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(Securities Code 6406)  
June 1, 2022

**Dear Shareholders:**

Takakazu Uchiyama  
Representative Director, President and CEO  
Fujitec Co., Ltd.  
591-1, Miyata-cho, Hikone, Shiga, Japan

## NOTICE OF THE 75TH ANNUAL MEETING OF SHAREHOLDERS

We would like to express our sincere appreciation for your continued support and patronage.

You are hereby cordially noticed of the 75th Annual Meeting of Shareholders of Fujitec Co., Ltd. (the “Company”). The meeting will be held for the purposes as described below.

In the interest of preventing the spread of COVID-19, we ask that shareholders exercise their voting rights in advance via the Internet or in writing (postal mail) and refrain from in-person attendance on the day of the General Meeting of Shareholders.

Please review the attached “Reference Documents for the Meeting of Shareholders” (pages 6 to 25), review the “Guide to Exercise of Voting Rights” (page 3) and exercise your voting rights by 5:00 p.m. on Monday, June 22, 2022, Japan time.

1. Date and Time: Thursday, June 23, 2022 at 10:00 a.m. Japan time
2. Place: Big Wing Hall at the Head Office located at  
591-1, Miyata-cho, Hikone, Shiga, Japan
3. Meeting Agenda:  
Matters to be reported:
  1. The Business Report, Consolidated Financial Statements for the Company’s 75th Fiscal Year (April 1, 2021 - March 31, 2022) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
  2. Non-consolidated Financial Statements for the Company’s 75th Fiscal Year (April 1, 2021 - March 31, 2022)

Proposals to be resolved:

- Proposal 1: Appropriation of Surplus
- Proposal 2: Matter Concerning Partial Amendment to the Articles of Incorporation (System for Electronic Provision)
- Proposal 3: Matter Concerning Partial Amendment to the Articles of Incorporation (Convocation of Meetings of the Board of Directors and Chairperson)
- Proposal 4: Matter Concerning Partial Amendment to the Articles of Incorporation (Provisions for Substitute Audit & Supervisory Board Members)
- Proposal 5: Election of 10 Directors
- Proposal 6: Election of 1 Member of the Audit & Supervisory Board
- Proposal 7: Election of a Substitute Audit & Supervisory Board Member
- Proposal 8: Matter Concerning Revision to Amount of Director Compensation

#### 4. Other Matters related to this Notice

Of the documents to be provided with this Notice, the following items are disclosed on our website (<https://www.fujitec.com/ir>) pursuant to laws and regulations and Article 16 of the Articles of Incorporation, and are not included in the documents provided with this Notice.

- “Structures for Assuring the Appropriateness of Business Operations and Overview of Operation Status of the Structures” and “Basic Policy on Management Control” in the Business Report
- “Consolidated Statements of Changes in Shareholders’ Equity” and “Notes to Consolidated Financial Statements”
- “Non-Consolidated Statements of Changes in Shareholders’ Equity” and “Notes to Non-Consolidated Financial Statements”

Please note that this Notice is part of that audited by the Audit & Supervisory Board Members in preparation for the Audit Report, and the Consolidated Financial Statements and the Non-Consolidated Financial Statements are part of those audited by the Accounting Auditor and the Audit & Supervisory Board Members in preparation for the Accounting Audit Report and the Audit Report, respectively.

End

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Ⓞ If attending in person, please submit the enclosed voting rights exercise form to the reception desk at the venue. Please note that non-shareholders are not permitted to attend the general meeting. This includes proxies who are not shareholders and non-shareholder companions to shareholders.

Ⓞ Executives and staffs of the Company will be wearing masks to prevent the spread of COVID-19. We ask all shareholders attending the meeting to wear masks and to cooperate with hand disinfection and temperature checks on admission.

Shareholders who are not feeling well, including those who are exhibiting a cough or fever, may be asked to refrain from entering the venue.

Ⓞ Executives and staffs of the Company will be in light attire (“Cool Biz”). The Company recommends that shareholders also attend in light attire.

Ⓞ Any revisions to the Reference Documents for the Meeting of Shareholders, the Business Report, Consolidated Financial Statements, or the Non-Consolidated Financial Statements will be posted on the Company’s website (<https://www.fujitec.co.jp/ir>). (Japanese version only)

## Guide to Exercising of Voting Rights

Please review the attached Reference Documents for the Meeting of Shareholders on and after page 6, and exercise your voting rights by using one of the following methods.

<Exercise of voting rights prior to the meeting of shareholders>

- Via personal computer, etc.

**Deadline: 5:00 p.m., Wednesday, June 22, 2022**

Premium Benefit Club: <https://fujitec.premium-yutaiclub.jp/>

Voting Rights Exercise Website: <https://www.web54.net>

Please enter your vote for or against the proposals.

Shareholders using the Premium Benefits Club will receive up to 1,000 points.

Please refer to page 4-5 for details.

- Via smart phones or tablet devices

**Deadline: 5:00 p.m., Wednesday, June 22, 2022**

Please use a smartphone or a tablet device to scan QR Code displayed at the Voting Rights Exercise Form.

Please refer to page 5 for details.

- Exercise of voting rights via post

**Deadline: Received by 5:00 p.m., Wednesday, June 22, 2022**

Please indicate your vote for or against the proposals on the Voting Rights Exercise Form and return it so that it arrives by the exercise deadline.

<Attend the meeting in person>

**Date and time of General Meeting of Shareholders: 10:00 a.m., Thursday, June 23, 2022**

Please bring the enclosed Voting Rights Exercise Form and submit it to the reception desk.

### Handling of voting rights exercised in duplicate

- (1) If voting rights are exercised in duplicate both in writing and via the internet, etc. (including those exercised by smartphones or tablet devices), the voting rights exercised via the internet, etc. (including those exercised by smartphones or tablet devices), shall be deemed valid.
- (2) If voting rights are exercised multiple times via the internet, etc. (including those exercised by smartphones or tablet devices), the most recent votes exercise will be deemed valid.

<For institutional investors>

Other than exercising your voting rights via internet, voting rights may also be exercised via the Electronic Voting Rights Exercise Platform operated by ICJ, Inc. (only when registered in advance).

For any inquiries, please contact the shareholder registry administrator below:

**Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Web Support**

Inquiries about how exercising voting rights via PC:

**0120-652-031** (hours of operation: 9:00 a.m. to 9:00 p.m.)

Any other inquiries:

**0120-782-031** (hours of operation: 9:00 a.m. to 5:00 p.m.;  
excluding weekends and holidays)

< Exercise voting rights via personal computer, etc. (Premium Benefit Club)>

(i) Membership registration

Access the Premium Benefit Club via the URL below, and enter the required information to register as a member.

URL : <https://fujitec.premium-yutaiclub.jp/>

[User information required for new member registration]

■ Shareholder number

Enter your nine-digit shareholder number.

\*Find your shareholder number at the top center of your Voting Rights Exercise Form.

■ Postal code

Enter your personal seven-digit postal code.

\*Enter the postal code registered as of March 31, 2022.

You will receive a temporary registration via email. Use this temporary registration to complete the registration process.

(ii) Log in and vote

STEP 1

Go to the Shareholder Post page and click Notice of the 75<sup>th</sup> Annual Meeting of Shareholders.

STEP 2

Proceed to the Voting Rights Exercise page from the Notice of the 75<sup>th</sup> Annual Meeting of Shareholders page.

STEP 3

Select For or Against.

[Inquiries regarding the Premium Benefit Club]

Contact: 0120-302-716

Press 3 to speak with an operator

Toll free /hours of operation 9:00 to 17:00

(excluding weekends, national holidays, year-end, and New Year holidays)

<Exercise voting rights via personal computer, etc. (Voting Rights Exercise Website)>

(i) Access Voting Rights Exercise website: <https://www.web54.net>

(ii) Enter your Voting Rights Exercise Code.

Enter the Voting Rights Exercise Code as indicated on the Voting Rights Exercise Form.

(iii) Enter your password

Enter the password as indicated on the Voting Rights Exercise Form.

Follow the guidance on the screen, and enter your vote for or against the proposals.

\*Connection fees, telecommunications fees, etc. incurred when utilizing the Voting Rights Exercise Website shall be borne by the shareholder.

\*Depending on the internet usage environment, subscribed services or the device model, Voting Rights Exercise Website may not be available.

<Exercise by smart phones or tablet devices>

(i) Access Voting Rights Exercise website for smartphones

Use a smartphone or a tablet device to scan the log-in QR code for the Voting Rights Exercise Website for Smartphones, displayed at the lower right of the enclosed Voting Rights Exercise Form.

\*QR Code is a registered trademark of DENSO WAVE INCORPORATED

(ii) Visit Voting Rights Exercise Website

Follow the guidance on the screen, and enter your vote for or against the proposals.

When you visit the website on the displayed URL, the Voting Rights Exercise Website screen will open.

**You may exercise voting rights by smartphones or tablet devices once only.**

To change your vote after exercising your voting rights by smartphones or tablet devices, please refer to *Exercise voting rights via personal computer, etc.* above, enter Voting Rights Exercise Code and password as indicated on the Voting Rights Exercise Form, and then execute your vote again.

\* You can access to the Voting Rights Exercise Website above by scanning the QR code.

## Proposals and References

### Proposal 1 Appropriation of Surplus

For the appropriation of surplus, the Company proposes the following.

With respect to the appropriation of profits, we consider the enhancement of profit returns to shareholders to be the most important management issue we address. Our basic policy is to balance profit distribution with investments in growth to expand our foundation for earnings.

Concerning year-end dividends, in consideration of the consolidated business results for the fiscal year under review, the Company proposes ¥45 per share. As a result, the annual dividend will be ¥70 per share, including an interim dividend of ¥25 per share.

(1) Type of dividend property

Cash

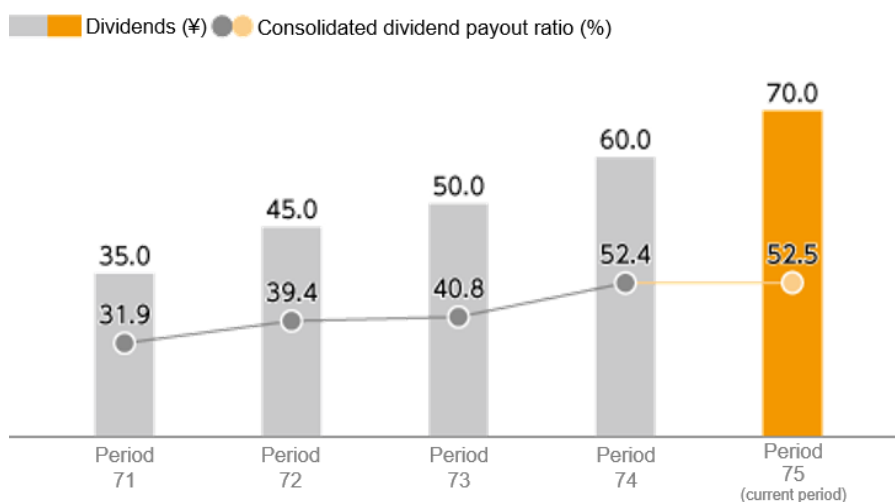
(2) Matters regarding the allotment of dividend property and the total amount

¥45 per share of common stock of the Company Total amount: ¥3,652,321,500

(3) Effective date for distribution of dividends

Friday, June 24, 2022

(Reference) Annual dividends per share/consolidated payout ratio



**Proposal 2:****Matter Concerning Partial Amendment to the Articles of Incorporation (System for Electronic Provision)****1. Reasons for Amendment of the Articles of Incorporation**

The amendment stipulated in the proviso of Article 1 of the Supplementary Provisions of the Act for Partially Amending the Companies Act (Act No. 70 of 2019) will come into effect on September 1, 2022. The Company intends to change the Articles of Incorporation to prepare for the introduction of a system for the electronic provision of materials for General Meetings of Shareholders

- (1) Article 16, Paragraph 1 of the proposed amendment provides that the Company shall take measures for the electronic provision of information related to the content of reference documents, etc., for General Meetings of Shareholders.
- (2) Article 16, Paragraph 2 of the proposed amendment will establish provisions to limit the scope of matters to be included in the documents to be delivered to shareholders who have requested the delivery of such documents.
- (3) The provisions related to internet disclosure and deemed provision of reference documents for General Meetings of Shareholders, etc., (Article 16 of the current Articles of Incorporation) shall be deleted as they are no longer necessary.
- (4) In accordance with the new provisions and deletions above, the Company shall establish supplementary provisions regarding effective date, etc.

**2. Details of Amendment**

The details of the amendment are as follows.

(underline indicates amended text)

Current Articles of Incorporation	Proposed Amendment
<p><u>Article 16 (Internet Disclosure and Deemed Provision of Reference Documents, etc. of General Shareholders Meetings)</u></p> <p><u>When the Company gives notice that a general shareholders meeting will be held, if the Company discloses information that is to be indicated in reference documents of the general shareholders meeting, business reports, accounting documents and/or consolidated accounting documents through the Internet in accordance with the provisions prescribed by the ordinance of the Ministry of Justice, it may be deemed that the Company has provided this information to shareholders.</u></p>	<p>(deleted)</p>

Current Articles of Incorporation	Proposed Amendment
(new provision)	<p><u>Article 16 (Measures for Electronic Provision, Etc.)</u>  <u>When convening a General Meeting of Shareholders, the Company shall take measures to provide the information contained in reference documents for the General Meeting of Shareholders, etc., via electronic means.</u></p> <p><u>(2) The Company may elect to omit all or part of the matters related to the electronic provision of information in documents to shareholders who have made a written request by the record date for voting rights as provided for in the applicable Ordinance of the Ministry of Justice.</u></p>
(new provision)	<p><u>(Supplementary Provisions)</u></p> <p><u>Article 1 The deletion of Article 16 (Internet Disclosure and Deemed Provision of Reference Documents, etc. of General Shareholders Meetings) of the Articles of Incorporation before amendment and the establishment of Article 16 (Measures for Electronic Provision, etc.) of the Articles of Incorporation after amendment shall become effective as of the date of enforcement of the amended provisions provided in the proviso of Article 1 of the Supplementary Provisions of the Act for Partially Amending the Companies Act (Act No. 70 of 2019) (the "Enforcement Date").</u></p> <p><u>2. Notwithstanding the provisions of the preceding paragraph, Article 16 of the Articles of Incorporation before amendment shall remain in force with respect to General Meetings of Shareholders to be held on a date within six months from the Enforcement Date.</u></p> <p><u>3. These Supplementary Provisions shall be deleted after six months have elapsed from the Enforcement Date or after three months have elapsed from the date of the General Meeting of Shareholders set forth in the preceding paragraph, whichever is later.</u></p>



**Proposal 3:**

**Matter Concerning Partial Amendment to the Articles of Incorporation (Convocation of Meetings of the Board of Directors and Chairperson)**

1. Reasons for Amendment of the Articles of Incorporation

In order to maintain and improve the Board of Directors’ functions of independent and objective supervision of management, a director previously designated by the Board of Directors will convene meetings of the Board of Directors, which also will be chaired by that director.

2. Details of Amendment

The details of the amendment are as follows.

(underline indicates amended text)

Current Articles of Incorporation	Proposed Amendment
<p>Article 22 Convocation of Meetings of the Board of Directors</p> <p>Meetings of the Board of Directors shall be convened by <u>the President, and if the President is not available, another director shall take over such role.</u></p> <p>(new provision)</p> <p>② A convocation notice for a meeting of the Board of Directors shall be issued to each director and each Audit &amp; Supervisory Board member at least three days prior to the meeting; provided, however, that if all directors and Audit &amp; Supervisory Board members agree, the meeting can be held without the convocation procedures.</p>	<p>Article 22 Convocation of Meetings of the Board of Directors <u>and Chairperson</u></p> <p><u>Unless otherwise provided by laws and regulations,</u> meetings of the Board of Directors shall be convened by <u>a director previously designated by the Board of Directors, and such director shall serve as the chairperson of such meetings.</u></p> <p>② <u>If the director specified in the preceding paragraph is not available, another director shall take over the role, with the specific director to be chosen in the order established by the Board of Directors.</u></p> <p>③ A convocation notice for a meeting of the Board of Directors shall be issued to each director and each Audit &amp; Supervisory Board member at least three days prior to the meeting; provided, however, that if all directors and Audit &amp; Supervisory Board members agree, the meeting can be held without the convocation procedures.</p>

Note: It is planned that, in conjunction with the amendment to the Articles of Incorporation relating to convocation and chairperson of meetings of the Board of Directors, the following person will be selected as the person convening and serving as chairperson of meetings of the Board of Directors.  
 Director (Outside Director) Shigeru Yamazoe

**Proposal 4:**

**Matter Concerning Partial Amendment to the Articles of Incorporation (Provisions for Substitute Audit & Supervisory Board Members)**

1. Reasons for Amendment of the Articles of Incorporation

In preparation for a situation where the number of Audit & Supervisory Board members falls below the number specified by law or in the Articles of Incorporation, a substitute Audit & Supervisory Board member will be appointed, the period of validity of resolution appointing the substitute Audit & Supervisory Board member will be established, and the term of office in a situation where the substitute Audit & Supervisory Board member takes office as an Audit & Supervisory Board member will be specified.

The Audit & Supervisory Board has consented to the appointment of the substitute Audit & Supervisory Board member

2. Details of Amendment

The details of the amendment are as follows.

(underline indicates amended text)

Current Articles of Incorporation	Proposed Amendment
<p>Article 28 <u>Method of Appointment of</u> Audit &amp; Supervisory Board Members</p> <p>The Company’s Audit &amp; Supervisory Board members shall be appointed at the General Shareholders’ Meeting.</p> <p>② The appointment resolution of the preceding paragraph shall be made at a General Shareholders’ Meeting attended by shareholders having at least one-third of the voting rights of shareholders entitled to vote, and shall pass with the affirmative vote of a majority of such voting rights.</p> <p>(new provision)</p> <p>(new provision)</p>	<p>Article 28 <u>Appointment of</u> Audit &amp; Supervisory Board Members</p> <p>The Company’s Audit &amp; Supervisory Board members shall be appointed at the General Shareholders’ Meeting.</p> <p>② The appointment resolution of the preceding paragraph shall be made at a General Shareholders’ Meeting attended by shareholders having at least one-third of the voting rights of shareholders entitled to vote, and shall pass with the affirmative vote of a majority of such voting rights.</p> <p>③ <u>Pursuant to the provisions of Article 329, Paragraph 3 of the Companies Act, in preparation for a situation where the number of Audit &amp; Supervisory Board members falls below the number specified by law or in the Articles of Incorporation, the Company can appoint substitute Audit &amp; Supervisory Board members at a General Shareholders’ Meeting.</u></p> <p>④ <u>The appointment of substitute Audit &amp; Supervisory Board members, as referenced in the preceding paragraph, shall remain valid until the commencement of the Ordinary General Shareholders’ Meeting for the last business year ending within four years after the appointment.</u></p>
<p>Article 29 Term of Office of Audit &amp; Supervisory Board Member</p> <p>The term of office of an Audit &amp; Supervisory Board member shall be until the conclusion of the Ordinary General Shareholders’ Meeting for the last business year ending within four years after appointment.</p> <p>② The term of office of an Audit &amp; Supervisory Board member appointed as a substitute for an Audit &amp; Supervisory Board member who leaves office prior to expiration of term shall be until the expiration of term of office of the departing Audit &amp; Supervisory Board member.</p>	<p>Article 29 Term of Office of Audit &amp; Supervisory Board Member</p> <p>The term of office of an Audit &amp; Supervisory Board member shall be until the conclusion of the Ordinary General Shareholders’ Meeting for the last business year ending within four years after appointment.</p> <p>② The term of office of an Audit &amp; Supervisory Board member appointed as a substitute for an Audit &amp; Supervisory Board member who leaves office prior to expiration of term shall be until the expiration of term of office of the departing Audit &amp; Supervisory Board member.</p> <p><u>However, in a situation where a substitute Audit &amp; Supervisory Board member appointed pursuant to Paragraph 3 of the preceding article takes office as an Audit &amp; Supervisory Board member, the term of office of such substitute Audit &amp; Supervisory Board member cannot exceed the conclusion of the Ordinary General Shareholders’ Meeting for the last business year ending within four years after such appointment as a substitute Audit &amp; Supervisory Board member.</u></p>

**Proposal 5: Election of 10 Directors**

The terms of office of 9 Directors will expire at the conclusion of this meeting. Accordingly, the Company proposes to elect 10 Directors.

The candidates are as follows:

No.	Name			Titles and Responsibilities
1	Takakazu Uchiyama	Reappointment		Representative Director, Chief Executive Officer
2	Takao Okada	Reappointment		Representative Director, Executive Vice President Nomination and Compensation Advisory Committee
3	Takashi Asano	Reappointment		Director Senior Executive Operating Officer
4	Masashi Tsuchihata	Reappointment		Director Senior Executive Operating Officer
5	Nobuki Sugita	Reappointment	Outside Independence	Director Chair of Nomination and Compensation Advisory Committee
6	Shigeru Yamazoe	Reappointment	Outside Independence	Director Nomination and Compensation Advisory Committee
7	Kunio Endo	Reappointment	Outside Independence	Director
8	Mami Indo	Reappointment	Outside Independence	Director
9	Kazuhiro Mishina	New	Outside Independence	
10	Kaori Oishi	New	Outside Independence	

No. 1

Takakazu Uchiyama

Date of birth  
July 16, 1951

Reappointment



Career summary, positions, responsibilities and significant concurrent positions

April 1976	Joined Fujitec Co., Ltd.
December 1978	Director
December 1981	Managing Director
November 1989	Senior Managing Director
June 1992	Representative Director and Executive Vice President
June 2000	Chairman of the Board and Representative Director
June 2002	Representative Director and President (to the present)
July 2005	Chief Executive Officer (to the present)
April 2010	General Manager of Global Business HQ (to the present)
April 2016	Regional Director - East Asia
October 2016	General Manager of Japan Business HQ
April 2019	Regional Director - North America (to the present)

Number of shares of the Company held  
335,272 shares

Number of Board of Directors Attended  
7/7

[Significant concurrent positions]

Representative Director and President, Uchiyama International, Ltd.

Reasons for selection as a candidate for Director

As Mr. Takakazu Uchiyama has deep insight stemming from his experience in the control of Japan and overseas businesses in addition to the management of subsidiaries of the Company such as those in the Americas etc., the Company has judged that going forward he will continue to contribute to the global group business management of the Company.

(Note) There are no special conflicts of interest between Mr. Takakazu Uchiyama and the Company.



#### Career summary, positions, responsibilities and significant concurrent positions

April 1976	Joined Fujitec Co., Ltd.
April 2007	Operating Officer
April 2009	Executive Operating Officer
April 2012	Senior Executive Operating Officer Deputy General Manager of Japan Business HQ
June 2012	Director
January 2015	Deputy General Manager of Global Operations HQ
October 2015	Regional Director - China
April 2016	President of Company subsidiary Fujitec Shanghai Sourcing Center Co., Ltd. Deputy General Manager of Global Business HQ (to the present) General Manager of Global Operations HQ
April 2020	Chief Executive Vice President (to the present) General Manager of Japan Business HQ
June 2020	Representative Director and Executive Vice President (to the present)
April 2021	Regional Director - East Asia (to the present)

Number of shares of the  
Company held  
26,401 shares

Number of Board of  
Directors Attended  
7/7

#### Reasons for selection as a candidate for Director

As Mr. Takao Okada has deep insight stemming from his experience in the control of Japan and overseas businesses in addition to the management of subsidiaries of the Company in East Asia, the Company has judged that going forward he will continue to contribute to the global group business management of the Company.

(Note) There are no special conflicts of interest between Mr. Takao Okada and the Company.

No. 3

Takashi Asano

Date of birth  
March 11, 1954

Reappointment



Career summary, positions, responsibilities and significant concurrent positions

April 1977    Joined Fujitec Co., Ltd.  
April 2012    Operating Officer and Executive Vice President of Company subsidiary Fujitec America, Inc.  
October 2012    General Manager of Product Development HQ  
April 2013    Executive Operating Officer  
October 2013    President of Company subsidiary Fujitec Shanghai Technologies Co., Ltd.  
April 2017    Senior Executive Operating Officer (to the present)  
June 2017    Director (to the present)  
July 2020    General Manager of Corporate Planning HQ  
April 2021    General Manager of Engineering HQ  
April 2022    General Manager of Field Engineering HQ (to the present)

Number of shares of the Company held  
11,362 shares

Number of Board of Directors Attended  
7/7

Reasons for selection as a candidate for Director

As Mr. Takashi Asano has deep insight stemming from his experience in the control of the Company's product development in Japan and abroad in addition to the management of subsidiaries of the Company in Americas and East Asia, the Company has judged that going forward he will continue to contribute to the global group business management of the Company.

(Note) There are no special conflicts of interest between Mr. Takashi Asano and the Company.

No.

4

Masashi Tsuchihata

Date of birth  
July 31, 1960Reappoint  
ment

#### Career summary, positions, responsibilities and significant concurrent positions

April 1984	Joined Fujitec Co., Ltd.
April 2013	Operating Officer and Executive Vice President of Company subsidiary Fujitec America, Inc.
April 2017	Executive Operating Officer
July 2017	Regional Deputy Director - South Asia
April 2018	Regional Director - South Asia Executive President of Company subsidiary Fujitec Singapore Corpn. Ltd.
April 2020	Senior Executive Operating Officer (to the present)
April 2021	General Manager of Finance HQ (to the present) Director of Corporate Planning HQ
June 2021	Director (to the present)

Number of shares of the Company held  
6,270 shares

Number of Board of Directors Attended  
5/5

#### Reasons for selection as a candidate for Director

As Mr. Masashi Tsuchihata has deep insight stemming from his experience in the control of Manufacturing Base in Japan and overseas businesses including the management of subsidiaries of the Company in Americas and South Asia, the Company has judged that going forward he will continue to contribute to the global group business management of the Company.

- (Notes) 1. There are no special conflicts of interest between Mr. Masashi Tsuchihata and the Company.  
2. Attendance at Board of Directors meetings held on and after June 22, 2021, as the individual was newly elected and assumed office as a Director at the 74th Annual General Meeting of Shareholders held on June 22, 2021.



#### Career summary, positions, responsibilities and significant concurrent positions

April 1977	Entered the Economic Planning Agency (Planning Division, National and Regional Planning Bureau)
June 1995	Chief, Office of Public Affairs, Planning Division, Director General's Secretariat at the Economic Planning Agency
July 2001	Director of Gifu Prefecture (President of the Gifu Economic and Industrial Promotion Center)
August 2005	Assistant Vice Minister, Minister's Secretariat, Ministry of Foreign Affairs (responsible for Economic Cooperation Bureau and International Cooperation Bureau)
August 2009	Professor at the Faculty of School of Economics, Nagoya University
September, 2012	Director-General for Policy Planning, Ministry of Land, Infrastructure, Transport and Tourism (responsible for policy evaluation and logistics policy)
June 2013	President of Economic and Social Research Institute, Cabinet Office, Government of Japan
April 2014	Professor at the Hosei Graduate School of Regional Policy Design
April 2015	Professor at the College of Economics, Ritsumeikan University
June 2017	Director of the Company (to the present)
April 2020	Specially Appointed Professor at the College of Economics, Ritsumeikan University (to the present)

[Significant concurrent positions]

Professor, College of Economics, Ritsumeikan University

Number of shares of the Company held  
1,731 shares

Number of Board of Directors Attended  
7/7

#### Reasons for selection as a candidate for outside director, and summary of expected roles

For many years, he has held important positions such as university professor of economics, as well as serving in economic-related ministries and agencies. By leveraging the abundant knowledge he has cultivated, he is expected to provide useful suggestions and advice for the management of the Company. Although Mr. Nobuki Sugita has no past experience in corporate management, the Company has judged, for the reasons mentioned above, that he is able to appropriately carry out the duties of an Outside Director.

(Notes) 1. Mr. Nobuki Sugita is a candidate for Outside Director.

2. The term of office of Mr. Nobuki Sugita as Director will be 5 years at the conclusion of this meeting.

3. Mr. Nobuki Sugita is a Professor at Ritsumeikan University operated by the Ritsumeikan Trust, and there is a business relationship between Ritsumeikan Trust, an operating company in which this trust invests independently, and the Company for installation, maintenance, and other services ordered in relation to our elevators, escalators, and other products. Net sales to Ritsumeikan Trust and its operating company in the 75th fiscal year of the Company were 4 million yen.

4. Mr. Nobuki Sugita is an independent director provided by Tokyo Stock Exchange, Inc., and if he is elected as originally proposed and assumes the position, he will continue to be an independent director.





Number of shares of the Company held  
2,611 shares

Number of Board of Directors Attended  
7/7

#### Career summary, positions, responsibilities and significant concurrent positions

April 1978	Joined Marubeni Corporation
April 2006	Executive Officer of Marubeni Corporation
April 2009	Managing Executive Officer of Marubeni Corporation
June 2010	Managing Executive Officer, Member of the Board of Marubeni Corporation
April 2012	Senior Managing Executive Officer, Member of the Board of Marubeni Corporation
April 2015	Senior Executive Vice President, Member of the Board of Marubeni Corporation
April 2018	Vice Chairman of the Board of Marubeni Corporation
June 2018	Vice Chairman of Marubeni Corporation
June 2018	Director of the Company (to the present)
April 2019	Outside Audit & Supervisory Board Member of Mizuho Capital Partners Co., Ltd. (currently MCP Partners Co., Ltd.) (to the present)
April 2020	Chairman of Marubeni Power & Infrastructure Systems Corporation
August 2020	Member of Outside Director Audit & Supervisory Committee, Bewith, Inc. (to the present)
April 2022	Part-Time Advisor of Marubeni Power & Infrastructure Systems Corporation (to the present)

#### [Significant concurrent positions]

Outside Member of the Audit & Supervisory Board, Mizuho Capital Partners Co., Ltd.

Part-Time Advisor of Marubeni Power & Infrastructure Systems Corporation

Member of Outside Director Audit & Supervisory Committee, Bewith, Inc.

#### Reasons for selection as a candidate for outside director, and summary of expected roles

For many years, he has been involved in the overall management of general trading companies and in global business management. By leveraging the abundant knowledge he has cultivated, he is expected to provide useful suggestions and advice for the management of the Company.

(Notes) 1. Mr. Shigeru Yamazoe is a candidate for Outside Director.

2. The term of office of Mr. Shigeru Yamazoe as Director will be 4 years at the conclusion of this meeting.

3. Mr. Shigeru Yamazoe currently serves as Part-Time Advisor of Marubeni Power & Infrastructure Systems Corporation, and there are transactional relationships for orders for installation, maintenance, etc. of the Company's products such as elevators and for real estate leases between the Company and important subsidiaries of Marubeni Corporation, a parent company of Marubeni Power & Infrastructure Systems Corporation. During the 75th fiscal year of the Company, the amount of net sales to said important subsidiaries was 7 million yen, and the amount paid to said important subsidiaries was 57 million yen. In addition, Mr. Shigeru Yamazoe is a member of the Outside Director Audit & Supervisory Committee of Bewith, Inc., and there is a business relationship between a significant subsidiary of Bewith's parent company, Pasona Group, Inc., and the Company for installation, maintenance, and other services ordered in relation to our products, as well as a relationship for employee placement. Net sales to these significant subsidiaries in the Company's 75th fiscal year were 9 million yen, and payments to the same totaled 12 million yen.

4. Mr. Shigeru Yamazoe is an independent director provided by Tokyo Stock Exchange, Inc., and if he is elected as originally proposed and assumes the position, he will continue to be an independent director.



#### Career summary, positions, responsibilities and significant concurrent positions

April 1981	Joined Honda Motor Co., Ltd.
April 2006	General Manager of Finance Division for Business Management Operations of Honda Motor Co., Ltd.
April 2007	General Manager of Accounting Division for Business Management Operations of Honda Motor Co., Ltd.
November 2010	President and Director of American Honda Finance Corporation President and Director of Honda Canada Finance Inc.
June 2013	Corporate Auditor (Full-time) of Honda Motor Co., Ltd.
June 2017	Retired as Corporate Auditor of Honda Motor Co., Ltd.
June 2019	Director of the Company (to the present)
February 2021	U.S. CPA (Washington State)

Number of shares of the Company held  
826 shares

Number of Board of Directors Attended  
7/7

#### Reasons for selection as a candidate for outside director, and summary of expected roles

For many years, he has held important positions in areas such as finance and accounting, etc., as well as the position of director and member of the Audit & Supervisory Board of companies doing business globally. By leveraging the abundant knowledge he has cultivated, he is expected to provide useful suggestions and advice for the management of the Company.

- (Notes) 1. Mr. Kunio Endo is a candidate for Outside Director.  
 2. The term of office of Mr. Kunio Endo as Director will be 3 years at the conclusion of this meeting.  
 3. There are no special conflicts of interest between Mr. Kunio Endo and the Company.  
 4. Mr. Kunio Endo is an independent director provided by Tokyo Stock Exchange, Inc., and if he is elected as originally proposed and assumes the position, he will continue to be an independent director.



#### Career summary, positions, responsibilities and significant concurrent positions

April 1985	Joined Daiwa Securities Co. Ltd.
April 2009	Senior Managing Director and Executive Officer of Consulting Division, Daiwa Institute of Research Ltd.
August 2010	Senior Managing Director and Executive Officer of First Consulting Division, Daiwa Institute of Research Ltd.
April 2013	Executive Managing Director, Deputy Executive Officer of Research Division, Daiwa Institute of Research Ltd.
April 2016	Senior Executive Director, Daiwa Institute of Research Ltd.
December 2016	Commissioner, Securities and Exchange Surveillance Commission, JAPAN
June 2020	Outside Director, Tokyo Gas Co., Ltd. (to the present) Outside Audit & Supervisory Board Member, Ajinomoto Co., Inc. Outside Audit & Supervisory Board Member, AIG Japan Holdings KK
June 2021	Director of the Company (to the present) Outside Director, Ajinomoto Co., Inc. (to the present) Outside Director, AIG Japan Holdings KK (to the present)

Number of shares of the Company held  
334 shares

Number of Board of Directors Attended  
5/5

[Significant concurrent positions]  
Outside Director, Tokyo Gas Co., Ltd.  
Outside Director, Ajinomoto Co., Inc.  
Outside Director, AIG Japan Holdings KK

#### Reasons for selection as a candidate for outside director, and summary of expected roles

For many years, she has held important positions in the financial field, including as an analyst and in areas related to company management, such as consulting work. By leveraging the abundant knowledge she has cultivated, she is expected to provide useful suggestions and advice for the management of the Company.

- (Notes) 1. Ms. Mami Indo is a candidate for outside director.
2. The term of office of Ms. Mami Indo as Director will be 1 years at the conclusion of this meeting.
3. Ms. Mami Indo is an Outside Director of Tokyo Gas Co., Ltd., and there is a business relationship between Tokyo Gas and the Company for supply of gas to the Company's operating locations and other locations. Payments to Tokyo Gas in the Company's 75th fiscal year were less than 1 million yen. In addition, Ms. Indo is an Outside Director of Ajinomoto Co., Ltd., and there is a business relationship between significant subsidiaries of Ajinomoto and the Company related to installation, maintenance, and other services ordered in relation to our products. Net sales to these subsidiaries in the Company's 75th fiscal year were 1 million yen. In addition, Ms. Indo is an Outside Director of AIG Japan Holdings KK, and there is a business relationship between significant subsidiaries of AIG Japan Holdings and the Company for overseas travel insurance and corporate officer liability insurance. Payments to these subsidiaries in the Company's 75th fiscal year were 24 million yen.
4. Ms. Mami Indo is an independent director provided by Tokyo Stock Exchange, Inc., and if she is elected as originally proposed and assumes the position, she will continue to be an independent director.
5. Attendance at Board of Directors meetings held on and after June 22, 2021, as the individual was newly elected and assumed office as a Director at the 74th Annual General Meeting of Shareholders held on June 22, 2021.



Number of shares of the Company held  
0 shares

#### Career summary, positions, responsibilities and significant concurrent positions

March 1982	Graduated from the Hitotsubashi University Faculty of Commerce and Management
March 1984	Completed masters course at the Hitotsubashi University Graduate School Faculty of Commerce and Management
September, 1989	Completed Ph.D. course at Harvard University Graduate School of Arts and Sciences Assistant Professor, Harvard University Business School
October 1995	Assistant Professor, Japan Advanced Institute of Science and Technology, Research Center for Advanced Science and Technology
April 1997	Assistant Professor, Japan Advanced Institute of Science and Technology, School of Knowledge Science
October 2002	Assistant Professor, Kobe University, Graduate School of Business Administration
October 2004	Professor, Kobe University, Graduate School of Business Administration (to the present)
June 2012	Outside Director, Nichirei Corporation
June 2013	Outside Director, Fuji Oil Co., Ltd. (currently FUJI OIL HOLDINGS INC.)
June 2015	Chairman of Nomination & Compensation Advisory Committee, Fuji Oil Co., Ltd. Substitute Audit & Supervisory Board Member, Sumitomo Metal Mining Co., Ltd. (to the present)
June 2016	Outside Director, Nippon Paint Holdings Co., Ltd.
April 2019	Advisory Board Member, NTT Data Corporation

#### [Significant concurrent positions]

Professor, Kobe University, Graduate School of Business Administration  
Substitute Audit & Supervisory Board Member, Sumitomo Metal Mining Co., Ltd.

#### Reasons for selection as a candidate for outside director, and summary of expected roles

For many years, he has been involved in research related to corporate economics, including management strategy and managerial theory. By leveraging the abundant knowledge he has cultivated, he is expected to provide useful suggestions and advice for the management of the Company. Although Mr. Kazuhiro Mishina has no past experience in corporate management, the Company has judged, for the reasons mentioned above, that he is able to appropriately carry out the duties of an Outside Director.

(Notes) 1. Mr. Kazuhiro Mishina is a candidate for Outside Director.

2. There are no special conflicts of interest between Mr. Kazuhiro Mishina and the Company.

3. If he is elected as originally proposed and assumes the position, he will serve as an independent director as provided by the Tokyo Stock Exchange, Inc.



Number of shares of the Company held  
0 shares

#### Career summary, positions, responsibilities and significant concurrent positions

October 1999	Passed the bar examination
March 2000	Graduated from the Osaka University School of Law
April 2000	Joined the Legal Training and Research Institute of the Supreme Court of Japan (54 <sup>th</sup> Term Judicial Apprentice)
October 2001	Registered as an attorney with the Osaka Bar Association Joined Kitahama Law Office (currently, Kitahama Partners)
January 2009	Of Counsel, Kitahama Partners
January 2013	Partner, Kitahama Partners (to the present)
June 2017	Outside Director, Paltac Corporation (to the present)
June 2020	Outside Director, Audit and Supervisory Committee Member, Towa Pharmaceutical Co., Ltd. (to the present)
September, 2021	Adjunct Lecturer, Osaka University Law School (to the present)

[Significant concurrent positions]  
Partner, Kitahama Partners  
Outside Director, Paltac Corporation  
Outside Director, Audit and Supervisory Committee Member, Towa Pharmaceutical Co., Ltd.  
Adjunct Lecturer, Osaka University Law School

#### Reasons for selection as a candidate for outside director, and summary of expected roles

For many years, she has been involved in corporate legal affairs as an attorney. By leveraging the abundant knowledge she has cultivated, she is expected to provide useful suggestions and advice for the management of the Company. Although Ms. Kaori Oishi has no past experience in corporate management, the Company has judged, for the reasons mentioned above, that she is able to appropriately carry out the duties of an Outside Director.

(Notes) 1. Ms. Kaori Oishi is a candidate for outside director.

- Ms. Kaori Oishi is a Partner of Kitahama Partners, with whom the Company entrusts with legal affairs for individual cases. The total amount of remuneration paid to the office was less than 1 million yen for the Company's 75th fiscal year. In addition, Ms. Oishi is an outside director of Paltac Corporation and there is a business relationship between Paltac and the Company related to installation, maintenance, and other services ordered in relation to our products. Net sales to these subsidiaries in the Company's 75th fiscal year were 3 million yen. The Company has a business relationship with an important subsidiary of Medipal Holdings Corporation, the parent company of Paltac Corporation, related to the purchase of pharmaceutical products, and the amount of payments to the subsidiary was 1 million yen. In addition, Ms. Oishi is a member of the Outside Director Audit & Supervisory Committee of Towa Pharmaceutical Co., Ltd., and there is a business relationship between Towa Pharmaceutical and the Company related to installation, maintenance, and other services ordered in relation to our products. Net sales to these subsidiaries in the Company's 75th fiscal year were 2 million yen.
- If she is elected as originally proposed and assumes the position, she will serve as an independent director as provided by the Tokyo Stock Exchange, Inc.

(Notes) 1. The number of Company shares held by each candidate includes his or her interest in the Company's Executive Shareholding Association as of March 31, 2022.

- The Company entered into a liability insurance contract for officer and director liability insurance as provided in Article 430-3.1 of the Companies Act for Company and subsidiary directors and members of the Audit & supervisory Board as insured parties. The contract covers the amount of compensation, costs of disputes, etc., in the event that an insured party is subject to a claim of liability for damages arising from the execution of his or her duties. The Company bears the cost of all insurance premiums. To ensure the proper execution of duties by the insured parties, the contract in question establishes a certain deductible amount, and any damages not reaching this deductible amount are not covered. In addition, certain exemptions exist, including the non-payment for damages caused by the commission of a crime or other violation of laws and regulations. If this individual is elected and assumes the office of a director, they will be included as an insured under the contract in question. The contract is scheduled to be renewed under the same terms upon renewal.

**Proposal 6:****Election of 1 Member of the Audit & Supervisory Board**

Member of the Audit & Supervisory Board Kenichi Ishikawa will expire at the conclusion of this meeting. Accordingly, the Company proposes to elect 1 Member of the Audit & Supervisory Board.

The Audit & Supervisory Board has consented to this proposal.

The candidate is as follows:

## Yoshiyuki Yamasaki

Date of birth  
November 11, 1956

New

Outside

Independence



Number of shares of the Company held  
0 shares

### Career summary, positions and significant concurrent positions

March 1979	Graduated from the Chuo University Faculty of Commerce Accounting Department
April 1979	Joined Asahi Audit Co. (currently KPMG AZSA LLC)
March 1982	Passed final assessment of CPA examination, registered as a CPA
December 1988	New York Office
July 1993	Partner
December 1998	Tokyo Office
June 2007	General Manager of Transaction Services HQ
April 2019	General Manager of the Risk Management Department, KPMG AZSA
July 2019	Senior Managing Officer, KPMG AZSA
June 2021	Retired from KPMG AZSA
July 2021	Founded Office of Yoshiyuki Yamasaki, CPA
April 2022	Outside Director, Audit and Supervisory Committee Member, Tokyo Rakutenchi Co., Ltd. (to the present)

[Significant concurrent positions]

Certified Public Accountant, Office of Yoshiyuki Yamasaki

Outside Director, Audit and Supervisory Committee Member, Tokyo Rakutenchi Co., Ltd.

### Reasons for selection as a candidate for Outside Members of the Audit & Supervisory Board

Although he has never been involved in corporate management, he has been engaged in accounting auditing services as a certified public accountant for many years, and the company has judged that he is able to perform duties as a member of the Audit & Supervisory Board appropriately by utilizing the wealth of knowledge they he cultivated.

- (Notes)
1. Mr. Yoshiyuki Yamasaki is a candidate for Outside Member of the Audit & Supervisory Board.
  2. There are no special conflicts of interest between Mr. Yoshiyuki Yamasaki and the Company.
  3. If he is elected as originally proposed and assumes the position, he will serve as an independent director as provided by the Tokyo Stock Exchange, Inc.
  4. The Company entered into a liability insurance contract for officer and director liability insurance as provided in Article 430-3.1 of the Companies Act for Company and subsidiary directors and members of the Audit & supervisory Board as insured parties. The contract covers the amount of compensation, costs of disputes, etc., in the event that an insured party is subject to a claim of liability for damages arising from the execution of his or her duties. The Company bears the cost of all insurance premiums. To ensure the proper execution of duties by the insured parties, the contract in question establishes a certain deductible amount, and any damages not reaching this deductible amount are not covered. In addition, certain exemptions exist, including the non-payment for damages caused by the commission of a crime or other violation of laws and regulations. If he is elected and assumes the office of a member of the Audit & Supervisory Board, he will be included as an insured under the contract in question. The contract is scheduled to be renewed under the same terms upon renewal.

**Proposal 7:****Election of a Substitute Audit & Supervisory Board Member**

In preparation for a situation where the number of Audit & Supervisory Board members falls below the number specified by law or in the Articles of Incorporation, a substitute Audit & Supervisory Board member will be appointed.

The Audit & Supervisory Board has consented to this proposal.

The candidate is as follows:

**Takeharu Igaki**

Date of birth  
March 11, 1963

**Career summary, positions and significant concurrent positions**

March 1986	Graduated from the Ritsumeikan University College of Business Administration
April 1986	Joined Fujitec Co., Ltd.
May 2004	Assistant General Manager of Finance Department for Company subsidiary Huasheng Fujitec Elevator Co., Ltd.
September, 2007	Assistant Manager of Finance Department for Finance HQ
October 2009	Manager of Finance Department for Finance HQ
October 2020	Senior Manager and Manager of Finance Department of Finance HQ (to the present)
April 2021	Auditor of Company subsidiary Fujitec Shanghai Technologies Co., Ltd., (to the present)

Number of shares of the Company held  
1,750 shares

**Reasons for selection as a candidate for Outside Members of the Substitute Audit & Supervisory Board**

He has been engaged in finance and accounting at the Company and the Company's subsidiary in China for many years. The company has judged that he is able to perform duties as a member of the Audit & Supervisory Board appropriately by utilizing the wealth of knowledge they have cultivated.

- (Notes) 1. There are no special conflicts of interest between Mr. Takeharu Igaki and the Company.  
 2. The number of Company shares held by him includes his interest in the Company's Employee Shareholding Association as of March 31, 2022.  
 3. The Company entered into a liability insurance contract for officer and director liability insurance as provided in Article 430-3.1 of the Companies Act for Company and subsidiary directors and members of the Audit & supervisory Board as insured parties. The contract covers the amount of compensation, costs of disputes, etc., in the event that an insured party is subject to a claim of liability for damages arising from the execution of his or her duties. The Company bears the cost of all insurance premiums. To ensure the proper execution of duties by the insured parties, the contract in question establishes a certain deductible amount, and any damages not reaching this deductible amount are not covered. In addition, certain exemptions exist, including the non-payment for damages caused by the commission of a crime or other violation of laws and regulations. If he assumes the office of a member of the Audit & Supervisory Board, he will be included as an insured under the contract in question. The contract is scheduled to be renewed under the same terms upon renewal.

**Proposal 8:**

**Matter Concerning Revision to Amount of Director Compensation**

At Fujitec Co., Ltd., directors' compensation is composed of the "base compensation" and "transfer-restricted share compensation", which are fixed, and a "bonus", which is variable; at the 60th Ordinary General Shareholders' Meeting held on June 27, 2007, approval was given for a maximum directors' compensation amount of 500 million yen, for the "base compensation" and the "bonus" combined (of which, the annual amount for outside directors is 34 million yen, and from which the employee salaries of employee-directors are excluded), and that amount has applied to date.

The Company would like to raise the maximum outside directors' compensation to an annual maximum amount of 550 million yen (of which the annual amount for outside directors would be 100 million yen; the employee salaries of employee-directors are excluded from this amount), with the aim of increasing the number of outside directors and providing for the selection of a convener and chairperson of meetings of the Board of Directors in order to expand supervisory functions in conjunction with the expansion of business, in anticipation of "Vision 24", the Company's medium-term business plan, and to maintain and improve the directors and Board of Directors' function of independent and objective supervision of management, and otherwise continuing to expand and give additional vitality to the duties of outside directors going forward.

If Proposal 5, "Election of 10 Directors", is approved as originally proposed, the number of directors will increase from the nine (currently) to ten (including six outside directors).











In addition, the Company has established policies for deciding details of individual director compensation as described in Company's Business Report (pages 46-47 below), and this proposal is in line with such policies. Even if this proposal is approved, the Company does not intend to change the policies in question, and the Company believes that the details of this proposal are appropriate.

End



(Reference) Composition of the Board of Directors (plan after June 23, 2022)

The candidates' experience in corporate management and expertise are as follows:

Name												
		Takakazu Uchiyama	Takao Okada	Takashi Asano	Masashi Tsuchihata	Nobuki Sugita		Shigeru Yamazoe	Kunio Endo	Mami Indo	Kazuhiro Mishina	Kaori Oishi
New/Reappointment		Reappointment	Reappointment	Reappointment	Reappointment	Reappointment		Reappointment	Reappointment	Reappointment	New	New
Titles and Responsibilities		Representative Director, Chief Executive Officer	Representative Director, Executive Vice President	Director, Senior Executive Operating Officer	Director, Senior Executive Operating Officer	Outside Director Independent Director		Outside Director Independent Director	Outside Director Independent Director	Outside Director Independent Director	Outside Director Independent Director	Outside Director Independent Director
			Nomination and Compensation Advisory Committee			Chair of Nomination and Compensation Advisory Committee		Nomination and Compensation Advisory Committee				
Experience in Corporate Management and Expertise	Corporate Management Corporate Strategy	●	●	●	●	●		●	●	●	●	●
	Global Business	●	●	●	●	●		●	●		●	
	Technology	●	●	●	●							
	Finance and Accounting				●			●	●	●		
	Corporate Legal Affairs Compliance		●							●		●
	Risk Management	●				●					●	●
	Sustainability	●								●	●	
	Governance	●	●	●	●	●		●	●	●	●	●

## 1. Matters Concerning the State of the Corporate Group

### (1) Business progress and results

#### a. Management environment and business development

Despite concerns about the reemergence of COVID-19 infections, the global economy began to recover generally throughout the consolidated fiscal year ended March 31, 2022 owing to widespread vaccinations. Meanwhile, the economic recovery in Japan slowed due to the spread of a mutant COVID-19 variant and the weakness of the yen. In addition, semiconductor shortages, soaring resource costs, and other factors contributed to rising uncertainty about the global economy.

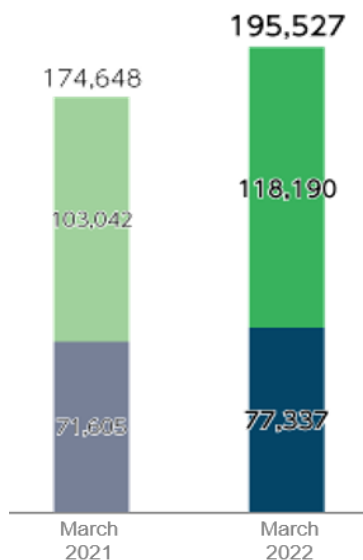
The global elevator and escalator market saw increased demand for new installations in most regions, a recovery in demand due to economic recovery. In China, growth was strong over the first half of the year, slowing in the second half due to sluggish real estate development investment. Our maintenance business, which provides maintenance for elevators and escalators, experienced continued strong performance.

Amid these circumstances, the Fujitec Group continued efforts to prevent the spread of infectious diseases by placing the highest priority on the safety and security of employees and other related parties. In terms of business, we remain committed to providing reliable maintenance business services, which are a part of the social infrastructure, while expanding the *AirTap* series which operates the elevator through touchless command and strengthening other products and services that meet the needs of the new normal. In addition, we have endeavored to promote priority business areas to implement our Future Strategic Direction, announced in December 2020. In our focus on the Aftermarket business, we launched a specialized organization to strengthen our structure for pursuing business from development to maintenance in our Service Business. We also expanded our product lineup by developing new modernization package products that offer superior safety and environmental performance. In Business expansion in growth markets, we focused on the markets of China and South Asia. Here, we enhanced systems for conducting business in each region and improved cost competitiveness, mainly through global standard models. We completed the construction of a factory extension and new research tower in India to supply products to the growing South Asian market. In this way, we are establishing an integrated system that extends from R&D to production. In Increase profitability, we endeavored to expand global procurement and reduce manufacturing costs through automation for global models. At the same time, we used information technology such as design simulators and RPA to reduce labor hours and improve service quality.

As a result of the matters discussed above, the Fujitec Group recorded business performance for the consolidated fiscal year ended March 31, 2022, as described below.

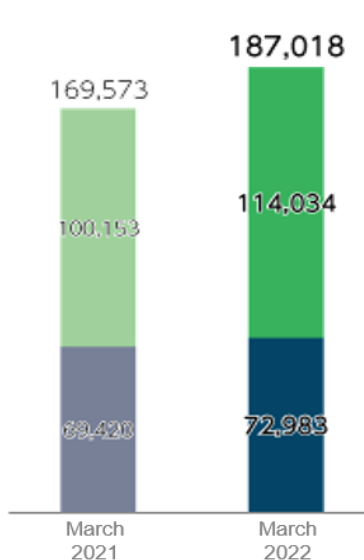
■ Orders (Million yen)

■ Domestic  
■ Overseas



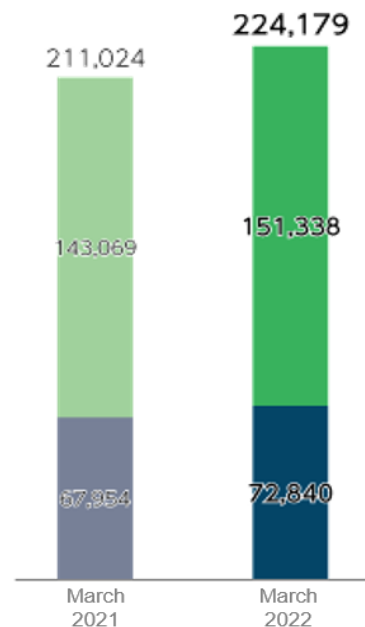
■ Net sales (Million yen)

■ Domestic  
■ Overseas



■ Order Backlog (Million yen)

■ Domestic  
■ Overseas



Net sales

¥187.0 billion

YoY: +10.3%

Operating income

¥13.7 billion

YoY: +3.7%

Operating income margin

7.4%

YoY: -0.4pt

Ordinary income

¥15.7 billion

YoY: +7.4%

Profit attributable to owners of parent

¥10.8 billion

YoY: +16.7%

ROE:

9.1%

YoY: +0.6pt

Total orders received amounted to ¥195,527 million (up 12.0% year on year), consisting of ¥77,337 million in domestic orders received (up 8.0%) and ¥118,190 million in overseas orders received (up 14.7%; up 7.7% after excluding the impact of foreign exchange).

Total order backlog amounted to ¥224,179 million (up 6.2% year on year), consisting of domestic order backlog in the amount of ¥72,840 million (up 7.2%) and overseas order backlog in the amount of ¥151,338 million (up 5.8%; down 0.9% after excluding the impact of foreign exchange).

Both net sales and income for the current fiscal year under review increased compared with the previous year due to an economic recovery. Total net sales amounted to ¥187,018 million (up 10.3%), consisting of ¥72,983 million in domestic net sales (up 5.1%) and ¥114,034 million in overseas net sales (up 13.9%; up 6.8% after excluding the impact of foreign exchange). Operating income amounted to ¥13,777 million (up 3.7% year on year), while ordinary income amounted to ¥15,713 million (up 7.4%), mainly due to the contributions of dividend income and foreign exchange gains. Profit attributable to owners of parent amounted to ¥10,835 million (up 16.7%).

In the Japanese market, our New Installation business saw fewer orders for hotels and other lodging facilities. However, orders for offices and stores rose due to contracts for large-scale projects, driving growth in new installation orders. The Aftermarket business experienced ongoing firm demand for modernization projects, which performs upgrades for existing elevators and escalators, and maintenance business, which services and maintains elevators and escalators.

In the Japanese market, our New Installation business saw fewer orders for hotels and other lodging facilities. However, orders for offices and stores rose due to contracts for large-scale projects, driving growth in new installation orders. The Aftermarket business experienced ongoing firm demand for modernization projects, which performs upgrades for existing elevators and escalators, and maintenance business, which services and maintains elevators and escalators.

In overseas markets, new installation orders in East Asia increased in China, Hong Kong, and Taiwan. In South Asia, orders for new installations decreased in Singapore and Indonesia. However, the Aftermarket Business in Singapore and new installations in India increased. In North America and Europe, orders increased for modernization projects, repairs, and other Aftermarket Business services in America, while orders for new installations decreased. In Canada, orders rose for both new installations and Aftermarket Business services. New installations increased in the U.K.

In terms of product development, we won the Good Design Award 2021 for *AirTap*, which allows touchless elevator operations. In addition to designs for wheelchair panel operation, we added design-conscious button variations capable of meeting the needs of hotels, shopping centers, and other facilities seeking original looks. We launched a new service offering for elevator modernization, developing specialized equipment that reduces lead time by up to 40%. By replacing the drive and control units critical to operation, we improved the basic functions of the elevator. We can also add the latest in functionality, including *AirTap* and remote automated inspections. In terms of escalator modernization, we introduced a *Three-Step Renovation*, conducting construction in three steps that allow us to shorten the shutdown period of the equipment. *EverFresh*, which irradiates escalator handrails with ultraviolet light for sterilization, demonstrated strong performance during the period.

As a result of the matters discussed above, the Fujitec Group recorded business performance for the consolidated fiscal year ended March 31, 2022, as described below.

By Group Region: Orders and Net Sales

(Million yen)

	For the Fiscal Year Ended March 31, 2022 (Period 75)		For the Fiscal Year Ended March 31, 2021 (Period 74)	
	( From April 2021 to March 2022 )	Composition Ratio (%)	( From April 2020 to March 2021 )	Composition Ratio (%)
Orders	195,527	100.0%	174,648	100.0%
Domestic	77,337	39.6	71,605	41.0
Overseas	118,190	60.4	103,042	59.0
Net sales	187,018	100.0%	169,573	100.0%
Domestic	72,983	39.0	69,420	40.9
Overseas	114,034	61.0	100,153	59.1
Order backlog	224,179	100.0%	211,024	100.0%
Domestic	72,840	32.5	67,954	32.2
Overseas	151,338	67.5	143,069	67.8

(Note) The company consists of a single business, namely the Elevator, Escalator, and Electric Transport Device Business. We do not classify this business into multiple segments.

(Major properties for which we received orders)


Location	Delivery Destination	Overview
Hong Kong	Hong Kong Plaza	Replaced 13 existing elevators in a 42-story office building
Gangwon Province, Korea	The Ocean Xi in Sokcho	Installed 15 elevators for a 43-story residential facility in Sokcho City
Penang State, Malaysia	The Light City, Penang - Plot B	Installed 21 elevators/escalators in a complex consisting of a 36-story hotel and 18-story office tower
Colombo, Sri Lanka	Marina Square	Installed 21 elevators for a complex consisting of five 38-story towers and other structures in the central business district
California, USA	1100 WILSHIRE	Installed 9 elevators for an upscale residential facility that includes a 37-story commercial space located in the west end of downtown
Santa Fe Province, Argentina	TORRE NORDLINK	Replaced 9 existing elevators in a 20-story office building of a major independent general real estate company
London, U.K.	Battersea Power Station Phase 3B	Installed 14 elevators for a 16-story complex consisting of a hotel, retail, and office space on the site of the former Battersea Power Station
Nagoya, Japan	Nagoya Marunouchi 1-Chome Project	Installed 10 elevators for office building

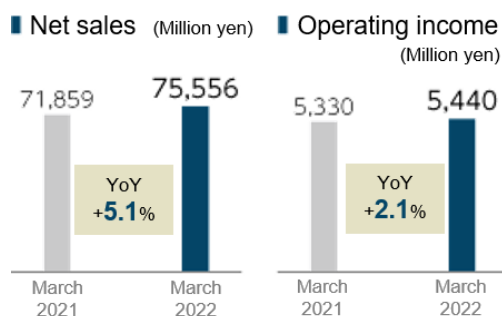
(Major projects completed)

Location	Delivery Destination	Overview
Zhejiang, China	Xi Rui Jiang Nan	Completed 165 elevators for a residential and commercial facility in Hangzhou
Tokyo, Japan	TORANOMON HILLS RESIDENTIAL TOWER	Completed 8 elevators for a high-rise condominium building (54 floors above ground, 4 floors below ground) in the Toranomon district of Minato-ku
Yokohama, Japan	The Westin Yokohama	Completed 18 elevators/escalators for a 23-story premium hotel in the Minato Mirai district
Osaka, Japan	OSAKA UMEDA TWIN TOWERS SOUTH	Completed 23 elevators/escalators for a department store and office complex (38 floors above ground, 3 floors below ground) in the Osaka Umeda district
Osaka, Japan	GRANDE MAISON SHIN UMEDA THE CLUB RESIDENCE	Completed 15 elevators for a 51-story condominium and commercial facility tower complex in the JR Osaka Station area
Fukuoka, Japan	Mitsui Shopping Park LaLaport FUKUOKA	Completed 28 elevators for a 5-story commercial facility on the site of a former Fukuoka City fruit and vegetable market

## b. Segment information by corporate group location

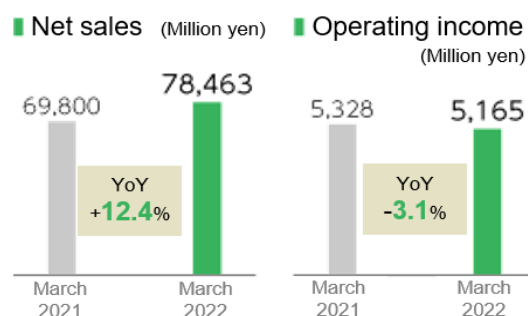
The following information highlights segment performance by location for the consolidated fiscal year under review:

<b>Japan</b>	Net sales <b>¥75.5 billion</b>	Operating income <b>¥5.4 billion</b>	Sales composition ratio <b>38.2%</b>	
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Net sales amounted to ¥75,556 million (up 5.1% year on year) driven by progress in large-scale projects, etc., with an associated increase in new installations and modernization projects, as well as ongoing firm maintenance performance. Operating income amounted to ¥5,440 million (up ¥110 million), despite lower profitability in the New Installation Business due to rising costs, including soaring raw materials prices, and an increase in provision for losses on construction contracts. However, the Aftermarket Business recorded firm operating income results.

<b>East Asia</b>	Net sales <b>¥78.4 billion</b>	Operating income <b>¥5.1 billion</b>	Sales composition ratio <b>39.7%</b>	
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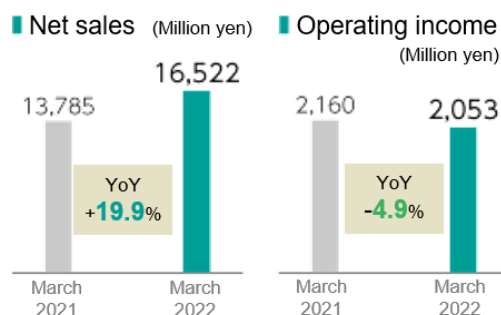
Net sales amounted to ¥78,463 million (up 12.4% year on year; up 4.0% after excluding the impact of foreign exchange) due to an increase in modernization projects and other Aftermarket Business work in Hong Kong, an increase in new installations in Hong Kong due to the progress of large-scale projects, and growth in the Aftermarket Business in China, including exports to Japan, the Middle East, and South Asia, maintenance, and repair work. Operating income amounted to ¥5,165 million (down ¥163 million year on year). This result was mainly due to rising raw materials costs, etc., leading to lower profitability of new installations in China, despite improved profitability due to higher maintenance rates in the Hong Kong Aftermarket business, and improved profitability in Taiwan owing to a decrease in provision for losses on construction contracts for large-scale new installation projects.

## South Asia

Net sales  
¥16.5 billion

Operating income  
¥2.0 billion

Sales composition ratio  
8.4%



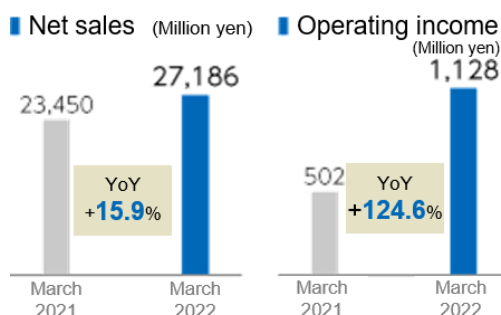
Net sales amounted to ¥16,522 million (up 19.9% year on year; up 14.6% after excluding the impact of foreign exchange). Sales decreased for new installations in Singapore and Malaysia, and increased in India and Indonesia. Sales also increased in Singapore in the Aftermarket Business, mainly for maintenance and repairs. Operating income amounted to ¥2,053 million (down ¥106 million yen year-on-year) due to lower profitability in Singapore and Malaysia, which was caused by an increase in provision for losses on construction contracts related to new installation projects.

## North America and Europe

Net sales  
¥27.1 billion

Operating income  
¥1.1 billion

Sales composition ratio  
13.7%



Net sales amounted to ¥27,186 million (up 15.9% year on year; up 11.2% after excluding the impact of foreign exchange). This result was due to a decrease in sales of modernization projects in the U.S., offset by growth in new installations, maintenance and repairs. In the U.K., sales increased in the Aftermarket Business. Operating income amounted to ¥1,128 million (up ¥626 million year-on-year) thanks to the positive contribution of increase in net sales in the Aftermarket Business and lower selling, general and administrative expenses in the U.S.

(Note) Figures for net sales, operating income, and sales composition ratios are before segment adjustments. Segment adjustments amounted to ¥(10,711) million in net sales and ¥(10) million in operating income.



## (2) Capital Investment and Financing

During the consolidated fiscal year under review, the Fujitec Group conducted a total of ¥3,879 million in capital investment. Of this amount, ¥2,106 million of capital investment was conducted within the Company, while ¥1,773 million of capital investment was conducted at consolidated subsidiaries.

## (3) Issues to be Addressed

The company has steadily implemented the initiatives described in Fujitec Future Strategic Direction announced on December 4, 2020. Considering the global megatrends causing changes in the business environment, we announced a new three-year medium-term management plan, Vision24 Fujitec Medium-Term Management Plan (FY2022 - FY2024) in December 2021. In March 2022, we published supplemental disclosure of Vision24 explaining specific measures and capital policies to improve management transparency. We will increase our market share by expanding our New Installation and Aftermarket Businesses as described in Vision 24. And ensure that we improve our profitability by expanding sales and promoting cost reductions. Through these efforts, we will continue to provide safe and reliable products to people around the world for sustainable enhancement of our corporate value in the global market. Vision 24 Action Guidelines emphasize the following four points:

- Sales Strategy : Cultivate and delve deeper into new markets and customers by expanding our product lineup
  - Product and Technology Strategy : Develop and launch strategic models in collaboration with each location  
Strengthen development of environment-friendly products
  - Production and Operations Strategy : Achieve cost reforms through procurement and the introduction of next generation technologies in collaboration with each location
  - Corporate Strategy : Strengthen capital policy and governance structure  
Establish a system to implement group strategies
- We are engaged in the following sales strategy initiatives to expand our domestic market.
- Expand New Installation Business sales of the standard XIOR model and enhance name through the completion of large-scale projects
  - Improve profitability in the Aftermarket Business by capturing demand for modernization and expanding sales of modernization products
  - Strengthen collaboration between the New Installation Business and the Aftermarket Business to develop new customers

In the global market, we will pursue the following regional sales strategies, focusing on the Aftermarket Business in mature markets and the New Installation Business in growing markets

- Improve brand power in the Chinese market and expand sales of standard models by winning large-scale projects
- Expand domestic/overseas supply and sales networks in the Indian market
- Grow maintenance volume by marketing modernization products In East Asia, the Americas, and Europe

- We are pursuing the following initiatives under our product and technology strategy to strengthen market competitiveness through introducing products that match the maturity level of the market in each country.
  - Develop next-generation standard models and reduce costs in growth markets
  - Introduce new maintenance service options and expand of modernized product lineups in mature markets
  - Ensure even greater levels of safety and security; improve operational efficiency through next-generation remote maintenance
  
- Under production and operations strategy, we strive to increase profitability through the following initiatives.
  - <Design, procurement, and production innovations>
    - Reduce costs by pursuing global procurement
    - Improve labor productivity in production operations
    - Reduce design and manufacturing labor-hours by expanding the lineup of standard models
  
  - <Installation cost innovations>
    - Reduce costs through the development of installation equipment and methods
    - Increase efficiencies and reduce costs through greater skill of installations
    - Reduce maintenance costs by improving remote monitoring functions and leveraging the use of IT
  
- In pursuing our corporate strategy, we will contribute to the creation of sustainable societies through the following initiatives, growing sustainable businesses, improving capital efficiency, and engaging actively in ESG.
  - Active capital investment plans for growth phases and M&A investment in pursuit of growth opportunities
  - Pursue a capital policy of maintaining a sound financial foundation supporting business growth, improving asset efficiency, and continuing to purchase treasury stock
  - Improve corporate governance further through ongoing efforts to enhance the effectiveness and transparency of the Board of Directors
  - Define a sustainability policy and establish a sustainability promotion system
  - Establish KPIs and disclose materialities as ESG information; engage in TCFD-compliant disclosure

While the response to COVID-19 has differed country to country, the outlook for mitigation remains unclear. Further, concerns have emerged regarding the economic fragmentation and rising resource prices apparent in the wake of the Russian invasion of Ukraine. Amid these concerns, we face an environment in which the future of the elevator and escalator market is unpredictable.

Under these circumstances, we will endeavor to improve corporate value by executing Vision24, recently announced, in a steady and consistent manner.

#### (4) Changes in Assets and Income

Classification	Fiscal Year	Period 72	Period 73	Period 74	Period 75
		( From April 2018 to March 2019 )	( From April 2019 to March 2020 )	( From April 2020 to March 2021 )	( Current Consolidated Fiscal Year ) ( From April 2021 to March 2022 )
Orders	(Million yen)	179,007	186,320	174,648	195,527
Net sales	(Million yen)	170,759	181,232	169,573	187,018
Ordinary income	(Million yen)	11,922	14,682	14,633	15,713
Profit attributable to owners of parent	(Million yen)	9,220	9,916	9,287	10,835
Net income per share	(yen)	114.14	122.46	114.52	133.42
Total assets	(Million yen)	184,690	193,581	205,196	220,609
Net assets	(Million yen)	113,923	118,714	125,264	140,482
Net assets per share	(yen)	1,271.28	1,318.59	1,385.45	1,549.83

(Notes) 1. Effective as of the current fiscal year, the *Company applied Accounting Standards for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020)*.

The figures for assets and income (loss) for the fiscal year under review reflect the application of this accounting standard.

- Net income per share is calculated using the average number of shares during the period in question. The average number of common shares during the period is determined using the number of shares after deducting the number of treasury shares. The number of treasury shares as of the end of Periods 72 and 73 include shares held as an employee stock ownership plan support trust (ESOP), and the number of treasury shares as of the end of Periods 74 and 75 includes shares held as the E-Ship Trust-Type Employee Shareholding Incentive Plan.
- Major factors for changes in each consolidated fiscal year are as described below.

Period 72 ...Domestic net sales increased by 6.3% year on year, while overseas net sales decreased by 2.1% over the same period, resulting in a year on year increase of 1.2% in net sales.

Profits increased only slightly versus the previous year due to reduced profits in Japan.

Period 73 ...Domestic net sales increased by 5.0% year on year, while overseas net sales increased by 6.9% over the same period, resulting in a year on year increase of 6.1% in net sales.

Profits increased versus the previous year due to increased profits in East Asia.

Period 74 ...Domestic net sales decreased by 4.3% year on year, while overseas net sales decreased by 7.9% over the same period, resulting in a year on Decrease of 6.4% in net sales.

Profit decreased slightly versus the previous fiscal year owing to an increase in Japan, even though profits decreased in North America and Europe.

Period 75 ...This information is as provided in 1. Business Progress and Results above.

#### (5) Major Parent Companies and Subsidiaries

##### a. Relationship with parent company

Not applicable.

## b. Status of major subsidiaries

Company Name	Paid-In Capital	Ownership Ratio	Main Business Lines
Fujitec America, Inc.	15,000 USD thousands	100.00%	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Fujitec Canada, Inc.	18,000 CAD thousands	100.00%	Sales, installation, maintenance, and repair of elevators and escalators
Fujitec (HK) Co., Ltd.	24,300 HKD thousands	100.00%	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Huasheng Fujitec Elevator Co., Ltd.	708,040 RMB thousands	60.00%	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Shanghai Huasheng Fujitec Escalator Co., Ltd.	106,760 RMB thousands	60.00% (60.00%)	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Fujitec Shanghai Sourcing Center Co., Ltd.	389,124 RMB thousands	100.00%	Manufacture of elevators and other equipment
Fujitec Taiwan Co., Ltd.	300,000 TWD thousands	74.83%	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Fujitec Korea Co., Ltd.	27,220,000 KRW thousands	100.00%	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Fujitec Singapore Corpn. Ltd. CORPN. LTD.	5,290 SGD thousands	83.90%	Sales, installation, maintenance, and repair of elevators and escalators
Fujitec India Private Ltd. PRIVATE LTD.	3,845,200 INR thousands	97.43% (13.40%)	Manufacture, sale, installation, maintenance, and repair of elevators and escalators
Fujitec UK Ltd.	12,516 GBP thousands	100.00%	Sales, installation, maintenance, and repair of elevators and escalators

(Note) Figures in parentheses in the Ownership Ratio column indicate the percentage of indirect ownership.

## (6). Main Business Lines

As a specialized manufacturer of elevators, escalators, and moving sidewalks, the Fujitec Group, consisting of Fujitec Co., Ltd. and 34 affiliated companies (including 19 consolidated subsidiaries), is engaged in the integrated business of manufacturing, sales, installation, maintenance, and repair on a global scale.

The Company has 2 manufacturing bases in Japan. Globally, group companies operate 8 manufacturing bases in North America, East Asia, and South Asia, where elevators, escalators, and other products are manufactured. Group company sales bases in Japan and overseas are engaged in the sales, installation, maintenance, and repair of these products.

(7) Major Sales Offices and Factories

Fujitec Co., Ltd.	Head Office	591-1, Miyata-cho, Hikone, Shiga, Japan
	Tokyo Head Office	1-17-3 Shirokane, Minato-ku, Tokyo, Japan
	Sales Bases	Tokyo Metropolitan Area Control HQ (Minato-ku, Tokyo) Osaka Metropolitan Area Control HQ (Ibaraki city, Osaka) Hokkaido Branch (Sapporo city), Tohoku Branch (Sendai city), Hokushinetsu Branch (Kanazawa city), Kitakanto Branch (Saitama city), Higashikanto Branch (Chiba city), Yokohama Branch (Yokohama city), Shizuoka Branch (Shizuoka city), Nagoya Branch (Nagoya city), Kyoto/Shiga Branch (Kyoto city), Kobe Branch (Kobe city), Chugoku/Shikoku Branch (Hiroshima city), Kyushu Branch (Fukuoka city), Okinawa Branch (Naha city) Other Sales Offices, Services Centers and Safenet Centers, Parts Supply Center
	Manufacturing Bases	Big Wing (Hikone city, Shiga) Big Step (Toyooka city, Hyogo)
	R&D Centers, etc.	Product Development Center (Hikone city, Shiga) Human Resources Development Center (Ibaraki city, Osaka/Ota-ku, Tokyo)
Subsidiaries		Fujitec America, Inc. (U.S.A.) Fujitec India Private Ltd. (India)
	Overseas Manufacturing Bases	Fujitec (HK) Co., Ltd. (Hong Kong) Fujitec Taiwan Co., Ltd. (Taiwan) Fujitec Korea Co., Ltd. (South Korea) Huasheng Fujitec Elevator Co., Ltd. (China) Shanghai Huasheng Fujitec Escalator Co., Ltd. (China) Fujitec Shanghai Sourcing Center Co., Ltd. (China)
	Overseas Sales Bases	Fujitec Singapore Corpn. Ltd. (Singapore) Fujitec Canada, Inc. (Canada) Fujitec UK Ltd. (U.K.), 18 other bases
	R&D Centers	Fujitec Shanghai Technologies Co., Ltd. (China)

(8) Employees

a. Group employees

No. of Employees	Year-on-Year Change
10,683	+260

(Note) The number of employees above represents the number of full-time employees, and does not include temporary employees.

b. Fujitec Co., Ltd. employees

No. of Employees	Year-on-Year Change	Avg. Age	Avg. Years of Service
3,135	+48	41.2 years	17.9 years

(Note) The number of employees above represents the number of full-time employees, and does not include temporary employees.

(9) Major Lenders

Lender	Amount of loans
Mizuho Bank, Ltd.	2,158 million yen
Resona Bank, Ltd.	601 million yen

(Note) The balance of borrowings from Resona Bank, Limited includes borrowings from the E-Ship Trust-Type Employee Shareholding Incentive Plan.

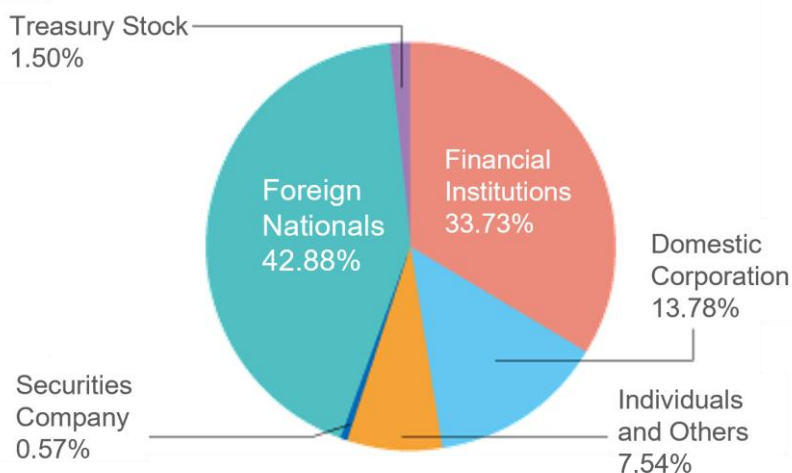
2. Matters Concerning Stock

a. Total number of authorized shares 300,000,000 shares      b. Total number of shares issued 81,162,700 shares

(excluding 1,237,300 shares in treasury stock)

c. Number of shareholders 6,343

**■ Distribution of Shares by Shareholder**



d. Major shareholders (Top 10)

Name of Shareholders	Equity in Fujitec	
	Number of shareholding	Ratio of shareholding
	thousand shares	%
The Master Trust Bank of Japan, Ltd. (Trust Account)	9,494	11.70
Uchiyama International Ltd.	5,043	6.21
Resona Bank, Ltd.	4,051	4.99
JPMorgan Chase Bank 385839	3,143	3.87
JPMorgan Chase Bank 385632	2,710	3.34
Custody Bank of Japan, Ltd. (Trust Account 4)	2,708	3.34
BNP PARIBAS SECURITIES SERVICES LUXEMBOURG/JASDEC SECURITIES/UCITS ASSETS	2,437	3.00
Mizuho Bank, Ltd.	1,989	2.45
Goldman Sachs International	1,809	2.23
Custody Bank of Japan, Ltd. (Trust Account)	1,787	2.20

(Notes) 1. Ownership Ratio in the table above represents the ratio of shares held to the total number of issued shares, excluding 1,237,300 shares in treasury stock. Treasury shares do not include 197,500 shares held under the E-Ship Trust-Type Employee Shareholding Incentive Plan.

2. While we have reported shareholdings by submitting a Report of Possession (Change) of Large Volume per the Financial Instruments and Change Act as described below, the actual number of shares held as of the end of the current fiscal year cannot be determined and are therefore not included in the table above.

Shareholder	No. of Shares Held and Ownership Ratio		Date of Reporting Obligation (Report Date)
T. Rowe Price Japan, Inc.	7,350 thousand shares	8.16%	November 30, 2020 (December 7, 2020)
Sumitomo Mitsui Trust Bank, Limited	165 thousand shares	0.20%	
Sumitomo Mitsui Trust Asset Management Co., Ltd.	5,202 thousand shares	6.31%	March, 15, 2022 (March 22, 2022)
Nikko Asset Management Co., Ltd.	1,093 thousand shares	1.33%	
Oasis Management Company Ltd.	6,215 thousand shares	7.54%	March, 16, 2022 (March 24, 2022)
MUFG Bank, Ltd.	1,663 thousand shares	1.77%	
Mitsubishi UFJ Trust and Banking Corporation	2,793 thousand shares	2.98%	April 9, 2018 (April 16, 2018)
Mitsubishi UFJ Kokusai Asset Management Co., Ltd.	326 thousand shares	0.35%	
Mizuho Bank, Ltd.	1,989 thousand shares	2.21%	October 30, 2020 (November 9, 2020)
Asset Management One Co., Ltd.	2,520 thousand shares	2.80%	
Artisan Investments GP LLC	4,488 thousand shares	5.26%	April, 15, 2021 (April 20, 2021)

e. Shares granted to Company officers as of the end of the current fiscal year as compensation for the performance of duties

The Company has adopted a restricted stock compensation plan, and the details of stock compensation granted to Company officers as compensation for the execution of their duties during the fiscal year under review are as follows.

Classification	No. of shares	No. of eligible persons
	shares	
Directors (excluding outside directors)	6,707	4

(Notes) 1. The shares noted above were delivered via the disposal of treasury stock having a disposal date of July 21, 2021.

2. In addition to the foregoing, a total of 5,761 shares of treasury stock were issued as of the date of disposal, July 21, 2021, to 19 executive officers who did not concurrently serve as directors.

#### f. Other Important Matters Concerning Stock

The Company acquired 352,600 shares of treasury stock for a total amount of 1,004,291,495 yen during the current fiscal year based on a written resolution at a Board of Directors meeting held on March 1, 2022, in lieu of a resolution of the Board of Directors meeting. The Company also canceled 2,900,000 shares of treasury stock on March 8, 2022.

### 3. Matters Concerning Stock Acquisition Rights

Overview of stock acquisition rights granted to Company officers as of the end of the current fiscal year as compensation for the performance of duties

Name (Date of resolution issuance)	No. of stock acquisition rights	Type and number of shares to be issued upon exercise of stock acquisition rights	Amount paid for stock acquisition rights	Amount contributed upon exercise of stock acquisition rights	Exercise period of the stock acquisition rights	Main conditions for the exercise of stock acquisition rights	No. of holding directors (excluding outside directors)
Stock Acquisition Rights No.1 (November 8, 2013)	21 rights	Fujitec Co., Ltd. common stock 21,000 shares	Per share 1,016 yen	Per share 1 yen	November 26, 2013 ~ November 25, 2043	(Note)	2 persons
Stock Acquisition Rights No.2 (August 7, 2014)	14 rights	Fujitec Co., Ltd. common stock 14,000 shares	Per share 815 yen	Per share 1 yen	August 26, 2014 ~ August 25, 2044	(Note)	2 persons
Stock Acquisition Rights No.3 (August 7, 2015)	4 rights	Fujitec Co., Ltd. common stock 4,000 shares	Per share 696 yen	Per share 1 yen	August 26, 2015 ~ August 25, 2045	(Note)	2 persons

(Notes) 1. Holders of stock acquisition rights may exercise their rights for a period of 7 years from the day following the day on which they lose their position as a director of the Company.

2. Other conditions and details of the exercise of rights shall be as set forth in the Stock Acquisition Rights Allotment Agreement.



## 4. Matters Concerning Company Officers

### (1) Directors and Members of the Audit & Supervisory Board

Positions	Name	Status of Responsibilities and Important Concurrent Positions
Representative Director and President	Takakazu Uchiyama	General Manager of Global Business HQ; Regional Director of North America Representative Director and President, Uchiyama International, Ltd.
Representative Director and Vice President	Takao Okada	Deputy General Manager of Global Business HQ; Regional Director of East Asia
Director	Takashi Asano	General Manager of Engineering HQ
Director	Masashi Tsuchihata	General Manager of Finance HQ
Director	Nobuki Sugita	Professor, College of Economics, Ritsumeikan University
Director	Shigeru Yamazoe	Chairman of Marubeni Power & Infrastructure Systems Corporation Outside Member of the Audit & Supervisory Board, MCP Partners Co., Ltd. Member of Outside Director Audit & Supervisory Committee, Bewith, Inc.
Director	Kunio Endo	
Director	Keiko Yamahira	Outside Director, Joshin Denki Co., Ltd. Outside Director, Takara Leben Co., Ltd.
Director	Mami Indo	Outside Director, Tokyo Gas Co., Ltd. Outside Director, Ajinomoto Co., Inc. Outside Director, AIG Japan Holdings KK
Member of the Audit & Supervisory Board (Standing)	Kenichi Ishikawa	
Member of the Audit & Supervisory Board (Standing)	Yasuo Utsunomiya	
Member of the Audit & Supervisory Board	Tatsuo Ikeda	Foreign Law Joint Enterprise, Kitahama Partners, Of Counsel
Member of the Audit & Supervisory Board	Satoshi Hiramitsu	Senior Partner, Tax Accounting Corporation, TAS Member of Outside Director Audit & Supervisory Committee, ARATA CORPORATION

- (Notes) 1. Directors Nobuki Sugita, Shigeru Yamazoe, Kunio Endo, Keiko Yamahira and Mami Indo are outside directors as stipulated in the Companies Act, and Members of the Audit & Supervisory Board Kenichi Ishikawa, Tatsuo Ikeda, and Satoshi Hiramitsu are outside members of the Audit & Supervisory Board as stipulated in the Companies Act.  
Also, Nobuki Sugita, Shigeru Yamazoe, Kunio Endo, Keiko Yamahira, Mami Indo, Kenichi Ishikawa, Tatsuo Ikeda, and Satoshi Hiramitsu have been designated as independent directors\* based on the provisions of Tokyo Stock Exchange, Inc., and we have reported such to the exchange.
2. Changes in personnel during the current fiscal year are as follows.  
(Appointment) Directors Masashi Tsuchihata and Mami Indo have been elected and appointed at the 74th Ordinary General Meeting of Shareholders, held on June 22, 2021.  
(Resignation) As of the conclusion of the 74th Ordinary General Meeting of Shareholders held on June 22, 2021, director Yoshiichi Kato has completed his term and resigned his position.
3. Director Nobuki Sugita is a Professor at Ritsumeikan University operated by the Ritsumeikan Trust, and there is a business relationship between Ritsumeikan Trust, an operating company in which this trust invests independently, and the Company for installation, maintenance, and other services ordered in relation to our elevators, escalators, and other products. Net sales to Ritsumeikan Trust and its operating company in the 75th fiscal year of the Company were 4 million yen.

4. Director Shigeru Yamazoe currently serves as Chairman of Marubeni Power & Infrastructure Systems Corporation, and there are transactional relationships for orders for installation, maintenance, etc. of the Company's products such as elevators and for real estate leases between the Company and important subsidiaries of Marubeni Corporation, a parent company of Marubeni Power & Infrastructure Systems Corporation. During the 75th fiscal year of the Company, the amount of net sales to said important subsidiaries was 7 million yen, and the amount paid to said important subsidiaries was 57 million yen. Mr. Yamazoe is also an outside member of the Audit & Supervisory Board of MCP Partners Co., Ltd. There is no special conflict of interest between MCP Partners and the Company. In addition, Mr. Yamazoe is a member of the Outside Director Audit & Supervisory Committee of Bewith, Inc., and there is a business relationship between a significant subsidiary of Bewith's parent company, Pasona Group, Inc., and the Company for installation, maintenance, and other services ordered in relation to our products, as well as a relationship for employee placement. Net sales to these significant subsidiaries in the Company's 75th fiscal year were 9 million yen, and payments to the same totaled 12 million yen.
5. Director Kunio Endo does not have any special conflict of interest with the Company.
6. Director Keiko Yamahira is an outside director of Joshin Denki Co., Ltd., in which the Company holds 24 thousand shares of stock. In addition, there is a business relationship between Joshin Denki and the Company for installation, maintenance, and other services ordered in relation to our elevators, escalators, and other products, as well as for the purchase of office-use products and other services. Net sales to this entity in the Company's 75th fiscal year were 113 million yen, and payments to this company totaled less than 1 million yen. In addition, Ms. Yamahira is an outside director of Takara Leben Co., Ltd., and there is a business relationship between significant subsidiaries of Takara Leben, and the Company for installation, maintenance, and other services ordered in relation to our products, as well as for outsourcing, leasing of real estate and other services. Net sales to these subsidiaries in the Company's 75th fiscal year were 7 million yen, and payments to the same totaled 2 million yen.
7. Director Mami Indo is an Outside Director of Tokyo Gas Co., Ltd., and there is a business relationship between Tokyo Gas and the Company for supply of gas to the Company's operating locations and other locations. Payments to Tokyo Gas in the Company's 75th fiscal year were less than 1 million yen. In addition, Ms. Indo is an outside director of Ajinomoto Co., Ltd., and there is a business relationship between significant subsidiaries of Ajinomoto and the Company related to installation, maintenance, and other services ordered in relation to our products. Net sales to these subsidiaries in the Company's 75th fiscal year were 1 million yen. In addition, Ms. Indo is an outside director of AIG Japan Holdings KK, and there is a business relationship between significant subsidiaries of AIG Japan Holdings and the Company for overseas travel insurance and corporate officer liability insurance. Payments to these subsidiaries in the Company's 75th fiscal year were 24 million yen.
8. Member of the Audit & Supervisory Board Kenichi Ishikawa retired from Resona Bank, Limited on June 23, 2014. Resona Bank owns 4,051 thousand shares of the Company. The Company owns 258 thousand shares of Resona Holdings, Inc., the parent company of Resona Bank. In addition, there is a business relationship between Resona Bank, significant subsidiaries of Resona Holdings, and the Company for installation, maintenance, and other services ordered in relation to our products, as well as for borrowing. Net sales to Resona Bank and these significant subsidiaries of Resona Holdings in the Company's 75th fiscal year were 98 million yen, and borrowing from this company totaled 601 million yen.
9. Member of the Audit & Supervisory Board Tatsuo Ikeda is an of counsel attorney of Kitahama Partners, with whom the Company entrusts with legal affairs for individual cases. The total amount of remuneration paid to the office was less than 1 million yen for the Company's 75th fiscal year.
10. Member of the Audit & Supervisory Board Satoshi Hiramitsu does not have any special conflict of interest with the Company.
11. Member of the Audit & Supervisory Board Kenichi Ishikawa has held important positions in financial institutions for many years and has considerable knowledge of finance and accounting cultivated through his experience.
12. Member of the Audit & Supervisory Board Yasuo Utsunomiya has a great deal of experience in general affairs, human resources, legal affairs, and other management areas as an executive officer. He has considerable knowledge of corporate management in general.
13. Member of the Audit & Supervisory Board Tatsuo Ikeda has a wealth of experience and insight from his important roles as a university professor, attorney, and involvement in local government councils. He is familiar with corporate legal affairs, and has considerable knowledge of corporate management in general, including finance and accounting.
14. Member of the Audit & Supervisory Board Satoshi Hiramitsu is familiar with practical business in corporate auditing, acquisition investigations, and more as a certified public accountant and tax accountant, and has considerable knowledge of finance, accounting and tax affairs.
15. Changes in Director Responsibilities and Important Concurrent Positions Occurring After the End of the Current Fiscal Year

Name	After Change	Before Change	Date of Change
Takashi Asano	General Manager of Field Engineering HQ	General Manager of Engineering HQ	
Shigeru Yamazoe	Part-Time Advisor of Marubeni Power & Infrastructure Systems Corporation Outside Member of the Audit & Supervisory Board, MCP Partners Co., Ltd. Member of Outside Director Audit & Supervisory Committee, Bewith, Inc.	Chairman of Marubeni Power & Infrastructure Systems Corporation Outside Member of the Audit & Supervisory Board, MCP Partners Co., Ltd. Member of Outside Director Audit & Supervisory Committee, Bewith, Inc.	April, 1, 2022

16. The Company entered into a liability insurance contract for officer and director liability insurance as provided in Article 430-3.1 of the Companies Act for Company and subsidiary directors and members of the Audit & supervisory Board as insured parties. The contract covers the amount of compensation, costs of disputes, etc., in the event that an insured party is subject to a claim of liability for damages arising from the execution of his or her duties. The Company bears the cost of all insurance premiums. To ensure the proper execution of duties by the insured parties, the contract in question establishes a certain deductible amount, and any damages not reaching this deductible amount are not covered. In addition, certain exemptions exist, including the non-payment for damages caused by the commission of a crime or other violation of laws and regulations.

(\*Standards for appointment of independent directors)

Having provided an explanation to independent directors at a meeting of the board of directors, the Company may, upon gaining the understanding, recommendation, or agreement of said independent directors, appoint an individual as independent director who is not subject to any of the items below. The Company may also appoint such an individual who is subject to any of the items b. through h. below if the Company has reason to believe said individual possesses the ability to make appropriate independent decisions in light of the individual's character, expertise, etc., said individual may be appointed independent director pursuant to a resolution of the board of directors, under the condition that said reasoning has been explained externally.

- a. An executive director, executive officer, or manager or other employee of the Company or any of its subsidiaries (or a person who has held an equivalent position within the past 10 years)
- b. (i) A person who is a shareholder owning 10% or more of Company voting shares, or, when said shareholder is a corporation owning 10% or more of Company voting shares, a director, member of the Audit & Supervisory Board, accounting advisor, executive officer, executive director, or manager or employee of said parent company or important subsidiary (or person who has held an equivalent position within the past five years)  
(ii) A person who is a director, member of the Audit & Supervisory board, accounting advisor, executive officer, executive director, or manager or employee of a company of which the Company owns 10% or more of voting shares
- c. (i) A person who has paid the Company an amount representing 2% or more of the Company's consolidated net sales related to business transactions with the Company in the current fiscal year (or a party who has paid an equivalent or greater annual amount in any of the most-recent three fiscal years of the Company)  
(ii) A person to whom the Company or a Company subsidiary has paid an amount representing 2% or more of said person's consolidated net sales related to business transactions with said person in the current fiscal year (or a person to whom the Company has paid an equivalent or greater annual amount in any of the most-recent three fiscal years of said person)  
(iii) In the case where the person related the transaction referred to in (i) or (ii) above is a corporation, the executive director, executive officer, corporate officer, or manager or other employee of the said company, its parent company, or important subsidiary
- d. Directors, officers, or employees in charge of business execution at public interest foundations, public interest incorporated associations, non-profit corporations, or other organizations that have received donations or grants from the Company or its subsidiaries in excess of an average of 10 million yen per year or 30% of the annual total expenses of said organization, whichever is greater, over the past three years
- e. Directors, corporate auditors, accounting advisors, executive officers, or corporate officers of companies or their subsidiaries that accept full-time or part-time directors from the Company or its subsidiaries
- f. Directors, corporate auditors, accounting advisors, executive officers, corporate officers, managers, or other employees of financial institutions or other major creditors, or their parent companies or important subsidiaries, who are indispensable to the Company's financing and on whom the Company depends to the extent that there is no substitute available (or who have held an equivalent position in the past three years)
- g. (i) A representative, partner, or employee (or person involved in actual, not auxiliary, services) of an audit corporation of the Company or Company subsidiary or certified public accountant, tax accountant, audit corporation, or tax accountant corporation involved in the accounting of the Company or Company subsidiary (or person who has held an equivalent position within the past three years)  
(ii) Lawyers, certified public accountants, tax accountants, or other consultants not subject to (i) above, who have received monetary or other financial benefits from the Company or company subsidiary in the amount of 10 million yen or more per year on average for the past three years  
(iii) A person who is a representative, partner, associate, or employee of a law firm, audit corporation, tax accountant corporation, consulting firm, or other professional advisory firm not subject to either (i) or (ii) above, who has received payments from the Company or Company subsidiary in an amount of 2% or more of total net sales on average over the past three years
- h. A spouse, relative within the second degree of kinship, or relative living in a household with a person subject to any of the items a. through g. above, or a person whose spouse, relative within the second degree of kinship, or relative living in the same household is subject to any of the items a. through g. above
- i. A person who may have a permanent and substantial conflict of interest with the Company's general shareholders for reasons other than those considered in items a. through h. above

## (2) Matters Concerning Outside Officers

### a. Relationships between the Company and entities in which an outside officer holds an important concurrent position

Relationships between the Company and entities in which outside officers serve in concurrent positions are as provided in (1) *Directors and Members of the Audit & Supervisory Board* above.

### b. Relationship with the Company or a Company Specified Related Business Entity

To the best of the Company's knowledge, no outside officers are spouses or relatives within the third degree of kinship to executives or officers (excluding officers who are executives) of the Company or a Company specified related business entity

### c. Status of Major Activities During the Current Fiscal Year

Positions	Name	Status of Major Activities and Summary of Duties Performed With Respect to the Expected Role
Outside Director	Nobuki Sugita	Mr. Sugita attended all seven meetings of the board of directors held during the current fiscal year, and made appropriate remarks on agenda items and deliberations, mainly in management overall. For many years, he has held important positions such as university professor of economics, as well as serving in economic-related ministries and agencies. By leveraging the abundant knowledge he has cultivated, he provides useful suggestions and advice for the management of the Company.
	Shigeru Yamazoe	Mr. Yamazoe attended all seven meetings of the board of directors held during the current fiscal year, and made appropriate remarks on agenda items and deliberations, mainly in management overall. For many years, he has been involved in the overall management of general trading companies and in global business management. By leveraging the abundant knowledge he has cultivated, he provides useful suggestions and advice for the management of the Company.
	Kunio Endo	Mr. Endo attended all seven meetings of the board of directors held during the current fiscal year, and made appropriate remarks on agenda items and deliberations, mainly in management overall. For many years, he has held important positions in areas such as finance and accounting, etc., as well as the position of director and member of the Audit & Supervisory Board of companies doing business globally. By leveraging the abundant knowledge he has cultivated, he provides useful suggestions and advice for the management of the Company.
	Keiko Yamahira	Ms. Yamahira attended all seven meetings of the board of directors held during the current fiscal year, and made appropriate remarks on agenda items and deliberations, mainly in management overall. For many years, she has held important positions as an executive officer and director of a construction-related company. By leveraging the abundant knowledge she has cultivated, she provides useful suggestions and advice for the management of the Company.
	Mami Indo	After assuming the position of Director, Ms. Indo attended all five meetings of the board of directors held during the current fiscal year, and made appropriate remarks on agenda items and deliberations, mainly in management overall. For many years, she has held important positions in the financial field, including as an analyst and in areas related to company management, such as consulting work. By leveraging the abundant knowledge she has cultivated, she provides useful suggestions and advice for the management of the Company.

Positions	Name	Status of Major Activities
Outside Members of the Audit & Supervisory Board	Kenichi Ishikawa	Mr. Ishikawa attended all seven meetings of the board of directors and 11 meetings of the Audit & Supervisory Board held during the current fiscal year, and was proactive in making remarks based on his experience and knowledge in finance and accounting.
	Tatsuo Ikeda	Mr. Ikeda attended all seven meetings of the board of directors and 11 meetings of the Audit & Supervisory Board held during the current fiscal year, and was proactive in making remarks from his specialized standpoint as an attorney.
	Satoshi Hiramitsu	Mr. Hiramitsu attended all seven meetings of the board of directors and 11 meetings of the Audit & Supervisory Board held during the current fiscal year, and was proactive in making remarks from his specialized standpoint as a certified public accountant and tax accountant.

(Note) Mr. Nobuki Sugita, Chairman of the Nomination and Compensation Advisory Committee, an advisory body to the Board of Directors, and Mr. Shigeru Yamazoe, a member of the same committee, attended all four meetings held during the fiscal year under review.

### (3) Remuneration of Directors and Members of the Audit & Supervisory Board for the Current Fiscal Year

#### a. Matters concerning resolutions of the general meeting of shareholders for remuneration of directors and members of the Audit & Supervisory Board

At the 60th Ordinary General Meeting of Shareholders, held on June 27, 2007, shareholders approved remuneration for company directors up to an amount of 500 million yen per annum (of which, the annual amount for outside directors is 34 million yen, and from which the employee salaries of employee-directors are excluded), and approved remuneration for members of the Audit & Supervisory Board up to an amount of 60 million yen per year. As of the resolution at the Ordinary General Shareholders' Meeting in question, Fujitec had nine directors (three of whom were outside directors) and three members of the Audit & Supervisory Board.

Separate from this monetary remuneration, a resolution was passed at the 74th Ordinary General Meeting of Shareholders held on June 22, 2021 to grant restricted stock compensation to the Company's directors (excluding outside directors) in accordance with the activities of their duties and their contribution to the Company's business performance, etc. The amount of restricted stock compensation and the number of shares to be granted shall be no more than ¥100 million per year (not including employee salaries for directors who also serve as employees) and no more than 200,000 shares per year. With this resolution, the stock compensation-type stock option plan approved at the 66th Ordinary General Meeting of Shareholders held on June 25, 2013 (under which stock acquisition rights shall be issued at an annual amount not exceeding ¥100 million) was abolished, except for those shares already granted. As of the conclusion of the Ordinary General Shareholders' Meeting in question, Fujitec had four directors (excluding outside directors).

## b. Matters concerning policies for deciding details of individual director compensation

In regard to its policy for decisions on systems related to director compensation and agenda submission to the General Meeting of Shareholders, the company shall make decisions with a resolution of the Board of Directors, the membership of which independent outside directors shall comprise more than half, with a basic policy of providing incentives for working to improve the corporate value of the company on an ongoing basis, as well as of encouraging a greater sense of shared value with shareholders. An overview of this decision-making policy is as follows.

- (i) For performance-linked remuneration (bonuses) and remuneration other than performance-linked (base remuneration and the granting of restricted stock-based compensation), performance of duties and contribution level to business performance shall be evaluated at a target ratio of approximately 1:2.
- (ii) For fixed monthly monetary remuneration, base remuneration paid to each director shall be calculated in consideration of examples at other companies, as well as in consideration of the responsibilities, activity status, etc., of each individual director.
- (iii) Restricted stock shall be granted to each Director according to the activities of his/her duties and his/her contribution to Company performance, etc. Shares will be issued at the price, time, and under the terms determined by a resolution of the Board of Directors.
- (iv) To motivate directors to improve performance in the short to medium term, bonuses for performance-linked remuneration to be paid within four months after the end of the current fiscal year shall be determined based on operating income of the previous fiscal year as a performance indicator. The amount to be paid to each individual shall be determined in accordance with the activities of each director in charge and their degree of contribution to business performance, etc.

The table below shows target and actual operating income for each fiscal year from fiscal 2014 through fiscal 2021 (current fiscal year under review). The table also shows the number of directors eligible for performance-linked remuneration and the total amount of remuneration paid.

Operating income (million yen)				Number of Directors Eligible for Performance-Linked Remuneration		Total Remuneration to Directors Eligible for Performance-Linked Remuneration (million yen)				
Fiscal Year	Target	Actual	Achievement Level	Fiscal Year	No.	Base Compensation	Bonuses	Transfer-Restricted Share Compensation	Stock Options	Total
Fiscal 2020 (Period 74)	5,000	5,330	106.6%	Fiscal 2021 (Period 75)	5	145	71	16	—	232
Fiscal 2019 (Period 73)	5,200	4,891	94.1%	Fiscal 2020 (Period 74)	4	150	69	—	—	219
Fiscal 2018 (Period 72)	5,800	5,206	89.8%	Fiscal 2019 (Period 73)	4	163	67	—	—	231
Fiscal 2017 (Period 71)	5,700	5,728	100.5%	Fiscal 2018 (Period 72)	4	156	67	—	—	224
Fiscal 2016 (Period 70)	5,200	5,445	104.7%	Fiscal 2017 (Period 71)	5	144	67	—	—	212
Fiscal 2015 (Period 69)	5,400	5,199	96.3%	Fiscal 2016 (Period 70)	4	130	73	—	—	204
Fiscal 2014 (Period 68)	4,800	5,149	107.3%	Fiscal 2015 (Period 69)	4	142	81	—	4	229
Fiscal 2013 (Period 67)	3,600	4,605	127.9%	Fiscal 2014 (Period 68)	4	142	73	—	19	235

In addition, the details of compensation for individual directors described above have been discussed at a meeting of the board of directors, consisting of a majority of independent outside directors. Further, since February 2021, we have conducted a comprehensive review of said details, including a review by the Nomination and Compensation Advisory Committee on the consistency of decision policies. With due respect given to the content of this report, we have determined that the details described above are consistent with the decision policy in question.

#### c. Matters concerning delegation of decisions on individual director compensation

Regarding the amount of base compensation and bonuses for each individual director, the Board of Directors, in deciding that the Representative Director and President is the most optimal choice for evaluating each director's performance of duties, level of contribution, etc. with a high-level view of the company's overall performance, has delegated decision-making authority to Takakazu Uchiyama, Representative Director and President. We have also obtained advice and findings from the Nomination and Compensation Advisory Committee regarding the details of these evaluations and decisions, securing their appropriateness and transparency.

#### d. Total Amount of Remuneration of Directors and Members of the Audit & Supervisory Board

Classification of officers	Number of officers covered	Total amount of remuneration by type			Total amount of remuneration
		Base Compensation	performance-linked remuneration, etc.	Non-monetary remuneration, etc.	
			Bonuses	Transfer-Restricted Share Compensation	
		Million yen	Million yen	Million yen	Million yen
Director (Outside directors, included)	11 (6)	171 (26)	78 (7)	16 (—)	265 (33)
Member of the Audit & Supervisory Board (Outside members, included)	4 (3)	39 (24)	— (—)	— (—)	39 (24)
Total	15	210	78	16	304

(Notes) 1. Amounts paid to directors do not include the portion of salaries representing employee compensation for directors who serve concurrently as employees, nor expenses incurred in directors' execution of duties.

2. The number of directors compensated and the amount of base compensation includes two members retiring as of the conclusion of the 74th Ordinary General Meeting of Shareholders held on June 22, 2021, and the amount of base compensation paid to said member.

3. There is no issuance of stock acquisition rights as a result of stock options (stock acquisition rights) for directors (excluding outside directors) for the current fiscal year under review.

4. As of the conclusion of the 60th Ordinary General Meeting of Shareholders held on June 27, 2007, the company has abolished the directors' retirement benefits system.

5. The amount of bonuses is the provision for director bonuses for the current fiscal year under review.

## 5. Matters Concerning Financial Statement Auditors

### (1) Name Grant Thornton Taiyo LLC

### (2) Amount of Remuneration

Classification	Amount of Remuneration
Amount of Remuneration for the Current Fiscal Year	30million yen
Total Amount of Monetary and Non-Monetary Benefits Payable by the Company and its Subsidiaries to the Financial Statement Auditor	30million yen

- (Notes) 1. After submission and reports of necessary materials from the financial statement auditor and related departments within the Company, the Audit & Supervisory Board checks and examines the appropriateness of the contents of the financial statement auditor's audit plan and the performance of financial statement audit duties, as well as the basis for the auditor's calculations made in remuneration estimates. As these checks and examinations have resulted in the Audit & Supervisory Board's determination that these items are appropriate, we have agreed upon a remuneration amount for the financial statement auditor.
2. The audit agreement between the Company and the financial statement auditor does not and cannot classify audit fees for audits under the Companies Act and the Financial Instruments and Exchange Act. Accordingly, we have listed the total fee herein.
3. Fujitec (HK) Co., Ltd. and 10 other substantial subsidiaries of the Company are audited by certified public accountants (or audit corporations) other than the Company's financial statement auditor.
4. Three subsidiaries of consolidated subsidiary Fujitec Singapore Corpn. Ltd., as well as Fujitec America, Inc. and Fujitec Korea Co., Ltd., have paid remuneration of 25 million yen for audit attestation work and remuneration of less than 1 million yen for non-audit work to Grant Thornton, which belongs to the same network as the Company's financial statement auditor

### (3) Policy for Determination of Dismissal or Non-Reappointment of Financial Statement Auditor

The Audit & Supervisory Board shall dismiss the financial statement auditor with the consent of all of its members at such time as the financial statement auditor becomes subject to any of the items of Article 340-1 of the Companies Act. In addition, if it is recognized that the financial statement auditor is impeded in the performance of their duties, or if it is deemed appropriate to change the financial statement auditor to improve the appropriateness of audits, the Audit & Supervisory Board shall determine the content of the resolution regarding the selection, dismissal, or non-reappointment of the financial statement auditor.



# Consolidated Balance Sheets As of March 31, 2022

(Million yen)

Account	Amount	Account	Amount
<b>Assets</b>		<b>Liabilities</b>	
Current assets	163,273	Current liabilities	74,691
Cash and deposits	76,956	Notes and accounts payable-trade	16,637
Notes and accounts receivable-trade and contract assets	66,123	Electronically recorded obligations-operating	3,149
Merchandise and finished goods	3,812	Short-term debt	3,493
Work in process	2,281	Accrued income taxes	2,035
Raw materials and supplies	9,004	Provision for bonuses	3,288
Other	8,213	Provision for director bonuses	93
Allowance for doubtful accounts	(3,119)	Provision for losses on construction contracts	10,169
Fixed assets	57,335	Provision for warranties for completed construction	1,976
Property, plant and equipment	35,283	Provision for shareholder benefit program	78
Buildings and structures	19,108	Advances from customers	22,428
Machinery and equipment	3,864	Other	11,342
Tools, furniture and fixtures	2,434	Fixed liabilities	5,435
Land	6,849	Long-term debt	381
Leased assets	640	Deferred tax liabilities	84
Construction in progress	2,386	Net defined benefit liability	4,272
Intangible assets	4,837	Asset retirement obligations	24
Goodwill	1,227	Long-term accounts payable - other	179
Other	3,609	Other	493
Investments and other assets	17,215	<b>Total liabilities</b>	<b>80,126</b>
Investments securities	8,356	<b>Net assets</b>	
Long-term loans receivable	26	Shareholders' equity	129,391
Net defined benefit asset	598	Paid-in capital	12,533
Deferred tax assets	4,904	Additional paid-in capital	14,474
Other	3,456	Retained earnings	104,649
Allowance for doubtful accounts	(127)	Treasury stock	(2,267)
		Accumulated other comprehensive income	(3,908)
		Net unrealized gains on securities	2,475
		Deferred gains or losses on hedges	17
		Foreign currency translation adjustments	(5,794)
		Remeasurements of defined benefit plans	(607)
		Stock acquisition rights	35
		Non-controlling interests	14,964
<b>Total assets</b>	<b>220,609</b>	<b>Total net assets</b>	<b>140,482</b>
		<b>Total liabilities and net assets</b>	<b>220,609</b>

## Consolidated Statements of Income April 1, 2021 to March 31, 2022

(Million yen)

Account	Amount	
Net sales		187,018
Cost of sales		145,446
Gross profit		41,572
Selling, general and administrative expenses		27,794
Operating income		13,777
Other income		
Interest income	874	
Dividend income	372	
Foreign exchange gain	407	
Rent income	145	
Miscellaneous income	535	2,336
Other expenses		
Interest expenses	94	
Provision of allowance for doubtful accounts	176	
Miscellaneous loss	130	400
Ordinary income		15,713
Special gain		
Gain on sales of property, plant and equipment	63	
Gain on sales of investment securities	200	
Subsidy income	610	874
Special loss		
Loss on sales of property, plant and equipment	85	
Loss on retirement of property, plant and equipment	12	
Impairment loss	30	
Loss on valuation of investment securities	40	
Loss on valuation of shares of subsidiaries and associates	43	
Loss on valuation of investments in capital of subsidiaries and associates	22	
Loss related to infectious diseases	85	319
Profit before income taxes		16,268
Income taxes expense	4,007	
Deferred taxes expense	298	4,306
Profit		11,961
Profit attributable to non-controlling interests		1,125
Profit attributable to owners of parent		10,835

Balance Sheet As of March 31, 2022

(Million yen)

Account	Amount	Account	Amount
<b>Assets</b>		<b>Liabilities</b>	
Current assets	32,683	Current liabilities	22,639
Cash and deposits	5,498	Notes payable - trade	8
Notes receivable - trade	2,033	Accounts payable – trade	2,236
Accounts receivable-trade	18,961	Electronically recorded obligations-operating	3,149
Merchandise and finished goods	887	Short-term debt	1,230
Work in process	80	Accounts payable - other	3,169
Raw materials and supplies	2,940	Accrued expenses	291
Prepaid expenses	280	Accrued income taxes	918
Short-term loans receivable	1,345	Advances from customers	3,462
Accounts receivable - other	190	Deposits received	338
Other	629	Provision for bonuses	1,956
Allowance for doubtful accounts	(165)	Provision for director bonuses	93
Fixed assets	60,744	Provision for losses on construction contracts	5,237
Property, plant and equipment	23,473	Provision for warranties for completed construction	21
Buildings	12,107	Provision for shareholder benefit program	78
Structures	222	Other	448
Machinery and equipment	1,925	Fixed liabilities	3,676
Vehicles	76	Long-term loans payable	1,360
Tools, furniture and fixtures	1,675	Long-term accounts payable - other	179
Land	6,636	Allowance for retirement benefits	1,974
Leased assets	0	Asset retirement obligations	24
Construction in progress	829	Other	138
Intangible assets	879	<b>Total liabilities</b>	<b>26,316</b>
Software	524	<b>Net assets</b>	
Right of using facilities	354	Shareholders' equity	64,600
Investments and other assets	36,391	Paid-in capital	12,533
Investments securities	7,777	Additional paid-in capital	14,565
Shares of subsidiaries and associates	13,611	Legal capital surplus	14,565
Investments in capital of subsidiaries and associates	9,218	Retained earnings	39,768
Long-term loans receivable	1,005	Legal retained earnings	1,337
Bankruptcy reorganization claims	1	Other retained earnings	38,431
Long-term prepaid expenses	254	Reserve for advanced depreciation of fixed assets	81
Prepaid pension expenses	695	Reserve for dividends	900
Deferred tax assets	1,864	Reserve for research and development	800
Lease deposits	1,455	General reserve	3,500
Reserve for insurance	159	Retained earnings brought forward	33,150
Other	476	Treasury stock	(2,267)
Allowance for doubtful accounts	(127)	Valuation and translation adjustments	2,475
		Net unrealized gains on securities	2,475
		Stock acquisition rights	35
<b>Total assets</b>	<b>93,428</b>	<b>Total net assets</b>	<b>67,111</b>
		<b>Total liabilities and net assets</b>	<b>93,428</b>

# Statements of Income April 1, 2021 to March 31, 2022

(Million yen)

Account	Amount	
Net sales		75,556
Cost of sales		54,418
Gross profit		21,138
Selling, general and administrative expenses		15,697
Operating income		5,440
Other income		
Interest income	51	
Dividend income	3,966	
Foreign exchange gains	278	
Miscellaneous income	364	4,661
Other expenses		
Interest expenses	15	
Provision of allowance for doubtful accounts	176	
Miscellaneous loss	5	197
Ordinary income		9,904
Special gain		
Gain on sales of property, plant and equipment	52	
Gain on sales of investment securities	200	
Subsidy income	30	282
Special loss		
Loss on sales of property, plant and equipment	78	
Loss on retirement of property, plant and equipment	6	
Impairment loss	30	
Loss on valuation of investment securities	40	
Loss on valuation of shares of subsidiaries and associates	43	199
Profit before income taxes		9,988
Income taxes expense	1,986	
Deferred taxes expense	(174)	1,811
Profit		8,177

# Accounting Audit Report on Consolidated Financial Statements

## Independent Auditor's Report

May 9, 2022

FUJITEC CO., LTD.  
To the Board of Directors

### Grant Thornton Taiyo LLC

Osaka Office

Designated Limited Liability Partners	Certified Public	Shigeyuki Moriuchi (印)
Engagement Partner	Accountant	
Designated Limited Liability Partners	Certified Public	Kenji Furuta (印)
Engagement Partner	Accountant	

#### Audit Opinion

We have audited, in accordance with Article 444(4) of the Companies Act, the consolidated financial statements of Fujitec Co., Ltd. for the period from April 1, 2021 to March 31, 2022, which consist of the consolidated balance sheets, the consolidated statements of income, the consolidated statements of changes in stockholders' equity, and the notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the corporate group consisting of Fujitec Co., Ltd. and consolidated subsidiaries for the period related to the consolidated financial statement in conformity with accounting principles generally accepted in Japan.

#### Basis of Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility for auditing standards is stated in "Liability of Auditors in Auditing Consolidated Financial Statements." We are independent of the Company and its consolidated subsidiaries and fulfill other ethical responsibilities as an auditor in accordance with the provisions on occupational ethics in Japan. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Other Information

The other information comprises the business report and the supplementary schedule. Management is responsible for the preparation and disclosure of the other information. In addition, the Audit & Supervisory Board and its Members are responsible for overseeing Directors' execution of duties in the development and operation of the reporting process of the other information.

Our audit opinion on the consolidated financial statements does not cover the other information, and we do not provide an opinion on the other information.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Responsibility of Management, Audit & Supervisory Board and its Members to Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of consolidated financial statements in accordance with accounting principles generally accepted in Japan. This includes the design, implementation, and maintenance of internal control as management determines is necessary for the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for evaluating whether it is appropriate to prepare the consolidated financial statements based on the assumption of a going concern and disclosing such matters if it is necessary to disclose matters related to a going concern based on accounting principles generally accepted in Japan.

The responsibility of the Audit & Supervisory Board and its members is to oversee the execution of the directors' duties in the development and operation of the financial reporting process.

#### Liability of Auditors in Auditing Consolidated Financial Statements

The responsibility of the auditor is to express an opinion on the consolidated financial statements based on the audit conducted by the auditor, from an independent standpoint, with reasonable assurance as to whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error. A misstatement is deemed to be material when it may occur due to fraud or error and, individually or in the aggregate, it is reasonably expected to affect the decision-making of the user of the consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, the auditors shall make judgments as professional experts through the audit process and carry out the following while maintaining professional skepticism.

- Identify and assess the risks of material misstatement, whether due to fraud or error. We will also design and implement audit procedures to address material misstatement risks. The selection and application of audit procedures are based on the judgment of the auditor. In addition, obtain sufficient and appropriate audit evidence to provide a basis for our opinion.
- Although the purpose of an audit of the consolidated financial statements, etc. is not to express an opinion on the effectiveness of the internal control, in performing the risk assessment, the auditor considers internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Assess the appropriateness of fiscal policies adopted by management and their application methods, as well as the reasonableness of accounting estimates made by management and the adequacy of related footnote matters.
- Conclude whether it is appropriate for management to prepare consolidated financial statements, etc. on a going concern basis and whether, based on the audit evidence obtained, material uncertainties with respect to events or circumstances that raise substantial doubt about the Company's ability to continue as a going concern. In cases where material uncertainty regarding the going concern assumption is recognized, the Company is required to draw attention to the notes to the consolidated financial statements in the audit report, or express an opinion on the matters to be excluded in the consolidated financial statements if the notes to the consolidated financial statements regarding material uncertainty are not appropriate. The auditor's conclusion is based on audit evidence obtained through the date of the audit report, but future events and circumstances may prevent the entity from continuing as a going concern.
- Evaluate whether the presentation and notes to the consolidated financial statements comply with accounting principles generally accepted in Japan, as well as whether the presentation, composition and content of the consolidated financial statements, including related notes, and whether the consolidated financial statements fairly present the underlying transactions and accounting events.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries in order to express an opinion on the consolidated financial statements. The auditor is responsible for directing, supervising and implementing the audit of the consolidated financial statements. The auditor is solely responsible for the audit opinion.

The auditor shall report to the Audit & Supervisory Board and its members the scope and timing of the planned audit, important findings in the audit, including important deficiencies in the internal controls identified in the course of the audit, and other matters required by the audit standards.

The auditor will report to the Audit & Supervisory Board and its members that they have complied with the Japanese Occupational Ethics provisions for independence, and items that are reasonably considered to affect the auditor's independence, and, if safeguards are in place to eliminate or mitigate obstacles.

#### Interests

The Company and Consolidated Subsidiaries have no interest in the Auditing Corporation or Operating Partners that should be stated pursuant to the provisions of the Certified Public Accountants Act.

End

Independent Auditor's Report

May 9, 2022

FUJITEC CO., LTD.  
To the Board of Directors

Grant Thornton Taiyo LLC

Osaka Office

Designated Limited Liability Partners	Certified Public Accountant	Shigeyuki Moriuchi	Ⓔ
Engagement Partner	Certified Public Accountant		
Designated Limited Liability Partners	Certified Public Accountant	Kenji Furuta	Ⓔ
Engagement Partner	Certified Public Accountant		

Audit Opinion

We have audited the financial statements of Fujitec Co., Ltd. for the 75th fiscal year from April 1, 2021 to March 31, 2022, including the balance sheet, profit and loss statement, statement of changes in shareholders' equity, individual notes, and supplementary schedules thereof (hereinafter referred to as "financial statements") in accordance with the provisions of Article 436(2)(i) of the Companies Act.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets and the status of profit and loss for the period related to such financial statements in conformity with accounting principles generally accepted in Japan.

Basis of Audit Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility for auditing standards is stated in "Liability of Auditors for Auditing Financial Statements, etc." We are independent of the Company and fulfill other ethical responsibilities as an auditor in accordance with the provisions on occupational ethics in Japan. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

The other information comprises the business report and the supplementary schedule. Management is responsible for the preparation and disclosure of the other information. In addition, the Audit & Supervisory Board and its Members are responsible for overseeing Directors' execution of duties in the development and operation of the reporting process of the other information.

Our audit opinion on the financial statements, etc. does not cover the other information, and we do not provide an opinion on the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Responsibility of Management, Audit & Supervisory Board and its Members to Financial Statements

Management is responsible for the preparation and fair presentation of financial statements in accordance with accounting principles generally accepted in Japan. This includes the design, implementation, and maintenance of internal controls deemed necessary by management for the preparation and fair presentation of financial statements, etc. free from material misstatement, whether due to fraud or error.

In preparing financial statements, etc., management is responsible for assessing whether it is appropriate to prepare financial statements, etc. based on the assumption of a going concern and disclosing such matters if it is necessary to disclose matters related to a going concern based on accounting standards generally accepted in Japan.

The responsibility of the Audit & Supervisory Board and its members is to oversee the execution of the directors' duties in the development and operation of the financial reporting process.

#### Liability of Auditors in Auditing Financial Statements, etc.

The responsibility of the auditor is to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, based on the audit conducted by the auditor, and to express an opinion on the financial statements, etc. from an independent standpoint in the audit report. A misstatement is judged to be material when it may occur due to fraud or error and when, individually or in the aggregate, it is reasonably expected to affect the decision-making of users of financial statements, etc.

In accordance with auditing standards generally accepted in Japan, the auditors shall make judgments as professional experts through the audit process and carry out the following while maintaining professional skepticism.

- Identify and assess the risks of material misstatement, whether due to fraud or error. We will also design and implement audit procedures to address material misstatement risks. The selection and application of audit procedures are based on the judgment of the auditor. In addition, obtain sufficient and appropriate audit evidence to provide a basis for our opinion.
- Although the purpose of an audit of the financial statements, etc. is not to express an opinion on the effectiveness of the internal control, in performing the risk assessment, the auditor considers internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Assess the appropriateness of fiscal policies adopted by management and their application methods, as well as the reasonableness of accounting estimates made by management and the adequacy of related footnote matters.
- Conclude whether it is appropriate for management to prepare financial statements, etc. on a going concern basis and whether, based on the audit evidence obtained, material uncertainties with respect to events or circumstances that raise substantial doubt about the Company's ability to continue as a going concern. In cases where material uncertainty regarding the going concern assumption is recognized, the Audit Report is required to draw attention to the notes to the financial statements, etc. or, in cases where the notes to the financial statements, etc. concerning material uncertainty are not appropriate, the Company is required to express opinions on the financial statements, etc. that are excluded. The auditor's conclusion is based on audit evidence obtained through the date of the audit report, but future events and circumstances may prevent the entity from continuing as a going concern.
- Evaluate whether the presentation and notes of financial statements, etc. conform to accounting principles generally accepted in Japan, as well as whether the presentation, composition and contents of financial statements, etc. including related notes, and whether the financial statements, etc. fairly present the underlying transactions and accounting events.

The auditor shall report to the Audit & Supervisory Board and its members the scope and timing of the planned audit, important findings in the audit, including important deficiencies in the internal controls identified in the course of the audit, and other matters required by the audit standards.

The auditor will report to the Audit & Supervisory Board and its members that they have complied with the Japanese Occupational Ethics provisions for independence, and items that are reasonably considered to affect the auditor's independence, and, if safeguards are in place to eliminate or mitigate obstacles.

#### Interests

Our firm and engagement partners have no interest in the Company which should be disclosed pursuant to the provisions of the Certified Public Accountants Law of Japan.

End



Audit Report

We have audited the directors' performance of duties for the 75<sup>th</sup> fiscal year from April 1, 2021 to March 31, 2022. The method and result are as follows, and represent a unanimous opinion of all members of the Audit & Supervisory Board resulting from discussions based on audit reports drafted by each member.

1. Audit Method

- (1) The Audit & Supervisory Board established audit policy and division of duties, and received reports from each of its members about audit status and results. The board also received reports from the board of directors, other parties, and the accounting auditor regarding the execution of their respective duties, and asked for explanations as necessary. In addition, the Audit & Supervisory Board met with the president and CEO, exchanging opinions and information on audit issues. The board sponsored three-party audit liaison attended by the Audit & Supervisory Board, the accounting auditor, and the Internal Audit Office. In this liaison, parties reported and exchanged information on the status of their respective audits, strengthening cooperation in audit functions.
- (2) Each member of the Audit & Supervisory Board, in conjunction with the Audit & Supervisory Board Standard and in keeping with audit policy and division of duties, used telephones the internet, or other methods to communicate with directors, the Internal Audit Office, and other employees, striving to collect information and improve the audit environment, conducting audits using the following methods. Regarding cooperation with outside directors, we have made efforts for daily cooperation, including regular information exchange meetings.
  - i. Members attended important meetings, such as those of the board of directors, received reports from directors, employees, and other parties about the status of execution of their respective duties, asked for explanations as necessary, inspected important approval documents and other documents, and investigated the status of operations and assets at the head office and major business locations. Members worked to communicate and exchange information with the directors, auditors, etc. of subsidiaries, receiving business reports from these subsidiaries as necessary. Furthermore, members received reports from the Internal Audit Office about the status of execution and results of audits of major subsidiaries, asking for explanations as necessary.
  - ii. With respect to the system (internal control system) described in the business report that has been established based on resolution of the board of directors, the content of which relates to the establishment of systems as prescribed in Article 100, Paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act as a system for ensuring the execution of the duties of directors complies with laws, regulations, and the articles of incorporation, as well as to ensure the propriety of business activities in a group of enterprises consisting of the stock company in question and its subsidiaries, members received regular reports on the structure and operating status of said system from directors, employees, and other parties, asking for explanations and expressing opinions as necessary.
  - iii. With respect to the basic policy and initiatives described in the business report corresponding to Article 118, Item 3, (a) and (b) of the Ordinance for Enforcement of the Companies Act, respectively, the contents of said policy and initiatives have also been examined based on the status of deliberations at meetings of the board of directors, etc.
  - iv. We supervised and examined whether the accounting auditors maintained their independent status to ensure appropriate audit execution. We received reports from the accounting auditors regarding their performance of duties and asked for detailed explanations when necessary. We received notice from the accounting auditors that the "System to assure appropriate business performance" (stipulated in each section of Article 131 of the Rules of Corporate Accounting) as prepared appropriate and complies with "Quality management standard for the audit" (28 October 2005 Company Accounting Council). We requested detailed explanations when necessary. For major matters in the consideration of audits, members held discussions with the accounting auditor, received reports on the status of audit implementation, and asked for explanations as necessary.

In accordance with the aforementioned methods, we have reviewed the business report and supporting schedules, the financial statements (balance sheet, statement of income, statement of changes in net assets and notes to financial statements) and supporting schedules, and the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in net assets and notes to consolidated financial statements) for the fiscal year under review.

2. Result

(1) Results of the Audit of the Business Report

- i. We confirm that the business report and the supplementary schedules represent the Company's status in accordance with the law and articles of incorporation.
- ii. We did not recognize any serious facts about acts of dishonesty regarding director execution of duties or violation of the law or articles of incorporation.
- iii. We confirm that the resolution of the board of directors regarding the internal control system is appropriate. Furthermore, we have noted no special points to mention regarding the business report and director execution of duties.
- iv. There are no special matters to mention regarding the Basic Policy on Management Control described in the business report. Furthermore, the "Measures to prevent decisions on Company financial and business policies from being controlled by persons who are inappropriate in consideration of the Basic Policy on Management Control" (initiatives corresponding to Article 118, Item 3, (b) of the Ordinance for Enforcement of the Companies Act) are recognized as being consistent with this Basic Policy, that such is not detrimental to the common interest of Company shareholders, nor is such intended to protect the status of Company officers. As described in the Basic Policy on Management Control, the board of directors resolved at a meeting held December 4, 2020, to discontinue the policy against large-scale purchases of company shares (takeover defense measures), such discontinuation to take effect as of the conclusion of the Ordinary General Meeting of Shareholders to be held in June 2022.

(2) Results of the Audit of Financial Statements and Supplementary Schedules

We confirm that the methods and results of the audit conducted by Grant Thornton Taiyo LLC were appropriate.

(3) Results of the Audit of Consolidated Financial Statements

We confirm that the methods and results of the audit conducted by Grant Thornton Taiyo LLC were appropriate.

May 10, 2022

FUJITEC CO., LTD. Audit & Supervisory Board

Member of the Audit & Supervisory Board (Standing) (Outside Audit & Supervisory Board Member)	Kenichi Ishikawa	Ⓔ
Member of the Audit & Supervisory Board (Standing)	Yasuo Utsunomiya	Ⓔ
Member of the Audit & Supervisory Board (Outside Audit & Supervisory Board Member)	Tatuo Ikeda	Ⓔ
Member of the Audit & Supervisory Board (Outside Audit & Supervisory Board Member)	Satoshi Hiramitsu	Ⓔ

End

## Company Stock Information

■ Fiscal Year	April 1 to March 31
■ General Meeting of Shareholders	June
■ Record date	Ordinary General Meeting of Shareholders/year-end dividend: March 31 of each year Interim dividend: September 30 of each year
■ Method of public notice	Public notices are posted electronically. However, in the event that electronic public notice is not possible due to an accident or other unavoidable reason, public notices will be published in the Nihon Keizai Shimbun. Website address: <a href="https://www.fujitec.co.jp/koukoku">https://www.fujitec.co.jp/koukoku</a>
■ Administrator of shareholder registry and account management institution for special accounts	Sumitomo Mitsui Trust Bank, Limited, 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
■ Mailing address	Stock Transfer Agency Department, Sumitomo Mitsui Trust Bank, Limited 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063, Japan
■ Telephone inquiries	(0120)782-031 (toll free) Hours: 9:00 - 17:00 (except Saturdays, Sundays, and holidays)

## Expansion of Shareholder Benefit Program

The Company adopted a shareholder benefit program, *Fujitec Premium Benefit Club*, aiming to increase the attractiveness of investment in Company shares and to encourage shareholders to hold Company shares over the medium to long term. Shareholders holding 200 or more shares of Company stock as of the last day of March are eligible to receive shareholder benefit points, which can be exchanged for more than 5,000 different products or donated to public benefit corporations such as environmental NGOs and international NGOs through the Fujitec Premium Benefits Club.

In light of the shareholding status among our shareholders, we have changed the criteria for granting shareholder benefit points. Now, shareholders who hold 200 or more shares of our stock as of the end of March 2022 will be eligible for points as described below. Our aim here is to further increase the attractiveness of investment in the Company.

No. of Shares Held	Points Granted		
	Initial Year	Between Two and Five Years, Continuously	Five Years and More, Continuously
200-299 shares	3,000 points	3,300 points	3,800 points
300-399 shares	5,000 points	5,500 points	6,300 points
400-499 shares	10,000 points	11,000 points	12,500 points
500-599 shares	15,000 points	16,500 points	18,800 points
600-999 shares	25,000 points	27,500 points	31,300 points
1,000 shares or more	30,000 points	33,000 points	37,500 points

In addition, shareholders who exercise their voting rights electronically through the Fujitec Premium Benefits Club will receive 500 action points (holders of at least 100 shares) or 1,000 action points (holders of at least 1,000 shares).

[Inquiries regarding the *Fujitec Premium Benefit Club*]

Telephone inquiries: 0120-302-716

Hours: 9:00 a.m. to 5:00 p.m. (excluding weekends, national holidays, year-end, and New Year holidays)