

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Securities code: 1968

June 12, 2025

(Electronic provision of documents starts on: June 5, 2025)

To Shareholders with Voting Rights:

Jo Nojiri
Representative Director
President and Chief Executive Officer
TAIHEI DENGYO KAISHA, LTD.
2-4, Kanda Jimbo-cho, Chiyoda-ku,
Tokyo, Japan

NOTICE FOR 85th ANNUAL GENERAL MEETING OF SHAREHOLDERS

TAIHEI DENGYO KAISHA, LTD. is calling its 85th Annual General Meeting of Shareholders as scheduled hereunder. We extend a cordial invitation to our individual shareholders to attend the meeting.

The Company takes measures for electronic provision in convening this General Meeting of Shareholders. Matters to be provided electronically are posted on the website below as “Notice for 85th Annual General Meeting of Shareholders.”

The Company’s website:

<https://www.taihei-dengyo.co.jp/en/ir/finance/>

1. Date/Time: 10:00 a.m., Friday, June 27, 2025 (reception opens at 9:00 a.m.)

2. Place: The Banquet Hall Pearl, 3F, Kudan-Kaikan Terrace
1-6-5, Kudanminami,
Chiyoda-ku, Tokyo, Japan

3. Agenda for Meeting:

Reports

- (1) The business report, the consolidated financial statements, and the audit results on the consolidated financial statements submitted by the Accounting Auditor and the Audit & Supervisory Board for the 85th business term of April 1, 2024, to March 31, 2025
- (2) The non-consolidated financial statements for the 85th business term of April 1, 2024, to March 31, 2025

Resolutions

Resolution-1: Appointment of 10 Directors

Resolution-2: Appointment of 2 Audit & Supervisory Board Members

Resolution-3: Appointment of 1 Substitute Audit & Supervisory Board Member

REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS

Resolutions as Proposed and Reference Information:

Resolution-1: Appointment of 10 Directors

All of our directors (9) will complete their terms of office at the time that this Annual General Meeting of Shareholders has been completed. Accordingly, we request shareholders' approval for appointing 10 members of directors including 4 highly independent outside directors for the purpose of enhancing soundness of management and further strengthening corporate governance.

All 4 candidates for outside director satisfy the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. on which the Company is listed. If the appointments of these candidates are approved, the Company plans to designate them as independent directors/audit & supervisory board members.

The candidates for the post of director are as follows:

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
1	Jo Nojiri (Jan. 29, 1959) Reappointment Male Number of Board of Directors meetings attended: 14 of 14 meetings (100%)	<p>Mar. 1984 Joined the Company</p> <p>Jul. 2007 Promoted to General Manager, Maintenance Department</p> <p>Apr. 2008 Promoted to Executive Officer/ General Manager, Maintenance Department</p> <p>Jun. 2009 Promoted to Senior Executive Officer/ Deputy General Manager, Construction Operations Division and General Manager, Maintenance Department</p> <p>Apr. 2012 Promoted to Senior Executive Officer/ General Manager, Construction Operations Division</p> <p>Jun. 2012 Appointed as Director and Senior Executive Officer/ General Manager, Construction Operations Division</p> <p>Apr. 2013 Appointed as Representative Director, President and Chief Executive Officer (to the present)</p> <p>[Reasons for the appointment as a candidate for director] As outlined in his career summary above, Mr. Jo Nojiri possesses extensive professional experience and offers excellent insights and leadership for tackling the important managerial issues of the TDK Group quickly and boldly and for producing good results. Therefore, we believe that Mr. Nojiri is suitable as a director of the Company and have reappointed him as a candidate for director.</p>	23,000

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
2	Hiroaki Ito (Sep. 8, 1964) Reappointment Male Number of Board of Directors meetings attended: 14 of 14 meetings (100%)	Mar. 1987 Joined the Company Jan. 2007 Promoted to Site Manager of Electrical and Instrumentation Construction Works for Shin-Nagoya Thermal Power Station Unit 8 Apr. 2014 Promoted to General Manager, Maintenance Department Jun. 2014 Promoted to General Manager, Maintenance Department and General Manager, Nuclear Power Department Oct. 2015 Promoted to Executive Officer/ Deputy General Manager, Construction Operations Division and General Manager, Maintenance Department Apr. 2017 Promoted to Executive Officer/ General Manager, Tokyo Branch Office Jun. 2019 Appointed as Director and Senior Executive Officer/ Supervising Director, East Japan Division and Deputy General Manager, Construction Operations Division Jun. 2020 Appointed as Director and Senior Executive Officer/ General Manager, Sales Operations Division and General Manager, Power Business Division Jul. 2022 Appointed as Director and Managing Executive Officer/ General Manager, Sales Operations Division Jul. 2024 Appointed as Representative Director, Senior Managing Executive Officer/ General Manager, Sales Operations Division and General Manager, Global Business Division (to the present) [Reasons for the appointment as a candidate for director] As outlined in his career summary above, Mr. Hiroaki Ito possesses abundant experience and excellent insights concerning the business activities of the TDK Group in the construction department, sales department, and at the Branch Office. Therefore, we believe that Mr. Ito is suitable as a director of the Company and have reappointed him as a candidate for director.	9,900

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
3	Shinya Kusaka (May 15, 1963) Reappointment Male Number of Board of Directors meetings attended: 14 of 14 meetings (100%)	<p>Mar. 1986 Joined the Company</p> <p>Jul. 2007 Promoted to General Manager, Sales Department, Nagoya Branch Office</p> <p>Apr. 2010 Promoted to General Manager, Accounting Department</p> <p>Oct. 2014 Promoted to Executive Officer/ General Manager, Accounting Department</p> <p>Apr. 2017 Promoted to Executive Officer/ Deputy General Manager, General Affairs Administrative Division</p> <p>Jun. 2017 Appointed as Director and Senior Executive Officer/ General Manager, General Affairs Administrative Division</p> <p>Apr. 2018 Appointed as Director and Senior Executive Officer/ General Manager, General Affairs Administrative Division and General Manager, Accounting Department</p> <p>Oct. 2021 Appointed as Director and Senior Executive Officer/ General Manager, General Affairs Administrative Division</p> <p>Jul. 2023 Appointed as Director and Managing Executive Officer/ General Manager, General Affairs Administrative Division (to the present)</p> <p>[Reasons for the appointment as a candidate for director] As outlined in his career summary above, Mr. Shinya Kusaka possesses abundant experience and excellent insights concerning the business activities of the TDK Group in the accounting department. Therefore, we believe that Mr. Kusaka is suitable as a director of the Company and have reappointed him as a candidate for director.</p>	14,200
4	Shingo Okamoto (Aug. 27, 1963) Reappointment Male Number of Board of Directors meetings attended: 14 of 14 meetings (100%)	<p>Mar. 1987 Joined the Company</p> <p>May 2014 Promoted to Manager, Electrical and Instrumentation Design Section, Design Department</p> <p>Apr. 2016 Promoted to Deputy General Manager, Tohoku Branch Office</p> <p>Apr. 2017 Promoted to Executive Officer/ General Manager, Tohoku Branch Office</p> <p>Apr. 2019 Promoted to Executive Officer/ General Manager, Nagoya Branch Office</p> <p>Jul. 2022 Appointed as Director and Senior Executive Officer/ General Manager, Technical & Engineering Operations Division and General Manager, Power Business Division</p> <p>Jul. 2024 Appointed as Director and Managing Executive Officer/ General Manager, Construction Operations Division and General Manager, Power Business Division</p> <p>May 2025 Appointed as Director and Managing Executive Officer/ General Manager, Construction Operations Division (to the present)</p> <p>[Reasons for the appointment as a candidate for director] As outlined in his career summary above, Mr. Shingo Okamoto possesses abundant experience and excellent insights concerning the business activities of the TDK Group in technical & engineering departments and at the Branch Offices. Therefore, we believe that Mr. Okamoto is suitable as a director of the Company and have reappointed him as a candidate for director.</p>	3,700

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
5	Satoru Kotoguchi (Dec. 13, 1968) Reappointment Male Number of Board of Directors meetings attended: 10 of 10 meetings (100%)	<p>Apr. 1991 Joined the Company</p> <p>Jul. 2008 Promoted to Manager, Construction Planning Section, Construction Department</p> <p>Oct. 2010 Promoted to Rehabilitation Construction Site Chief of Suralaya, Indonesia</p> <p>Apr. 2014 Promoted to Construction Site Manager of Osaki IGCC Thermal Power Station</p> <p>Sep. 2016 Promoted to Construction Site Manager of Nishi- Nagoya Thermal Power Station Unit 7-2</p> <p>Jan. 2018 Promoted to Construction Site Manager of Nakoso IGCC Thermal Power Station</p> <p>Jun. 2020 Promoted to Executive Officer/ General Manager, Osaka Branch Office</p> <p>Jul. 2024 Appointed as Director and Senior Executive Officer/ General Manager, Technical & Engineering Operations Division (to the present)</p> <p>[Reasons for the appointment as a candidate for director] As outlined in his career summary above, Mr. Satoru Kotoguchi possesses abundant experience and excellent insights concerning the business activities of the TDK Group in the construction department and at the Branch Office. Therefore, we believe that Mr. Kotoguchi is suitable as a director of the Company and have reappointed him as a candidate for director.</p>	4,600
6	Ryoichi Taguchi (Jul. 2, 1966) New appointment Male	<p>Mar. 1989 Joined the Company</p> <p>May 2004 Promoted to Construction Site Manager of Frontier Energy Niigata</p> <p>Feb. 2019 Promoted to Construction Site Manager of Taketoyo Thermal Power Plant Unit 5</p> <p>Jul. 2021 Promoted to General Manager, Thermal Power Department</p> <p>Jul. 2022 Promoted to Executive Officer/ General Manager, Nagoya Branch Office</p> <p>Jul. 2024 Promoted to Executive Officer/ Deputy General Manager, Construction Operations Division and General Manager, Thermal Power Department (to the present)</p> <p>[Reasons for the appointment as a candidate for director] As outlined in his career summary above, Mr. Ryoichi Taguchi possesses abundant experience and excellent insights concerning the business activities of the TDK Group in the construction department and at the Branch Office. Therefore, we believe that Mr. Taguchi is suitable as a director of the Company and have appointed him as a candidate for director.</p>	2,400

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
7	<p>Fuyuki Kojima (Jan. 1, 1984)</p> <p>Reappointment Outside Independent</p> <p>Male</p> <p>Number of Board of Directors meetings attended: 14 of 14 meetings (100%)</p>	<p>Sep. 2007 Registered as a lawyer Joined Mori Hamada & Matsumoto</p> <p>Jan. 2017 Appointed as Partner at Mori Hamada & Matsumoto</p> <p>Dec. 2020 Retired from Mori Hamada & Matsumoto</p> <p>Jan. 2021 Joined Hifumi Law Appointed as Partner at Hifumi Law (to the present)</p> <p>Oct. 2021 Appointed as Outside Auditor, Shinsei Capital Partners, Ltd. (to the present)</p> <p>Jun. 2022 Appointed as Outside Director (to the present)</p> <p>[Reasons for the appointment as a candidate for outside director and expected roles] Mr. Fuyuki Kojima satisfies the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. He is a lawyer with considerable knowledge of corporate legal affairs. The Company expects that he will reflect his professional knowledge and experience in the Company's management from an independent standpoint and thus recommends his election as an outside director. Although Mr. Kojima has not been engaged in company management directly, based on the reasons above, we believe that he will be able to execute the duties as an outside director appropriately and have reappointed him as a candidate for outside director.</p>	0
8	<p>Setsuko Yamada (May 8, 1954)</p> <p>Reappointment Outside Independent</p> <p>Female</p> <p>Number of Board of Directors meetings attended: 10 of 10 meetings (100%)</p>	<p>Apr. 1981 Registered as a lawyer Joined Yamada Brothers (currently Yamada, Goya & Suzuki)</p> <p>Apr. 2010 Retired from Yamada, Goya & Suzuki Established Yamada Law Firm Civil Conciliation Commissioner, Tokyo Summary Court (to the present)</p> <p>Oct. 2013 Appointed as Special Committee Member, Dispute Reconciliation Committee for Nuclear Damage Compensation, Ministry of Education, Culture, Sports, Science and Technology (to the present)</p> <p>Jun. 2020 Appointed as Outside Audit & Supervisory Board Member</p> <p>Apr. 2022 Appointed as Committee member, Tokyo Metropolitan Administrative Complaint Review Board (to the present)</p> <p>Jun. 2024 Appointed as Outside Director (to the present)</p> <p>[Reasons for the appointment as a candidate for outside director and expected roles] Ms. Setsuko Yamada satisfies the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. She is a lawyer with considerable knowledge of corporate legal affairs. The Company expects that she will reflect her professional knowledge and experience in the Company's management from an independent standpoint and thus recommends her election as an outside director. Although Ms. Yamada has not been engaged in company management directly, based on the reasons above, we believe that she will be able to execute the duties as an outside director appropriately and have reappointed her as a candidate for outside director.</p>	0

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
9	<p data-bbox="245 607 459 667">Mayumi Shirayori (Aug. 2, 1960)</p> <p data-bbox="245 689 416 772">Reappointment Outside Independent</p> <p data-bbox="245 795 331 831">Female</p> <p data-bbox="245 853 459 996">Number of Board of Directors meetings attended: 10 of 10 meetings (100%)</p>	<p data-bbox="469 353 1246 414">Jun. 1986 Appointed as Lecturer, Japanese Language School, Shiko Gakuen</p> <p data-bbox="469 414 1225 443">Apr. 1999 Appointed as Part-time Lecturer, Taisho University</p> <p data-bbox="469 443 1225 504">Mar. 2003 Completed master's degree at Graduate School of International Management, Waseda University</p> <p data-bbox="469 504 1225 564">Apr. 2005 Appointed as temporary education staff, College of International Communication, Shukutoku University</p> <p data-bbox="469 564 1246 647">Apr. 2007 Appointed as Lecturer certified by the Association for Japanese Language Certification (to the present)</p> <p data-bbox="469 647 1246 730">Nov. 2007 Appointed as Director, Taiwan Japanese Genbungei Research Society (to the present)</p> <p data-bbox="469 730 1225 831">Apr. 2014 Appointed as Professor, School of Communication and Design, College of Humanities, Shukutoku University (to the present)</p> <p data-bbox="469 831 986 891">Jun. 2024 Appointed as Outside Director (to the present)</p> <p data-bbox="469 891 1262 1247">[Reasons for the appointment as a candidate for outside director and expected roles] Ms. Mayumi Shirayori satisfies the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. The Company expects that she will reflect her many years of experience and knowledge as a researcher in international management in the Company's management from an independent standpoint and thus recommends her election as an outside director. Although Ms. Shirayori has not been engaged in company management directly, based on the reasons above, we believe that she will be able to execute the duties as an outside director appropriately and have reappointed her as a candidate for outside director.</p>	0

No.	Name (Date of Birth)	Career Summary, Position and Responsibility at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
10	Daizo Igarashi (Feb. 20, 1956) New appointment Outside Independent Male	<p>Apr. 1979 Joined Kanagawa Prefectural Government</p> <p>Mar. 1994 Awarded Doctor of Agriculture</p> <p>Apr. 2009 Professor, Department of Bioproduction Technology, Junior College of Tokyo University of Agriculture</p> <p>Apr. 2018 Professor, Department of International Food and Agricultural Science, Faculty of International Agriculture and Food Studies, Tokyo University of Agriculture</p> <p>Apr. 2021 Part-time Lecturer, Department of International Food and Agricultural Science, Faculty of International Agriculture and Food Studies, Tokyo University of Agriculture (to the present) Lecturer, Green Academy, Tokyo University of Agriculture (to the present) Head of an agricultural school, Setagaya Kawaba Furusato Public Corporation (to the present) Technical Expert Committee Member, Japan Overseas Cooperation Volunteers, Japan International Cooperation Agency (to the present)</p> <p>Jan. 2022 Lecturer, Kanagawa Agricultural Academy (to the present)</p> <p>[Reasons for the appointment as a candidate for outside director and expected roles] Mr. Daizo Igarashi satisfies the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. The Company expects that he will reflect his many years of experience and knowledge as a researcher in agriculture in the Company's management from an independent standpoint and thus recommends his election as an outside director. Although Mr. Igarashi has not been engaged in company management directly, based on the reasons above, we believe that he will be able to execute the duties as an outside director appropriately and have appointed him as a candidate for outside director.</p>	0

- Notes: 1. There are no special interests between the Company and each of the above-listed director candidates.
2. Mr. Fuyuki Kojima, Ms. Setsuko Yamada, Ms. Mayumi Shirayori, and Mr. Daizo Igarashi are candidates for outside director.
3. Mr. Fuyuki Kojima, Ms. Setsuko Yamada, Ms. Mayumi Shirayori, and Mr. Daizo Igarashi satisfy the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. and have been registered with the Exchange as independent directors.
4. The term of office of Mr. Fuyuki Kojima as outside director will be three years, and those of Ms. Setsuko Yamada and Ms. Mayumi Shirayori will be one year at the time that this Annual General Meeting of Shareholders has been completed.
5. Contracts limiting the liabilities of outside directors
Article 29 of the Company's current Articles of Incorporation stipulates that pursuant to the provisions of Clause 1, Article 427 of the Companies Act, the Company may enter into a contract with each of the directors (excluding executive directors, etc.) to limit such liabilities for damages caused by negligence of their duties; provided, however, the limit of liability under such contract shall be the amount set by laws and regulations. The Company entered into the contracts with Mr. Fuyuki Kojima, Ms. Setsuko Yamada, and Ms. Mayumi Shirayori at their assumption of office as outside directors. If the reappointments of these candidates are approved, the Company plans to continue the contracts with them to limit their liabilities. If the appointment of Mr. Daizo Igarashi is approved, the Company plans to enter into the contract with him as well.

6. The Company has entered into a directors and officers liability insurance contract provided for in Clause 1, Article 430-3 of the Companies Act with an insurance company. The insurance covers legal damages and litigation expenses to be borne by insured persons. If the candidates for director are elected, they will become the insured persons under said insurance contract. The Company intends to renew said insurance contract with the same contents when it is next due for renewal.

Resolution-2: Appointment of 2 Audit & Supervisory Board Members

The audit & supervisory board members, Mr. Yutaka Aoki and Mr. Yasunori Yamamura, will complete their terms of office at the time that this Annual General Meeting of Shareholders has been completed. Accordingly, we request shareholders' approval for 2 audit & supervisory board members.

The Audit & Supervisory Board has already approved this Resolution-2.

The candidates for the post of audit & supervisory board member are as follows:

No.	Name (Date of Birth)	Career Summary and Position at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
1	Yasushi Takeshita (Sep. 3, 1955) New appointment Male	<p>Mar. 1979 Joined the Company</p> <p>Mar. 2005 Promoted to Construction Site Manager of Kawasaki Thermal Power Plant Project</p> <p>Jun. 2009 Promoted to Executive Officer/ General Manager, Construction Department</p> <p>Apr. 2012 Promoted to Deputy General Manager, Construction Operations Division and General Manager, Construction Department</p> <p>Apr. 2013 Promoted to Senior Executive Officer/ General Manager, Construction Operations Division</p> <p>Jun. 2013 Appointed as Director and Senior Executive Officer/ General Manager, Construction Operations Division</p> <p>Jun. 2017 Appointed as Director and Managing Executive Officer/ General Manager, Construction Operations Division</p> <p>Apr. 2018 Appointed as Director and Managing Executive Officer/ General Manager, Construction Operations Division and Supervising Director, East Japan Division</p> <p>Jun. 2020 Appointed as Director and Senior Managing Executive Officer/ General Manager, Construction Operations Division</p> <p>Jun. 2022 Appointed as Advisor (to the present)</p> <p>[Reasons for the appointment as a candidate for audit & supervisory board member] Mr. Yasushi Takeshita possesses abundant experience and insights concerning the Company's overall operations, mainly in the construction department, gained from holding important positions for many years including director of the Company. Therefore, we believe that Mr. Takeshita will give objective opinions from a neutral standpoint and will be able to execute the duties as an audit & supervisory board member appropriately, and have appointed him as a candidate for audit & supervisory board member.</p>	26,600

No.	Name (Date of Birth)	Career Summary and Position at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
2	Koji Hayakawa (Sep. 24, 1963) New appointment Male	<p>Apr. 1986 Joined The Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation)</p> <p>Apr. 2001 Promoted to Deputy General Manager, Global Institutional Banking Department, Sumitomo Mitsui Banking Corporation</p> <p>Dec. 2001 Senior Vice President and Department Head, Singapore Branch, Sumitomo Mitsui Banking Corporation</p> <p>Dec. 2008 Joint General Manager, Taipei Branch, Sumitomo Mitsui Banking Corporation</p> <p>Apr. 2011 Joint General Manager, International Banking Department, Sumitomo Mitsui Banking Corporation</p> <p>Apr. 2013 Joint General Manager, Emerging Markets Business Division, Sumitomo Mitsui Banking Corporation</p> <p>Jul. 2013 General Manager, Global Advisory Department, Sumitomo Mitsui Banking Corporation</p> <p>Jun. 2016 Director, PT Oto Multiartha</p> <p>May 2021 Senior Vice President, Compliance Department, Sumitomo Mitsui Banking Corporation</p> <p>Dec. 2021 Director (Audit and Supervisory Committee Member (full-time)), MICS Chemical Co., Ltd. (currently Nakamoto Advanced Film Co., Ltd.)</p> <p>Apr. 2024 Deputy General Manager, Accounting Department, the Company (to the present)</p> <p>[Reasons for the appointment as a candidate for audit & supervisory board member] Mr. Koji Hayakawa possesses abundant experience and insights concerning overseas departments, finance/accounting departments, and compliance gained from holding important positions for many years at a financial institution. Therefore, we believe that Mr. Hayakawa will give objective opinions from a neutral standpoint and will be able to execute the duties as an audit & supervisory board member appropriately, and have appointed him as a candidate for audit & supervisory board member.</p>	0

- Notes: 1. There are no special interests between the Company and each of the above-listed audit & supervisory board member candidates.
2. The Company has entered into a directors and officers liability insurance contract provided for in Clause 1, Article 430-3 of the Companies Act with an insurance company. The insurance covers legal damages and litigation expenses to be borne by insured persons. If the candidates for audit & supervisory board member are elected, they will become the insured persons under said insurance contract. The Company intends to renew said insurance contract with the same contents when it is next due for renewal.

Resolution-3: Appointment of 1 Substitute Audit & Supervisory Board Member

In the event that the number of audit & supervisory board members falls below the required number stipulated by laws and regulations, we request shareholders' approval for 1 substitute outside audit & supervisory board member to stand ready as a substitute for Mr. Yoshiyuki Higuchi and Ms. Eriko Itakura, the current outside audit & supervisory board members now in office.

The Audit & Supervisory Board has already approved this Resolution-3.

The candidate for the post of substitute audit & supervisory board member is as follows:

Name (Date of Birth)	Career Summary and Position at the Company, and Important Concurrent Positions	Number of Shares of the Company Held
<p>Toshiyuki Ono (Jan. 25, 1956)</p> <p>Outside Independent</p> <p>Male</p>	<p>Apr. 1978 Joined Tohmatsu, Awoki & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Sep. 1982 Registered as a Certified Public Accountant</p> <p>Jun. 1998 Appointed as Representative Partner, Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Oct. 2001 Appointed as Yokohama Office Director, Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>Aug. 2004 Appointed as Leader, Japanese Services, Deloitte China (Shanghai)</p> <p>Oct. 2013 Appointed as Auditor, Deloitte Touche Tohmatsu LLC</p> <p>Jun. 2021 Retired from Deloitte Touche Tohmatsu LLC</p> <p>Jul. 2021 Established Toshiyuki Ono CPA Office</p> <p>Jun. 2022 Appointed as Auditor, The Kao Foundation for Arts and Sciences (to the present)</p> <p>[Reasons for the appointment as a candidate for substitute outside audit & supervisory board member] Mr. Toshiyuki Ono satisfies the requirements for independent director/audit & supervisory board member as stipulated by Tokyo Stock Exchange, Inc. He is a Certified Public Accountant with considerable knowledge of finance and accounting. He will reflect his professional knowledge and experience in the Company's audits, and the Company therefore proposes his election as a substitute outside audit & supervisory board member. Although Mr. Ono has not been directly engaged in company management, based on the reasons above, we believe that he will be able to execute the duties as an outside audit & supervisory board member appropriately and have appointed him as a candidate for substitute outside audit & supervisory board member.</p>	<p>0</p>

- Notes: 1. There are no special interests between the Company and the above-listed substitute audit & supervisory board member candidate.
2. If Mr. Toshiyuki Ono is appointed as an outside audit & supervisory board member, the Company plans to register him as an independent audit & supervisory board member with Tokyo Stock Exchange, Inc.
3. Contracts limiting the liabilities of the outside audit & supervisory board members
Article 38 of the Company's current Articles of Incorporation stipulates that pursuant to the provisions of Clause 1, Article 427 of the Companies Act, the Company may enter into a contract with each of the audit & supervisory members to limit such liabilities for damages caused by negligence of their duties; provided, however, the limit of liability under such contract shall be the amount set by laws and regulations. Accordingly, the Company plans to enter into the contract with Mr. Toshiyuki Ono, a candidate for substitute outside audit & supervisory board member, at his assumption of office as outside audit & supervisory member.
4. The Company has entered into a directors and officers liability insurance contract provided for in Clause 1, Article 430-3 of the Companies Act with an insurance company. The insurance covers legal damages and litigation expenses to be borne by insured persons. If Mr. Toshiyuki Ono is appointed as an outside audit & supervisory board member, he will become the insured person under said insurance contract.

[Reference] Skill Matrix for Directors, Audit & Supervisory Board Members and Substitute Audit & Supervisory Board Member
(Subject to the election of the candidates for director, audit & supervisory board member and substitute audit & supervisory board member at this Annual General Meeting of Shareholders)

Name	Position after this Annual General Meeting of Shareholders (Plan)	Expected skills								
		Corporate Management / Management Strategy	ESG/ Sustainability	Personnel/ Human Resources Development	Finance/ Accounting	Inter-nationality	Legal Affairs/ Risk Management	Construction/ Safety and Quality	Research & Development	Sales
Jo Nojiri	Director	●	●				●			●
Hiroaki Ito	Director	●	●			●				●
Shinya Kusaka	Director	●	●	●	●		●			
Shingo Okamoto	Director	●	●			●			●	●
Satoru Kotoguchi	Director	●	●					●	●	
Ryoichi Taguchi	Director	●	●	●				●		
Fuyuki Kojima	Outside Director				●		●			
Setsuko Yamada	Outside Director						●	●		
Mayumi Shirayori	Outside Director			●		●	●			
Daizo Igarashi	Outside Director		●	●					●	
Yasushi Takeshita	Audit & Supervisory Board Member			●		●	●	●		
Koji Hayakawa	Audit & Supervisory Board Member			●	●	●	●			
Yoshiyuki Higuchi	Outside Audit & Supervisory Board Member				●	●				
Eriko Itakura	Outside Audit & Supervisory Board Member				●		●			
Toshiyuki Ono	Substitute Audit & Supervisory Board Member				●	●				

Note: The table above lists specific areas of expertise the directors and audit & supervisory board members (including a substitute audit & supervisory board member) are expected to demonstrate, but is not an exhaustive list of their expertise and experience.

This skill matrix specifies nine areas that are particularly important based on the Company's three basic policies of "Aggressive management contributing to development of society," "Co-creation management leading to new corporate value," and "Defensive management approach enabling prompt response to changes in social structure" to realize the Mid-Term Business Plan.

Each candidate possesses expertise and experience in these areas, and individuals capable of fulfilling their responsibilities as Directors and Audit & Supervisory Board Members have been selected. The Board of Directors has deliberated and decided on the newly appointed candidates, following deliberations by the Nomination and Remuneration Committee.

Orders Received, Orders Completed and Carried Forward Work

(Unit : ¥1 million)

Category	Balance Brought Forward From the Previous Consolidated Fiscal Year	Orders Received in the Current Consolidated Fiscal Year	Orders Completed in the Current Consolidated Fiscal Year	Balance Carried Forward to the Next Consolidated Fiscal Year
Construction Segment	50,668	54,231	39,152	65,747
Maintenance and Renovation Segment	47,006	99,542	86,518	60,030
Total	97,675	153,773	125,670	125,778
Domestic Division	96,740	143,523	119,696	120,567
Overseas Division	934	10,250	5,974	5,211

Notes: 1. Fractional numbers of less than a million yen have been omitted.

2. Construction Segment includes businesses such as installation and reconstruction works, etc., for thermal power plants, nuclear power plants, iron and steel-related plants, environmental preservation plants and chemical plants, etc., electric and instrumentation work, and insulation and painting works incidental to these facilities, as well as demolition and decommissioning, etc., of various plants and facilities.
3. Maintenance and Renovation Segment includes businesses such as periodic inspection, daily maintenance, renovation, etc., for the various plants and facilities mentioned above as well as operation of power plants.

Business Results and Summary of Assets

(Unit : ¥1 million)

Category	FY-2021 82nd Term	FY-2022 83rd Term	FY-2023 84th Term	FY-2024 85th Term
Orders Received	120,844	137,601	135,985	153,773
Net Sales	126,908	125,774	129,363	125,670
Ordinary Income	13,125	15,092	11,512	13,808
Profit Attributable to Owners of Parent	8,406	10,619	8,395	9,753
Basic Earnings per Share (¥)	442.50	558.41	441.04	482.81
Diluted Earnings per Share (¥)	–	–	440.91	481.21
Total Assets	131,738	147,039	153,023	155,076
Net Assets	80,423	89,533	100,592	115,057

Notes: 1. Fractional numbers of less than a million yen have been omitted.

2. Basic earnings per share is calculated based on the average number of shares issued and outstanding during the term (excluding treasury shares).

3. Diluted earnings per share for the 82nd and 83rd terms are not displayed in the table due to the absence of dilutive shares during that period.

Matters Concerning the Company's Share Acquisition Rights, Etc.

Other significant matters concerning share acquisition rights, etc.

The second share acquisition rights

Name of share acquisition rights	TAIHEI DENGYO KAISHA, LTD. The Second Share Acquisition Rights	
Total units of share acquisition rights	10,000 units	
Class and number of shares subject to share acquisition rights	1,000,000 common shares (100 shares for each unit of share acquisition rights)	
Payment amount for share acquisition rights	¥200 for each unit of share acquisition rights	
Payment due date for share acquisition rights	March 4, 2024	
Amount of assets to be contributed upon exercise of share acquisition rights	Initial exercise price	¥4,430
	Maximum exercise price	N/A
	Minimum exercise price	¥3,101
	Adjustment to exercise price	An amount equal to 92% of the closing price of the Company's common shares on the stock exchange on the trading day immediately preceding the effective date of each exercise request
Share acquisition rights exercisable period	March 5, 2024 to March 5, 2029	
Terms and conditions on the exercise of share acquisition rights	Each unit of the share acquisition rights may not be exercised in part	
Allottee	All units of the share acquisition rights are allotted to Nomura Securities Co., Ltd. through a third-party allotment	
Expiration date of initial suspension designation	September 6, 2024	

- Notes: 1. The share acquisition rights were issued with the suspension of their exercise designated, and the suspension designation was lifted as a result of the achievement of the "sustainable trigger."
2. All units of the first share acquisition rights were exercised by May 14, 2024.
3. There were 700 unexercised units of the second share acquisition rights as of May 21, 2025.

Directors and Audit & Supervisory Board Members

List of Directors and Audit & Supervisory Board Members

Position	Name	Duties at the Company and Important Concurrent Positions
Representative Director, President and Chief Executive Officer	Jo Nojiri	
Representative Director and Senior Managing Executive Officer	Hiroaki Ito	General Manager, Sales Operations Division and General Manager, Global Business Division
Director and Managing Executive Officer	Shinya Kusaka	General Manager, General Affairs Administrative Division
Director and Managing Executive Officer	Shingo Okamoto	General Manager, Construction Operations Division and General Manager, Power Business Division
Director and Senior Executive Officer	Satoru Kotoguchi	General Manager, Technical & Engineering Operations Division
Outside Director	Ichiro Wada	Lawyer, Director, MISHIMA KAIUN MEMORIAL FOUNDATION
Outside Director	Fuyuki Kojima	Lawyer, Outside Auditor, Shinsei Capital Partners, Ltd.
Outside Director	Setsuko Yamada	Lawyer, Civil Conciliation Commissioner, Tokyo Summary Court, Special Committee Member, Dispute Reconciliation Committee for Nuclear Damage Compensation, Ministry of Education, Culture, Sports, Science and Technology, Committee Member, Tokyo Metropolitan Administrative Complaint Review Board
Outside Director	Mayumi Shirayori	Professor, School of Communication and Design, College of Humanities, Shukutoku University, Lecturer certified by the Association for Japanese Language Certification, Director, Taiwan Japanese Genbungei Research Society
Audit & Supervisory Board Member (full-time)	Yutaka Aoki	
Audit & Supervisory Board Member (full-time)	Yasunori Yamamura	
Outside Audit & Supervisory Board Member	Yoshiyuki Higuchi	Certified Public Accountant, Outside Audit & Supervisory Board Member, EPS Holdings, Inc., Outside Director, MICRONICS JAPAN CO., LTD.
Outside Audit & Supervisory Board Member	Eriko Itakura	Certified Public Accountant, Executive Secretary, The Japanese Institute of Certified Public Accountants Chiba Chapter

Notes: 1. Directors Mr. Ichiro Wada, Mr. Fuyuki Kojima, Ms. Setsuko Yamada, and Ms. Mayumi Shirayori are outside directors as stipulated in Item 15, Article 2, of the Companies Act. The Company has already appointed Directors Mr. Ichiro Wada, Mr. Fuyuki Kojima, Ms. Setsuko Yamada, and Ms. Mayumi Shirayori as independent directors, as required under the provisions of Tokyo Stock Exchange.

2. There are no special interests between the Company and the entities at which the outside directors concurrently hold their positions.

3. Audit & supervisory board members Mr. Yoshiyuki Higuchi and Ms. Eriko Itakura are outside audit & supervisory board members as stipulated in Item 16, Article 2, of the Companies Act. The Company has already appointed both Mr. Yoshiyuki Higuchi and Ms. Eriko Itakura as independent audit & supervisory board members, as required under the provisions of Tokyo Stock Exchange.

4. There are no special interests between the Company and the entities at which the outside audit & supervisory board members concurrently hold their positions.
5. The audit & supervisory board member Mr. Yoshiyuki Higuchi is a Certified Public Accountant with considerable knowledge regarding finance and accounting.
6. The audit & supervisory board member Ms. Eriko Itakura is a Certified Public Accountant with considerable knowledge regarding finance and accounting.

Consolidated Balance Sheet
(as of March 31, 2025)

(Unit : ¥1 million)

Assets		Liabilities	
Current assets	108,609	Current liabilities	23,491
Cash and deposits	42,607	Notes payable-trade and accounts payable for construction contracts	9,379
Notes receivable, accounts receivable from completed construction contracts, and contract assets	49,539	Current portion of long-term borrowings	2,039
Electronically recorded monetary claims - operating	2,755	Lease liabilities	159
Costs on construction contracts in progress	10,610	Income taxes payable	2,768
Raw materials and supplies	82	Contract liabilities	5,162
Other	3,013	Provision for bonuses	1,051
		Provision for bonuses for directors (and other officers)	90
		Provision for warranties for completed constructions	75
		Provision for losses on construction contracts	131
		Other	2,632
Non-current assets	46,466	Non-current liabilities	16,526
Property, plant and equipment	20,207	Bonds payable	5,000
Buildings and structures	7,681	Long-term borrowings	6,726
Machinery and vehicles	2,511	Lease liabilities	184
Tools, furniture and fixtures	279	Deferred tax liabilities	760
Land	9,181	Retirement benefit liability	3,408
Leased assets	330	Provision for share awards for directors (and other officers)	200
Construction in progress	223	Provision for retirement benefits for directors (and other officers)	38
		Other	207
		Total liabilities	40,018
		Net assets	
Intangible assets	225		
Other	225	Shareholders' equity	107,046
		Share capital	6,657
		Capital surplus	9,190
		Retained earnings	92,394
		Treasury shares	(1,195)
Investments and other assets	26,033		
Investment securities	17,635	Accumulated other comprehensive income	6,613
Long-term loans receivable	275	Valuation difference on available-for-sale securities	6,545
Real estate for rent	5,969	Foreign currency translation adjustment	(89)
Deferred tax assets	34	Remeasurements of defined benefit plans	157
Long-term bank cash	50	Share acquisition rights	0
Other	2,342	Non-controlling interests	1,396
Allowance for doubtful accounts	(273)		
		Total net assets	115,057
Total assets	155,076	Total liabilities and net assets	155,076

Note: Fractional numbers of less than a million yen have been omitted.

Consolidated Statement of Income
(for the fiscal year ended March 31, 2025)

(Unit : ¥1 million)

Account item	Amount	
Net sales		125,670
Cost of sales		102,325
Gross profit		23,344
Selling, general and administrative expenses		10,307
Operating profit		13,037
Non-operating income		
Interest income	23	
Dividend income	458	
Share of profit of entities accounted for using equity method	104	
Rental income from non-current assets	360	
Insurance claim income	188	
Insurance return	44	
Other	121	1,301
Non-operating expenses		
Interest expenses	79	
Bond issuance costs	78	
Foreign exchange losses	12	
Loss on investments in silent partnerships	111	
Rental expenses on non-current assets	119	
Other	130	530
Ordinary profit		13,808
Extraordinary income		
Gain on sale of non-current assets	863	
Gain on sale of investment securities	61	
Gain on recovery of money transfer scam at overseas branch	10	
Other	0	936
Extraordinary losses		
Loss on retirement of non-current assets	45	
Other	0	45
Profit before income taxes		14,699
Income taxes-current	4,888	
Income taxes-deferred	66	4,955
Profit		9,743
Profit attributable to non-controlling interests		(9)
Profit attributable to owners of parent		9,753

Note: Fractional numbers of less than a million yen have been omitted.

Consolidated Statement of Changes in Equity
(for the fiscal year ended March 31, 2025)

(Unit : ¥1 million)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	4,000	5,881	85,270	(1,621)	93,530
Change during period					
Issuance of new shares	2,656	2,656			5,313
Dividends of surplus			(2,628)		(2,628)
Profit attributable to owners of parent			9,753		9,753
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares				29	29
Disposal of treasury shares (exercise of share acquisition rights)		652		399	1,052
Net changes in items other than shareholders' equity during period					
Total of changes during period	2,656	3,309	7,124	425	13,515
Balance at end of period	6,657	9,190	92,394	(1,195)	107,046

	Accumulated other comprehensive income				Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Re-measurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	6,222	(243)	(296)	5,682	17	1,361	100,592
Change during period							
Issuance of new shares							5,313
Dividends of surplus							(2,628)
Profit attributable to owners of parent							9,753
Purchase of treasury shares							(2)
Disposal of treasury shares							29
Disposal of treasury shares(exercise of share acquisition rights)							1,052
Net changes in items other than shareholders' equity during period	323	154	454	931	(17)	35	949
Total of changes during period	323	154	454	931	(17)	35	14,465
Balance at end of period	6,545	(89)	157	6,613	0	1,396	115,057

Note: Fractional numbers of less than a million yen have been omitted.