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MIYAJI ENGINEERING GROUP, INC.

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Securities code: 3431

<https://www.miyaji-eng.com/en/>

The corporate governance of MIYAJI ENGINEERING GROUP, INC. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile, and Other Basic Information

1. Basic Views

Our fundamental approach to corporate governance is based on the recognition that the foundation of our corporate activities consists of management that resonates with and earns the trust of our stakeholders, including our shareholders, customers, business partners, employees, and local communities. We aim to achieve sustained growth and to increase our corporate value over the medium and long term. We have defined key measures for achieving the following: we will strive to reinforce our management base on a sustained basis, to ensure the soundness and transparency of our management, to continuously enhance our corporate governance, and to prepare and reinforce our internal control structure.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code] Updated

[Supplementary Principle 1.2.4] Use of Electronic Voting Platform

The Company plans to begin using the Electronic Voting Platform from the 21st Annual General Meeting of Shareholders scheduled for June 2024.

[Supplementary Principle 3.1.3] Disclosure of Climate Change-related Risks, etc.

The Company is preparing to disclose climate change-related risks, etc. based on the TCFD recommendation in the near future.

[Supplementary Principle 4.2.1] Setting the Appropriate Percentage of Performance-linked Compensation and Stock Compensation

At the Board of Directors meeting held after the 18th Annual General Meeting of Shareholders on June 25, 2021, the Company established a Nomination and Compensation Committee as an advisory body under the Board of Directors for the purpose of reinforcing the independence, objectivity, and accountability of the Board of Directors’ functions with respect to matters deemed necessary by the Board of Directors concerning remuneration, etc. for Directors. However, we have not introduced performance-linked compensation or a stock-based compensation plan at this time, and will continue to consider the link to medium- to long-term business performance in the future.

[Principle 4.11] Preconditions for Ensuring the Effectiveness of the Board of Directors and the Audit and Supervisory Committee

The Company’s Board of Directors consists of Independent Outside Directors who have extensive knowledge in Japan and overseas and representatives of operating subsidiaries, as well as persons with expertise and a wealth of experience in their respective fields, such as persons with experience in corporate management and persons familiar with the business fields they are in charge of. We believe that the Board of Directors is constituted in a manner to achieve both diversity and appropriate size in order to effectively fulfill its roles and responsibilities as a Board of Directors. In addition, the Company’s Audit and Supervisory Committee Members have a wealth of experience, achievements, and insight in corporate management and specific areas of expertise. In terms of gender, we appointed a female Outside Director at the 20th Annual General Meeting of Shareholders held on June 29, 2023 in the expectation that she will supervise the Company’s management from a unique female perspective. In the future, we will continue to strive to appoint a diversity of Directors, taking into consideration the business environment and business strategy perspectives.

[Disclosure Based on the Principles of the Corporate Governance Code] Updated

[Principle 1.4] Cross-Shareholdings

The Group holds listed shares as a cross-shareholding for the purpose of maintaining business relationships, including the establishment of long-term, stable relationships between the Company and the companies issuing such shares. Our shareholdings are examined each fiscal year from various perspectives, such as the business performance, stock price, dividends, and growth potential of each company in which we hold shares, and the results are discussed and approved by the Board of Directors. As a

result, we will continue to reduce shareholdings for which we deem the significance of holding these shares to be insufficient or not commensurate with the cost of capital based on dialogue with the companies in which we hold shares. We will also reduce the ratio of the cross-shareholdings book value to net assets to 10% or less as soon as possible during the period of the Medium-Term Business Plan from 2022 to 2026.

The exercise of voting rights in connection with cross-shareholdings is decided whether to approve or disapprove each proposal from the perspective of whether the proposal will contribute to the sustainable growth of the Group and individual investees.

[Principle 1.7] Related Party Transactions

The Company requires Directors' competitive transactions and conflict of interest transactions to be discussed, resolved, and reported at meetings of the Board of Directors, depending on the nature of the transaction. If the Audit and Supervisory Committee receives a request from a Director for approval of a conflict of interest transaction, the Committee decides whether to approve the transaction. The Company conducts a survey each fiscal year of related parties that may affect its financial position and operating results in accordance with the Accounting Standard for Related Party Disclosures and the Guidance on Accounting Standard for Related Party Disclosures, confirms whether there are transactions with such related parties and the materiality of such transactions, and discloses any transactions subject to disclosure.

[Supplementary Principle 2.4.1] Ensuring Diversity in Core Personnel

The Company recognizes that it is essential for the sustainable development of a company to have active human resources with diverse backgrounds. In addition to previous efforts to set measurable goals for the promotion of the attributes indicated in the Code, the Company has adopted a policy to evaluate all employees based on common criteria (work attitude of making an effort and management skills for employees in managerial positions) by changing the excessive performance-based approach, so that we can flexibly operate in response to changes in the business environment and other circumstances. We have established a Charter of Corporate Behavior and a Code of Conduct that should serve as indicators, and have created an environment in which all employees, including women, foreign nationals, and mid-career hires, can fully play an active role. In particular, we believe that the active participation of women and foreign nationals in the construction industry is an issue that must be actively addressed. We are developing our female workforce by actively hiring women not only for administrative positions but also for technical and skilled positions, and we are also actively hiring foreign nationals, as we believe that bringing sensitivities from other cultures into the Company will be highly beneficial for revitalizing the Company and changing mindsets.

[Principle 2.6] Roles of Corporate Pension Funds as Asset Owners

The Group has adopted optimal methods for the administration and management of corporate pension funds, including entering into contracts with external asset administration and management institutions and other organizations in accordance with the circumstances at each Group company. We formulate basic management policies, management guidelines, etc. for assets and entrust the management of assets in accordance therewith, while regularly evaluating the assets under management at market value. In addition, a department familiar with asset management of corporate pension plans is in charge of operations in order to appropriately monitor management performance, etc. by such external institutions.

[Principle 3.1] Full Disclosure

(1) Business principles, etc., business strategies, and business plans

Our Group's management philosophy is to "contribute to the enrichment of our nation and the creation of a brighter society through the construction, maintenance, and repair of societal infrastructure such as bridges, buildings, and coastal structures." Led by this corporate philosophy, we have created a compliance and risk management structure and will appropriately implement it. Our aims are to provide safe, high-quality products, construction, and services that meet the needs of society and our customers through fair competition and to achieve sustained Group growth. At the same time, we also strive to live up to our corporate social responsibility to our shareholders and investors, our clients, our employees, local communities, and all of our other stakeholders.

Regarding business strategies and plans, etc., the Company posted on its website (<https://www.miyaji-eng.com/en/zaimu/mid-term.html>) the overview of the "Medium-Term Business Plan (FY2022 to FY2026)" that reflects the contents of "Action to Implement Management that is Conscious of Cost of Capital and Stock Price" disclosed on August 9, 2023, as well as materials and videos for the financial briefings held biannually (<https://www.miyaji-eng.com/en/zaimu/library5.html>).

(2) Basic views and guidelines on corporate governance

Please refer to "I. 1. Basic Views" in this report.

(3) Policies and procedures in determining executive remuneration

Please refer to "II. 1. Organizational Composition and Operation, [Director Remuneration]" in this report.

(4) Board policies and procedures in the appointment/dismissal of the senior management and the nomination of Director candidates

Given that the appointment of the senior management is an important corporate decision, the Board of Directors, with appropriate involvement and advice from independent outside officers, shares the importance of compliance and governance and selects personnel who have achievements, knowledge, and foresight and can demonstrate top management qualities and abilities, such as leadership and problem-solving skills. In addition, the Board of Directors carefully deliberates on whether the dismissal of the senior management is objectively appropriate, with appropriate involvement and advice from independent outside officers, if the senior management engages in any misconduct or violation of laws, regulations, or the Articles of Incorporation when executing duties, or if the corporate value is deemed to have been significantly damaged, etc. The Board of Directors selects Directors who have excellent character and insight, as well as the knowledge, experience, and ability to accurately carry out the required responsibilities, and Outside Directors who have a wealth of experience, expertise, and broad insight into corporate management and who fulfill the Company's standards for independence based on the standards

established by the Companies Act and the Tokyo Stock Exchange.

(5) Explanations with respect to the individual appointments/dismissals and nominations of officer candidates

The reasons for the appointment of Outside Directors are described in “II. 1. Organizational Composition and Operation, [Directors] Outside Directors’ Relationship with the Company (2).”

The reasons for the appointment of Directors other than Outside Directors are described in the Reference Documents for the Convocation Notices of the Company’s Annual General Meetings of Shareholders, which are available on the “Directors” page (<https://www.miyaji-eng.com/en/corporate/officer.html#officer>) or the “Shareholders Meetings” page (<https://www.miyaji-eng.com/en/zaimu/meeting.html>) of the Company’s website (the reasons for the appointment of Directors are described in Proposals 2 and 3 in the Reference Documents for the Notice of the 20th Annual General Meeting of Shareholders).

When a case of dismissal arises, a proposal for dismissal is submitted to the General Meeting of Shareholders, and the reasons for dismissal of the relevant person are disclosed in such proposal in the Reference Documents for the General Meeting of Shareholders.

[Supplementary Principle 3.1.3] Sustainability Initiatives and Investments in Human Capital and Intellectual Properties

The Company’s sustainability initiatives and investments in human capital and intellectual properties are incorporated into our Charter of Corporate Behavior and Code of Conduct, which are disclosed on our website.

[Supplementary Principle 4.1.1] Scope of Matters Delegated to the Management

The Board of Directors deliberates and decides on matters that the Board of Directors is authorized to decide exclusively by laws, regulations, and the Articles of Incorporation, matters related to General Meetings of Shareholders, settlement of accounts, officers, shares and corporate bonds, personnel affairs and organizations, development of internal control systems, assets, financing and accounting, business restructuring, and the entire Group set forth in the Board of Directors Rules, matters to be resolved by the Board of Directors of subsidiaries that are important matters for the Company, and other important matters related to business execution. The Board of Directors also supervises the execution of duties by Directors (including subsidiaries). Decisions on business execution other than those stated above are delegated to the management under the President, the details of which are clearly defined in the Regulations on Division and Authority of Duties and other internal rules.

[Principle 4.9] Independence Standards and Qualification for Independent Outside Directors

The Company’s policy for appointing Outside Directors is to select candidates who is not likely to cause a conflict of interest with the Company’s general shareholders and who can appropriately and satisfactorily perform the duties expected of him or her as Outside Director, based on the standards established by the Companies Act and the Tokyo Stock Exchange.

In addition, the standards for determining the independence of the Company’s Independent Outside Directors are persons who do not fall into any of the following categories.

- (1) Officers or key employees (“Business Executives, etc.”) of major clients*1 or lenders*2 of the Company and its consolidated subsidiaries (the “Group”) and those who were Business Executives, etc. in the three years prior to their appointment
- (2) Accounting experts, legal experts, or consultants, etc., who have received cash or other assets worth 10 million yen or more per year in any of the past three years from the Group, other than executive remuneration
- (3) Employees, etc. of the Group’s audit firm and those who were employees, etc. in the three years prior to their appointment
- (4) Business Executives, etc. of public interest incorporated foundations, public interest incorporated associations, etc. that receive annual donations of 10 million yen or more per year from the Group and those who were Business Executives, etc. in the three years prior to their appointment
- (5) Major shareholders holding 10% or more of the Company’s voting rights and their Business Executives, etc.
- (6) Business Executives, etc. of the Group and those who were Business Executives, etc. in the ten years prior to their appointment
- (7) Spouses and relatives up to the second degree of kinship of those persons falling under (1) to (6) above

*1 Major clients means companies, etc., for which the amount paid or received as consideration for transactions with the Group in any of the three years prior to appointment is 2% or more of the annual consolidated net sales of the Company or the client.

*2 Major lenders means lenders that have accounted for 2% or more of consolidated total assets in any of the three years prior to appointment.

[Supplementary Principle 4.10.1] Independence, Authority, Roles of Composition of the Nomination and Compensation Committee

As of June 25, 2021, the Company has established a Nomination and Compensation Committee, which is chaired by an Independent Outside Director and over half of whose members are Independent Outside Directors. The Committee has the authority to report independently of the Board of Directors on consultations from the Board of Directors regarding the nomination and remuneration.

[Supplementary Principle 4.11.1] Approach to Balance of Knowledge, Experience, and Abilities as well as Diversity and Size of the Board of Directors as a Whole

The number of Directors of the Company is no more than 10 (excluding Directors who are Audit and Supervisory Committee Members) and four (Directors who are Audit and Supervisory Committee Members) as provided for in the Articles of Incorporation, and the Board of Directors consists of seven members, including four independent persons outside the Company and three inside Directors (including two representatives of operating subsidiaries) who have expertise and a wealth of experience.

The Board of Directors determines candidates based on a policy of having a structure that takes into consideration the balance of knowledge, experience, and abilities as described above in a manner to achieve both diversity and appropriate size in order to

effectively fulfill its roles and responsibilities. The skills matrix is included in the Reference Documents for the Convocation Notices of the Company's Annual General Meetings of Shareholders, which are posted on our website.

[Supplementary Principle 4.11.2] Status of Concurrent Positions of Officers Serving Concurrently as Officers at Other Listed Companies

The Company's Directors, including Outside Directors, devote to their operations the time and effort necessary to appropriately fulfill their roles and responsibilities. The status of concurrent positions of Directors serving concurrently as officers, etc., at other listed companies is disclosed on our website, as well as in convocation notices of General Meetings of Shareholders and in securities reports.

[Supplementary Principle 4.11.3] Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole

The Company evaluated the effectiveness of the Board of Directors as a whole with the aim of further improving the operation, etc. of the Board of Directors. A summary of the evaluation method and results is as follows.

(1) Evaluation method

(i) Self-evaluations for all Directors, including Outside Directors, are conducted.

[Evaluation Items]

- Matters relating to the composition of the Board of Directors
- Matters relating to the operation of the Board of Directors
- Matters relating to business strategies

(ii) Analysis and evaluation of the effectiveness of the Board of Directors as a whole are conducted by the Board of Directors based on the results of (i) above.

(2) Summary of evaluation results

The Board of Directors of the Company evaluated that the effectiveness of the Board of Directors as a whole has been secured.

Based on this evaluation of the effectiveness, the Company will continue to make improvements to further improve the effectiveness of the Board of Directors as a whole.

[Supplementary Principle 4.14.2] Director Training Policy

The Company's training policy for Directors is as follows.

1. New Directors

New Directors attend outside seminars, etc. related to the knowledge required as a new Director.

2. Directors

The Company provides regular training led by attorneys, certified public accountants, etc., and Directors attend outside seminars as appropriate, in an ongoing effort to acquire knowledge and improve their abilities.

3. Outside Directors

In addition to site visits to the Group's offices, Outside Directors are provided with educational opportunities to acquire necessary information such as the Company's history, an overview of its business, and an overview of business performance. Outside Directors also attend outside seminars as appropriate and as necessary, in an effort to acquire the necessary expertise, etc.

[Principle 5.1] Policy for Constructive Dialogue with Shareholders

1. IR Policy

We take the opinions of our shareholders very seriously, and in order to reflect them in the operation of our company, we disclose accurate information regarding our management in a timely manner and we engage in constructive dialogue with our shareholders. Through this, we strive to produce sustained growth and increase our corporate value over the medium and long term.

2. IR Structure and Methods of Engaging in Dialogue

We strive to actively engage in dialogue with our shareholders, primarily through the Director in charge of IR and our IR Office. Furthermore, we hold financial results briefings for analysts and institutional investors (twice per year), and we post the materials used in these briefings, along with videos of the briefings, on our website. We strive to immediately post information such as our company profile, management policy, group structure, compliance information (Charter of Corporate Behavior), IR information (convocation notices, reports, interim reports, earnings briefings, securities reports, and other disclosure materials), and the like on our website.

3. Insider Information

We manage insider information thoroughly with respect to our dialogue with shareholders.

4. Status of Dialogue with Shareholders

We are currently organizing information regarding the status of dialogue with shareholders and plan to disclose this information in "Integrated Report 2024."

[Action to Implement Management that is Conscious of Cost of Capital and Stock Price]

Actions taken to implement management that is conscious of the cost of capital and of stock price have been disclosed in "Action to Implement Management that is Conscious of Cost of Capital and Stock Price," on August 9, 2023, and are posted on the Company website (<https://ssl4.eir-parts.net/doc/3431/tdnet/2324150/00.pdf>). [Also available in English (<https://ssl4.eir-parts.net/doc/3431/tdnet/2324318/00.pdf>)]

2. Capital Structure

Foreign Shareholding Ratio	Less than 10%
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[Status of Major Shareholders] Updated

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	569,400	8.37
HIKARI TSUSHIN, INC.	342,700	5.04
MUFG Bank, Ltd.	327,145	4.81
Meiji Yasuda Life Insurance Company	266,672	3.92
MIYAJI Client Stock Ownership Association	236,200	3.47
Tomohiro Yoshida	207,400	3.05
NIPPON STEEL CORPORATION	157,800	2.32
Custody Bank of Japan, Ltd. (trust account)	149,400	2.20
Mitsubishi UFJ Trust and Banking Corporation	128,024	1.88
DFA INTL SMALL CAP VALUE PORTFOLIO	112,296	1.65

Name of Controlling Shareholder, if applicable
(excluding Parent Company)

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Name of Parent Company, if applicable

None

Supplementary Explanation

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3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange Prime Market
Fiscal Year-End	March
Business Sector	Metal Products
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	500 or more and fewer than 1,000
Net Sales (Consolidated) for the Previous Fiscal Year	¥10 billion or more and less than ¥100 billion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Fewer than 10

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which May have Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit and Supervisory Committee
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[Directors]

Number of Directors Stipulated in Articles of Incorporation	14
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	7
Election of Outside Directors	Elected
Number of Outside Directors	4
Number of Independent Outside Directors	4

Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Mayumi Hirase	Other											
Hidemi Ota	From another company											
Masato Tsujikawa	Lawyer											
Masato Higuchi	Lawyer											

* Categories for "Relationship with the Company."

* Use "○" when the director presently falls or has recently fallen under the category, and "△" when the director fell under the category in the past

* Use "●" when a close relative of the director presently falls or has recently fallen under the category, and "▲" when a close relative of the director fell under the category in the past.

A Person who executes business of the Company or a subsidiary

b Person who executes business or a non-executive director of a parent company

c Person who executes business of a fellow subsidiary

d Person/entity for which the Company is a major client or a person who executes business for such person/entity

e Major client of the Company or a person who executes business for such client

f Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets in addition to executive remuneration from the Company

g Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business of the corporation)

h Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to self only)

i Person who executes business for another company, between which and the Company outside officers are mutually appointed (applies to self only)

j Person who executes business for an entity receiving contributions from the Company (applies to self only)

k Other

Outside Directors' Relationship with the Company (2)

Name	Membership of Audit and Supervisory Committee	Designation as Independent Officer	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Mayumi Hirase		○	—	<p>Ms. Hirase actively addresses “promotion of women’s advancement” and “promotion of measures to support raising the next generation,” which are our key issues for diversity promotion, even in the male-dominated Board of Directors by utilizing her experience as an athlete who excelled in the tough world of professional sport. She has the strength to drive reforms and improvements from an objective and unique female perspective. Furthermore, since 2016, she has been active as a “Dream Teacher” of the “JFA Kokoro Project” of the Japan Football Association as a social contribution activity. As such, the Company has determined that she is qualified as the Company’s Outside Director as a leader of social contribution activities of the Company, which also engages in ESG initiatives, and as a supervisor of management toward sustainable growth based on diversity promotion by utilizing her experience in an environment completely different from our industry.</p> <p>In addition, the Company has determined that independence with respect to the attributes, etc. of independent officers is ensured and she is unlikely to be subject to conflicts of interest with general shareholders, and has designated her as an independent officer.</p>
Hidemi Ota	○	○	—	<p>Mr. Ota is one of the few persons who have played an important role in all the processes from planning to construction of the Tokyo Wan Aqua-Line Expressway, a national project. Furthermore, he is also an authority on the area of steel structures who pushed forward the national project of constructing the Runway D at Tokyo International Airport, a steel offshore airport, and is familiar with the Company’s business with a high level of insight in this industry. In addition, he also has a wealth of experience as a private company manager and has a wide network of contacts, and is expected to perform company analysis from a broad perspective. As such, he is qualified as the Company’s Outside Director who is an Audit and Supervisory Committee Member, who also is a supervisor of the Company’s path to sustainable growth.</p> <p>In addition, the Company has determined that independence with respect to the attributes, etc. of independent officers is ensured and he is unlikely to be subject to conflicts of interest with general shareholders, and has designated him as an independent officer.</p>

Name	Membership of Audit and Supervisory Committee	Designation as Independent Officer	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Masato Tsujikawa	○	○	—	<p>Mr. Tsujikawa has expertise and experience as a lawyer while at the same time having served as a corporate auditor of a listed company and concurrently serving as an outside auditor of a company in another industry, which is listed on the Prime Market. He has multifaceted knowledge that leverages these many experiences. In addition, he possesses management experience as a law firm partner and is familiar with labor issues too, as well as having publications in the area of the Companies Act and also serving as conciliation commissioner of the court. Given this experience and knowledge, he is qualified as the Company's Outside Director who is an Audit and Supervisory Committee Member, who also is a supervisor of the Company's management.</p> <p>In addition, the Company has determined that independence with respect to the attributes, etc. of independent officers is ensured and he is unlikely to be subject to conflicts of interest with general shareholders, and has designated him as an independent officer.</p>
Masato Higuchi	○	○	—	<p>Mr. Higuchi has a wealth of experience mainly in responding to various social events and issues as Chief of Police of the Kumamoto Prefectural Police, the Fukuoka Prefectural Police, and the Osaka Prefectural Police, and giving direction and guidance for investigations and inspections into these events and issues as well as recurrence prevention measures as the head of governance. Even after retiring from the police, he has been consulted by companies and organizations as a lawyer on compliance matters and has been offering advice. Furthermore, he has knowledge of information and communication technology and has served as Outside Director of other companies, and therefore is qualified as the Company's Outside Director who is an Audit and Supervisory Committee Member, who also is a supervisor of the Company's management related to governance and compliance.</p> <p>In addition, the Company has determined that independence with respect to the attributes, etc. of independent officers is ensured and he is unlikely to be subject to conflicts of interest with general shareholders, and has designated him as an independent officer.</p>

[Audit and Supervisory Committee]

Composition of Audit and Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Chairperson
Audit and Supervisory Committee	3	0	0	3	Outside Director

Appointment of Directors and/or Employees to Support the Audit and Supervisory Committee	Appointed
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Matters Concerning Independence of Said Directors and/or Employees from Executive Directors

The Audit Office has been established to assist and support the smooth execution of the duties of the Audit and Supervisory Committee and staff have been assigned to the Office. There are no Directors who are assigned to assist the duties of the Audit and Supervisory Committee.

The Audit Office staff do not receive directions and orders from Directors who are not Audit and Supervisory Committee Members with respect to the duties of the Audit and Supervisory Committee, but follow the directions and orders of the Audit and Supervisory Committee. The opinion of the Audit and Supervisory Committee is heard and respected concerning personnel transfers, performance evaluations, etc., thereby ensuring independence from the executive divisions and the effectiveness of the Audit and Supervisory Committee's instructions to the Audit Office staff.

Status of Coordination between Audit and Supervisory Committee, Accounting Auditor, and Internal Audit Division

The Audit and Supervisory Committee works closely with the Audit Office and the Accounting Auditor by regularly exchanging information and opinions, receiving reports on audit results, and being present at audits by the Accounting Auditor.

[Voluntary Establishment of Committee(s)]

Voluntary Establishment of Committee(s) equivalent to
Nomination Committee or Remuneration Committee Established

Status of Voluntarily Established Committee(s), Composition of the Committee, and Attributes of the Chairperson

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Chairperson
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Compensation Committee	4	1	0	3	0	0	Outside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Compensation Committee	4	1	0	3	0	0	Outside Director

Supplementary Explanation

At the Board of Directors meeting held after the 18th Annual General Meeting of Shareholders on June 25, 2021, the Company established a Nomination and Compensation Committee as an advisory body under the Board of Directors for the purpose of reinforcing the independence, objectivity, and accountability of the Board of Directors' functions with respect to matters deemed necessary by the Board of Directors concerning the appointment and dismissal of Directors, the selection and dismissal of Representative Directors and Directors with titles, and matters deemed necessary by the Board of Directors concerning remuneration, etc. for Directors. Furthermore, at the Board of Directors meeting held after the 20th Annual General Meeting of Shareholders on June 29, 2023, the number of members of the Committee was increased to four.

[Matters Concerning Independent Officers]

Number of Independent Officers 4

Other Matters Concerning Independent Officers

The Company has designated all four Outside Directors who fulfill the qualifications of independent officers as independent officers.

[Incentives]

Implementation Status of Measures related to
Incentives Granted to Directors None

Supplementary Explanation for Applicable Items

The Group has not introduced a stock-based compensation plan concerning executive remuneration, and will consider a medium-to long-term performance-linked compensation plan in the future.

Persons Eligible for Stock Options

Supplementary Explanation for Applicable Items

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[Director Remuneration]

Status of Disclosure of Individual Directors'

Remuneration

No Disclosure for any Directors

Supplementary Explanation for Applicable Items

The total amount (number of members) of remuneration, etc. for Directors for the fiscal year ended March 31, 2023 was ¥41,418,000 (nine Directors).

The above includes three Directors who retired at the conclusion of the 19th Annual General Meeting of Shareholders held on June 28, 2022, and excludes one Director who is not paid remuneration.

The total amount of remuneration, etc. received by Directors as officers from subsidiaries during the current fiscal year was ¥213,515,000.

While the Company does not disclose individual executive remuneration, we will appropriately disclose it if there are officers whose total amount of consolidated remuneration, etc. is ¥100 million or more, in accordance with law.

Policy on Determining Remuneration Amounts and the Calculation Methods Thereof

Established

Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods Thereof

The Company's policy for determining the amount of executive remuneration, etc. and the method of calculation thereof is determined taking into consideration comprehensively general examples of companies at the same level, the balance with the level of employees' salaries, the general state of management, and other factors.

In the future, the amount of remuneration, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) will be determined by the Board of Directors, based on reports from the Nomination and Compensation Committee, taking into consideration the Company's business performance, management details, economic conditions, etc. Remuneration, etc. for Directors who are Audit and Supervisory Committee Members will be determined by the Audit and Supervisory Committee within the scope of the total amount of remuneration resolved at the General Meeting of Shareholders.

At the 18th Annual General Meeting of Shareholders held on June 25, 2021, it was resolved that the upper limit of total annual remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be ¥120 million per year (however, this amount does not include the employee portion of salary for Directors who concurrently serve as employees. The Outside Director portion of the annual amount shall be ¥12 million. The number of Directors provided for in the Articles of Incorporation is no more than 10) and the upper limit of total annual remuneration for Directors who are Audit and Supervisory Committee Members shall be ¥48 million per year (the number of Directors who are Audit and Supervisory Committee Members provided for in the Articles of Incorporation is no more than four).

Remuneration, etc. received by the Company's officers in the current fiscal year consisted of fixed compensation only.

[Support System for Outside Directors]

In addition to reporting on the status of the Company's business execution and legally required matters, Directors and employees report matters that have a significant impact on the entire company, the status of implementation of internal audits, and serious violations of laws, regulations, or the Articles of Incorporation, to Outside Directors without delay. In order to make appropriate decisions, Outside Directors (excluding Directors who are Audit and Supervisory Committee Members) request additional information from the related departments and the General Affairs and Human Resources Department, which serves as the

secretariat for the Board of Directors, as necessary, and the related departments provide information and materials based on the requests as appropriate. In order to conduct appropriate audits, Outside Directors who are Audit and Supervisory Committee Members request information and materials from the related departments as necessary, with the Audit Office taking the lead, and the related departments provide information and materials based on the requests as appropriate. In this manner, a system is in place to respond to requests from Outside Directors at all times.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, Remuneration Decisions, etc. (Overview of Current Corporate Governance System)

The Board of Directors of the Company consists of seven Directors. In principle, the Board of Directors holds regular meetings once a month and extraordinary meetings as appropriate and as necessary. The Board of Directors, as the highest decision-making body within the Group, deliberates and decides on the most important matters related to the Group's management and supervises the execution of duties by Directors. Major operating subsidiaries have adopted an operating officer system and clarify authority and responsibilities and accelerate decision-making by separating management decision-making and business execution.

The Company formulates the Group-wide plans, based on which each operating subsidiary formulates individual plans, specific annual targets, action plans, and budgets, and implements monthly and quarterly performance management based on such plans.

The certified public accountants who performed the Company's accounting audit services and who work for Crowe Toyo & Co. are Messrs. Shigeki Tsujimura, Hiroshi Ota, and Yuki Ishikawa. In addition, eight certified public accountants and four other persons assisted with the audit services.

3. Reasons for Adoption of Current Corporate Governance System

We have adopted the format of a Company with an Audit and Supervisory Committee from the perspective of further enriching our corporate governance system. We selected this format because assigning the voting rights of the Board of Directors to Directors who are Audit and Supervisory Committee Members will further enhance the auditing and supervision functions of the Board of Directors, will accelerate decision-making, and will enrich discussions from a medium- and long-term perspective. In conjunction with this, we have established a Nomination and Compensation Committee and a Compliance and Risk Management Committee. Our goal in creating the voluntary Nomination and Compensation Committee, over half of whose members are Independent Outside Directors, is to reinforce the independence, objectivity, and accountability of the Board of Directors' functions with respect to the nomination and remuneration for Directors. Our goals in creating the Compliance and Risk Management Committee, which is composed of outside committee members such as a lawyer, is to build and tune our system for managing compliance and risks within the Group, to operate the system appropriately, and to fully establish the operation of the system within the Group. The Board of Directors makes decisions after receiving inquiries and advice from the respective committees, thereby engaging in business management with a high level of legal compliance and transparency. At the same time, we believe that the committees provide management monitoring functions that contribute significantly to the establishment of corporate governance.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Facilitate Exercise of Voting Rights

	Supplementary Explanation
Early Dispatch of Convocation Notices of General Meetings of Shareholders	The Company e-mails convocation notices of Annual General Meetings of Shareholders to shareholders 21 days prior to the date of the meeting, as well as sending printed sets of documents together with the Voting Rights Exercise Form. In addition, convocation notices are posted on the Tokyo Stock Exchange website and the Company's website one day prior to dispatch.
Other	The results of exercising voting rights are posted on the Company's website as an extraordinary report.

2. Status of IR-related Activities

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Creation and Disclosure of Disclosure Policy	The policy is disclosed on the Company's website and in the Corporate Governance Report.	
Regular Investor Briefings held for Analysts	The Company holds financial results briefings for analysts and institutional investors.	Held

and Institutional Investors	
Online Disclosure of IR Information	Mainly a company profile and the Group structure, business policies and compliance (Charter of Corporate Behavior), notices of convocation, reports and interim reports, and financial information (earnings briefings and other disclosure materials, securities reports and quarterly reports) are posted on the Company's website. Additionally, in FY2022, the Company posted materials and videos of financial results briefings on its website while also working on the disclosure of non-financial information. In May 2023, we published our first Integrated Report 2023.
Establishment of Department and/or Placement of a Manager in Charge of IR	Departments in charge of IR: IR Office, General Affairs and Human Resources Department, and Planning and Management Department

3. Status of Measures to Ensure Due Respect for Stakeholders Updated

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	The Group has established appropriate management and disclosure of corporate information and assets, appropriate accounting procedures, timely and appropriate disclosure of statutory information, prevention of insider trading, etc. in its Charter of Corporate Behavior, Code of Conduct, Whistleblowing Regulations, etc., and endeavors to ensure that these matters are well-known and thoroughly enforced. We are also working to communicate with not only shareholders but also society at large through reports and interim reports, press releases, etc. and striving to disclose information required by society concerning the Company's management situation and corporate activities in general in a timely, appropriate, and fair manner.
Implementation of Environmental Preservation Activities, CSR Activities, etc.	In order to fulfill its corporate social responsibility, the Group has established a Charter of Corporate Behavior, which represents values, ethics, and specific standards of conduct common to the Group. In terms of environmental preservation activities, we are aggressively developing our business based on the view that not only the new bridge business that contributes to the creation of social infrastructure but also the bridge maintenance and repair business itself that addresses aging infrastructure contribute to the realization of an environmentally conscious society. We are also working on a wide range of social contribution activities, such as organizing site tours and plant tours for local residents and students. Details of our CSR activities are also described in the CSR section of the Company's website and its operating subsidiaries' websites, as well as in reports, interim reports, etc. To reinforce the Group's ESG and SDG implementation structure, a Sustainability Promotion Committee and five sectional committees have been created under the Board of Directors to promote reinforcement activities. We plan to provide details regarding their activities in "Integrated Report 2024."
Formulation of Policies, etc. on Provision of Information to Stakeholders	In addition to appropriately disclosing information in accordance with laws and regulations, the Company is proactively working to provide information other than that required by laws and regulations. When disclosing information, the Company is striving to provide accurate, easy-to-understand, and specific descriptions that are extremely useful to users. The status of the Company's internal system for timely disclosure of corporate information and a schematic diagram of the timely disclosure system are described in "V. 2. Other Matters Concerning the Corporate Governance System" and in (Reference Materials).
Other	The Company is actively promoting the use of female employees by hiring female skilled workers and promoting female employees to managerial positions. At the same time, we provide an environment in which all employees can continue to play an active role according to their diverse lifestyles, such as balancing work and childcare.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development

Basic Policy Concerning the Development of an Internal Control System

The Company shall work on the development of an internal control system by establishing the following basic policy, pursuant to a resolution of the Company's Board of Directors, concerning the development of an internal control system based on the Companies Act, that includes a legal compliance system and a risk management system at its core, and a system for storing and managing information, a system for ensuring the efficiency of the execution of duties, a system for ensuring the appropriateness of the operations of the Group, and a system for ensuring the effectiveness of audits by the Audit and Supervisory Committee. The Company's operating subsidiaries shall also work on the development of internal control systems, pursuant to a resolution of the Company's Board of Directors, in accordance with similar basic policies for the development of an internal control system. Through the development of such systems, the Group shall strive for sound corporate development by further strengthening our efforts to provide safe and superior products, construction, and services as a corporate group that is trusted by our clients and other stakeholders.

Furthermore, as a holding company, the Company monitors the status of our operating subsidiaries and manages the Group, and is also accountable for their performance.

1. System to ensure that the execution of duties of Directors and employees complies with laws and regulations and the Articles of Incorporation
 - (1) The Company has established a Charter of Corporate Behavior and a Code of Conduct as a Group, which set forth that the Directors and employees of the entire Group shall comply with laws, regulations, and the Articles of Incorporation and indicate standards for acting in accordance with social norms, and the Company will ensure that the Charter and Code are well-known and thoroughly enforced. We have also established Whistleblowing Regulations for the Company and each operating subsidiary, and have set up an internal and an external (lawyers) hotline for compliance reporting and consultations.
 - (2) The Company and each operating subsidiary shall appoint an officer in charge of compliance and risk management and shall have the officer manage and oversee the establishment and maintenance of compliance and risk management systems.
 - (3) The Company shall establish a Compliance and Risk Management Committee, to be chaired by the President and attended by Directors and lawyers, as an organization that laterally oversees the Group-wide compliance system and risk management, to deliberate important issues relating to compliance and risk management and to establish and maintain systems. The Compliance and Risk Management Committee shall regularly report on or submit matters it has deliberated and decided to the Board of Directors.
 - (4) The Company shall establish an Audit Office. The Audit Office shall, in close cooperation with the Audit and Supervisory Committee and the internal audit divisions at operating subsidiaries, conduct regular audits of the business execution and the status of compliance and risk management for the entire Group, and shall report the results to the Compliance and Risk Management Committee.
 - (5) The Company shall stipulate that it will have no relationships with anti-social forces or groups that threaten the order and safety of civil society in its Charter of Corporate Behavior and Code of Conduct, and shall work to prevent damage by striving to gather information by regularly exchanging information with external professional organizations and others. In the event that an incident occurs such as being subject to an unreasonable demand, the Company shall establish a system to respond in cooperation with external professional organizations and legal advisors.
2. System for retaining and managing information pertaining to the execution of duties by Directors

Directors shall properly store and manage the minutes of the Board of Directors' and other important meetings, request for decisions (ringi), and other records and documents pertaining to the execution of duties and decision-making, in accordance with the Document Management Regulations and other internal regulations.

Such information shall be available for inspection at any time upon request of the Audit and Supervisory Committee.
3. Regulations and other systems for managing the risk of loss
 - (1) The Compliance and Risk Management Committee shall deliberate and formulate basic policies, promotion systems, and other important matters concerning risk management for the entire Group, and strive to establish and maintain systems that can appropriately respond to potential risks in the Group's corporate activities.
 - (2) Each operating subsidiary shall establish and maintain regulations, guidelines, and response manuals regarding risks associated with the operations of each operating subsidiary, including quality controls, safety controls, compliance, and information security, and shall ensure such regulations, guidelines, and response manuals are well-known and thoroughly enforced.
 - (3) In the event of a disaster or other unforeseen circumstance, a task force shall be established under the direction of the President to prevent the spread of damage and ensure the continuation of business activities.
 - (4) The Company's Audit Office and the internal audit divisions of operating subsidiaries shall conduct regular audits of the status of risk management and report to the Compliance and Risk Management Committee.
4. System to ensure that the execution of the duties of Directors is performed efficiently
 - (1) In principle, the Company shall hold meetings of the Board of Directors regularly once a month, as well as on an ad-hoc as-needed basis, to make decisions on important matters involving the management of the Company and operating subsidiaries as set forth in the Board of Directors Rules, and to supervise the execution of duties by Directors.
 - (2) With respect to the execution of business based on decisions by the Board of Directors, the Regulations on Division and Authority of Duties shall clarify each Director's authority and responsibilities, and execution procedures for the efficient execution of duties.
 - (3) The Company shall formulate medium-term and annual plans for the entire Group, and based on such plans, each operating

subsidiary shall formulate individual medium-term and annual plans and specific annual targets, action plans, and budgets, and implement monthly and quarterly performance management based on such plans.

- (4) Key operating subsidiaries shall delegate authority for business execution to Operating Officers based on the operating officer system, clarify respective authority for management and supervision, and business execution, and promote efficient and prompt decision-making and business execution.
 - (5) Each operating subsidiary shall hold meetings of the Board of Directors regularly once a month, as well as on an ad-hoc as-needed basis, to make decisions on important matters and to supervise the execution of business by Directors.
 - (6) Key operating subsidiaries shall engage in deliberations at the Management Committee, which is composed of Directors and Operating Officers, to assist the President and Representative Director to make decisions on the Company's business execution, and shall set up a meeting body to engage in deliberations as necessary.
5. System to ensure appropriate operations at the Group
- (1) As a holding company, the Company's Directors, through the Board of Directors, shall make decisions on important matters for the entire Group, and manage operations and supervise the execution of business by operating subsidiaries.
 - (2) A Board of Directors, corporate auditors, and an accounting auditor shall be established at major operating subsidiaries to ensure appropriate reciprocal monitoring of business decisions and business execution.
 - (3) The Company shall formulate and review the Group's shared management philosophy, Charter of Corporate Behavior, Code of Conduct, and Legal Compliance Manual, and ensure they are well-known and thoroughly enforced by all Group members.
 - (4) The Company shall establish rules for approving and reporting by operating subsidiaries to the Company in accordance with the Affiliated Company Management Regulations, etc., and shall establish and maintain the operation management and management guidance systems for each operating subsidiary based on such rules.
 - (5) The Audit Office and the internal audit divisions at each operating subsidiary shall regularly audit operating subsidiaries to promote appropriate business activities.
 - (6) Each operating subsidiary shall autonomously establish and maintain internal control systems, based on their size, nature, organizational design, and other corporate characteristics, while cooperating and sharing information with the Company.
 - (7) Each operating subsidiary, as a Group company of the Company, shall comply with laws, regulations, and their Articles of Incorporation, and conduct corporate management that maintains their corporate independence and uniqueness while respecting the Company's management policies and the management system of the corporate group.
6. Matters concerning Directors and employees assisting the duties of the Audit and Supervisory Committee
- (1) In addition to assigning staff to assist the duties of the Audit and Supervisory Committee, related divisions, centered on the Audit Office, shall support the duties of the Audit and Supervisory Committee.
 - (2) The opinion of the Audit and Supervisory Committee regarding the appointment, dismissal, transfer, and performance evaluation of employees who assist the duties of the Audit and Supervisory Committee, shall be heard and respected. Furthermore, employees who receive orders from the Audit and Supervisory Committee necessary to perform audits shall not accept instructions or orders from anyone other than the Audit and Supervisory Committee with respect to such orders.
7. System for reporting to the Audit and Supervisory Committee
- (1) The Company's Directors (excluding Directors who are Audit and Supervisory Committee Members) and employees, as well as Directors and employees of each operating subsidiary, shall report on the state of the business execution of each company upon request by the Company's Audit and Supervisory Committee. In addition to legally required matters, matters that have a significant impact on the entire company, the status of implementation of internal audits, and serious violations of laws, regulations, or the Articles of Incorporation shall also be reported without delay.
 - (2) The Company shall establish and maintain an appropriate reporting system to the Audit and Supervisory Committee with regard to matters that have a significant impact on the entire Company and serious violations of laws, regulations, and the Articles of Incorporation through the operation of a whistleblowing system.
 - (3) The Company shall stipulate that a person who makes such a report shall not be treated disadvantageously on the grounds of having made such report in its Whistleblowing Regulations, and shall ensure that such regulations are well-known and thoroughly enforced.
8. Matters concerning policies pertaining to the treatment of expenses or liabilities incurred with respect to the execution of duties of Audit and Supervisory Committee Members (limited to duties related to those of the Audit and Supervisory Committee)
- The Company shall respond promptly when any of the Audit and Supervisory Board Members request expenses in connection with the execution of their duties (limited to duties related to those of the Audit and Supervisory Committee).
9. Other systems to ensure that audits by the Audit and Supervisory Committee are conducted effectively
- (1) Audit and Supervisory Committee Members' right of access to important corporate information, including attendance at meetings of the Board of Directors and other important meetings, shall be guaranteed.
 - (2) The Audit and Supervisory Committee shall regularly exchange information and opinions with the President of the Company and the presidents of each operating subsidiary.
 - (3) The Audit and Supervisory Committee shall maintain close cooperation with the Audit Office and shall request investigations by the Audit Office as necessary.
 - (4) The Audit and Supervisory Committee shall hold regular meetings with the Accounting Auditor to exchange opinions and information, and shall request reports from the Accounting Auditor as necessary.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

• Basic Approach to the Elimination of Anti-social Forces

The Group Charter of Corporate Behavior and Code of Conduct clearly stipulate that the Company shall not have any relations with anti-social forces, and the Company ensures that all employees are fully aware of such stipulations.

• Status of Development for the Elimination of Anti-social Forces

The General Affairs and Human Resources Department is in charge of eliminating relations with anti-social forces and strives to gather information and help prevent damage by regularly attending meetings to exchange information with external professional organizations and other organizations.

In preparation for when an incident occurs, such as being subject to an unreasonable demand, the Company has established a system to respond in cooperation with external professional organizations and legal advisors.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures

Not Adopted

Supplementary Explanation for Applicable Items

Since there are various types of anti-takeover measures, the Company believes it is necessary to carefully investigate their suitability and effectiveness and will diligently consider their appropriateness. However, we believe that decisions on such matter should ultimately be left to the judgment of our shareholders.

2. Other Matters Concerning the Corporate Governance System

Internal System for Timely Disclosure of Corporate Information

We have adopted a basic policy of timely and appropriate disclosure of corporate information to investors. This disclosure is performed through the following internal system.

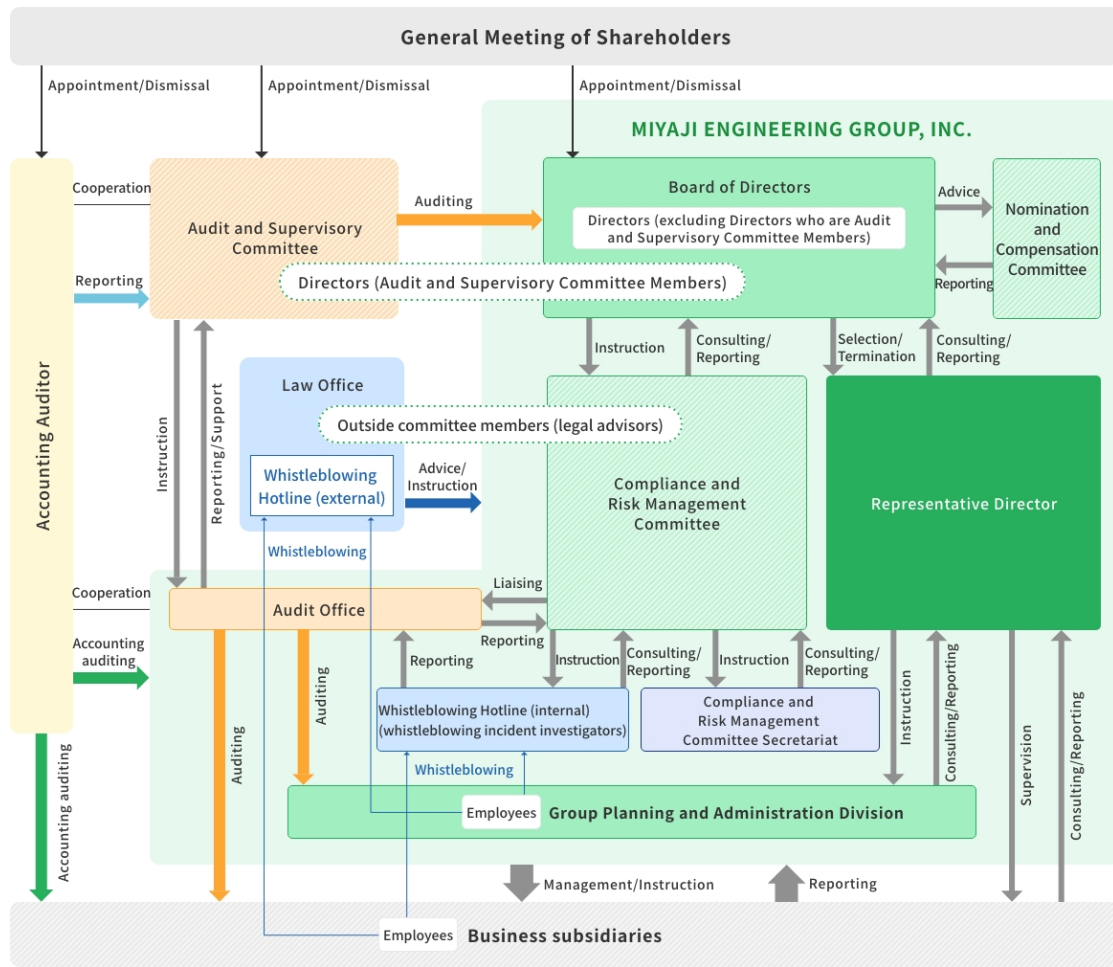
- 1. Information Regarding Decisions Made**
Information regarding matters decided in regular Board of Directors meetings, extraordinary Board of Directors meetings held when necessary, and other important meetings is disclosed in a timely manner in accordance with the Tokyo Stock Exchange, Inc.'s Timely Disclosure Rules and other laws and regulations.
- 2. Information Regarding Events**
Information regarding events is reported by the responsible department to the Board of Directors, etc. With regard to this information, the IR Office, the General Affairs and Human Resources Department, and the Planning and Management Department, led by the person responsible for dealing with information, deliberate regarding the need for timely disclosure, while seeking the advice and instruction from an accounting auditor, legal advisers, and other experts as needed.
Information regarding events within the scope of timely disclosure standards is, as a general rule, disclosed in a timely manner, without delay, after being decided on by the Board of Directors.
- 3. Information Regarding the Settlement of Accounts**
Information regarding financial settlements is disclosed in a timely manner after receiving advice and instruction and being audited by the accounting auditor as needed, and being decided on by the Board of Directors.
- 4. Information Regarding Operating Subsidiaries**
The Company supervises and manages our Group as its holding company.
Decisions made by operating subsidiaries in important meetings such as Board of Directors meetings and events arising due to outside circumstances are reported by the information management division to the IR Office, the General Affairs and Human Resources Department, or the Planning and Management Department. In accordance with internal regulations, decisions are made by the Company's Board of Directors, etc., or reported.
With regard to information regarding operating subsidiaries reported by operating subsidiaries, the IR Office, the General Affairs and Human Resources Department, and the Planning and Management Department, led by the person responsible for dealing with information, deliberate regarding the need for timely disclosure, while seeking the advice and instruction from the accounting auditor, legal advisers, and other experts as needed.
Information regarding operating subsidiaries within the scope of timely disclosure standards is, as a general rule, disclosed in a timely manner, without delay, after being decided on by the Board of Directors.
- 5. Other Important Information**
With regard to other important information, the IR Office, the General Affairs and Human Resources Department, and the Planning and Management Department, led by the person responsible for information management, deliberate regarding the need for timely disclosure, while seeking the advice and instruction from the accounting auditor, legal advisers, and other experts as needed.
Other important information within the scope of timely disclosure standards is, as a general rule, disclosed in a timely manner, without delay, after being decided on by the Board of Directors.

Disclosure Policy

The Company complies with the Financial Instruments and Exchange Act and other related laws and regulations regarding the handling of IR information at the Company, and has established the following basic policy on the disclosure of IR information (hereinafter referred to as the "Disclosure Policy") and works to ensure that disclosure is handled appropriately.

- 1. Basic Policy on Information Disclosure**
The Company discloses information appropriately in accordance with the Financial Instruments and Exchange Act and other relevant laws and regulations, as well as the Securities Listing Regulations of the Tokyo Stock Exchange, Inc. (hereinafter referred to as the "TSE"). In addition, the Company strives to proactively disclose information that is deemed important or beneficial to shareholders and investors, even if it does not fall under related laws, regulations, or the Securities Listing Regulations.
- 2. Method of Information Disclosure**
Information that falls under the TSE's Securities Listing Regulations shall be disclosed by registering the information in the Timely Disclosure Network (TDnet) provided by the TSE in accordance with such regulations. After registering information in the TDnet, the same information shall promptly be disclosed on this website.
- 3. Quiet Periods**
From the perspective of preventing leaks of financial information and ensuring fairness, the Company has designated the period from the day immediately following the settlement date until the date on which financial results are announced as a quiet period, during which, in principle, the Company refrains from answering questions regarding business results and earnings forecasts.
However, in the event that a significant change from a previous forecast is expected during the quiet period, information will be disclosed as appropriate in accordance with the TSE's Securities Listing Regulations.
- 4. Handling of Forward-Looking Statements**
Forward-looking statements such as earnings forecasts and plans disclosed by the Company that are not historical facts are targets and forecasts prepared based on information available at the time the materials were prepared and certain assumptions

that are judged to be reasonable, and do not constitute commitments or guarantees. Therefore, actual results may differ from our future forecasts due to various factors.



END