. on Tuesday, June 28, 2022 (JST).

When voting via the Internet, etc., kindly read the “Instructions for online voting” (in Japanese only).

1. Date and Time: Wednesday, June 29, 2022, at 10:00 a.m. (JST) (Reception starts at 9:00 a.m.)

2. Venue: Fuji Hall (West), Third floor, Arcadia Ichigaya (Shigaku Kaikan),
4-2-25 Kudan-kita, Chiyoda-ku, Tokyo

3. Purpose of the Meeting

Matters to be reported:

1. The Business Report and the Consolidated Financial Statements for the 75th fiscal year (from April 1, 2021 to March 31, 2022), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 75th fiscal year (from April 1, 2021 to March 31, 2022)

Matters to be resolved:

- | | |
|-----------------------|--|
| Proposal No. 1 | Appropriation of Surplus |
| Proposal No. 2 | Amendment to the Articles of Incorporation |
| Proposal No. 3 | Election of Seven Directors |
| Proposal No. 4 | Election of One Audit & Supervisory Board Member |

- If you attend the meeting in person, please submit the enclosed voting form at the reception desk.
- If you cast your vote in writing (by mail) as well as via the Internet, etc., the one that reaches us later shall be considered valid. However, if they reach on the same day, the vote cast via the Internet, etc. shall be considered valid. If you cast your vote more than once via the Internet, etc., the latest vote shall be considered valid.
- If there are any changes to the Reference Documents for General Meeting of Shareholders, Business Report, Consolidated Financial Statements, or Non-consolidated Financial Statements, they will be posted on the Company’s website (<https://www.raito.co.jp>).

In compliance with laws and regulations, and Article 14 of the Company's Articles of Incorporation, the following items are posted on the Company's website (<https://www.raito.co.jp>) and are therefore not included in the documents accompanying this Notice of Annual General Meeting of Shareholders. The documents accompanying this Notice of Annual General Meeting of Shareholders constitute a part of the documents that were audited by the Financial Auditor and Audit & Supervisory Board Members in preparing the audit reports.

- Notes to Consolidated Financial Statements
- Notes to Non-consolidated Financial Statements

Reference Documents for General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

Year-end dividends

Considering the business performance and business environment in view of maintaining stable dividends, the Company proposes to pay the year-end dividends for the 75th fiscal year as follows:

- (i) Type of dividend property
To be paid in cash.
- (ii) Allotment of dividend property and their amount
The Company proposes to pay a dividend of ¥54 per common share of the Company.
In this event, the total dividends will be ¥2,746,918,980.
- (iii) Effective date of dividends of surplus
The effective date of dividends will be Thursday, June 30, 2022.

Proposal No. 2 Amendment to the Articles of Incorporation

1. Reason for the amendments

- (1) The Company will change its method of public notice to electronic public notice for the convenience of viewing public notices and for the rationalization of advertising procedures, and will amend Article 5 (Method of Public Notice) of the current Articles of Incorporation to provide for measures to be taken when electronic public notice is not possible due to unavoidable circumstances.
- (2) With the enforcement of the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) on September 1, 2022, and the system for providing informational materials for the general meeting of shareholders in electronic format will be introduced, the Company proposes to make the following changes to its Articles of Incorporation.
 - (i) Article 14 (Measures, etc. for Providing Information in Electronic Format) in “Proposed amendments” below will stipulate that the Company shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format. In addition, a provision will be newly established to limit the scope of the items to be stated in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents.
 - (ii) The Company proposes to delete the provisions of Article 14 (Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.) of the current Articles of Incorporation as they will no longer be required.
 - (iii) Accompanying the aforementioned establishment and deletion of provisions, supplementary provisions regarding the effective date, etc. will be established. The supplementary provisions shall be deleted after such effective date has passed.

2. Details of the amendments

The details of the amendments are as follows.

(Changes are underlined)

Current Articles of Incorporation	Proposed amendments
(Method of Public Notice) Article 5 The public notices of the Company shall be published in the Nihon Keizai Shimbun published in Tokyo.	(Method of Public Notice) Article 5 The public notices of the Company shall be <u>made by way of public electronic notice. However, in the event of an accident or other unavoidable circumstances that preclude electronic public notice, public notice shall be made by way of publication in the Nihon Keizai Shimbun.</u>

Current Articles of Incorporation	Proposed amendments
<p data-bbox="145 197 794 257"><u>(Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.)</u></p> <p data-bbox="145 257 794 295"><u>Article 14</u></p> <p data-bbox="145 295 794 548"><u>When the Company convenes a general meeting of shareholders, if it discloses information that is to be stated or presented in the reference documents for the general meeting of shareholders, business report, financial statements and consolidated financial statements through the internet in accordance with the provisions prescribed by the Ministry of Justice Order, it may be deemed that the Company has provided this information to shareholders.</u></p> <p data-bbox="375 548 566 586">(Newly established)</p> <p data-bbox="375 929 566 967">(Newly established)</p> <p data-bbox="375 967 566 1005">(Newly established)</p>	<p data-bbox="1077 197 1173 235">(Deleted)</p> <p data-bbox="805 548 1428 586"><u>(Measures, etc. for Providing Information in Electronic Format)</u></p> <p data-bbox="805 586 901 624"><u>Article 14</u></p> <p data-bbox="821 624 1428 743"><u>When the Company convenes a general meeting of shareholders, it shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.</u></p> <p data-bbox="821 743 1444 929"><u>Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Order from statements in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents by the record date of voting rights.</u></p> <p data-bbox="805 929 1077 967"><u>(Supplementary Provisions)</u></p> <p data-bbox="805 967 901 1005"><u>Article 1</u></p> <p data-bbox="821 1005 1444 1377"><u>The amendment to the Articles of Incorporation pertaining to Article 14 shall be effective from September 1, 2022, which is the date of enforcement of the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) (hereinafter referred to as the “Date of Enforcement”). However, Article 14 of the Articles of Incorporation before amendment (Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.) shall remain effective regarding any general meeting of shareholders held on a date within six months from the Date of Enforcement.</u></p> <p data-bbox="805 1377 901 1415"><u>Article 2</u></p> <p data-bbox="821 1415 1444 1568"><u>The preceding Article and this Article shall be deleted on the date when six months have elapsed from the Date of Enforcement or three months have elapsed from the date of the general meeting of shareholders in the preceding Article, whichever is later.</u></p>

Proposal No. 3 Election of Seven Directors

The terms of office of the seven Directors (Kazuo Suzuki, Yoichi Howa, Yusuke Murai, Akinobu Yamamoto, Osamu Kawamoto, Makoto Shirai, and Takaji Kokusho) will expire at the conclusion of this meeting. In that regard, the Company proposes the election of seven Directors.

The candidates for Director are as follows:

Candidate No.	Name		Current position in the Company
1	Reelection	Yoichi Howa	Senior Managing Director and General Manager of Safety, Health, Environment Division
2	Reelection	Yusuke Murai	Managing Director and General Manager of Kanto Branch Office
3	Reelection	Akinobu Yamamoto	Managing Director and General Manager of Construction Business Division
4	Reelection	Osamu Kawamoto	Director and General Manager of Construction Engineering Division
5	New election	Satoyuki Yamane	Managing Executive Officer and General Manager of Overseas Business Division
6	Reelection	Makoto Shirai	Outside Independent Outside Director
7	Reelection	Takaji Kokusho	Outside Independent Outside Director

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
1	Yoichi Howa (January 13, 1956) Reelection Tenure (At the conclusion of this General Meeting of Shareholders) 12 years Attendance at the Board of Directors meetings 13/13 (100%)	<p>Apr. 1979 Joined the Company</p> <p>Apr. 2004 General Manager of Sales Department, Sapporo Branch</p> <p>Apr. 2008 Executive Officer and Assistant General Manager of Overseas Business Department</p> <p>June 2008 Executive Officer in charge of Overseas Business Department</p> <p>Apr. 2009 Executive Officer and General Manager of Overseas Business Division</p> <p>June 2010 Director and General Manager of Overseas Business Division</p> <p>Apr. 2016 Director and General Manager of Sales Engineering Division</p> <p>June 2016 Managing Director and General Manager of Sales Engineering Division</p> <p>Apr. 2018 Managing Director and General Manager of Safety, Quality, Environment Division</p> <p>June 2019 Senior Managing Director and General Manager of Safety, Quality, Environment Division</p> <p>Apr. 2021 Senior Managing Director and General Manager of Safety, Health, Environment Division (current position)</p>	11,400 shares
<p>Reasons for nomination as a candidate for Director: Yoichi Howa has been fulfilling his responsibilities as a Director in his current position in the safety, health, environment department based on his broad knowledge and the extensive experience accumulated in Japan and overseas through serving in a range of key positions. The Company proposes his reelection because the trust and track record that he has built will be beneficial in improving corporate value.</p>			
2	Yusuke Murai (August 3, 1963) Reelection Tenure (At the conclusion of this General Meeting of Shareholders) 6 years Attendance at the Board of Directors meetings 13/13 (100%)	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2005 General Manager of Urban Civil Engineering Department, Osaka Branch</p> <p>Apr. 2009 General Manager of Construction Engineering Department, Nishinohon Branch Office</p> <p>Apr. 2010 General Manager of Construction Engineering Department, Kanto Branch Office</p> <p>Apr. 2011 Executive Officer and General Manager of Chubu General Branch Office</p> <p>Apr. 2013 Executive Officer and General Manager of Nishinohon Branch Office</p> <p>Apr. 2014 Managing Executive Officer and General Manager of Nishinohon Branch Office</p> <p>June 2016 Director and General Manager of Nishinohon Branch Office</p> <p>Apr. 2018 Director and General Manager of Kanto Branch Office</p> <p>June 2019 Managing Director and General Manager of Kanto Branch Office (current position)</p>	11,100 shares
<p>Reasons for nomination as a candidate for Director: Yusuke Murai has contributed to improving corporate value on the basis of the high level of customer satisfaction and trust that he built in the Construction Engineering Department. As General Manager of the Kanto Branch Office, he has worked to improve business results such as by promoting effective management. The Company proposes his reelection because his track record and strong business management skills have fulfilled his responsibilities as a director and he will contribute to the sustainable growth of the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	<p>Akinobu Yamamoto (September 23, 1960)</p> <p>Reelection</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) 4 years</p> <p>Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>May 2006 Deputy General Manager of Construction Headquarters, NIPPO KOGYO CO., LTD.</p> <p>Oct. 2009 Joined the Company</p> <p>Apr. 2010 General Manager of Sales, Building Construction Business Department, Construction Business Division</p> <p>June 2013 Deputy General Manager of Building Construction Business Division</p> <p>Apr. 2015 Executive Officer and General Manager of Construction Business Division</p> <p>Apr. 2016 Managing Executive Officer and General Manager of Construction Business Division</p> <p>June 2018 Director and General Manager of Construction Business Division</p> <p>June 2020 Managing Director and General Manager of Construction Business Division (current position)</p>	4,300 shares
		<p>Reasons for nomination as a candidate for Director: Akinobu Yamamoto has built trusting relationships with our customers and contributed to enhancing corporate value by providing high-quality products based on his high level of knowledge and extensive experience in the construction sector. The Company proposes his reelection because his track record of continued stable business performance, his excellent management skills and his extensive knowledge about construction market will be beneficial to the sustainable growth of the Company.</p>	
4	<p>Osamu Kawamoto (April 5, 1965)</p> <p>Reelection</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) 2 years</p> <p>Attendance at the Board of Directors meetings 13/13 (100%)</p>	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2004 General Manager of Yamaguchi Sales Office, Chugoku Branch</p> <p>Apr. 2011 General Manager of Sales Engineering Department, Chugoku Branch, Nishinohon Branch Office</p> <p>Apr. 2014 Deputy General Manager of Nishinohon Branch Office, and General Manager of Chugoku Branch</p> <p>Apr. 2015 Deputy General Manager of Sales Engineering Division</p> <p>Apr. 2016 Executive Officer and General Manager of Kyushu General Branch Office</p> <p>Apr. 2018 Managing Executive Officer and General Manager of Kyushu General Branch Office</p> <p>Apr. 2020 Managing Executive Officer and Deputy General Manager of Construction Engineering Division</p> <p>June 2020 Director and General Manager of Construction Engineering Division (current position)</p>	5,900 shares
		<p>Reasons for nomination as a candidate for Director: Osamu Kawamoto has broad-ranging work experience built up in construction and sales departments, and his track record in each department has been highly evaluated. Since assuming the position of Director, he has continued to exhibit a high level of leadership as General Manager of Construction Engineering Division, building customer satisfaction and trust and expanding the company's business performance. The Company proposes his reelection because his excellent management skills will be beneficial in improving future corporate value.</p>	

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
5	Satoyuki Yamane (May 1, 1967)	Apr. 1991	Joined the Company	3,000 shares
	New election	Apr. 2009	General Manager, Business Administration Department	
	Tenure (At the conclusion of this General Meeting of Shareholders) - years	Apr. 2011	General Manager, Management Planning Department, Management Planning Division	
	Attendance at the Board of Directors meetings -/- (-%)	Apr. 2013	General Manager of Sales Planning Department, Sales Engineering Division	
		Apr. 2016	Executive Officer and General Manager of Overseas Business Division	
		Apr. 2020	Managing Executive Officer and General Manager of Overseas Business Division (current position)	
Reasons for nomination as a candidate for Director: Satoyuki Yamane has had a broad range of business experience, including business development, management planning, and sales planning, and has established an excellent track record in each of these departments since joining the Company in 1991. He has exhibited a high level of leadership in his current position as the General Manager of the Overseas Business Division, winning customer satisfaction and trust. The Company proposes his election because his excellent management skills will be beneficial in improving future corporate value.				
6	Makoto Shirai (September 22, 1976)	Oct. 2003	Registered as an attorney at law	- shares
	Reelection Outside Independent	Apr. 2008	Securities and Exchange Inspector of Securities and Exchange Surveillance Division, Kanto Local Finance Bureau, Ministry of Finance Japan	
	Tenure (At the conclusion of this General Meeting of Shareholders) 6 years	Apr. 2010	Professional Inspector of Inspection Division, the Executive Bureau of Securities and Exchange Surveillance Commission, Financial Services Agency	
	Attendance at the Board of Directors meetings 13/13 (100%)	July 2012	Re-registered as an attorney at law	
		July 2012	Partner of KOHWA SOHGOH LAW OFFICES (current position)	
		June 2016	Outside Director of the Company (current position)	
		[Significant concurrent positions outside the Company] Outside Director of MONEY SQUARE HOLDINGS, INC. Outside Audit & Supervisory Board Member of BIT Point Japan Co., Ltd.		
Reason for nomination as a candidate for outside Director and expected role: Makoto Shirai is the lead independent outside Director, and as the chair of the Remuneration Committee and a member of the Nominating Committee, has made decisions on important business matters and fully exercised his supervisory function over business execution related to the management of the Company and fully demonstrated the supervisory function with regard to business execution at the Board of Directors meetings and on the committees, from a perspective that is independent of the Company's management team, without getting involved in the Company's management. In addition to his experience at the Ministry of Finance and the Financial Services Agency and his legal knowledge of the Companies Act and financial instruments transactions, he actively provides useful advice from his knowledge and objective viewpoint as an attorney at law. He has never been involved in the management of a company except as an outside officer. However, the Company proposes his reelection as an outside Director of the Company because he will contribute to persistent growth of the Company and improvement of corporate value based on the above reasons. He is an outside Director of the Company as defined in Article 2, item (xv) of the Companies Act, and satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.				

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
7	Takaji Kokusho (October 8, 1944) Reelection Outside Independent Tenure (At the conclusion of this General Meeting of Shareholders) 2 years Attendance at the Board of Directors meetings 13/13 (100%)	Apr. 1969 Joined Central Research Institute of Electric Power Industry Apr. 1982 Doctor of Engineering of Graduate School of Engineering, the University of Tokyo Apr. 1985 Part-time Lecturer of Faculty of Engineering in Civil Engineering, the University of Tokyo Mar. 1996 Technical Advisor of West Japan Engineering Consultants, Inc. (current position) Apr. 1996 Professor of Faculty of Science and Engineering in Civil Engineering, Chuo University Apr. 2015 Professor Emeritus of Chuo University (current position) June 2020 Outside Director of the Company (current position) [Significant concurrent positions outside the Company] Technical Advisor of West Japan Engineering Consultants, Inc. Professor Emeritus of Chuo University	- shares
Reason for nomination as a candidate for outside Director and expected role: Takaji Kokusho is an independent outside Director, a member of the Nominating Committee and has made decisions on important business matters related to the management of the Company and fully demonstrated the supervisory function with regard to business execution at the Board of Directors meetings and on the committee from a perspective that is independent of the Company's management team, without getting involved in the Company's management. He has served at private research institutions and as a university professor, and actively provides useful advice with the wealth of expertise and in-depth knowledge he has developed throughout his career. He has never been involved in the management of a company except as an outside officer. However, the Company proposes his reelection as an outside Director of the Company because it has been determined that he will provide highly effective supervision of the Company's management and that his expertise and knowledge will contribute to the Company's sustainable growth and further enhancement of its corporate value over the medium to long term based on the above reasons. He is an outside Director of the Company as defined in Article 2, item (xv) of the Companies Act, and satisfies the Independence Criteria stipulated by the Tokyo Stock Exchange.			

- Notes:
1. There is no special interest between the candidates for Director Makoto Shirai and Takaji Kokusho and the Company.
 2. Candidates for Director Makoto Shirai and Takaji Kokusho are candidates for outside Director.
 3. The Company has entered into a liability insurance policy with an insurance company for directors and corporate auditors, as stipulated in Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred by an insured in cases where they are sued with a claim for damages by shareholders, third parties, etc., such as compensation for damages and litigation expenses.
If each candidate assumes the office as a Director, they will be included as an insured in this policy.
Insurance premiums for this policy are borne in full by the Company, and the insureds do not bear any of the premiums.
In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
 4. Limited liability agreement for outside Director
The Articles of Incorporation stipulate that the Company can enter into an agreement with outside Director to limit his/her liability for damages to a certain extent, and the Company has entered into this agreement with Makoto Shirai and Takaji Kokusho. If they are reelected, the Company plans to renew this agreement with them (Summary of details of limited liability agreement is as described in Business Report, in Japanese only).
 5. Candidates for outside Director Makoto Shirai and Takaji Kokusho satisfy the requirements for independent officers as provided for by the Tokyo Stock Exchange, and the Company has submitted notification to the aforementioned exchange concerning their appointment as independent officers.

Proposal No. 4 Election of One Audit & Supervisory Board Member

The term of office of Outside Audit & Supervisory Board Member Yoshinobu Maeba will expire at the conclusion of this meeting. In that regard, the Company proposes the election of one Audit & Supervisory Board Member. The Company has obtained the consent of the Audit & Supervisory & Supervisory Board in advance for this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

Name		Current position in the Company
New election	Yasushi Sasaki	Outside Independent -

Name (Date of birth)	Career summary, position in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
<p>Yasushi Sasaki (January 6, 1962)</p> <p>New election Outside Independent</p> <p>Tenure (At the conclusion of this General Meeting of Shareholders) - years</p> <p>Attendance at the Board of Directors meetings -/- (-%)</p> <p>Attendance at the Audit & Supervisory Board meetings -/- (-%)</p>	<p>Apr. 1985 Joined Nippon Life Insurance Company</p> <p>Mar. 2013 Manager, General Manager, Market Development Department (Hokkaido), Nippon Life Insurance Company</p> <p>Mar. 2014 Executive Officer, Deputy General Manager, East Japan Corporate Sales Division, Nippon Life Insurance Company</p> <p>Mar. 2021 Retired as Executive Officer, Nippon Life Insurance Company</p> <p>Apr. 2021 President and Representative Director, Aroma Square Co., Ltd. (current position)</p>	<p>- shares</p>

Reason for nomination as a candidate for outside Audit & Supervisory Board Member:
Yasushi Sasaki has extensive knowledge and insight as a manager, including serving as a Representative Director at another company. The Company proposes his election as outside Audit & Supervisory Board Member because it has been determined that he can provide appropriate guidance and advice on overall management based on his extensive experience and highly specialized perspective, and that he is skilled in supervising the duties of directors and auditing legality.
There is no special interest between the candidate and the Company.

- Notes:
1. There is no special interest between the candidate and the Company.
 2. Audit & Supervisory Board Member candidate Yasushi Sasaki is a candidate for outside Audit & Supervisory Board Member.
 3. The Company has entered into a liability insurance policy with an insurance company for directors and corporate auditors, as stipulated in Article 430-3, paragraph (1) of the Companies Act. The policy will cover losses incurred by an insured in cases where they are sued with a claim for damages by shareholders, third parties, etc., such as compensation for damages and litigation expenses.
If each candidate assumes the office as an Audit & Supervisory Board Member, they will be included as an insured in this policy.
Insurance premiums for this policy are borne in full by the Company, and the insureds do not bear any of the premiums. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
 4. Limited liability agreements with outside Audit & Supervisory Board Member
The Articles of Incorporation stipulate that the Company can enter into agreements with outside Audit & Supervisory Board Members to limit their liability for damages to a certain extent. If Yasushi Sasaki is elected as an outside Audit & Supervisory Board Member, the Company plans to enter into this agreement with him (Summary of details of limited liability agreement is as described in Business Report, in Japanese only).
 5. Candidate for outside Audit & Supervisory Board Member Yasushi Sasaki satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, and the Company plans to submit notification to the aforementioned exchange concerning his appointment as an independent officer.

(Reference) Knowledge, experience and capabilities of Directors and Audit & Supervisory Board Members (skill matrix)

The tables below provide a skill matrix of the Directors and Audit & Supervisory Board Members in the case of Proposal No. 3 and Proposal No. 4 being approved and adopted in their original forms.

Knowledge, experience and capabilities of Directors (skill matrix)

Name	Position and responsibility in the Company	Corporate Management/ Management Strategy	Finance /Accounting	Sales /Marketing	R&D	Technology / IT	Legal affairs/ Compliance/ Risk Management	Personnel and labor/ Human resources development	ESG/ Sustainability	Global
Kazuhiro Akutsu	President and Representative Director	○		○	○	○			○	○
Shigeaki Funayama	Director and Vice President, and General Manager of Business Administration Division	○	○			○	○	○	○	
Yoichi Howa	Senior Managing Director and General Manager of Safety, Health, Environment Division	○		○		○	○		○	○
Kohei Kawamura	Senior Managing Director and General Manager of Sales Engineering Division	○		○		○	○		○	
Makoto Nishi	Senior Managing Director and General Manager of Sales Planning Division	○	○				○	○	○	
Yusuke Murai	Managing Director and General Manager of Kanto Branch Office	○		○	○	○		○	○	
Akinobu Yamamoto	Managing Director and General Manager of Construction Business Division	○		○			○	○	○	
Osamu Kawamoto	Director and General Manager of Construction Engineering Division	○		○	○	○	○		○	
Tatsuya Kaneto	Director and General Manager of Chubu General Branch Office	○		○	○	○			○	
Satoyuki Yamane	Director and General Manager of Overseas Business Division	○	○				○	○	○	○
Makoto Shirai	Lead independent outside Director		○				○		○	
Takaji Kokusho	Independent outside Director				○	○			○	○
Hiroko Shimizu	Independent outside Director	○		○		○		○	○	
Takeshi Nagata	Independent outside Director		○				○		○	
Hiromi Asano	Independent outside Director	○				○	○	○	○	

Knowledge, experience and capabilities of Audit & Supervisory Board Members (skill matrix)

Name	Position and responsibility in the Company	Corporate Management/ Management Strategy	Finance /Accounting	Sales /Marketing	Technological R&D	Technology / IT	Legal affairs/ Compliance/ Risk Management	Personnel and labor/ Human resources development	ESG/ Sustainability	Global
Hiroyuki Kinoshita	Standing outside Audit & Supervisory Board Member		○				○	○	○	
Tokiko Maruno	Outside Audit & Supervisory Board Member		○				○	○	○	
Nobuo Iida	Outside Audit & Supervisory Board Member	○	○	○			○	○	○	
Yasushi Sasaki	Outside Audit & Supervisory Board Member	○	○	○			○	○	○	