

Concepts in relation to the composition of the Board of Directors

— Board composition and skills matrix —

<Supplementary Principle 4-11-1>

From the perspective of maintaining a system appropriate to carry out business activities as a company listed on the Prime Market of the Tokyo Stock Exchange, in consideration of diversity including gender and internationality, members of the Board of Directors must possess not only skills in corporate management, sales and marketing, technology and IT, risk management, compliance, and auditing, but also skills in terms of global competence, sustainability, as well as D&I promotion and human resource development.

As a comprehensive construction company mainly engaged in civil engineering and building construction, any person to be appointed an Inside Director of the Board must have considerable experience in businesses in these two fields.

Outside Directors will be appointed to constitute more than half of the Board, and they include those who have managerial experience at other companies and will supplement the skills of Inside Directors for conducting appropriate decision-making and supervision.

Following discussions and resolutions by the Nomination and Remuneration Advisory Committee, where the majority of committee members are independent Outside Directors, the Board of Directors will decide upon the policy pertaining to the nomination of director candidates and the specific proposals for candidate nomination while respecting the opinions of said Committee to the greatest possible extent.

Please refer to the following skill matrix for the skills and diversity required of each Director.

The number of members will be determined within the scope stipulated in the Articles of Incorporation depending on current sales and business content.

Name	Position	Skills expected of Directors								
		Corporate management	Sales and marketing	Technology and IT	Finance and accounting	Risk management, compliance, and auditing	Global competence	Sustainability	D&I promotion and human resource development	
Toshio Shibata	Representative Director President	●	●	●				●		
Takeshi Sagara	Director Senior Managing Executive Officer	●	●	●		●				
Yoshihiko Taira	Director, Managing Executive Officer	●	●	●			●	●		
Takashi Yui	Director Managing Executive Officer	●		●	●				●	
Sakio Sasamoto	Director	Outside Independent Officer	●	●		●			●	
Takashi Uchino	Director	Outside Independent Officer	●			●		●	●	
Nobuo Kawahashi	Director	Outside Independent Officer	●	●	●		●			
Susumu Nibuya	Director	Outside Independent Officer	●			●	●		●	
Mami Yamashita	Director	Outside Independent Officer	●				●	●	●	
Michio Harada	Audit & Supervisory Board Member				●	●				
Kazushi Nozawa	Audit & Supervisory Board Member				●	●				
Takashi Kaede	Audit & Supervisory Board Member	Outside Independent Officer			●	●			●	
Harumasa Kurokawa	Audit & Supervisory Board Member	Outside Independent Officer	●	●	●		●			
Yoshihide Hino	Audit & Supervisory Board Member	Outside Independent Officer					●	●	●	

(Notes)

- The above list states four or fewer items of expected skills and does not represent all of the knowledge and experience of each person.
- In the above list, skills in terms of global competence, sustainability, and D&I promotion and human resource development are defined as follows.

Global competence: Knowledge and skills necessary for planning and implementing overseas business strategies, and for implementing global-specific risk management.

Sustainability: Knowledge and skills to reflect action on social sustainability issues (the environment, biodiversity, human rights, etc.), including SDGs and ESG, in corporate management.

D&I promotion and human resource development: Knowledge and skills that can promote D&I (diversity and inclusion), which is important in future management and business, and that can administer the cultivation and development of human resources.