Directors and Auditors

● Attendance in FY2024 (Board of Directors… BD / Nominating and Remuneration Committee… NRC /Board of Independent Officers… BIO / Board of Auditors… BA)

Directors

Directors (excl. outside) **50%** | Outside (Female) **12.5%** | Outside **37.5%**

Ichiro Fujisawa
Representative Director

April 1979 Joined the Company
April 2024 Appointed as Chairman and Representative Director of the Company (current position)

● Years as Director: 16 years
● BD …16/16 times (100%) NRC …4/4 times (100%)

Yasuhiro Yamanaka
Representative Director

April 1983 Entered full-fledged
April 2024 Representative Director and President, of the Company (current position)

● Years as Director: 5 years
● BD …16/16 times (100%) NRC …4/4 times (100%)

Hisao Sasaki
Directors

April 1988 Entered full-fledged
April 2024 Director, Senior Managing Corporate Officer, Manager of East Japan Division and General Manager of Tokyo Head Office of the Company (current position)

● Years as Director: 5 years
● BD …16/16 times (100%)

Yoji Sasaki
Directors

April 1989 Entered full-fledged
June 2025 Director, Senior Corporate Officer, CIO and Manager of General Administration Division of the Company (current position)

Outside

Fumio Matsubara
Directors

April 1973 Entered the Ministry of Construction (now the Ministry of Land, Infrastructure, Transport and Tourism)
June 2015 Appointed as Director of the Company (current position)

● Years as Director: 10 years
● BD …16/16 times (100%) NRC …5/5 times (100%)
BIO …16/16 times (100%)

Outside

Ikumi Sato
Directors

April 1990 Registered as Attorney
June 2021 Appointed as Director of the Company (current position)

● Years as Director: 4 years
● BD …16/16 times (100%) NRC …5/5 times (100%)
BIO …15/16 times (93.8%)

Outside

Kenkichi Kosakai
Directors

April 1976 Entered Mitsubishi Chemical Industries Limited (now Mitsubishi Chemical Corporation)
June 2021 Appointed as Director of the Company (current position)

● Years as Director: 4 years
● BD …16/16 times (100%) NRC …5/5 times (100%)
BIO …16/16 times (100%)

Outside

Hirofumi Kyutoku
Directors

April 1978 Joined Osaka Gas Co., Ltd.
June 2024 Appointed as Directors of the Company (current position)

● Years as Director: 1 years
● BD …16/16 times (100%) NRC …4/4 times (100%)
BIO …16/16 times (100%)

Auditor

Auditors (excl. outside) **50%** | Outside **50%**

Outside

Hiroshi Matsui
Standing Auditor

April 1983 Entered the Industrial Bank of Japan, Ltd. (now Mizuho Bank, Ltd.)
June 2024 (Standing) Auditor, of the Company (current position)

● Years as Auditor: 1 year
● BD …13/13 times (100%)
BIO …13/13 times (100%)
BA …10/10 times (100%)

Takayuki Ikeda
Standing Auditor

April 1985 Entered full-fledged
June 2024 (Standing) Auditor, of the Company (current position)

● Years as Auditor: 1 year
● BD …13/13 times (100%)
BA …10/10 times (100%)

Kazuhiko Chikaraishi
Standing Auditor

April 1983 Entered full-fledged
June 2024 (Standing) Auditor, of the Company (current position)

● Years as Auditor: 1 year
● BD …13/13 times (100%)
BA …10/10 times (100%)

Outside

Yasuyuki Suzuki
Auditor

April 2008 Professor, Faculty of Business Administration, Tamagawa University
June 2024 Appointed as Auditor of the Company (current position)

● Years as Auditor: 1 year
● BD …13/13 times (100%)
BIO …13/13 times (100%)
BA …10/10 times (100%)

Skills matrices

To contribute to the realization of a sustainable society and continuously "create" the "value" of "spaces" demanded by the future, our company is expanding its business domains beyond the boundaries of comprehensive facility construction, aiming to become a "Space Value Creation" company and striving for a new "Stage."

To achieve this, we believe it is important for directors and auditors, who are responsible for management decision-making and supervision, as well as corporate officers, who are responsible for business execution, to secure a wide range of expertise, experience, and diversity.

Based on this approach, our company particularly expects each director, auditor, and corporate officer to demonstrate skills and abilities utilizing their knowledge and experience in the fields listed in the table below, and will systematically work to develop the diverse skills and abilities of each officer.

Name	Position	Members of Meetings and Committees								Particular Areas of Specialty or Experience												
		Board of Directors	Board of Auditors	Executive Committee	Risk Management Committee	Compliance Committee	Sustainability Committee	Board of Independent Officers	Nominating and Remuneration Committee	Corporate Management & Strategy	Accounting & Finance	Construction Technology	Design & R&D	Risk Management & Governance	Sales & Marketing	Legal & Audit	Overseas	Knowledge of Other Industries	Human Resource Development	Sustainability	IT & DX	New Busines & R&D
Ichiro Fujisawa	Chairman and Representative Director	●		●	●	●	○		●	●		●	●	●	●		●			●		
Yasuhiro Yamanaka	Representative Director and President	●		●	●	●	●		●	●		●		●	●				●	●		
Hisao Sasaki	Director and Senior Managing Corporate Officer	●		●			○			●		●	●	●	●		●		●	●	●	
Yoji Sasaki	Director and Senior Corporate Officer	●		●	●		●			●	●		●	●		●	●			●	●	●
Fumio Matsubara	Outside Director	●		○		●	○	●	●					●		●		●		●		
Ikumi Sato	Outside Director	●		○			○	●	●					●		●	●	●		●		
Kenkichi Kosakai	Outside Director	●		○			○	●	●	●	●			●		●		●		●	●	
Hirofumi Kyutoku	Outside Director	●		○			○	●	●	●			●	●	●	●	●	●		●		●
Hiroshi Matsui	Standing Auditor (outside)	●	●	○			○	●		●	●			●	●		●	●		●		
Takayuki Ikeda	Standing Auditor	●	●	○			○				●			●	●	●			●		●	
Kazuhiko Chikaraishi	Standing Auditor	●	●	○			○					●			●		●		●		●	
Yasuyuki Suzuki	Auditor (outside)	●	●	○			○	●		●				●	●			●	●	●		

● = Full Member, ○ = Observer

* This table lists the areas where each individual can demonstrate greater expertise based on their experience, and does not indicate all the knowledge each person possesses.

Expected Field	Reason for Selection
Corporate Management & Strategy	We believe that comprehensive and integrated knowledge and experience in corporate management, as well as knowledge and experience in formulating and implementing management strategies that are concretely embedded in the organization, are important for the sustainable enhancement of corporate value.
Accounting & Finance	We believe that knowledge and experience in accounting and finance are important for building growth and financial strategies that balance capital efficiency and financial soundness, as well as for achieving accurate financial reporting, which is a prerequisite for proper governance.
Construction Technology	As our main business and at the forefront of value creation, knowledge and experience in on-site construction technology are important for driving business growth and generating profits while ensuring appropriate quality.
Design & Technology Development	Knowledge and experience in design and technology development that contribute to improving construction productivity are important for enhancing profitability over the medium to long term amid labor shortages caused by a declining birthrate and aging population.
Risk Management & Governance	To prevent the loss of corporate value and achieve its sustainable improvement, we believe that knowledge and experience in comprehensive risk management and governance with stakeholder awareness are important.
Sales & Marketing	Order acquisition activities are the driving force for business expansion. In order to secure appropriate orders that match our business strategy in both quality and quantity amid a serious labor shortage, we believe that knowledge and experience in marketing and sales are important.
Legal & Audit	To appropriately respond to ever-changing laws, prevent corporate misconduct, and achieve sound business expansion and enhancement of corporate value, we believe that knowledge and experience in legal affairs and audit are important.
Overseas	While overseas business is a strategic area that will drive our future business expansion, it requires different business promotion and risk management than in Japan. Therefore, we believe that knowledge and experience based on overseas business experience are important.
Knowledge of Other Industries	As the business environment changes rapidly, in addition to knowledge and experience within the company, we believe that knowledge and experience in other industries are important for making appropriate management decisions from a multifaceted perspective.
Human Resource Development	Amid a serious labor shortage, in order to promote human capital management and enhance stable human resource capabilities in both quality and quantity, we believe that knowledge and experience in personnel, labor, and human resource development are important.
Sustainability	Efforts toward sustainability not only contribute to society but also greatly contribute to the sustainable enhancement of corporate value, so we believe that such knowledge and experience are important.
IT & DX	Promoting "DX that leverages people" and boldly and steadily improving company-wide productivity is essential, and knowledge and experience in IT and DX are important for this purpose.
New Busines & R&D	We believe that knowledge and experience for creating new businesses and new technologies are important for complementing our core business over the long term and steadily enhancing corporate value.