

Translation
November 13, 2025

To whom it may concern:

Company Name: Fujitec Co., Ltd.
Representative: Masayoshi Harada,
President and CEO
(Securities Code: 6406;
Prime Market of the Tokyo Stock Exchange)
Contact: Hiroyuki Yamamoto,
Operating Officer, General Manager of
Finance HQ
(Tel +81-72-622-8151)

Company Name: Bospolder 1 K.K.
Representative: Ryan Robert Patrick, Representative Director

Notice Regarding Commencement of Tender Offer for Fujitec Co., Ltd. (Securities Code: 6406) by Bospolder 1 K.K.

We hereby announce that the attached press release issued by Bospolder 1 K.K. titled “Notice Regarding Commencement of Tender Offer for Fujitec Co., Ltd. (Securities Code: 6406)” has been released.

End

This material is published pursuant to Article 30, Paragraph 1, Item 4 of the Order for Enforcement of the Financial Instruments and Exchange Act at the request of Bospolder 1 K.K. (the Offeror) to Fujitec Co., Ltd. (the Target Company of the Tender Offer).

(Attachment)

“Notice Regarding Commencement of Tender Offer for Fujitec Co., Ltd. (Securities Code: 6406)” dated November 13, 2025

November 13, 2025

To whom it may concern:

Company Name: Bospolder 1 K.K.
Representative: Ryan Robert Patrick,
Representative Director

Notice Regarding Commencement of Tender Offer for Fujitec Co., Ltd. (Securities Code: 6406)

As announced in the “Notice Regarding Planned Commencement of Tender Offer for Fujitec Co., Ltd. (Securities Code: 6406)” dated July 30, 2025, Bospolder 1 K.K. (the “**Offeror**”) decided on July 29, 2025 to acquire all of the common shares of Fujitec Co., Ltd. (Securities Code: 6406, Prime Market of the Tokyo Stock Exchange, Inc. (the “**Tokyo Stock Exchange**”); that company, the “**Target Company**”; those shares, the “**Target Company Shares**”) and the Stock Acquisition Rights (as defined in “(B) Stock acquisition rights” in “(2) Class of share certificates, etc. to be purchased” in “2. Outline of the Tender Offer” below; hereinafter the same. The Target Company Shares and the Stock Acquisition Rights shall be collectively referred to as the “**Target Company Share Certificates, Etc.**”) (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares (as defined in “(1) Summary of the Tender Offer” in “1. Purpose of the Tender Offer” below; hereinafter the same), and treasury shares held by the Target Company) through a tender offer (the “**Tender Offer**”) under the Financial Instruments and Exchange Act (Act No. 25 of 1948, as amended, the “**Act**”).

The Offeror planned to commence the Tender Offer promptly after the Conditions Precedent (as defined in “(1) Summary of the Tender Offer” in “1. Purpose of the Tender Offer” below) had been satisfied (or waived by the Offeror). As stated in “(1) Summary of the Tender Offer” in “1. Purpose of the Tender Offer” below, given that the Offeror has confirmed that the Conditions Precedent have been satisfied as of November 13, 2025, the Offeror announces today that it has decided to commence the Tender Offer from November 14, 2025.

1. Purpose of the Tender Offer

(1) Summary of the Tender Offer

The Offeror is a wholly-owned subsidiary of Bospolder 2 K.K. (the “**Offeror Parent Company**”), a company established under Japanese law, whose parent company is Bospolder Limited, whose equity is indirectly owned in its entirety through subsidiaries of BPEA Fund IX Pte. Ltd. (“**BPEA Fund IX**”) which is operated, managed and advised by affiliates of EQT AB (including its affiliates and other related entities, hereinafter “**EQT**”), and is a stock company (*kabushiki kaisha*) established on May 19, 2025, for the primary purpose of acquiring and holding the Target Company Share Certificates, Etc. and controlling and managing the Target Company’s business activities. As of today, while the Offeror holds 100 shares of the Target Company Shares (Note 1) (ownership ratio (Note 2): 0.00%), EQT, BPEA Fund IX, Bospolder Limited, and the Offeror Parent Company do not hold any Target Company Share Certificates, Etc.

Note 1: The Offeror acquired the Target Company Shares from an employee of the Target Company for 5,700 yen per share through an off-market transaction on July 28,

2025 for the purpose of making a request to the Target Company to inspect and copy the shareholder register.

Note 2: “Ownership ratio” refers to the ratio of the Target Company Shares (rounded to two decimal places) of the number obtained from (i) the total number of issued shares of the Target Company as of September 30, 2025 (78,900,000 shares) as stated in the “Semiannual Securities Report for the 79th Fiscal Year” submitted by the Target Company on November 13, 2025 (the “**Target Company’s Semiannual Securities Report**”) minus (ii) the number of treasury shares (850,908 shares) obtained by adding the number of treasury shares held by the Target Company as of September 30, 2025 (848,255 shares) as stated in the Target Company’s Semiannual Securities Report to the number of treasury shares (2,653 shares) arising from the Target Company’s acquisition without consideration on November 6, 2025 of the restricted stock of the Target Company granted to Mr. Takakazu Uchiyama (“**Mr. Uchiyama**”) as restricted stock compensation pursuant to the provisions of the allotment agreement therefor (resulting in 78,049,092 shares) plus (iii) the number of shares (28,000 shares) subject to the Stock Acquisition Rights remaining as of September 30, 2025 (78,077,092 shares; the “**Total Number of Shares (Fully Diluted Basis)**”); hereinafter the same.

Headquartered in Sweden, EQT is a private markets investment firm engaged in investment activities with a purpose “to ‘future-proof’ a company (to transform it into a company with sustainable value for the future) and create a positive impact on the world.” As of June 30, 2025, EQT has approximately EUR 266 billion (approximately 46 trillion yen) in assets under management through over 50 active funds under two business segments: Private Capital and Real Assets. EQT has businesses in more than 25 countries across Europe, Asia and North America, and employs more than 1,900 people and has a network of more than 600 advisors. EQT originates from the Wallenberg family of Sweden, an industrial capitalist for more than 160 years and has an entrepreneurial spirit and a long-term business philosophy. EQT was established in 1994 based on the Wallenberg family’s founding philosophy of “be the most respected investment firm in the world that helps companies grow ambitiously, build great organizations, and create value in a responsible and sustainable way.” Because of its origins, EQT focuses on sustainable growth and long-term value creation, and its investment is based on providing value to all stakeholders, including investors, company management and employees, and customers.

As announced in the “Notice Regarding Planned Commencement of Tender Offer for Fujitec Co., Ltd. (Securities Code: 6406)” dated July 30, 2025 (the “**Offeror’s Press Release Dated July 30, 2025**”), the Offeror decided on July 29, 2025 to acquire all of the Target Company Share Certificates, Etc. (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares, and treasury shares held by the Target Company) through the Tender Offer, as part of a series of transactions (the “**Transactions**”) aimed at taking the Target Company Shares private. Since the Tender Offer had been expected to require a certain period of time for procedures and responses pertaining to the obtaining of the necessary permits and approvals (the “**Clearance**”) under the competition laws in Japan and overseas (as of July 30, 2025, the Offeror had expected that these procedures and responses would be required in Japan, the United States, China, and Saudi Arabia, and there has been no change as of yet to that judgment; hereinafter the same), and investment control laws in Japan and overseas (as of July 30, 2025, the Offeror had expected that these procedures and responses would be required in the United Kingdom,

and there has been no change as of yet to that judgment; hereinafter the same), the Offeror planned to commence the Tender Offer promptly after certain conditions, including the completion of obtaining the Clearance, are satisfied (Note 3) (the “**Conditions Precedent**”) (or waived by the Offeror; however, these may not be waived in cases where the waiver is not permissible under laws and regulations, etc., (for example, cases where there are laws and regulations that prohibit the Tender Offer with respect to the Condition Precedent (v). Furthermore, in the event of any waiver of the Conditions Precedent (iii), (iv), (vi) and (vii), the consent of the Target Company is required) under the tender offer agreement (the “**Tender Offer Agreement**”) entered into between the Offeror and the Target Company as of July 29, 2025.

Note 3: The Conditions Precedent are set out in the Tender Offer Agreement as follows.

- (i) The representations and warranties (Note 4) of the Target Company set forth in the Tender Offer Agreement are true and correct in all material respects (or, if such representations and warranties include a qualifier of materiality or significance, in all respects).
- (ii) All obligations to be performed or complied with under the Tender Offer Agreement with respect to the Target Company (Note 4) have been performed or complied with in all material respects.
- (iii) As the Target Company’s opinion regarding the Tender Offer, the board of directors of the Target Company has lawfully and validly adopted a resolution that it supports the Tender Offer (the “**Resolution Expressing Support**”), such resolution has been published by the Target Company, and the Target Company has not adopted any resolution to revoke the Resolution Expressing Support, changed such resolution to one that does not align with the Resolution Expressing Support, nor has it adopted any resolution that is inconsistent with the Resolution Expressing Support.
- (iv) The special committee of the Target Company established in connection with the Tender Offer (the “**Special Committee**”) has submitted a report to the board of directors of the Target Company to the effect that it is appropriate for the board of directors of the Target Company to adopt the Resolution Expressing Support, such report has been published by the Target Company, and the Special Committee has not revoked or changed such report.
- (v) No action or proceeding is pending before any judicial or governmental agency that seeks to restrict or prohibit the Tender Offer or tendering in the Tender Offer, and there is no law or regulation, or judgment by any judicial or governmental agency that restricts or prohibits the Tender Offer or tendering in the Tender Offer, nor is there any specific risk thereof.
- (vi) The Clearance has been obtained and implemented, and the waiting period (if any) has elapsed (including receipt of a notice to the effect that no cease and desist order will be issued). Furthermore, it is reasonably expected that no measures or procedures will be taken by any judicial or governmental agency concerning competition laws or any judicial or governmental agency concerning investment control laws in the above-mentioned countries or regions that would prevent the implementation of the Tender Offer.

- (vii) In relation to the Tender Offer, the permits and approvals that will be necessary prior to the completion of the Tender Offer (if there are any other than the Clearance) have been obtained or implemented. Furthermore, it is reasonably expected that no measures or procedures will be taken by any judicial or governmental agency that would prevent the implementation of the Tender Offer (other than the Clearance, as of July 30, 2025, no other permits or approvals were known to be required for the completion of the Tender Offer).
- (viii) There are no material facts (as provided for in Article 166, Paragraph 2 of the Act) concerning the business, etc. of the Target Company that have not been publicized, or any facts concerning the launch of a tender offer, etc. or any facts concerning the suspension of a tender offer, etc. for the share certificates, etc. of the Target Company (as provided for in Article 167, Paragraph 2 of the Act) that have not been publicized.
- (ix) The tender and support agreement between Oasis (as defined below; hereinafter the same) and Bospolder Limited, the parent company of the Offeror Parent Company (the “**Tender Agreement (Oasis)**”), and the tender and support agreement between Farallon (as defined below; hereinafter the same) (Oasis and Farallon are hereinafter individually or collectively referred to as the “**Tendering Shareholders**”) and Bospolder Limited, the parent company of the Offeror Parent Company (the “**Tender Agreement (Farallon)**”; the Tender Agreement (Oasis) and the Tender Agreement (Farallon) are hereinafter individually or collectively referred to as the “**Tender Agreements**”) have been legally and validly entered into and remain in full force and effect without any amendment. In addition, the representations and warranties (Note 5) of each Tendering Shareholder set forth in the relevant Tender Agreement are true and correct in all material respects (or, if such representations and warranties include a qualifier of materiality or importance, in all respects), and each Tendering Shareholder’s obligations to be performed or complied with under the relevant Tender Agreement (Note 5) have been performed or complied with in all material respects.
- (x) The tender offer agreement between Uchiyama International Co., Ltd. (“**Uchiyama International**”), the second-largest shareholder of the Target Company (as of March 31, 2025), Santo Kabushiki Kaisha (“**Santo**”; Uchiyama International and Santo are hereinafter collectively referred to as the “**Tendering and Non-Tendering Shareholders**”), a shareholder of the Target Company, Mr. Uchiyama, a shareholder of the Target Company, Mr. Yusuke Uchiyama, a relative of Mr. Uchiyama (the Tendering and Non-Tendering Shareholders, Mr. Uchiyama and Mr. Yusuke Uchiyama are hereinafter collectively referred to as the “**Tendering and Non-Tendering Shareholders, Etc.**”) and the Offeror (the “**Tender and Non-Tender Agreement**”) has been legally and validly entered into and remains in full force and effect without any amendment. In addition, the representations and warranties (Note 6) of the Tendering and Non-Tendering Shareholders, Etc. set forth in the Tender and Non-Tender Agreement are true and accurate in all material respects (or, if such representations and warranties include a qualifier of materiality or significance, in all respects), and the obligations of the Tendering and Non-

Tendering Shareholders, Etc. to be performed or complied with under the Tender and Non-Tender Agreement (Note 6) have been performed or complied with in all material respects.

- (xi) No event listed in Article 14, Paragraph 1, Item 1, Subitems (a) through (j) and (m) through (s), Item (3), Subitems (a) through (h) and (j), and Item 4, as well as Article 14, Paragraph 2, Items 3 through 6 of the Order for Enforcement of the Financial Instruments and Exchange Act (Cabinet Order No. 321 of 1965, as amended; the “**Enforcement Order**”) has occurred.
- (xii) There are no circumstances that could have a material adverse effect on the financial condition, operating results, cash flows, business, assets, liabilities, or future earnings plans of the Target Company, its subsidiaries, and its affiliated companies (the “**Target Company Group**”) (however, this excludes: (i) fluctuations in the market price of the Target Company Shares resulting from the announcement of the Transactions; (ii) impacts arising from general changes in domestic or international economic conditions, political conditions or financial markets (including changes in prevailing interest rates, exchange rates, prices, and fuel costs); (iii) impacts arising from the occurrence or escalation of hostilities, acts of terrorism, riots, war, earthquakes, storms, epidemics, other natural disasters or similar events, or human-made disasters; (iv) impacts arising from changes in laws and regulations, accounting standards, or the enforcement or interpretations thereof; and (v) in addition to those in (ii) through (iv) above, impacts arising from changes that affect the industry and market in general to which the Target Company belongs (with respect to (ii) through (v), except where such events have a considerably disproportionate material adverse effect on the Target Group Company compared to other business operators who operate their businesses in the same industry as the Target Company.), and there is no specific risk thereof.

Note 4: Please refer to “(A) The Tender Offer Agreement” in “(6) Matters relating to material agreements regarding the Tender Offer” below for details regarding the representations and warranties of the Target Company and the obligations of the Target Company under the Tender Offer Agreement.

Note 5: Please refer to “(B) The Tender Agreement (Oasis)” and “(C) The Tender Agreement (Farallon)” in “(6) Matters relating to material agreements regarding the Tender Offer” below for details regarding the representations and warranties of each Tendering Shareholder and the obligations of each Tendering Shareholder under the relevant Tender Agreement.

Note 6: Please refer to “(D) The Tender and Non-Tender Agreement” in “(6) Matters relating to material agreements regarding the Tender Offer” below for details regarding the representations and warranties of the Tendering and Non-Tendering Shareholders, Etc. and the obligations of the Tendering and Non-Tendering Shareholders, Etc. under the Tender and Non-Tender Agreement.

Thereafter, on October 23, 2025, the Offeror notified the Target Company that: (i) the Offeror has completed obtaining the Clearance; and (ii) on the condition that the Conditions Precedent are satisfied (or waived by the Offeror), the Offeror plans to commence the Tender Offer on November 14, 2025. Given that the Offeror had confirmed that all of the Conditions Precedent had been satisfied (or the matters to be

determined at the time of the commencement of the Tender Offer, including the Tender Agreements and the Tender and Non-Tender Agreement remaining valid without amendment, are expected to be satisfied at that time) in the following manner by November 13, 2025, the Offeror decided on November 13, 2025 to commence the Tender Offer from November 14, 2025 in order to acquire all of the Target Company Share Certificates, Etc. (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares, and treasury shares held by the Target Company) as part of the Transactions. Except for the change in the number of treasury shares held by the Target Company, the number of shares to be purchased in connection with the change in the number of Non-Tendered Shares, and the minimum number of shares to be purchased as well as the change in the purchase period of the Tender Offer (the “**Tender Offer Period**”), taking into account U.S. business days, etc., no changes have been made to the principal terms and conditions of the Tender Offer as announced in the Offeror’s Press Release Dated July 30, 2025, including the tender offer price.

- (i) The Offeror received a report from the Target Company on November 13, 2025 to the effect that the representations and warranties of the Target Company set forth in the Tender Offer Agreement are true and correct in all material respects, and that the Offeror is not aware of any breach in any material respect of the representations and warranties of the Target Company set forth in the Tender Offer Agreement. Therefore, the Offeror confirmed that item (i) in the Conditions Precedent has been satisfied.
- (ii) The Offeror received a report from the Target Company on November 13, 2025 to the effect that all obligations to be performed or complied with under the Tender Offer Agreement with respect to the Target Company have been performed or complied with in all material respects, and that the Offeror is not aware of any breach in any material respect of the obligations to be performed or complied with under the Tender Offer Agreement with respect to the Target Company. Therefore, the Offeror confirmed that item (ii) in the Conditions Precedent has been satisfied.
- (iii) The Offeror received a report from the Target Company on November 13, 2025 to the effect that, at the Target Company’s board of directors meeting held on the same date, the Target Company had lawfully and validly adopted the Resolution Expressing Support. Therefore, the Offeror confirmed that item (iii) in the Conditions Precedent has been satisfied.
- (iv) The Offeror received a report from the Target Company on November 13, 2025 to the effect that the Special Committee has submitted a report to the board of directors of the Target Company to the effect that it is appropriate for the board of directors of the Target Company to adopt the Resolution Expressing Support. Therefore, the Offeror confirmed that item (iv) in the Conditions Precedent has been satisfied.
- (v) The Offeror received a report from the Target Company on November 13, 2025 to the effect that no action or proceeding is pending before any judicial or governmental agency that seeks to restrict or prohibit the Tender Offer or tendering in the Tender Offer, and there is no law or regulation, or judgment by any judicial or governmental agency that restricts or prohibits the Tender Offer or tendering in the Tender Offer, nor is there any specific risk thereof, and that the Offeror is not aware of the pendency of any such action or proceeding or of the existence of any such law or regulation, or judgment by any judicial or governmental agency. Therefore, the Offeror confirmed that item (v) in the Conditions Precedent has been satisfied.

- (vi) With regard to the filings under the competition laws in Japan, the United States, China, and Saudi Arabia and the filings under the investment control laws in the United Kingdom, the Offeror obtained the permits and approvals necessary to execute the Transactions in Japan, China, Saudi Arabia, and the United Kingdom on September 24, 2025, October 14, 2025, September 24, 2025, and October 23, 2025, respectively, and the waiting period in the United States expired on October 21, 2025 (local time). Therefore, the Offeror confirmed that item (vi) in the Conditions Precedent has been satisfied.
- (vii) In relation to the Tender Offer, the Offeror has not been aware of any permits and approvals that will be necessary prior to the completion of the Tender Offer other than the Clearance. Therefore, the Offeror confirmed that item (vii) in the Conditions Precedent has been satisfied.
- (viii) The Offeror received a report from the Target Company to the effect that the Target Company is not aware of any material facts (as provided for in Article 166, Paragraph 2 of the Act) concerning the business, etc. of the Target Company that have not been publicized, or any facts concerning the launch of a tender offer, etc. or any facts concerning the suspension of a tender offer, etc. for the share certificates, etc. of the Target Company (as provided for in Article 167, Paragraph 2 of the Act) that have not been publicized. Therefore, the Offeror confirmed that item (viii) in the Conditions Precedent has been satisfied.
- (ix) The Tender Agreements continue to legally and validly exist without any amendment, and that the Offeror is not aware of any breach in any material respect of the representations and warranties of each Tendering Shareholder set forth in the relevant Tender Agreement or any breach in any material respect of each Tendering Shareholder's obligations to be performed or complied with under the relevant Tender Agreement. Therefore, the Offeror confirmed that item (ix) in the Conditions Precedent has been satisfied.
- (x) The Tender and Non-Tender Agreement continues to legally and validly exist without any amendment, and that the Offeror is not aware of any breach in any material respect of the representations and warranties of the Tendering and Non-Tendering Shareholders, Etc. set forth in the Tender and Non-Tender Agreement or any breach in any material respect of the obligations of the Tendering and Non-Tendering Shareholders, Etc. to be performed or complied with under the Tender and Non-Tender Agreement. Therefore, the Offeror confirmed that item (x) in the Conditions Precedent has been satisfied.
- (xi) The Offeror received a report from the Target Company on November 13, 2025 to the effect that none of the events listed in Article 14, Paragraph 1, Item 1, Subitems (a) through (j) and (m) through (s), Item (3), Subitems (a) through (h) and (j), and Item 4, as well as Article 14, Paragraph 2, Items 3 through 6 of the Enforcement Order has occurred. Therefore, the Offeror confirmed that item (xi) in the Conditions Precedent has been satisfied.
- (xii) The Offeror received a report from the Target Company on November 13, 2025 to the effect that there are no circumstances that could have a material adverse effect on the financial condition, operating results, cash flows, business, assets, liabilities, or future earnings plans of the Target Company Group (however, this excludes: (i) fluctuations in the market price of the Target Company Shares resulting from the announcement of the Transactions; (ii) impacts arising from general changes in domestic or international economic conditions, political conditions, or financial

markets (including changes in prevailing interest rates, exchange rates, prices, and fuel costs); (iii) impacts arising from the occurrence or escalation of hostilities, acts of terrorism, riots, war, earthquakes, storms, epidemics, other natural disasters or similar events, or human-made disasters; (iv) impacts arising from changes in laws and regulations, accounting standards, or the enforcement or interpretations thereof; and (v) in addition to those in (ii) through (iv) above, impacts arising from changes that affect the industry and market in general to which the Target Company belongs (with respect to (ii) through (v), except where such events have a considerably disproportionate material adverse effect on the Target Company Group compared to other business operators who operate their businesses in the same industry as the Target Company.), and there is no specific risk thereof. Therefore, the Offeror confirmed that item (xii) in the Conditions Precedent has been satisfied.

On July 30, 2025, Bospolder Limited, the parent company of the Offeror Parent Company entered into the Tender Agreement (Oasis) with Oasis Management Company Ltd. and its related funds and entities, Oasis Investments II Master Fund Ltd. (number of shares held: 8,594,777 shares, ownership ratio: 11.01%), Oasis Japan Strategic Fund Ltd. (number of shares held: 11,261,339 shares, ownership ratio: 14.42%), Oasis Japan Strategic Fund Y Ltd. (number of shares held: 3,356,517 shares, ownership ratio: 4.30%), Oasis Japan Stewardship Fund Ltd. (number of shares held: 100 shares, ownership ratio: 0.00%), Opportunistic Access Master Fund, L.P. (number of shares held: 160,928 shares, ownership ratio: 0.21%) and Oasis Investments Ltd. (number of shares held: 100 shares, ownership ratio: 0.00%) (collectively “**Oasis**”; total number of shares held: 23,373,761 shares, ownership ratio: 29.94%), and the Tender Agreement (Farallon) with Mojave Investors Ltd., a related entity of Farallon Capital Management LLC (collectively “**Farallon**”; number of shares held: 5,195,700 shares, ownership ratio: 6.65%), and each Tendering Shareholder has agreed to tender all of its Target Company Shares (total number: 28,569,461 shares, ownership ratio: 36.59%) in the Tender Offer. In addition, on July 30, 2025, the Offeror entered into the Tender and Non-Tender Agreement with the Tendering and Non-Tendering Shareholders, Etc., in which the Tendering and Non-Tendering Shareholders, Etc. have agreed the following: (i) Uchiyama International shall tender a portion of the Target Company Shares it holds (number of shares held: 342,087 shares, ownership ratio: 0.44%), Santo shall tender a portion of the Target Company Shares it holds (number of shares held: 606,400 shares, ownership ratio: 0.78%), and Mr. Uchiyama shall tender all of the Target Company Shares he holds (number of shares held: 330,851 shares, ownership ratio: 0.42%) in the Tender Offer, (ii) Uchiyama International shall not tender a portion of the Target Company Shares it holds (number of shares held: 4,701,882 shares, ownership ratio: 6.02%) (Note 7), Santo shall not tender a portion of the Target Company Shares it holds (number of shares held: 1,780,000 shares, ownership ratio: 2.28%), and Mr. Yusuke Uchiyama shall not tender all of the Target Company Shares he holds (excluding shares held through the employee stock ownership plan) (number of shares held: 20,897 shares, ownership ratio: 0.03%) in the Tender Offer, and (iii) the Tendering and Non-Tendering Shareholders, Etc. shall cause Ms. Kuniko Uchiyama (number of shares held: 11,790 shares, ownership ratio: 0.02%) and Ms. Yuri Uchiyama (number of shares held: 17,790 shares, ownership ratio: 0.02%), who are relatives of Mr. Uchiyama, not to tender all of the Target Company Shares they hold in the Tender Offer (hereinafter Uchiyama International, Santo, Mr. Yusuke Uchiyama, Ms. Kuniko Uchiyama, and Ms. Yuri Uchiyama shall collectively be referred to as “**Non-Tendering Shareholders**”; and the Target Company Shares that the Non-Tendering Shareholders will not tender in the Tender Offer shall collectively be referred to as the “**Non-Tendered Shares**” (total number: 6,532,359 shares, ownership ratio: 8.37%). For

details of those agreements, please refer to “(6) Matters relating to material agreements regarding the Tender Offer” below.

Note 7: Mr. Uchiyama, a shareholder and Representative Director and President of Uchiyama International, is the former President and CEO of the Target Company, who retired in June 2022, and it is expected that he will apply his customer relationships and deep knowledge of business, which he cultivated over many years as an officer and employee of the Target Company, to improve the corporate value of the Target Company from the standpoint of a shareholder. Mr. Uchiyama had filed a lawsuit against the Target Company on May 26, 2023, seeking confirmation that a resolution made at the Target Company’s board of directors meeting was invalid, but withdrew the appeal on May 8, 2025.

The Offeror has set the minimum number of shares to be purchased through the Tender Offer at 45,518,941 shares (ownership ratio: 58.30%), and if the total number of share certificates, etc. that are tendered in the Tender Offer (the “**Tendered Share Certificates, Etc.**”) is less than the minimum number of shares to be purchased through the Tender Offer (45,518,941 shares), then the Offeror will not purchase any of the Tendered Share Certificates, Etc. On the other hand, given that the Offeror intends to acquire all of the Target Company Shares Certificates, Etc. (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares and treasury shares held by the Target Company) and take the Target Company Shares private, the Offeror has not set a maximum number of shares to be purchased in the Tender Offer, and if the total number of the Tendered Share Certificates, Etc. meets or exceeds the minimum number of shares to be purchased (45,518,941 shares), the Offeror will purchase all of the Tendered Share Certificates, Etc.

However, the minimum number of shares to be purchased (45,518,941 shares) is determined such that the aggregate number of voting rights held by the Offeror and the Non-Tendering Shareholders upon successful completion of the Tender Offer will be at least two-thirds of the total number of voting rights in the Target Company. This number (45,518,941 shares) is calculated by subtracting the number of Non-Tendered Shares (6,532,359 shares) and the number of Target Company Shares held by the Offeror (100 shares), the voting rights pertaining to which are expected to be exercised in favor of the resolution for the Share Consolidation (as defined in “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two Step Acquisition”)” below, the same applies hereinafter) from the amount (52,051,400 shares) obtained by multiplying two-thirds (520,514 units; rounded up to the nearest whole unit) of the number of voting rights (780,770 units) pertaining to the Total Number of Shares (Fully Diluted Basis) by 100, which is the number of shares in each unit. While the objectives of the Transactions are to make the Offeror and Uchiyama International or the Tendering and Non-Tendering Shareholders the sole shareholders of the Target Company (or, in the event that there is a shareholder who holds more Target Company Shares than Uchiyama International or the Tendering and Non-Tendering Shareholders immediately before the Squeeze-Out Procedures (as defined below; hereinafter the same) take effect (other than the Offeror), to make the Offeror the sole shareholder of the Target Company) and to take the Target Company Shares private, there is a possibility that the Offeror fails to obtain all of the Target Company Shares, Etc. (excluding the Target Company Shares already held by the Offeror, the Non-Tendered Shares and the Target Company’s treasury shares) through the Tender Offer despite the successful completion of the Tender Offer, and has to conduct the Share Consolidation as described in “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two Step Acquisition”)” below. In such case, a special resolution in a shareholders’ meeting

pursuant to Article 309, Paragraph 2 of the Companies Act (Act No. 86 of 2005, as amended; the same applies hereinafter) is required. In order to ensure that the said procedures can be implemented, the minimum number of shares to be purchased has been set at the above number to allow the Offeror and the Non-Tendering Shareholders to acquire at least two-thirds of the voting rights of all the shareholders of the Target Company which is required for a special resolution after the Tender Offer.

The Offeror plans to cover funds required for the settlement of the Tender Offer with the borrowings from financial institutions and contributions by the Offeror Parent Company.

If the Offeror is unable to acquire all of the Target Company Share Certificates, Etc. (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares and treasury shares held by the Target Company) through the Tender Offer, the Offeror plans to implement a series of procedures to make the Offeror and Uchiyama International or the Tendering and Non-Tendering Shareholders (however, if there is any shareholder (excluding the Offeror) who holds a number of Target Company Shares exceeding the number of Target Company Shares held by Uchiyama International or the Tendering and Non-Tendering Shareholders as of the time immediately prior to when the Squeeze-Out Procedures become effective, the Offeror) the only shareholders of the Target Company (the “**Squeeze-Out Procedures**”; for details, please refer to “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” below) after the successful completion of the Tender Offer. In addition, after the Squeeze-Out Procedures take effect and following the termination of the Share Lending Transactions (as defined in “(D) The Tender and Non-Tender Agreement” in “(6) Matters relating to material agreements regarding the Tender Offer” below.), the Offeror plans to conduct a transaction whereby the Tendering and Non-Tendering Shareholders, Etc. will receive shares of the Offeror or its parent company in exchange for the Offeror acquiring all of the Target Company Shares held by the Tendering and Non-Tendering Shareholders, Etc. through a merger or share exchange. In the said transaction, it is expected that the price per share of the Target Company Shares held by Uchiyama International or the Tendering and Non-Tendering Shareholders, Etc. will be evaluated to be the same price as the price per share of the Target Company Shares in the Tender Offer (the “**Tender Offer Price**”) (subject to reasonable adjustments following the Squeeze-Out Procedures and other changes in the number of issued shares of the Target Company). Upon completion of the said transaction, Uchiyama International or the Tendering and Non-Tendering Shareholders, Etc. in aggregate are expected to hold approximately 15% (intended) of the issued shares in the Offeror and/or its parent company. In the event that the Offeror alone is made the sole shareholder of the Target Company, Uchiyama International and the Tendering and Non-Tendering Shareholders, Etc. are expected to, upon a separate cash payment to the Offeror and/or its parent company (provided that the terms of the cash payment by Uchiyama International and/or the Tendering and Non-Tendering Shareholders, Etc. will be the same as those of the payment by EQT, and that the terms will not be more advantageous for Uchiyama International or the Tendering and Non-Tendering Shareholders, Etc., to avoid a breach of the principle of uniformity of the tender offer price enshrined in Article 27-2, Paragraph 3 of the Act), acquire the same ratio as stated above (15% (intended)) of shares in the Offeror and/or its parent company.

According to the “Notice of Opinion Regarding Planned Commencement of Tender Offer for Company’s Share Certificates, Etc. by Bospolder 1 K.K.” released by the Target Company on July 30, 2025 (the “**Target Company’s Press Release Dated July 30, 2025**”), at the board of directors meeting of the Target Company held on July 29, 2025, a resolution was adopted as the opinion of the Target Company as of the same date that, if

the Tender Offer is commenced, it will express an opinion in support of the Tender Offer and leave the decision of whether to participate in the Tender Offer to the judgment of the Target Company's shareholders and the holders of the Stock Acquisition Rights (the "**Stock Acquisition Right Holders**"). The abovementioned board of directors resolution of the Target Company was made on the assumption that the Offeror intends to acquire all of the Target Company Share Certificates, Etc. (excluding the Non-Tendered Shares and treasury shares held by the Target Company) through the Transactions including the Tender Offer, and that the Target Company Shares are expected to be delisted, as stated in "(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called "Two-Step Acquisition"))" and "(5) Expected delisting and reasons therefor" below.

In addition, the Offeror had planned to commence the Tender Offer promptly after the Conditions Precedent had been satisfied (or waived by the Offeror). Therefore, at the board of directors meeting mentioned above, the Target Company also resolved (i) that when the Tender Offer is commenced, the board of directors will request that the Special Committee (x) consider whether or not there is any change in its opinion stated in a written report submitted to the board of directors of the Target Company as of July 29, 2025 (the "**Written Report Dated July 29, 2025**"), and (y) if there is no change, to give the board of directors of the Target Company a confirmation to that effect, or if there is any change, to provide the revised opinion; and (ii) that based on such opinion of the Special Committee, the Target Company will express its opinion on the Tender Offer again when the Tender Offer is commenced.

Thereafter, according to the "Announcement of Opinion on Commencement of Tender Offer by Bospolder 1 K.K. for Share Certificates, Etc., of the Company" released by the Target Company on November 13, 2025 (the "**Target Company's Press Release Dated November 13, 2025**"; together with the Target Company's Press Release Dated July 30, 2025, the "**Target Company's Press Releases**"), on October 23, 2025, the Offeror notified the Target Company that: (i) the Offeror has completed obtaining the Clearance; and (ii) on the condition that the Conditions Precedent under the Tender Offer Agreement executed by the Target Company with the Offeror on July 29, 2025 are satisfied (or waived by the Offeror), the Offeror plans to commence the Tender Offer on November 14, 2025. Accordingly, the Target Company requested the Special Committee to consider whether or not there is any change in the opinion in the Written Report Dated July 29, 2025 and, if there is no change, to give the board of directors of the Target Company a confirmation to that effect, or if there is any change, to provide the revised opinion.

At the time of the Written Report Dated July 29, 2025, the Special Committee presented the opinions as follows: since the Transactions are expected to contribute to the enhancement of the Target Company's corporate value, and the purpose of the Transactions is considered reasonable, it is appropriate for the board of directors of the Target Company to express its opinion in support of the Tender Offer. Furthermore, it is considered that the terms and conditions of the Transactions are reasonable since they were determined after conducting a market check with a reasonable scope, and that the fairness of the procedures related to the Transactions, including the consideration and negotiation of competing acquisition proposals, are ensured. However, regarding the appropriateness of recommending that shareholders participate in the Tender Offer at a Tender Offer Price of 5,700 yen per Target Company Share, taking into account the current stock price situation of the Target Company Shares where the Tender Offer Price is discounted compared to the closing price on the business day prior to the scheduled

announcement date of the Transactions (July 29, 2025) and the simple average of the closing prices for the most recent one month, three months, and six months, it is appropriate to leave the decision of whether to participate in the Tender Offer to the judgment of the Target Company's shareholders, taking a neutral stance.

Furthermore, in light of the situation that (A) although it can be said that the Tender Offer will likely be received by the market favorably because (i) there has not been any proposal competing with, or any request for the revision or withdrawal of, the Tender Offer after the details of the scheme and the terms, etc. of the Tender Offer were disclosed through the Target Company's Press Release Dated July 30, 2025, an environment in which other potential purchasers could make counter-proposals has been created, and it could be said that an indirect market check has been conducted, and (ii) while the market prices of the Target Company Shares have remained below the Tender Offer Price after the Target Company's Press Release Dated July 30, 2025 up to November 13, 2025, no objection or concern has been raised in respect of the Tender Offer during the engagement with multiple shareholders of the Target Company conducted in relation to the said trend in market prices after the publication of the Target Company's Press Release Dated July 30, 2025, it is difficult to say that it is appropriate to reach the conclusion that it has become suitable for the Target Company to recommend participation in the Tender Offer solely on the basis of the said trend in the market prices since (a) it is not appropriate to place undue emphasis on the fact that the Tender Offer Price no longer represents a discount on the market prices of the Target Company Shares as the Majority of Minority condition ("**MoM Condition**") has not been established despite the differences between the interests of Oasis, Farallon, and the founding family and those of the general shareholders, and (b) it is difficult to make a definitive judgment regarding the reasons for the elimination of the discount on the market prices as the market prices are formed as a result of various conditions becoming manifest; and (B) other than (i) the fact that the said indirect market check has been conducted and (ii) the fact that the Conditions Precedent relating to the completion of the procedures for obtaining the Clearance have been satisfied thereby removing all impediments preventing the implementation of the Transactions, there have been no material changes in the various terms of the Tender Offer including the Tender Offer Price and the circumstances of the Target Company's business environment during the period from the publication of the Target Company's Press Release Dated July 30, 2025 to November 13, 2025, no reason warranting a conclusion that there has been a substantive change in the matters underlying the opinion expressed in the Written Report Dated July 29, 2025 during the period from the publication of the Target Company's Press Release Dated July 30, 2025 to November 13, 2025, and no particular circumstances necessitating a change in the opinion expressed in the Written Report Dated July 29, 2025 has been identified. Based on the grounds above, on November 13, 2025, the Special Committee has submitted to the board of directors of the Target Company a written report (the "**Written Report Dated November 13, 2025**;" for the outline thereof and the details of the specific activities of the Special Committee, please refer to "(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a written report from the Special Committee" in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below) whereby the Special Committee stated that it is appropriate for the board of directors of the Target Company to adopt a neutral stance in respect of the Tender Offer and leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders as stated in the Written Report Dated July 29, 2025.

Having carefully re-examined the terms and conditions of the Tender Offer and taking into account the Target Company's business conditions and the environment surrounding the Transactions, the Target Company respected to the fullest extent the recommendations in the Written Report Dated November 13, 2025 submitted by the Special Committee and resolved, at the meeting of the board of directors of the Target Company on November 13, 2025, to express its opinion in support of the Tender Offer while leaving the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders.

At the meeting of the board of directors held on November 13, 2025, the Target Company resolved as follows: firstly, with the approval of a majority of the directors of the Target Company (six in favor, two against, and one absent) who participated in the deliberation and resolution, to express its opinion in support of the Tender Offer; and secondly, with the approval of a majority of the directors of the Target Company (five in favor, one against, two abstentions, and one absent) who participated in the deliberation and resolution, to leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders. In this regard, all four corporate auditors of the Target Company attended the said meeting of the board of directors, and each of the attending corporate auditors expressed their opinion that they had no objection to the adoption of the resolution. In addition, for details of the opinions of the directors, Ms. Kaoru Umino, Ms. Ako Shimada, and Torsten Gessner, who did not vote in favor of the above resolutions, please refer to "(G) Approval of majority of disinterested directors of the Target Company and no objection from all disinterested corporate auditors of the Target Company" in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below.

The resolution of the board of directors stated above was made in the manner stated in "(G) Approval of majority of disinterested directors of the Target Company and no objection from all disinterested corporate auditors of the Target Company" in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below.

(2) Background, purpose, and decision-making process leading to the decision to conduct the Tender Offer, and management policy following the Tender Offer

(A) Business environment surrounding the Target Company

The Target Company was established by Mr. Shotaro Uchiyama in February 1948 in Nishi-ku, Osaka-shi, as Fuji Yusoki Kogyo Kabushiki Gaisha, and began manufacturing and selling elevators. In May 1963, the Target Company listed its shares on the Second Section of the Osaka Securities Exchange, and in March 1970, the Target Company listed its shares on the Second Section of the Tokyo Stock Exchange. In February 1974, the Target Company changed its name to the current company name, Fujitec Co., Ltd., and its shares were designated for listing on the First Section of the Tokyo Stock Exchange and the First Section of the Osaka Securities Exchange. After delisting from the Osaka Securities Exchange in July 2012, the Target Company moved to the Prime Market of the Tokyo Stock Exchange, where the Target Company is listed today, in April 2022 upon reviewing the market classification of the Tokyo Stock Exchange. As of today, the Target Company is made up of a group of companies consisting of 39 affiliated companies (including 24 consolidated subsidiaries).

With the management philosophy of “Respecting people, technologies and products, we collaborate with people from nations around the world to develop beautiful and functional cities that meet the needs of a new age,” the Target Company aims to become a dedicated leading manufacturer of elevators and escalators. In the pursuit of this philosophy, the Target Company strives to satisfy all stakeholders of the Target Company Group, including shareholders, customers, users, suppliers, residents of communities, employees and others, through sustained growth and consistent profitability; cultivates advanced skills in R&D, manufacturing technologies and business field; and supplies reliable, high-quality products. The Target Company believes that it has built long-term, trusting relationships with customers and users through maintenance and renewal services. The above philosophy also underlies its efforts to achieve the following goals through its business activities: to contribute to the industrial progress and economic growth of countries worldwide, to play a part in cultural enrichment and mutual understanding among peoples all over the world, and to promote the spirit of mutual harmony and prosperity with all stakeholders. The Target Company believes that the commitment of the entire group to translating this philosophy into concrete action represents the source of the Target Company Group’s corporate value, and will lead to the preservation and enhancement of both its corporate value and its shareholders’ common interests.

The Target Company Group is engaged mainly in the production, sales, installation, and maintenance of elevators and escalators, and provides integrated services from installation to maintenance of these devices in the elevator and escalator market. The Target Company is in charge of businesses in Japan, while independent local subsidiaries are in charge of overseas businesses in East Asia (China, Hong Kong, Taiwan, and South Korea), South Asia (mainly Singapore and India), and the Americas and Europe (the United States, Canada, Argentina, Mexico, and the United Kingdom). Each regional business unit develops comprehensive strategies for selling products and operates its business.

In around May 2022, following allegations from Oasis, a shareholder of the Target Company, regarding transactions with related parties and other acts conducted in the past by the manager(s) from the founding family of the Target Company, the Target Company had been investigated for governance issues. However, as described in the “Notice Concerning Receipt of Report on Investigation Results by the Third-Party Committee in Relation to Obstruction of Candidates for Directors at the Company’s Extraordinary General Meeting of Shareholders, Reporting made by the Independent Outside Directors on the Investigation Results, etc., regarding the Related-Party Transactions, etc., and the Company’s Responses, etc.” dated December 19, 2023, the Target Company promised that, under the new management system, as the next step away from the era dominated by the founding family, it would unanimously strive to regain the trust of its shareholders and all other stakeholders and establish a management philosophy by way of reinforcing compliance and governance through the effective use of the monitoring function of the independent outside directors, and has been steadily working toward the realization of the above promise.

Meanwhile, after the Target Company elected new outside directors at the extraordinary shareholders’ meeting held in February 2023, and commenced the new management system by the corporate management team newly appointed at the ordinary shareholders’ meeting held in June 2023, the Target Company

maintained dialogue with multiple shareholders. During such dialogue, some of the shareholders mentioned the possibility of privatization of the Target Company Shares. In order to confront these shareholders from the perspective of maximizing the Target Company's corporate value, and securing and enhancing the common interests of shareholders, the Target Company considered that it was necessary to strengthen the governance system that forms the foundation of business operations and to review all strategic options for enhancement of corporate value, and in order to guarantee fairness when carrying out such review in an objective and specific manner, it was necessary to formulate a new medium-term management plan which is central to such review. Accordingly, from early October 2023 onwards, in light of changes in the business environment surrounding the Target Company, the Target Company started formulating a new medium-term management plan which entails fundamental corporate reforms to realize the Target Company's latent value.

Subsequently, the Target Company approved at its board of directors meeting held on May 14, 2024, and announced, a new five-year medium-term management plan, "Medium-Term Management Plan 2024-2028: Move On 5" ("**Move On 5**"). In Move On 5, the Target Company aims to evolve into an excellent company, which means a company that has revenue and growth potential that is on par with global competitors, as Fujitec reborn, in the spirit of "Continuity and Change" with the long-term vision of establishing the most trusted brand of the industry which enables everyone to experience the beauty and hospitality that only a specialized Japanese manufacturer can provide. Through these efforts, the Target Company will continue to provide safe and reliable products to people around the world for the sustainable enhancement of its corporate value in the global market. The strategic direction of Move On 5 is as described below.

Continuity...the essence of what the Target Company will continue to pursue without changing.

- Pursue safety and security: Engage in product development in line with its philosophy of safety and security, and prevent failures or accidents.
- Focus on quality: Conduct product development to achieve the highest quality and ride comfort.
- Develop human resources: Develop global human resources with the necessary skills and capabilities, and foster a corporate culture that supports these human resources.

Change...new areas of focus

- Selection and consolidation: Define segments for regional businesses for improvement of companywide margins, allocate resources appropriately, and clarify the direction of initiatives.
- Strengthen group management: Improve the global organizational infrastructure for further growth.
- Improve governance and communication: Establish the highest standards of corporate governance.

In establishing Move On 5, under the strengthened governance system, the Target Company obtained advice from external experts, and utilized the industry

knowledge of and held numerous discussions with independent outside directors. Move On 5 was finalized with the unanimous approval of the board of directors of the Target Company. Since its formulation, the Target Company as a whole has come together working diligently to achieve the management objectives of Move On 5. The Target Company's performance in the fiscal year ended March 31, 2025, which is the first year of the implementation of Move On 5 plans, reached a record high in terms of number of orders received, net sales, operating profits and ordinary profits. However, since some of the shareholders of the Target Company expressed doubts about the feasibility of Move On 5 in or around May 2024 after the announcement of Move On 5, the Target Company engaged in repeated dialogues with these shareholders to gain their understanding for Move On 5 and explained that Move On 5 will contribute to the enhancement of the Target Company's corporate value in the long term as well. However, Move On 5 is a plan that involves longer-term and more ambitious changes than a typical medium-term management plan. Since the timeframe for realizing the corporate value presented by the board of directors of the Target Company in Move On 5 does not necessarily align with the investment period anticipated by each of the Target Company's shareholders, the Target Company engaged in dialogue with such shareholders regarding the feasibility of Move On 5 but was unable to gain their understanding. Such shareholders demanded privatization of the Target Company by a business company or investment fund. Under such circumstances, despite achieving record-high sales for the past three consecutive fiscal years ended March 31, 2024 and record-high profits for the fiscal year ended March 31, 2024, Masayoshi Harada, the Target Company's Representative Director, President and CEO, Takashige Nakajima, the Target Company's Representative Director and Senior Executive, and Kosuke Sato, the Target Company's Director and Senior Executive (hereinafter all or some of them are collectively referred to as the "**Executive Directors**"), who played central roles in the establishment of Move On 5 and were expected to be key persons for its achievement, could not obtain confidence from such shareholders in respect of the first year of the implementation of Move On 5, and therefore, the Target Company had no choice but to conclude that such shareholders would not be cooperative with the achievement of the management objectives of Move On 5 and that it would be difficult to resolve the differences in opinion with such shareholders regarding the feasibility of Move On 5. As such, the Target Company recognizes that the current business environment surrounding the Target Company, in which the Target Company is unable to gain understanding from some shareholders regarding the achievement of the management objectives of Move On 5, which were unanimously established by the board of directors of the Target Company for the purposes of maximizing the Target Company's corporate value and ensuring and enhancing the common interests of shareholders after engaging in dialogues with multiple shareholders, is destabilizing the feasibility of Move On 5 and is not a desirable situation for achieving the management goals that the board of directors of the Target Company aims to achieve.

- (B) Background, purpose, and decision-making process leading the Offeror to decide to conduct the Tender Offer

The goal of EQT is to make positive impacts on society through investment and to tackle the structural issues that industries and companies are facing. By focusing on specific sectors and themes, EQT cultivates deep expertise and builds networks

in these fields (specifically referring to the human and commercial networks EQT has acquired through similar investments it has executed globally and the knowledge of its investment members involved in such investments). Among these, the industrial field is one of EQT's top focus areas, and EQT has a wide network of former executives with a wealth of experience in the world's leading companies, including domestic and international competitors of the Target Company, as well as a track record of multiple investments, which include businesses adjacent to the Target Company's business (such as in manufacturing, building and equipment maintenance and management, and industrial software solutions).

Since July 2024, EQT has been having ongoing discussions with the Executive Directors of the Target Company in connection with, among other matters, the contents and achievability of the Move on 5, EQT's assessment thereof, and the potential forms of capital transactions to increase the likelihood of achieving it. While deepening its analysis and understanding of the Target Company's business, EQT has come to recognize the global brand value and strong competitiveness the Target Company has in the elevator and escalator (E&E) industry, noting that the Target Company boasts one of the top five market shares in the Japanese E&E market according to the preliminary calculations made by the Offeror based on various interviews and the like, as well as the fact that the Target Company achieved a high sales growth rate of 25.6% from FY 2023 to FY 2024 in the hot South Asia market, particularly in India. In addition, by taking the Target Company private and combining its aforementioned strengths with EQT's global resources and expertise, EQT believes that it can support the Target Company in streamlining its realization of the Move on 5 by (i) providing hands-on support in introducing mechanisms for its in-house operation team to identify appropriate KPIs for the Target Company, introducing an organizational structure that allows for regular and detailed confirmation of KPI progress, introducing digital capabilities that are used in EQT's portfolio companies by its digital team, reforming work processes by utilizing digital technologies, and formulating and executing strategies to enhance efficiency, as well as (ii) providing support for the Target Company's inorganic growth by leveraging EQT's wealth of capital and M&A expertise. To achieve the foregoing, EQT believes that it will be necessary to take the Target Company private and create a flexible and rapid decision making system. EQT has not conducted any specific review of the disadvantages of taking the Target Company private.

The main strategic growth areas in which EQT can support the Target Company in realizing its potential are as follows.

(a) Japan

EQT recognizes that in recent years, the Target Company has been expanding its respective market share in the areas of new installations, maintenance, and renewal, and has been improving its gross profit margins. On the other hand, EQT believes that there is room for improvement in the Target Company's implementation of company-wide IT systems, considering factors such as the fact that different IT systems are used in different countries around the world. Based on these trends and its awareness of the challenges, EQT believes that the important pillars for promoting further growth are enhancing capabilities that allow for fast and efficient offerings of new installation contracts by promoting the data utilization referred to above, improving profitability

through continuous price optimization, and accelerating the expansion and development of new products, including the new “Ele Glance” products (Note 1) that feature functionality and lightweight design. With respect to maintenance and renewal, amidst the ongoing rise in independent service providers (ISP) (Note 2) in recent years, EQT aims to maintain the Target Company’s existing maintenance base and also expand its new customer base aims by promoting its strategies through the second brands “FIELD i,” (Note 3) which offers a new form of maintenance regardless of the manufacturer, and the “SMA-UP” (Note 4) renewal option, which makes it possible to renew existing elevators regardless of the manufacturer, while maintaining competitive pricing and high service quality.

(b) India

In India, against a backdrop of rapid urbanization and government promotion of housing development for middle- and low-income households, the Target Company has continued to grow faster than the market growth in the elevator market (while the growth rate of the market is expected to be as high as around 10% from FY 2023 to FY 2024, the Target Company has achieved a growth rate exceeding 30%) (Note 5) and expand its market share. This growth is attributable to the Target Company’s regionally rooted, competitive product portfolio that meets the diverse needs of customers in India. Going forward, EQT believes that the important initiatives of the Target Company will be the expansion of its sales strategies into urban areas in which the Target Company has low market penetration by leveraging EQT’s wide Asia network (specifically referring to the human and commercial networks EQT has acquired through similar investments it has executed globally and the knowledge of its investment members involved in such investments), competitive and continuous product development tailored to local customer needs, and the expansion of the Target Company’s systems and foundations for the production, installation, and maintenance to meet demand. Further, it is important to offer competitive low-priced products in India, and EQT aims to further expand the Target Company’s market share in these markets by reducing costs through further enhancing its “Fujitec Express” brands (Note 6) and by sourcing certain elevator parts locally.

(c) the United States

In the United States, there is strong demand in the maintenance and renewal markets, and based on the fact that EQT’s estimates show the Target Company’s share in the U.S. elevator market hovering at around 1-2%, the Target Company’s U.S. business has large growth potential. The Target Company has already established strong brand recognition and market presence in certain regions and markets in the U.S., and EQT believes that the Target Company should particularly concentrate on its maintenance and renewal businesses, and by leveraging EQT’s wide network of former executives with a wealth of experience in major international competitors (including those in the United States), continue to create and enhance more efficient sales systems in the regions where the Target Company focuses in order to further accelerate its regional strategies. In addition, in order to capture the rapid renewal and update cycle of the entire U.S. elevator market, EQT believes that it will be important for the Target Company to develop

standardized renewal packages and offer those packages swiftly and at a competitive price. EQT believes that integrating this approach with the strong brands the Target Company has will lead to the significant growth of the Target Company's U.S. business.

(d) IT/Cybersecurity/Digital

EQT is aware that implementing global IT infrastructure upgrades, enhancing cybersecurity, and promoting digital transformation are important for achieving the Target Company's Mid-term Business Plan and for the future growth of the Target Company's business. By enhancing the architectural, infrastructure, and cyber security base standards at the Japanese Head Office, EQT would like to improve the Target Company's operational efficiency and mitigate business risk, while conducting an evaluation of the optimal approach in order for the Target Company to appropriately upgrade and enhance its IT systems and considering the best options, taking into account the differences in operational models in each region.

From the perspective of digital value creation, EQT is considering creating and strengthening the systems for accelerating the initiatives stated in the Mid-term Business Plan, including the preventative maintenance system, remote support and training, and maintenance route-optimization with AI technology. In order to more reliably implement those initiatives, EQT is also considering hiring experts to support the CIO (Note 7).

Digitalization is one of EQT's primary initiatives for supporting the growth of its portfolio companies. EQT has one of the leading digital teams in the PE fund industry, comprised of digital experts from global tech companies. With this team, EQT supports the implementation of digital functions by its portfolio companies, the reformation of business processes through the use of digital technologies, and the formulation and execution of strategies to achieve efficiency.

Note 1: "Ele Glance" is a standard model elevator product line for the Japanese market that the Target Company began selling in the spring of 2025.

Note 2: An "Independent Service Provider (ISP)" is an independent maintenance company that does not belong to any specific elevator manufacturer.

Note 3: "FIELD i" means FIELD i Co., Ltd., a subsidiary of the Target Company that performs maintenance services as a second brand of the Target Company.

Note 4: "SMA-UP" is a repair service for control systems that is also compatible with elevators made by manufacturers other than the Target Company.

Note 5: EQT has estimated this based on interviews with experts and other sources.

Note 6: "Fujitec Express" means Express Lifts Limited, an Indian elevator manufacturer acquired by the Target Company in 2022 through its Indian corporation.

Note 7: “CIO” is an abbreviation for “Chief Information Officer,” who serves as the general manager for a company’s information systems.

Meanwhile, in or around July 2023, the Executive Directors, who were newly appointed as directors of the Target Company at the ordinary shareholders’ meeting held in the immediately preceding month, began considering whether it would be necessary to establish a new medium-term management plan, which would later be established as Move On 5, under the new management structure. At that time, they were introduced to EQT by a financial institution with which the Target Company has been dealing, and had a preliminary exchange of information regarding the Target Company’s business overview and business environment, as well as EQT’s investment experience. Thereafter, as described in “(A) Business environment surrounding the Target Company” above, given the business environment, namely that the Target Company achieved record-high sales, operating profits, and ordinary profits for the fiscal year ended March 31, 2024, established Move On 5 with the unanimous approval at the meeting of the board of directors meeting held on May 14, 2024, and engaged in dialogue, but the Target Company could not gain understanding from some shareholders of the Target Company on the achievement of the management objectives of Move On 5, in or around July 2024, upon a preliminary enquiry from EQT inviting the Target Company to discuss the implementation of the Transactions, the Executive Directors commenced discussions with EQT regarding the details of Move On 5 and the feasibility of achieving its objectives, EQT’s evaluation thereof, and potential forms of capital transactions to enhance such feasibility. Then, on October 1, 2024, the Executive Directors had a preliminary exchange of views with EQT regarding the Transactions, including the future of the Target Company’s business and delisting of the Target Company Shares. During such discussions, EQT expressed its understanding regarding the business environment surrounding the Target Company, namely that it is impossible to gain understanding from some shareholders on the achievement of the management objectives of Move On 5 which were established by the unanimous decision of the board of directors of the Target Company, as well as operational issues on the uncertainty in the feasibility of the achievement of Move On 5 due to those shareholders’ lack of confidence in the Executive Directors. EQT also indicated that, while delisting the Target Company Shares would be a viable option to achieve further growth and enhancement of the corporate value of the Target Company, it intends to pursue further maximization of the corporate value of the Target Company by working together with the Target Company, even after delisting the Target Company Shares, by providing full support to achieve the management objectives of Move On 5 that the Target Company is currently working on, through the promotion of alliances, including the provision of new E&E installation, maintenance and renewal services to EQT’s portfolio companies, and the sharing of knowledge in efficient field management of investees that perform field maintenance, as well as through knowledge and know-how of industry advisors with a proven record and long experience in the E&E industry, by leveraging EQT’s extensive investment experience and expertise in Japan and overseas as well as its global network. Thereafter, on October 15, 2024, EQT submitted a legally non-binding initial letter of intent (the “**Initial Letter of Intent**”) to the Target Company, proposing to privatize the Target Company by way of the Tender Offer and the Squeeze-Out Procedures, and setting the upper limit of a tender offer price at 5,500 yen per Target Company Share (a premium of 6.65% (rounded to two decimal places; the same

applies in the calculations of premium/discount rates) on 5,157 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of October 11, 2024, which is the immediately preceding business day).

After receiving the Initial Letter of Intent, as described in “(i) Circumstances leading to the establishment of the review system” in “(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer” below, the Executive Directors came to believe that, given the business environment of the Target Company, namely that it has been unable to gain understanding from some shareholders on the achievement of the management objectives of Move On 5, as well as the deterioration of the Target Company’s business performance in China due to the decline in the Chinese real estate market, which was recognized as an operational issue, the Executive Directors came to believe that, rather than working on achieving the management objectives of Move On 5 by the Target Company alone, it would be more beneficial to the Target Company’s ability to steadily implement measures in Move On 5, maintain sustainable growth, and enhance the corporate value of the Target Company over the medium to long term to privatize the Target Company with the support of partners who respect Move On 5 and can leverage their extensive investment experience and expertise in Japan and overseas, including Chinese businesses, as well as their alliance, including the provision of new E&E installation, maintenance and renewal services to their portfolio companies, and the sharing of knowledge in efficient field management of investees that perform field maintenance, based on their global network to ensure management stability for long-term strategy execution, and to pursue an organizational structure that allows the Target Company to develop its strengths. In this regard, the Target Company envisages that the disadvantages of delisting the Target Company Shares include the potential impact on the trust of its stakeholders, in particular the trust relationship with its customers, which have been built up on the fact that the Target Company Shares are currently listed, and the potential difficulties in recruitment and loss of employees due to reduced morale. However, the Target Company considers that the necessity of maintaining the listing status of the Target Company Shares and the benefits that can be enjoyed therefrom have relatively diminished, because the Target Company has established a strong reputation and creditworthiness with its business partners since the listing of the Target Company Shares on the Second Section of the Osaka Securities Exchange in May 1963, and additionally, the Target Company can maintain and enhance employee morale through measures such as strengthening internal communication. Therefore, at the meeting of the board of directors of the Target Company held on October 18, 2024, the Executive Directors reported the receipt of the Initial Letter of Intent and explained their views toward privatization of the Target Company as stated above. In response thereto, the Target Company established an internal review system by additionally appointing Senior Executive Operating Officer Mr. Masashi Tsuchihata as an Executive Director. Although the Transactions do not constitute a management buyout (MBO) (Note 8) or an acquisition of a subordinate company by a controlling shareholder, the Initial Letter of Intent was a proposal related to the privatization of the Target Company. Thus, in accordance with the “Guidelines for Corporate Takeovers” published by the Ministry of Economy, Trade and Industry on August 31, 2023 (the “**Guidelines for Corporate Takeovers**”), the Target Company resolved at the said meeting of board of directors held on October 18, 2024, that it would establish the Special Committee composed of three independent outside directors of the Target Company (Outside

Director Ms. Kaoru Umino (an attorney-at-law admitted in the State of New York and Partner of DLA Piper Tokyo Partnership Foreign Law Office); Outside Director Mr. Clark Graninger (Managing Director of WealthPark Capital K.K., Co-Founder, Representative Director and COO/CFO of Reboot K.K.); and Outside Director Mr. Shakil Ohara (Representative Director and Co-CEO of DIGIFIT Corporation)) who are independent of both EQT and the Target Company, as well as the outcome of the Transactions, with a view to ensuring careful decision-making by the Target Company in dealing with the conflicts of interest issues and information asymmetry issues between the Target Company and general shareholders, eliminating any possibility of arbitrariness and conflicts of interest in the decision-making process of the board of directors of the Target Company, and ensuring the fairness thereof, with respect to all strategic options to enhance the corporate value of the Target Company, including the Initial Letter of Intent. These three individuals have been appointed as committee members because the “Fair M&A Guidelines” published by the Ministry of Economy, Trade and Industry on June 28, 2019 recommends, in principle, that committee members should be selected from independent outside directors (if any), and because the Target Company considered it appropriate to appoint independent outside directors residing in Japan who are not subject to constraints such as time difference and distance, to ensure efficient and thorough deliberations. At the said meeting of board of directors, it was also confirmed that the Special Committee could obtain professional advice as necessary from Outside Director Mr. Torsten Gessner (self-employed, Senior Advisor and Consultant) and Outside Director Mr. Anthony Black (President (Service) of Husky Injection Molding Systems Ltd.), who both have expertise in the elevator industry and reside overseas. For specific matters consulted with the Special Committees, please refer to “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee” in “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below.

Note 8: A “management buyout (MBO)” refers to a transaction in which a tender offeror conducts a tender offer based on an agreement with the officers of the target company, and has common interests with the officers of the target company.

Then, in order to proceed with a full-scale review of the Transactions, in mid-October 2024, the Target Company appointed UBS Securities Japan Co., Ltd. (“**UBS Securities**”) as its financial advisor and third-party valuator and Oh-Ebashi LPC & Partners (“**Oh-Ebashi**”) as its legal advisor for the Transactions, after confirming that there was no issue in their independence. At the meeting of the Special Committee held on October 28, 2024, the Special Committee approved the appointment of UBS Securities as the Target Company’s financial advisor and third-party valuator and Oh-Ebashi as the Target Company’s legal advisor for the Transactions, after confirming that there was no issue in their independence, expertise, etc. In addition, the Special Committee appointed Daiichi Legal Professional Corporation (“**Daiichi LPC**”) as its own legal advisor on October 28, 2024 and Nomura Securities Co., Ltd. (“**Nomura Securities**”) as its own financial advisor and third-party valuator on February 10, 2025.

Meanwhile, around late October 2024, EQT appointed Mori Hamada & Matsumoto and White & Case LLP International Law Firm as its legal advisor (EQT subsequently appointed Morrison & Foerster LLP in June 2025) and Mitsubishi

UFJ Morgan Stanley Securities Co., Ltd. (“**Mitsubishi UFJ Morgan Stanley Securities**”) and SMBC Nikko Securities Inc. (“**SMBC Nikko Securities**”) as its financial advisors, and submitted a revised initial letter of intent to the Target Company on November 1, 2024. While EQT set an upper limit of the tender offer price at 5,500 yen per Target Company Share in the initial letter of intent, in the revised written proposal, EQT proposed executing a transaction to take the Target Company private at the tender offer price of 5,500 yen per Target Company Share. Subsequently, EQT submitted a non-disclosure covenant to the Target Company on November 27, 2024, and conducted due diligence on the Target Company from early December 2024 to late June 2025 to develop a deeper understanding of the Target Company, including the details of its business, its business environment, growth strategies, and business challenges, as well as to confirm the Target Company’s business status, business plans, accounting, tax, legal, human resources and general affairs, and environmental matters, IT systems, and other matters.

Concurrently, as described in “(ii) Circumstances leading to reviews and negotiations by the Target Company” in “(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer” below, from the perspective of further enhancing the Target Company’s corporate value and maximizing the interests of the Target Company’s shareholders, the Special Committee at its meeting held on November 18, 2024 determined that the Target Company should select an investor who will become a shareholder of the Target Company after conducting a bidding process for multiple potential candidates who were deemed to have expressed interest in acquiring the Target Company Shares. Based on the above, since mid-December 2024, for the purpose of selecting an investor desirable for the Target Company in addition to EQT, the Target Company decided to conduct the Privatization Process (as defined in “(ii) Circumstances leading to reviews and negotiations by the Target Company” in “(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer” below), a bidding process in which the Candidates (as defined in “(ii) Circumstances leading to reviews and negotiations by the Target Company” in “(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer” below), namely a total of four investment funds and business companies other than EQT with extensive experience in Japan and overseas, were invited to participate in a transaction taking the Target Company private by way of the Tender Offer, and commenced the said process after requiring the Candidates to submit a non-disclosure agreement to the Target Company. In selecting the Candidates, multiple investment funds and business companies were initially targeted and screened based on certain selection criteria, including a track record of investments in the Japanese manufacturing industry, level of interest in the M&A deal of the business of the Target Company, and a track record of investments in companies with global operations, and four companies were selected in the end. In the Privatization Process, in early February 2025, in light of the attributes of the Candidates, the Target Company invited the Candidates to attend management interviews, through UBS Securities, and provided them with necessary information to determine and verify the corporate value and share value of the Target Company, including explanatory materials on Move On 5. As a result, on March 7, 2025, the Target Company received legally non-binding letters of intent from one investment fund and one business company, proposing to delist the Target Company Shares, but the investment fund did not propose any specific price. The other two companies that did not submit letters of

intent withdrew from the Privatization Process on the grounds of, inter alia, the Target Company's share price level after a speculative report made by some media on October 30, 2024 that the Target Company was discussing the sale of the Target Company with several investment funds, including EQT (the "**Speculative Report**") and the downward revision of the Target Company's performance forecast for the fiscal year ending March 31, 2025 partially due to a decrease in the new installation business resulting from the real estate recession in China. In light of such circumstances, the Target Company determined that it is preferable to provide, as a next process, a due diligence opportunity to such business company that had submitted a letter of intent with a price proposal (the "**Final Candidate**") as a final candidate other than EQT, and this decision was confirmed by the Special Committee held on March 10, 2025. Accordingly, while keeping in mind the fairness and impartiality of the process in relation to the Final Candidate and EQT within the constraints of the so-called gun-jumping restrictions related to competition laws, the Target Company provided the Final Candidate and EQT, through UBS Securities, with opportunities of due diligence related to the business status, business plans, accounting, tax, legal, human resources and general affairs, environmental matters, IT systems, and other matters, and invited them to attend interviews with the Executive Directors. Subsequently, the Target Company invited, through UBS Securities, the Final Candidate and EQT to submit a legally-binding proposal to the Target Company no later than May 20, 2025.

In addition, due to the significant impact on the profits and losses of the Target Company resulting from a decrease in the new installation business resulting from the real estate recession in China, on February 6, 2025, the Target Company made a downward revision to its performance forecast for the fiscal year ending March 31, 2025. Furthermore, at the meeting of the board of directors held on April 8, 2025, the Target Company reported and discussed the impact on Move On 5 and improvement measures based on the latest performance and future outlook in the short term, and provided the improvement measures to the Final Candidate and EQT. The outline of the impact on Move On 5 and the improvement measures are as follows: Since the Chinese real estate market deteriorated beyond the assumptions made at the time of the establishment of Move On 5, and especially, the impact on the residential sector, which is the Target Company's specialty, was expected to be significant, the number of units and unit prices were reviewed. As a result, compared to the plan for fiscal year 2028 in Move On 5, sales were expected to decrease by 44.7 billion yen and operating profit was expected to decrease by 4.2 billion yen. On the other hand, as a result of verifying the profitability of each individual contract through the strengthening of revenues of the maintenance business, it was discovered that there was room for improvement that had not been anticipated at the time of the establishment of Move On 5. Therefore, by implementing strengthened pricing strategies in North America, Hong Kong, and Singapore, compared to the plan for fiscal year 2028 in Move On 5, the Target Company expected sales to increase by 2.7 billion yen and operating profit to increase by 4.2 billion yen. Accordingly, the Target Company formulated the plan that projects a 42 billion yen decrease in sales, with operating profit remaining unchanged, compared to Move On 5 (the "**Business Plan**"). The Target Company gave explanations on such improvement measures to the members of the Special Committee from time to time. At the meeting of the Special Committee held on April 14, 2025, it was confirmed that there were no particular unreasonable aspects in the process for the formulation of such improvement measures. Regarding such

improvement measures, the Target Company has resolved, at its board of directors meeting held on July 29, 2025, to revise the target of the consolidated figures for the fiscal year 2028 (the fiscal year ending March 31, 2029), which is the last fiscal year for Move On 5. For the details of the Business Plan, please refer to the “Notice Regarding Revision of Medium-term Management Plan” published by the Target Company on July 30, 2025.

In response, EQT also concurrently conducted due diligence on the Target Company’s business, financial and legal status and on other matters, taking into account the Target Company’s downward revision of its performance forecast announced on February 6, 2025 and the Business Plan, and continued to consider its plan to acquire the Target Company Shares.

Upon the request from the Target Company, EQT submitted a legally non-binding proposal related to the Transactions to the Target Company’s board of directors and the Special Committee on May 20, 2025 (the “**May 20 Proposal**”), in which EQT set a tender offer price of 5,400 yen per Target Company Share as the result of a comprehensive evaluation based on the results of the due diligence and taking into account the analysis of materials disclosed to EQT by the Target Company. The tender offer price in the May 20 Proposal represented (i) a premium (of 11.59%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company Shares, was made; and (ii) premiums (of 7.36%, 13.97%, and 20.62%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen (rounded to the nearest whole number; the same applies in the calculations of average share prices below), 4,738 yen, and 4,477 yen, respectively). Furthermore, the price represented (i) a premium (of 119.42%) on the closing price (2,461 yen) of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company Shares are considered to have been unaffected by the announcement of the commencement of a campaign by Oasis dated May 19, 2022 (Note 9) and (ii) premiums (of 99.26%, 88.94%, and 99.78%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 19, 2022 to May 18, 2022), three-month period (from February 19, 2022 to May 18, 2022), and six-month period (from November 19, 2021 to May 18, 2022) (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Moreover, the price represented (i) a discount (of 5.96%) on the closing price (5,742 yen) of the Target Company Shares as of May 19, 2025, which is the business day immediately preceding the submission date of the May 20 Proposal and (ii) discounts (of 4.51%, 6.27%, and 7.53%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 20, 2025 to May 19, 2025), three-month period (from February 20, 2025 to May 19, 2025), and six-month period (from November 20, 2024 to May 19, 2025) (5,655 yen, 5,761 yen, and 5,840 yen, respectively).

Note 9: This refers to a campaign titled “Protect Fujitec,” aimed at improving the Target Company’s corporate governance.

On the other hand, the Final Candidate did not submit any proposal for the

Transactions by May 20, 2025, the date when EQT submitted the May 20 Proposal to the Target Company. On May 16, 2025, the Target Company received a notification from the Final Candidate through UBS Securities that the Final Candidate will withdraw from the Privatization Process because it was difficult to make an offer for the Target Company Shares at a competitive price on the premise that Move On 5 will be implemented, due to the lack of sufficient certainty as to its feasibility.

Regarding the May 20 Proposal submitted by EQT, the Target Company carefully examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's corporate value and the common interests of the shareholders, as well as the feasibility of the proposals, and these matters were discussed at the meeting of the Special Committee held on May 21, 2025. The May 20 Proposal was conditioned upon granting EQT exclusive negotiation rights for the Transactions. However, as the May 20 Proposal submitted by EQT did not include a commitment regarding the procurement of acquisition funds and was deemed to have no legally binding force, the Target Company requested EQT to resubmit a legally-binding proposal to the Target Company upon obtaining approval from the Special Committee. Then, on May 22, 2025, the Target Company requested EQT to submit to the Target Company a legally-binding proposal, including a revised tender offer price, by May 30, 2025, accompanied by evidence that EQT has obtained a legally-binding commitment from financial institutions, etc. regarding the procurement of acquisition funds for the Transactions.

In response to the request from the Target Company, EQT submitted a legally-binding written proposal to the Target Company on May 30, 2025 (the "**May 30 Proposal**"), in which EQT proposed a tender offer price of 5,400 yen per Target Company Share and to which commitment letters issued by financial institutions and investment funds regarding the procurement of funds required for the purchase related to the Transactions were attached. The tender offer price in the May 30 Proposal represented (i) a premium of 11.59% on 4,839 yen, the closing price of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company Shares, was made and (ii) premiums of 7.36%, 13.97%, and 20.62% on the simple average closing prices of the Target Company Shares for the preceding one-month (from September 30, 2024 to October 29, 2024), three-month (from July 30, 2024 to October 29, 2024), and six-month (from April 30, 2024 to October 29, 2024) periods ending on October 29, 2024 (5,030 yen, 4,738 yen, and 4,477 yen, respectively). In addition, the price represented (i) a premium of 119.42% on 2,461 yen, the closing price of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company are considered to have been unaffected by the announcement of the commencement of a campaign by Oasis dated May 19, 2022 and (ii) premiums of 99.26%, 88.94%, and 99.78% on the simple average closing prices of the Target Company Shares for the preceding one-month (from April 19, 2022 to May 18, 2022), three-month (from February 19, 2022 to May 18, 2022), and six-month (from November 19, 2021 to May 18, 2022) periods ending on May 18, 2022 (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Furthermore, the price represented (i) a discount of 6.10% on 5,751 yen, the closing price of the Target Company Shares as of May 29, 2025,

which is the business day immediately preceding the date on which the May 30 Proposal was submitted, and (ii) discounts of 5.74%, 6.22%, and 7.41% on the simple average closing prices of the Target Company Shares for the preceding one-month (from April 30, 2025 to May 29, 2025), three-month (from March 1, 2025 to May 29, 2025), and six-month (from November 30, 2024 to May 29, 2025) periods ending on May 29, 2025 (5,729 yen, 5,758 yen, and 5,832 yen, respectively).

Following this, on May 31, 2025, EQT was requested by the Target Company to reconsider the tender offer price of 5,400 yen per Target Company Share as proposed by EQT. In response to this, EQT submitted a legally-binding written proposal on June 6, 2025 (the “**June 6 Proposal**”), in which EQT proposed a tender offer price of 5,500 yen per Target Company Share. The tender offer price in the June 6 Proposal represented (i) a premium of 13.66% on 4,839 yen, the closing price of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company Shares, was made and (ii) premiums of 9.34%, 16.08%, and 22.85% on the simple average closing prices of the Target Company Shares for the preceding one-month (from September 30, 2024 to October 29, 2024), three-month (from July 30, 2024 to October 29, 2024), and six-month (from April 30, 2024 to October 29, 2024) periods ending on October 29, 2024 (5,030 yen, 4,738 yen, and 4,477 yen, respectively). In addition, the price represented (i) a premium of 123.49% on 2,461 yen, the closing price of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company are considered to have been unaffected by the announcement of the commencement of a campaign by Oasis dated May 19, 2022 and (ii) premiums of 102.95%, 92.44%, and 103.48% on the simple average closing prices of the Target Company Shares for the preceding one-month (from April 19, 2022 to May 18, 2022), three-month (from February 19, 2022 to May 18, 2022), and six-month (from November 19, 2021 to May 18, 2022) periods ending on May 18, 2022 (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Furthermore, the price represented (i) a discount of 2.64% on 5,649 yen, the closing price of the Target Company Shares as of June 5, 2025, which is the business day immediately preceding the date on which the June 6 Proposal was submitted, and (ii) discounts of 4.28%, 4.43%, and 5.56% on the simple average closing prices of the Target Company Shares for the preceding one-month (from May 6, 2025 to June 5, 2025), three-month (from March 6, 2025 to June 5, 2025), and six-month (from December 6, 2024 to June 5, 2025) periods ending on June 5, 2025 (5,746 yen, 5,755 yen, and 5,824 yen, respectively).

On June 10, 2025, EQT received a notice from the Target Company to the effect that the Target Company would grant EQT exclusive negotiation rights for the Transactions, valid until June 26, 2025, and EQT was requested by the Target Company to further increase the tender offer price.

In addition, on June 21, 2025, EQT was informed by the Target Company to the effect that the Target Company had received a written proposal in which the proposed price exceeded the tender offer price proposed in the June 6 Proposal. In response to this, EQT submitted a legally-binding final written proposal on June 26, 2025 (the “**June 26 Final Proposal**”), in which EQT proposed a tender offer price of 5,600 yen per Target Company Share. The tender offer price in the June 26 Final Proposal represented (i) a premium of 15.73% on 4,839 yen, the closing price of the Target Company Shares as of October 29, 2024, which is the business day

immediately preceding the date (October 30, 2024) on which the Speculative Report was made and (ii) premiums of 11.33%, 18.19%, and 25.08% on the simple average closing prices of the Target Company Shares for the preceding one-month (from September 30, 2024 to October 29, 2024), three-month (from July 30, 2024 to October 29, 2024), and six-month (from April 30, 2024 to October 29, 2024) periods ending on October 29, 2024 (5,030 yen, 4,738 yen, and 4,477 yen, respectively). In addition, the price represented (i) a premium of 127.55% on 2,461 yen, the closing price of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company are considered to have been unaffected by the announcement of the commencement of a campaign by Oasis, and (ii) premiums of 106.64%, 95.94%, and 107.18% on the simple average closing prices of the Target Company Shares for the preceding one-month (from April 19, 2022 to May 18, 2022), three-month (from February 19, 2022 to May 18, 2022), and six-month (from November 19, 2021 to May 18, 2022) periods ending on May 18, 2022 (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Furthermore, the price represented (i) a discount of 10.04% on 6,225 yen, the closing price of the Target Company Shares as of June 25, 2025, which is the business day immediately preceding the date on which the June 26 Final Proposal was submitted, and (ii) discounts of 4.92%, 2.90%, and 3.60% on the simple average closing prices of the Target Company Shares for the preceding one-month (from May 26, 2025 to June 25, 2025), three-month (from March 26, 2025 to June 25, 2025), and six-month (from December 26, 2024 to June 25, 2025) periods ending on June 25, 2025 (5,890 yen, 5,767 yen, and 5,809 yen, respectively). EQT stated in the June 26 Final Proposal that the exclusive negotiation rights for the Transactions granted to the Offeror (EQT) must be extended until July 11, 2025 by no later than the end of June 26, 2025; otherwise, the proposal will expire, but such extension was not permitted.

On June 30, 2025, EQT was requested by the Target Company to consider further increasing the tender offer price. However, on July 3, 2025, EQT responded to the Target Company to the effect that it could not increase the tender offer price any further. Additionally, EQT notified the Target Company that EQT had set a deadline of July 9, 2025 for pricing negotiations with Oasis, with whom EQT had been negotiating the price with the aim of executing a tender agreement, and that EQT notified Oasis to the effect that EQT could not increase the tender offer price beyond 5,600 yen, and therefore if EQT and Oasis could not reach an agreement at a tender offer price of 5,600 yen, EQT would withdraw its proposal. Subsequently, EQT verbally informed the Target Company that on July 9, 2025, the deadline for EQT and Oasis to conclude their pricing negotiations, EQT was able to confirm that, as a result of such negotiations, Oasis would agree to the tender agreement if the final proposed price was increased to 5,700 yen per Target Company Share.

This price of 5,700 yen per Target Company Share represented (i) a premium of 17.79% on 4,839 yen, the closing price of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report was made and (ii) premiums of 13.32%, 20.30%, and 27.32% on the simple average closing prices of the Target Company Shares for the preceding one-month (from September 30, 2024 to October 29, 2024), three-month (from July 30, 2024 to October 29, 2024), and six-month (from April 30, 2024 to October 29, 2024) periods ending on October 29, 2024 (5,030 yen, 4,738 yen, and 4,477 yen, respectively). In addition, the price represented (i) a

premium of 131.61% on 2,461 yen, the closing price of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company are considered to have been unaffected by the announcement of the commencement of a campaign by Oasis, and (ii) premiums of 110.33%, 99.44%, and 110.87% on the simple average closing prices of the Target Company Shares for the preceding one-month (from April 19, 2022 to May 18, 2022), three-month (from February 19, 2022 to May 18, 2022), and six-month (from November 19, 2021 to May 18, 2022) periods ending on May 18, 2022 (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Furthermore, the price represented (i) a discount of 4.15% on 5,947 yen, the closing price of the Target Company Shares as of July 8, 2025, which is the business day immediately preceding July 9, 2025, and (ii) discounts of 5.55%, 1.74%, and 2.01% on the simple average closing prices of the Target Company Shares for the preceding one-month (from June 9, 2025 to July 8, 2025), three-month (from April 9, 2025 to July 8, 2025), and six-month (from January 9, 2025 to July 8, 2025) periods ending on July 8, 2025 (6,035 yen, 5,801 yen, and 5,817 yen, respectively). Following this, on July 10, 2025, EQT similarly informed the Target Company via email that EQT was able to confirm that Oasis would agree to the tender agreement at a price of 5,700 yen per Target Company Share and requested the Target Company to grant to the Offeror (EQT) exclusive negotiation rights for the Transactions until July 31, 2025.

On July 11, 2025, EQT received a letter from the Special Committee which stated the following: (i) that the Special Committee agreed to grant EQT exclusive negotiation rights until July 31, 2025, based on the presumption that Oasis had agreed to a tender offer price of 5,700 per Target Company Share and that Oasis had granted exclusive negotiation rights to the Offeror (EQT); (ii) however, as a tender offer price of 5,700 yen was still lower than the market price of the Target Company, if the Target Company were to accept the Tender Offer in this case, the minority shareholders of the Target Company would be forced into a squeeze-out at a price lower than the market price, and further, because the Target Company had received a competing proposal from an Additional Proposer, the Special Committee, pursuant to its role and responsibilities, had to seriously consider the proposal that would lead to the enhanced corporate value of the Target Company, and therefore even though the Special Committee had granted the exclusive negotiation rights to the Offeror (EQT), it still had to maintain an environment in which the Target Company could make such considerations; and (iii) given that the founding family had until now filed multiple lawsuits against the Target Company and its external directors, the Special Committee believed that it would not be appropriate that the founding family are to remain as shareholders of the Target Company after the Transactions and that directors recommended by the founding family are to appointed as members of the Target Company's board of directors, and the Special Committee believed that the following three conditions should be included in the tender offer agreement in order for the Special Committee to express an opinion in support of the tender offer by the Offeror (EQT): (a) the setting of the MoM Condition; (b) an easing of transaction protection clauses; and (c) not allowing the founding family to remain shareholders of the Target Company.

In response to this, on July 16, 2025, EQT responded to the Special Committee to the following effect: (a) it would be difficult for EQT to agree to the MoM Condition, because while sufficient measures to ensure the fairness of the Transactions from the perspective of protecting the general shareholders, such as a

proactive pre-market check, had been conducted, the setting of the MoM Condition would cause the successful completion of the Tender Offer to become uncertain, and instead it was possible that the MoM Condition would not contribute to the interests of the general shareholders who desire to tender their shares; (b) similarly, given the fact that a proactive pre-market check had been conducted, the contents of the transaction protection clauses were reasonable; and (c) reaching an agreement with the founding family was essential in order to ensure the successful completion of the Tender Offer, and in addition to the fact that allowing the founding family to remain shareholders of the Target Company was assumed in the proposal for the Tender Offer Price, it had been agreed that no member of the founding family would be directly involved in the management of the Target Company as a director, and was also not expected to influence the Move on 5. Further, on July 17, 2025, EQT sent the Target Company a document titled the “Final Binding Offer” (the “**July 17 Final Binding Offer**”). The July 17 Final Binding Offer included the following statements: (i) the tender offer price of 5,700 yen was the final offer; (ii) Oasis and Farallon had agreed to tender all of the respective Target Company Share Certificates, Etc. they held in the Tender Offer; (iii) EQT had agreed with the Tendering and Non-Tendering Shareholders, Etc., to the effect that the founding family (the Tendering and Non-Tendering Shareholders, Etc. as well as Ms. Kuniko Uchiyama and Ms. Yuri Uchiyama, relatives of Mr. Uchiyama) would tender a portion of the Target Company Shares they held in the Tender Offer (totaling 1,279,338 shares, ownership ratio: 1.64%), but would not tender the remaining Target Company Shares therein (totaling 6,532,359 shares, ownership ratio: 8.37%), and following the execution of the Squeeze-Out Procedures, the Tendering and Non-Tendering Shareholders, Etc. would receive a portion of the shares of the Offeror or its parent company via a merger or share exchange and also may nominate one representative of the founding family as a director of the Target Company (provided, however, that a member of the founding family would not be nominated as a director of the Target Company or as an observer of the Target Company’s board of directors) in exchange for allowing the Offeror to hold their Target Company Shares; and (iv) the agreement for the above would be essential not only from Oasis and Farallon, but also from the Tendering and Non-Tendering Shareholders, Etc., in order to implement the Transactions with certainty.

On July 17, 2025, EQT was contacted by the Target Company to the effect that, given the above-mentioned history between the founding family and the Target Company, the Target Company could not agree to the condition which permitted the founding family to have the right to nominate a director of the Target Company. On July 23, 2025, EQT informed the Target Company that, upon negotiations with the founding family, EQT had not allowed the founding family to remain as shareholders of the Target Company, but would not grant the founding family the right to nominate a Target Company director.

On July 23, 2025, EQT was again requested by the Special Committee for the following: (a) to at least set as the MoM Condition that the majority of the shareholders of the Target Company must agree to the tender offer (excluding Oasis and Farallon, for which it is practically difficult to sell their Target Company Shares at market price given the number of Target Company Shares they hold, and the founding family, who will remain as shareholders of the Target Company following the Transactions); (b) to ease the transaction protection clauses in the Tender Offer Agreement; and (c) as it was still desirable to not allow the founding family to

remain shareholders of the Target Company following the Transactions, to require that restraints be placed on the founding family's influence on the management of the Target Company following the Transactions.

In response to this, on July 24, 2025, EQT responded to the Special Committee to the following effect: (a) the agreed price, reached after multiple rounds of negotiations with Oasis and Farallon, who are major shareholders with strong negotiating power due to their influence on the success of the Transactions, is an element which strongly backs the fairness of the transaction terms, including the Tender Offer Price, and as for an MoM Condition, it is reasonable to treat Oasis and Farallon, who are tendering shareholders, as general shareholders (based on the opinion received from the Special Committee regarding the significance of confirming the intentions of general shareholders, the decision was made to not deduct the estimated number of shares held by domestic passive index funds in relation to the minimum number of shares planned for purchase); (b) in addition to the fact that conditions that could potentially hinder the stability of transactions with the Offeror (EQT) cannot be overlooked, considering the background of this case, which has undergone a fair process including thorough pre-market checks, EQT believes that the transaction protection clauses are sufficiently explainable to the shareholders of the Target Company; and (c) as mentioned above, as a result of renegotiations with the founding family, the right of the founding family to nominate directors has not been granted, and therefore EQT believes that the influence of the founding family on the management and business operations of the Target Company following the Transactions has been significantly reduced.

Subsequently, on July 24, 2025, EQT was informed by the Target Company and the Special Committee that they would accept the proposal of EQT to set the Tender Offer Price at 5,700 yen per Target Company Share, and the Stock Acquisition Right Price (as defined in “(B) Stock acquisition rights” in “(2) Class of share certificates, etc. to be purchased” in “2. Outline of the Tender Offer” below; hereinafter the same) at 5,699,000 yen, which is the amount obtained by multiplying 5,699 yen (the difference between the Tender Offer Price and the exercise price per Target Company Share for each Stock Acquisition Right) by 1,000 (the number of Target Company Shares underlying each Stock Acquisition Right).

Additionally, EQT executed a non-disclosure agreement with Oasis, a major shareholder of the Target Company (number of shares held: 23,373,761 shares, ownership ratio: 29.94%) in early June, 2025, and then commenced negotiations with Oasis regarding the tendering of all of the Target Company Shares held by Oasis (the “**Shares Agreed to be Tendered (Oasis)**”) in the Tender Offer with the aim of increasing the possibility of the successful completion of the Tender Offer. Concurrently with the discussions with the Target Company, in early June 2025, EQT requested Oasis to execute a tender agreement with EQT after explaining the terms and conditions for the Tender Offer, including the Tender Offer Price, as well as the details of the repeated discussions that EQT had held with the Target Company up to that time regarding the enhancement of the corporate value of the Target Company and proposals made by EQT. In response to this, because on July 9, 2025 Oasis accepted the request to tender the Shares Agreed to be Tendered (Oasis) in the Tender Offer based on the conditions stated in “(B) The Tender Agreement (Oasis)” in “(6) Matters relating to material agreements regarding the Tender Offer” below if the tender offer price was 5,700 yen, EQT conveyed to the Target Company on that same date that it was able to confirm that Oasis would

agree to the tender agreement if the price was 5,700 yen per Target Company Share. This tender offer price represented (i) a premium of 17.79% on 4,839 yen, the closing price of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report was made and (ii) premiums of 13.32%, 20.30%, and 27.32% on the simple average closing prices of the Target Company Shares for the preceding one-month (from September 30, 2024 to October 29, 2024), three-month (from July 30, 2024 to October 29, 2024), and six-month (from April 30, 2024 to October 29, 2024) periods ending on October 29, 2024 (5,030 yen, 4,738 yen, and 4,477 yen, respectively). In addition, the price represented (i) a premium of 131.61% on 2,461 yen, the closing price of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company are considered to have been unaffected by the announcement of the commencement of a campaign by Oasis and (ii) premiums of 110.33%, 99.44%, and 110.88% on the simple average closing prices of the Target Company Shares for the preceding one-month (from April 19, 2022 to May 18, 2022), three-month (from February 19, 2022 to May 18, 2022), and six-month (from November 19, 2021 to May 18, 2022) periods ending on May 18, 2022 (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Furthermore, the price represented (i) a discount of 4.15% on 5,947 yen, the closing price of the Target Company Shares as of July 8, 2025, which is the business day immediately preceding July 9, and (ii) discounts of 5.55%, 1.74%, and 2.01% on the simple average closing prices of the Target Company Shares for the preceding one-month (from June 9, 2025 to July 8, 2025), three-month (from April 9, 2025 to July 8, 2025), and six-month (from January 9, 2025 to July 8, 2025) periods ending on July 8, 2025 (6,035 yen, 5,801 yen, and 5,817 yen, respectively). On July 30, 2025, Bospolder Limited, the parent company of the Offeror Parent Company, executed the Tender Agreement (Oasis) with Oasis, under which Oasis agreed to tender all of the Shares Agreed to be Tendered (Oasis) in the Tender Offer.

Furthermore, in mid-June, 2025, EQT commenced negotiations with Farallon, a major shareholder of the Target Company (number of shares held: 5,195,700 shares, ownership ratio: 6.65%), regarding the tendering of all of the Target Company Shares held by Farallon (the “**Shares Agreed to be Tendered (Farallon)**”) in the Tender Offer with the aim of increasing the possibility of the successful completion of the Tender Offer. Concurrently with the discussions with the Target Company, in mid-June, 2025, EQT requested Farallon to execute a tender agreement with EQT after explaining the terms and conditions for the Tender Offer, including the Tender Offer Price, as well as the details of the repeated discussions that EQT had held with the Target Company up to that time regarding the enhancement of the corporate value of the Target Company and proposals made by EQT. On July 9, 2025, EQT presented Farallon with a tender offer price of 5,700, and because, in response to this, on July 9, 2025 Farallon accepted the request to tender the Shares Agreed to be Tendered (Farallon) in the Tender Offer if the Tender Offer Price were to be 5,700 yen and depending on other conditions, EQT conveyed to the Target Company on that same date that it was able to confirm that Farallon would agree to the tender agreement if the price was 5,700 yen per Target Company Share. On July 30, 2025, Bospolder Limited, the parent company of the Offeror Parent Company, executed the Tender Agreement (Farallon) with Farallon, under which Farallon agreed to tender all of the Shares Agreed to be Tendered (Farallon) in the Tender Offer.

For outlines of these Tender Agreements, please refer to “(B) The Tender Agreement (Oasis)” and “(C) The Tender Agreement (Farallon)” in “(6) Matters relating to material agreements regarding the Tender Offer” below.

Through the abovementioned discussions and negotiations, the Offeror resolved through the Director’s Decision dated July 29, 2025, to implement the Tender Offer with a Tender Offer Price of 5,700 yen and the Stock Acquisition Right Price at 5,699,000 yen, which is the amount obtained by multiplying the difference between the Tender Offer Price and the exercise price per Target Company Share for each Stock Acquisition Right (5,699 yen) by the number of shares underlying each Stock Acquisition Right (1,000 shares), and to execute the Tender Offer Agreement with the Target Company. For details of the Tender Offer Agreement, please refer to “(A) The Tender Offer Agreement” in “(6) Matters relating to material agreements regarding the Tender Offer” below.

The Tender Offer Price was decided based on materials such as financial information disclosed by the Target Company and the results of due diligence implemented on the Target Company. The Tender Offer Price represented a discount on the most recent share price of the Target Company at the time of announcement of the Tender Offer, but such share price had risen significantly by 16.76% from its closing price on October 29, 2024 (4,839 yen), which was the business day immediately preceding October 30, 2024, on which the Speculative Report that triggered the fluctuation in the Target Company’s share price was made, to its closing share price on October 30, 2024 (5,286 yen) after the Speculative Report was made, until its closing share price on the following business day two days later on November 1, 2024 (5,650 yen). Given that (i) in light of the fact that the Target Company’s share price is still high even now after a considerable period has elapsed since the Speculative Report was made, when considering the intrinsic value of the Target Company, it is considered appropriate to take into account a premium on the Target Company’s market share price during a period in which the market share price either had not been affected by the Speculative Report or is considered to have had a limited influence thereon, (ii) the Tender Offer Price is the price at which Oasis and Farallon, who, as institutional investors bearing fiduciary responsibility to their clients, aim to maximize the sale price, aligning their interests with those of the general shareholders, have agreed to tender their Target Company Shares, and (iii) as of November 13, 2025, the situation where the Tender Offer Price represents a certain discount on the market prices of the Target Company Shares has already ceased to exist, EQT believes that the general shareholders of the Target Company will tender their Target Company Share Certificates, Etc. at this price.

Given that there have been no significant changes to the factors considered in determining the Tender Offer Price even in light of the circumstances during the period from July 30, 2025, which is the date on which the Offeror announced the Offeror’s Press Release Dated July 30, 2025, to November 13, 2025, the Offeror determined that it is not necessary to change the Tender Offer Price determined on July 29, 2025.

Thereafter, as of today, the Offeror has completed the procedures and responses for obtaining the Clearance as of October 23, 2025. As stated in “(1) Summary of the Tender Offer” above, given that the Offeror has confirmed that the other Conditions Precedent have been satisfied on November 13, 2025, the Offeror decided to

commence the Tender Offer from November 14, 2025.

(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer

(i) Circumstances leading to the establishment of the review system

As stated in “(B) Background, purpose, and decision-making process leading the Offeror to decide to conduct the Tender Offer” above, in or around July 2024, upon a preliminary enquiry from EQT inviting the Target Company to discuss the implementation of the Transactions, the Executive Directors commenced discussions with EQT regarding the details of Move On 5 and the feasibility of achieving its objectives, EQT’s evaluation thereof, and potential forms of capital transactions to enhance such feasibility. Then, on October 1, 2024, the Executive Directors had a preliminary exchange of views with EQT regarding the Transactions, including the future of the Target Company’s business and delisting of the Target Company Shares. During such discussions, EQT expressed its understanding regarding the business environment surrounding the Target Company, namely that it is impossible to gain understanding from some shareholders on the achievement of the management objectives of Move On 5 which were established by the unanimous decision of the board of directors of the Target Company, as well as operational issues on the uncertainty in the feasibility of the achievement of Move On 5 due to those shareholders’ lack of confidence in the Executive Directors. EQT also indicated that, while delisting the Target Company Shares would be a viable option to achieve further growth and enhancement of the corporate value of the Target Company, it intends to pursue further maximization of the corporate value of the Target Company by working together with the Target Company, even after delisting the Target Company Shares, by providing full support to achieve the management objectives of Move On 5 that the Target Company is currently working on, through the promotion of alliances, including the provision of new E&E installation, maintenance and renewal services to EQT’s portfolio companies, and the sharing of knowledge in efficient field management of investees that perform field maintenance, as well as through knowledge and know-how of industry advisors with a proven record and long experience in the E&E industry by leveraging EQT’s extensive investment experience and expertise in Japan and overseas as well as its global network. Thereafter, on October 15, 2024, the Target Company received from EQT the Initial Letter of Intent, proposing to privatize the Target Company by way of the Tender Offer and the Squeeze-Out Procedures, and setting the upper limit of a tender offer price at 5,500 yen per Target Company Share (a premium of 6.65% on 5,157 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of October 11, 2024, which is the immediately preceding business day).

After receiving the Initial Letter of Intent, given the business environment of the Target Company, namely that it has been unable to gain understanding from some shareholders on the achievement of the management objectives of Move On 5, as well as the deterioration of the Target Company’s business performance in China due to the decline in the Chinese real estate market, which was recognized as an operational issue, the Executive Directors came

to believe that, rather than working on achieving the management objectives of Move On 5 by the Target Company alone, it would be more beneficial to the Target Company's ability to steadily implement measures in Move On 5, maintain sustainable growth, and enhance the corporate value of the Target Company over the medium to long term to privatize the Target Company with the support of partners who respect Move On 5 and can leverage their extensive investment experience and expertise in Japan and overseas, including Chinese businesses, as well as their alliance based on their global network, including the provision of new E&E installation, maintenance and renewal services to their portfolio companies, and the sharing of knowledge in efficient field management of investees that perform field maintenance, to ensure management stability for long-term strategy execution, and to pursue an organizational structure that allows the Target Company to develop its strengths. In this regard, the Target Company envisages that the disadvantages of delisting the Target Company Shares include the potential impact on the trust of its stakeholders, in particular the trust relationship with its customers, which has been built up on the fact that the Target Company Shares are currently listed, and the potential difficulties in recruitment and loss of employees due to reduced morale. However, the Target Company considers that the necessity of maintaining the listing status of the Target Company Shares and the benefits that can be enjoyed therefrom have relatively diminished, because the Target Company has established a strong reputation and creditworthiness with its business partners since the listing of the Target Company Shares on the Second Section of the Osaka Securities Exchange in May 1963, and additionally, the Target Company can maintain and enhance employee morale through measures such as strengthening internal communication. Therefore, at the meeting of the board of directors of the Target Company held on October 18, 2024, the Executive Directors reported the receipt of the Initial Letter of Intent and explained their views toward privatization of the Target Company as stated above. In response thereto, the Target Company established an internal review system by additionally appointing Senior Executive Operating Officer Mr. Masashi Tsuchihata as an Executive Director. Although the Transactions do not constitute a management buyout (MBO) or an acquisition of a subordinate company by a controlling shareholder, the Initial Letter of Intent was a proposal related to the privatization of the Target Company. Thus, in accordance with the Guidelines for Corporate Takeovers published by the Ministry of Economy, Trade and Industry on August 31, 2023, the Target Company resolved at the said meeting of board of directors held on October 18, 2024, that it would establish the Special Committee composed of three independent outside directors of the Target Company (Outside Director Ms. Kaoru Umino (an attorney-at-law admitted in the State of New York and Partner of DLA Piper Tokyo Partnership Foreign Law Office); Outside Director Mr. Clark Graninger (Managing Director of WealthPark Capital K.K., Co-Founder, Representative Director and COO/CFO of Reboot K.K.); and Outside Director Mr. Shakil Ohara (Representative Director and Co-CEO of DIGIFIT Corporation)) who are independent of both EQT and the Target Company, as well as the outcome of the Transactions, with a view to ensuring careful decision making by the Target Company in dealing with the conflicts of interest issues and information asymmetry issues between the Target

Company and general shareholders, eliminating any possibility of arbitrariness and conflicts of interest in the decision-making process of the board of directors of the Target Company, and ensuring the fairness thereof, with respect to all strategic options to enhance the corporate value of the Target Company, including the Initial Letter of Intent. These three individuals have been appointed as committee members because the “Fair M&A Guidelines” published by the Ministry of Economy, Trade and Industry on June 28, 2019 recommends, in principle, that committee members should be selected from independent outside directors (if any), and because the Target Company considered it appropriate to appoint independent outside directors residing in Japan who are not subject to constraints such as time difference and distance, to ensure efficient and thorough deliberations. At the said meeting of board of directors, it was also confirmed that the Special Committee could obtain professional advice as necessary from Outside Director Mr. Torsten Gessner (self-employed and Senior Advisor and Consultant) and Outside Director Mr. Anthony Black (President (Service) of Husky Injection Molding Systems Ltd.), who both have expertise in the elevator industry and reside overseas. For specific matters consulted with the Special Committees, please refer to “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee” in “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below. In addition, within the Target Company, the Executive Directors and Senior Executive Operating Officer Mr. Masashi Tsuchihata have been in charge of the review, and no internal review team or the like has been established.

Then, in order to proceed with a full-scale review of the Transactions, in mid-October 2024, the Target Company appointed UBS Securities as its financial advisor and third-party valuator and Oh-Ebashi as its legal advisor, after confirming that there was no issue in their independence. At the meeting of the Special Committee held on October 28, 2024, the Special Committee approved the appointment of UBS Securities as the Target Company’s financial advisor and third-party valuator and Oh-Ebashi as the Target Company’s legal advisor for the Transactions. In addition, the Special Committee appointed Daiichi LPC as its own legal advisor on October 28, 2024 and Nomura Securities as its own financial advisor and third-party valuator on February 10, 2025.

(ii) Circumstances leading to reviews and negotiations by the Target Company

After establishing the review system stated in “(i) Circumstances leading to the establishment of the review system” above, the Target Company continued the review of the Initial Letter of Intent submitted by EQT as to whether its contents are appropriate and response policies, while obtaining advice from Oh-Ebashi and UBS Securities. In the course of such review, the Target Company held regular discussions with the Special Committee, and took actions based on the response policies confirmed in advance by the Special Committee, and opinions, instructions, requests, etc. at critical phases in negotiations.

Specifically, the Target Company received from EQT a revised Initial Letter

of Intent on November 1, 2024, reviewed the appropriateness of its content, and resolved, at the meeting of the board of directors held on November 8, 2024, to allow EQT to perform due diligence on the Target Company. Then, after requiring EQT to submit to the Target Company a non-disclosure agreement on November 27, 2024, the Target Company allowed due diligence on the Target Company from early December 2024 and invited EQT to attend management interviews, etc. The said revised Initial Letter of Intent included a legally non-binding initial representation of intent that a tender offer price would be set at 5,500 yen per Target Company Share (a discount of 0.72% on 5,540 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of October 31, 2024, which is the immediately preceding business day; and a premium of 13.65% on 4,839 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of October 29, 2024, which is the business day immediately preceding the day on which the Speculative Report was made).

Concurrently, from the perspective of further enhancing the Target Company's corporate value and maximizing the interests of the Target Company's shareholders, the Special Committee at its meeting held on November 18, 2024 determined that it is desirable to select an investor who will become a shareholder of the Target Company after conducting a bidding process for multiple potential candidates who were deemed to have expressed interest in acquiring the Target Company Shares. Based on the above, since mid-December 2024, for the purpose of selecting an investor desirable for the Target Company in addition to EQT, the Target Company decided to conduct a bidding process (the "**Privatization Process**") in which a total of four investment funds and business companies other than EQT with extensive experience in Japan and overseas (collectively, the "**Candidates**") were invited to participate in a transaction taking the Target Company private by way of the Tender Offer and commenced the said process after requiring the Candidates to submit a non-disclosure agreement to the Target Company. In selecting the Candidates, multiple investment funds and business companies were initially targeted and screened based on certain selection criteria, including a track record of investments in the Japanese manufacturing industry, level of interest in the M&A deal of the business of the Target Company, and track record of investments in companies with global operations, and four companies were selected in the end. In the Privatization Process, in early February 2025, in light of the attributes of the Candidates, the Target Company invited the Candidates to attend management interviews, through UBS Securities, and provided them with necessary information to determine and verify the corporate value and share value of the Target Company, including explanatory materials on Move On 5. As a result, on March 7, 2025, the Target Company received legally non-binding letters of intent from one investment fund and one business company among the Candidates, proposing to delist the Target Company Shares, but the investment fund did not propose any specific price. The other two companies that did not submit letters of intent withdrew from the Privatization Process on the grounds of, inter alia, the Target Company's share price level after the Speculative Report dated October 30, 2024 and the downward revision of the Target Company's performance forecast for the

fiscal year ending March 31, 2025 partially due to a decrease in the new installation business resulting from the real estate recession in China. In light of such circumstances, the Target Company determined that it preferable to provide, as a next process, a due diligence opportunity to such business company that had submitted a letter of intent with a price proposal as a final candidate (the Final Candidate) other than EQT, and this decision was confirmed by the Special Committee held on March 10, 2025. Accordingly, while keeping in mind the fairness and impartiality of the process in relation to the Final Candidate and EQT within the constraints of the so-called gun-jumping restrictions related to competition laws, the Target Company provided the Final Candidate and EQT, through UBS Securities, with opportunities of due diligence related to the business status, business plans, accounting, tax, legal, human resources and general affairs, environmental matters, IT systems, and other matters, and invited them to attend interviews with the Executive Directors. Subsequently, the Target Company invited, through UBS Securities, the Final Candidate and EQT to submit a legally-binding proposal to the Target Company no later than May 20, 2025.

In addition, due to the significant impact on the profits and losses of the Target Company resulting from a decrease in the new installation business resulting from the real estate recession in China, on February 6, 2025, the Target Company made a downward revision to its performance forecast for the fiscal year ending March 31, 2025. Furthermore, at the meeting of the board of directors held on April 8, 2025, the Target Company reported and discussed the impact on Move On 5 and improvement measures based on the latest performance and future outlook in the short term, and provided the improvement measures to the Final Candidate and EQT. The outline of the impact on Move On 5 and the improvement measures are as follows: Since the Chinese real estate market deteriorated beyond the assumptions made at the time of the establishment of Move On 5, and especially, the impact on the residential sector, which is the Target Company's specialty, was expected to be significant, the number of units and unit prices were reviewed. As a result, compared to the plan for fiscal year 2028 in Move On 5, sales were expected to decrease by 44.7 billion yen and operating profit was expected to decrease by 4.2 billion yen. On the other hand, as a result of verifying the profitability of each individual contract through the strengthening of revenues of the maintenance business, it was discovered that there was room for improvement that had not been anticipated at the time of the establishment of Move On 5. Therefore, by implementing strengthened pricing strategies in North America, Hong Kong, and Singapore, compared to the plan for fiscal year 2028 in Move On 5, the Target Company expected sales to increase by 2.7 billion yen and operating profit to increase by 4.2 billion yen. Accordingly, the Target Company formulated a plan that projects a 42 billion yen decrease in sales, with operating profit remaining unchanged, compared to Move On 5. The Target Company gave explanations on such improvement measures to the members of the Special Committee from time to time. At the meeting of the Special Committee held on April 14, 2025, it was confirmed that there were no particular unreasonable aspects in the process for the formulation of such improvement measures. Regarding such improvement measures, the Target Company has resolved, at its board of directors meeting held on July 29, 2025, to revise the target of the

consolidated figures for the fiscal year 2028 (the fiscal year ending March 31, 2029), which is the last fiscal year for Move On 5. For details, please refer to the “Notice Regarding Revision of Medium-term Management Plan” published by the Target Company on July 30, 2025.

As a result of this process, on May 20, 2025, the Target Company received from EQT the May 20 Proposal, which was a legally non-binding proposal related to the Transactions and was addressed to the board of directors of the Target Company and the Special Committee. The May 20 Proposal received from EQT set the tender offer price for Target Company Shares at 5,400 yen per Target Company Share. The tender offer price in the May 20 Proposal represented (i) a premium (of 11.59%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report was made; and (ii) premiums (of 7.36%, 13.97%, and 20.62%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen, 4,738 yen, and 4,477 yen, respectively). Furthermore, the price represented (i) a premium (of 119.42%) on the closing price (2,461 yen) of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company Shares are considered to have been unaffected by the announcement of the commencement of a campaign for the Target Company by Oasis and (ii) premiums (of 99.26%, 88.94%, and 99.78%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 19, 2022 to May 18, 2022), three-month period (from February 19, 2022 to May 18, 2022), and six-month period (from November 19, 2021 to May 18, 2022) (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Moreover, the price represented (i) a discount (of 5.96%) on the closing price (5,742 yen) of the Target Company Shares as of May 19, 2025, which is the business day immediately preceding the submission date of the May 20 Proposal and (ii) discounts (of 4.51%, 6.27%, and 7.53%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 20, 2025 to May 19, 2025), three-month period (from February 20, 2025 to May 19, 2025), and six-month period (from November 20, 2024 to May 19, 2025) (5,655 yen, 5,761 yen, and 5,840 yen, respectively).

On the other hand, the Final Candidate had not submitted any proposal for the Transactions by May 20, 2025, the date when EQT submitted the May 20 Proposal to the Target Company. On May 16, 2025, the Target Company received a notification from the Final Candidate through UBS Securities that the Final Candidate would withdraw from the Privatization Process because it was difficult to make an offer for the Target Company Shares at a competitive price on the premise that Move On 5 has to be implemented, due to the lack of sufficient certainty as to its feasibility.

Regarding the May 20 Proposal submitted by EQT, the Target Company carefully examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company’s corporate value and the common interests of the shareholders in light of the

intrinsic value of the Target Company, as well as the feasibility of the proposals, and held discussions at the meeting of the Special Committee held on May 21, 2025. The May 20 Proposal was conditioned upon granting EQT exclusive negotiation rights for the Transactions. However, as the May 20 Proposal submitted by EQT did not include a commitment regarding the procurement of acquisition funds and was deemed to have no legally-binding force, the Target Company determined to request EQT to resubmit a legally-binding proposal to the Target Company upon obtaining approval from the Special Committee. Then, on May 22, 2025, the Target Company requested EQT to submit to the Target Company a legally-binding proposal, including a revised tender offer price, by May 30, 2025, accompanied by evidence that EQT has obtained a legally-binding commitment from financial institutions, etc. regarding the procurement of acquisition funds for the Transactions.

Subsequently, the Target Company received the May 30 Proposal from EQT that proposed a tender offer price of 5,400 yen per Target Company Share and the commitment letters issued by financial institutions and investment funds regarding the procurement of funds required for the acquisition related to the Transactions. The tender offer price in the May 30 Proposal represented (i) a premium (of 11.59%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company, was made; and (ii) premiums (of 7.36%, 13.97%, and 20.62%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen, 4,738 yen, and 4,477 yen, respectively). Furthermore, the price represented (i) a premium (of 119.42%) on the closing price (2,461 yen) of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company Shares are considered to have been unaffected by the announcement of the commencement of a campaign for the Target Company by Oasis on May 19, 2022 and (ii) premiums (of 99.26%, 88.94%, and 99.78%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 19, 2022 to May 18, 2022), three-month period (from February 19, 2022 to May 18, 2022), and six-month period (from November 19, 2021 to May 18, 2022) (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Moreover, the price represented (i) a discount (of 6.10%) on the closing price (5,751 yen) of the Target Company Shares as of May 29, 2025, which is the business day immediately preceding the submission date of the May 30 Proposal and (ii) discounts (of 5.74%, 6.22%, and 7.41%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 30, 2025 to May 29, 2025), three-month period (from March 1, 2025 to May 29, 2025), and six-month period (from November 30, 2024 to May 29, 2025) (5,729 yen, 5,758 yen, and 5,832 yen, respectively).

After receiving the May 30 Proposal from EQT, the Target Company carefully and comprehensively examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target

Company's corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company, and by obtaining the approval of the Special Committee, the Target Company requested EQT to reconsider the proposing price of 5,400 yen for the tender offer price per Target Company Share on May 31, 2025.

In response to this, the Target Company received the June 6 Proposal from EQT on June 6, 2025, proposing a tender offer price of 5,500 yen per Target Company Share. The tender offer price in the June 6 Proposal represented (i) a premium (of 13.66%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company, was made and (ii) premiums (of 9.34%, 16.08%, and 22.85%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen, 4,738 yen, and 4,477 yen, respectively). Furthermore, the price represented (i) a premium (of 123.49%) on the closing price (2,461 yen) of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company Shares are considered to have been unaffected by the announcement of the commencement of a campaign for the Target Company by Oasis on May 19, 2022 and (ii) premiums (of 102.95%, 92.44%, and 103.48%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 19, 2022 to May 18, 2022), three-month period (from February 19, 2022 to May 18, 2022), and six-month period (from November 19, 2021 to May 18, 2022) (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Moreover, the price represented (i) a discount (of 2.64%) on the closing price (5,649 yen) of the Target Company Shares as of June 5, 2025, which is the business day immediately preceding the submission date of the June 6 Proposal and (ii) discounts (of 4.28%, 4.43% and 5.56%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from May 6, 2025 to June 5, 2025), three-month period (from March 6, 2025 to June 5, 2025), and six-month period (from December 6, 2024 to June 5, 2025) (5,746 yen, 5,755 yen, and 5,824 yen, respectively).

After receiving the June 6 Proposal from EQT, the Target Company further carefully and comprehensively examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company on June 10, 2025. The tender offer price stated in the June 6 Proposal represented a discount on the closing price of the Target Company Shares as of June 5, 2025, which is the business day immediately preceding the submission date thereof. However, given that the share price of the Target Company rose significantly by 16.76% from the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company, was made, to the closing price

(5,286 yen) as of October 30, 2024, on which the Speculative Report was made, and then rose to the closing price (5,650 yen) as of November 1, 2024, which is the second business day following the date on which the Speculative Report was made, as well as that the share price of the Target Company remains high even now, after a considerable period of time has elapsed since the Speculative Report, the Target Company believed that, in considering the intrinsic value of the Target Company, it would be appropriate to take into account the premium on the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited. Additionally, while the tender offer price stated in the June 6 Proposal cannot be evaluated as a price that sufficiently considers the interests of minority shareholders of the Target Company, (i) it represented a certain premium on the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited, (ii) the Final Candidate had withdrawn from the Privatization Process and EQT was the only counterparty to the Privatization Process left at that point, and (iii) the June 6 Proposal stated that the proposals therein would expire if exclusive negotiation rights were not granted to the Offeror (EQT) by June 10, 2025. Therefore, on June 10, 2025, after obtaining the approval of the Special Committee, the Target Company decided to grant the Offeror (EQT) exclusive negotiation rights for the Transactions on the premise that it will continue negotiations for the price increase. Then, on June 10, 2025, the Target Company sent a notice to the Offeror (EQT) granting exclusive negotiation rights for the Transactions until June 26, 2025, and at the same time requested a further price increase.

Meanwhile, on June 21, 2025, the Target Company received a legally non-binding proposal dated June 20, 2025 from a business company, which expressed initial interest to major shareholders of the Target Company in acquiring shares in the Target Company (the “**Additional Proposer**”) addressed to UBS Securities. The proposal stated that the Additional Proposer intends to acquire a majority of the Target Company Shares at a price exceeding the Tender Offer Price. However, the proposal lacked specific details regarding the price and transaction structure and was subject to conditions such as the completion of future due diligence and obtaining necessary permits and approvals under the competition laws and the investment control laws, and there was no explanation regarding the procurement of acquisition funds, making it impossible to immediately verify the feasibility of the proposal. Therefore, upon obtaining the approval of the Special Committee on June 26, 2025 and after the expiration of the period for exclusive negotiation rights granted to the Offeror (EQT), on June 27, 2025, the Target Company sent a draft non-disclosure agreement to the Additional Proposer. On June 30, 2025, the Target Company held a telephone conference with the Additional Proposer at UBS Securities and requested the Additional Proposer to provide specific and detailed information in preparation for the submission of a letter of intent in order for the Target Company to conduct a sincere review. However, the Target Company has not received any specific response or sincere proposal from the Additional Proposer, and eventually on July 17, 2025, the Target Company received a mere marked up version of the draft non-disclosure agreement. As

described below, the Target Company did not engage in any further discussions because the Target Company granted EQT, as of that day, exclusive negotiation rights until July 31, 2025.

After receiving the June 20 Proposal from the Additional Proposer, on June 21, 2025, the Target Company notified EQT of its receipt of the proposal that proposes a price exceeding the tender offer price proposed in the June 6 Proposal. Subsequently on June 26, 2025, the end of the exclusive negotiation period, the Target Company received from EQT the June 26 Final Proposal titled Final Offer, in which EQT proposed a tender offer price of 5,600 yen per Target Company Share. The tender offer price proposed in the June 26 Final Proposal represented (i) a premium (of 15.73%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company, was made and (ii) premiums (of 11.33%, 18.19%, and 25.08%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen, 4,738 yen, and 4,477 yen, respectively). Furthermore, the price represented (i) a premium (of 127.55%) on the closing price (2,461 yen) of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company Shares are considered to have been unaffected by the announcement of the commencement of a campaign for the Target Company by Oasis on May 19, 2022 and (ii) premiums (of 106.64%, 95.94%, and 107.18%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 19, 2022 to May 18, 2022), three-month period (from February 19, 2022 to May 18, 2022), and six-month period (from November 19, 2021 to May 18, 2022) (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Moreover, the price represented (i) a discount (of 10.04%) on the closing price (6,225 yen) of the Target Company Shares as of June 25, 2025, which is the business day immediately preceding the submission date of the June 26 Final Proposal, and (ii) discounts (of 4.92%, 2.90%, and 3.60%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from May 26, 2025 to June 25, 2025), three-month period (from March 26, 2025 to June 25, 2025), and six-month period (from December 26, 2024 to June 25, 2025) (5,890 yen, 5,767 yen, and 5,809 yen, respectively).

After receiving the June 26 Final Proposal from EQT, the Target Company further carefully and comprehensively examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company on June 30, 2025. The tender offer price stated in the June 26 Final Proposal also represented a discount on the closing price of the Target Company Shares as of June 25, 2025, which is the business day immediately preceding the submission date of the June 26 Final Proposal. Furthermore, even taking into account the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the

impact of the Speculative Report was considered to be limited, the tender offer price stated in the June 26 Final Proposal still cannot be determined to be an adequate price in light of the intrinsic value of the Target Company and cannot be evaluated as a price that sufficiently considers the interests of minority shareholders of the Target Company, and regardless of whether or not the Speculative Report was made and regardless of the extent of its impact, it is necessary to give due consideration to the share price as of a point in time or period close to the date of the public announcement of the Tender Offer, from the perspective of the likelihood of the successful completion of the Tender Offer. Therefore, on June 30, 2025, by obtaining the approval of the Special Committee, the Target Company requested EQT to consider further price increase. The June 26 Final Proposal stated that the proposals therein would expire unless the exclusive negotiation period with the Offeror (EQT) was extended to July 11, 2025, by June 26, 2025. However, since it was necessary to confirm the intention of the Additional Proposer to submit another letter of intent, the Target Company did not allow the extension of the exclusive negotiation period.

However, on July 3, 2025, the Target Company received from EQT a response that the price cannot be increased any more. Furthermore, the Target Company was notified by EQT that, while EQT had been engaged in price negotiations with Oasis to execute a tender agreement, EQT had also notified Oasis that, since the price cannot be increased from 5,600 yen, EQT would withdraw its proposal if an agreement could not be reached at this price by July 9, 2025, the deadline for the price negotiations. Subsequently on July 9, 2025, which is the deadline for price negotiations between EQT and Oasis, the Target Company was notified orally by EQT that, as a result of price negotiations with Oasis, the price would eventually be increased and EQT confirmed that Oasis would enter into a tender agreement if the tender offer price was 5,700 yen per Target Company Share. The tender offer price of 5,700, which was agreed by EQT, represented (i) a premium (of 17.79%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company, was made and (ii) premiums (of 13.32%, 20.30%, and 27.32%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen, 4,738 yen, and 4,477 yen, respectively). Furthermore, the price represented (i) a premium (of 131.61%) on the closing price (2,461 yen) of the Target Company Shares as of May 18, 2022, which is the date as of which the market prices of the Target Company Shares are considered to have been unaffected by the announcement of the commencement of a campaign for the Target Company by Oasis on May 19, 2022 and (ii) premiums (of 110.33%, 99.44%, and 110.88%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from April 19, 2022 to May 18, 2022), three-month period (from February 19, 2022 to May 18, 2022), and six-month period (from November 19, 2021 to May 18, 2022) (2,710 yen, 2,858 yen, and 2,703 yen, respectively). Moreover, the price represented (i) a discount (of 4.15%) on the closing price (5,947 yen) of the

Target Company Shares as of July 8, 2025, which is the business day immediately preceding July 9, 2025 and (ii) discounts (of 5.55%, 1.74%, and 2.01%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from June 9, 2025 to July 8, 2025), three-month period (from April 9, 2025 to July 8, 2025), and six-month period (from January 9, 2025 to July 8, 2025) (6,035 yen, 5,801 yen, and 5,817 yen, respectively). Afterwards, on July 10, 2025, the Target Company also received an email from EQT to the effect that EQT had confirmed that Oasis would enter into a tender agreement if the tender offer price was 5,700 yen per Target Company Share. The Target Company was also requested by EQT to grant the Offeror (EQT) exclusive negotiation rights until July 31, 2025.

After receiving the notice from EQT, on July 11, 2025, the Special Committee sent a letter to EQT stating that: (i) subject to the conditions that Oasis has agreed to the tender offer price of 5,700 yen per Target Company Share and that Oasis has granted the Offeror (EQT) exclusive negotiation rights, the Target Company agrees to grant EQT exclusive negotiation rights until July 31, 2025; (ii)(a) however, the tender offer price of 5,700 yen is still below the market price of the Target Company Shares, and if the Target Company agreed to this price, minority shareholders of the Target Company would be forced to squeeze out at a price below the market price; (b) the Target Company has received a competing proposal from the Additional Proposer and, in accordance with the duties of the Special Committee, it must sincerely consider any proposal that could enhance the Target Company's corporate value; and (c) even if the Target Company was to grant the Offeror (EQT) exclusive negotiation rights, the Target Company would need to maintain an environment to consider such competing proposal; and (iii) in view of the sequence of events leading to the present, namely that the founding family has brought a number of legal proceedings against the Target Company and its outside directors, the Target Company believes that it is inappropriate for the founding family to remain as shareholders of the Target Company and directors recommended by the founding family to be appointed to the board of directors of the Target Company after the Transactions, and therefore, in expressing its opinion in support of the tender offer proposed by the Offeror (EQT), the Special Committee believes that the tender offer agreement require the following three terms: (A) to establish the MoM Condition; (B) to mitigate the deal protection provisions; and (C) not to allow the members of the founding family to remain as shareholders.

In response thereto, the Special Committee received, on July 16, 2025, EQT's response to the effect that (A) the MoM Condition is not agreeable because adequate measures, such as prior proactive market checks, have been put in place in the Transactions to ensure fairness from the perspective of protecting shareholders in general, and the inclusion of the MoM Condition gives rise to uncertainty as to whether the Tender Offer can be completed and may not be beneficial to the shareholders in general who wish to tender their Target Company Shares; (B) in light of the fact that prior proactive market checks have been done, the deal protection provisions are reasonable; and (C) while the founding family's consent is essential to the successful completion of the Tender Offer, and the Tender Offer Price was proposed on the premise that

the founding family would remain as shareholders, given that persons from the founding family have agreed not to be directly involved in the management of the Target Company as a director, Move On 5 will unlikely be affected. Furthermore, the Target Company, on July 17, 2025, received the July 17 Final Binding Offer. In this offer, it is stated that (i) the Target Company Shares at the price of 5,700 yen will be the final proposal for the tender offer price, (ii) Oasis and Farallon have agreed to tender all of their Target Company Shares, etc. in the Tender Offer, and (iii) an agreement was also reached with the Tendering and Non-Tendering Shareholders, that, among the Target Company Shares held by the founding family (the Tendering and Non-Tendering Shareholders, as well as Ms. Kuniko Uchiyama and Ms. Yuri Uchiyama, both relatives of Mr. Uchiyama), a portion (total number of shares: 1,279,338 shares, shareholding ratio: 1.64%) of the Target Company Shares) shall be tendered in the Tender Offer, while the remaining portion (total number of shares: 6,532,359 shares, shareholding ratio: 8.37%) shall not be tendered in the Tender Offer, and, after the completion of the Squeeze-Out Procedures, such Target Company Shares will be transferred to the Offeror, and in exchange therefor, shares in the Offeror and/or its parent company will be transferred to the Tendering and Non-Tendering Shareholders by way of consolidation and/or share exchange, who will then hold approximately 15% of the shares therein, and the Tendering and Non-Tendering Shareholders may appoint one representative of the founding family as a director of the Target Company (provided that no director or observer of the board of directors will be appointed from the founding family). It was also stated that it is crucial for the successful completion of the Transactions to enter into the above agreement not only with Oasis and Farallon but also with the Tendering and Non-Tendering Shareholders.

Upon receiving the July 17 Final Binding Offer, on July 17, 2025, the Target Company informed the Offeror (EQT) that it could not accept the condition of granting the founding family the right to appoint a director of the Target Company, taking into account the past history between the founding family and the Target Company. On July 23, 2025, the Offeror (EQT) informed the Target Company that, after negotiating with the founding family, it obtained an agreement from the founding family, whereby the founding family would remain as shareholders but would not be granted the right to appoint a director of the Target Company.

Subsequently, on July 23, 2025, the Special Committee requested the Offeror (EQT) again that: (i) it should be established as the MoM Condition that a majority of shareholders of the Target Company, other than Oasis and Farallon, for which it is practically difficult to sell their Target Company Shares at market prices in view of the number of Target Company Shares they hold, as well as the founding family who will remain as shareholders of the Target Company after the Transactions, consents to the tender offer; (ii) the deal protection provisions in the Tender Offer Agreement should be relaxed; and (iii) it is desirable that the founding family does not remain as shareholders of the Target Company, and their influence on the management of the Target Company after the Transactions should be suppressed.

In response thereto, on July 24, 2025, the Special Committee received a

response from the Offeror (EQT) as follows: (i) the fact that the price was agreed upon through multiple rounds of negotiations with Oasis and Farallon, which are major shareholders possessing strong bargaining power due to their influence on the outcome of the Transactions, rather serves as a strong indicator of the fairness of the transaction terms, including the Tender Offer Price, and therefore, there is no reason to treat Oasis and Farallon, which are tendering shareholders, differently than general shareholders under the MoM Condition (taking into account the opinion of the Special Committee regarding the importance of confirming the intentions of general shareholders, it was decided not to exclude the number of shares estimated to be held by domestic passive index management funds from the minimum number of shares to be purchased); (ii) the Offeror (EQT) takes the view that, since conditions that could destabilize the transactions with the Offeror (EQT) cannot be overlooked, and there has been a fair process which includes more than sufficient market checks conducted in advance, the Offeror (EQT) believes the deal protection provisions are sufficiently explainable to the shareholders of the Target Company; and (iii) the Offeror (EQT) believes that the influence of the founding family on the management and operation of business of the Target Company after the Transactions has been significantly reduced because, pursuant to the renegotiations with the founding family as stated above, the founding family will not have the right to appoint directors.

Upon receiving such a response, on July 24, 2025, the Special Committee determined that further concessions from the Offeror (EQT) are not forthcoming, and that the Transactions cannot be implemented if the Special Committee insists on such requests. Should the Transactions fall through, the possibility of a decrease in the current market price of the Target Company Shares into which the anticipation for the implementation of the Transactions after the Speculative Report has been factored to a certain extent cannot be ruled out. Therefore, as mentioned in “(iii) Details of decision” in “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee” in “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, the Special Committee determined that it is appropriate to provide information on this matter to shareholders in general and to leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders in general.

Thus, the Target Company and the Special Committee have continued to review the implementation of the Transactions by way of negotiations on the conditions of the Tender Offer Agreement, etc., and decided, at the respective meetings of the board of directors and of the Special Committee held on July 29, 2025, to enter into the Tender Offer Agreement with the Offeror, setting the Tender Offer Price at 5,700 yen per Target Company Share, and the Stock Acquisition Right Price at 5,699,000 yen, the amount obtained by multiplying 5,699 yen, the difference between the Tender Offer Price and the exercise price per Target Company Share for each Stock Acquisition Right by 1,000 shares, the number of Target Company Shares underlying each Stock Acquisition Right., and agreed with EQT to implement the Transactions.

In the course of the above reviews and negotiations with each Candidate, the

Target Company received necessary legal advice from Oh-Ebashi regarding the method and process of decision making of the board of directors of the Target Company, including various procedures related to the Transactions, as well as other points to note, and received the Written Report Dated July 29, 2025 from the Special Committee (for outlines of the Written Report Dated July 29, 2025 and the Written Report Dated November 13, 2025, and the details of specific activities of the Special Committee, please refer to “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee” in “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below).

(iii) Reasons leading to the Target Company’s support for the Tender Offer

Under the above circumstances, on July 29, 2025, the Target Company carefully discussed and considered the Transactions from various perspectives, including whether the Transactions could enhance corporate value and whether the terms and conditions of the Transactions would be reasonable enough to secure the interests of the shareholders, by taking into account the legal advice given by its legal advisor, Oh-Ebashi, regarding the points to note in making decisions related to the Transactions including the Tender Offer, the financial advice given by UBS Securities, and the details of the share valuation report regarding the results of the valuation of the Target Company Shares submitted by UBS Securities on July 29, 2025 (the “**Share Valuation Report (UBS Securities)**”), as well as the details of the share valuation report regarding the results of the valuation of the Target Company Shares received from Nomura Securities through the Special Committee on July 28, 2025 (the “**Share Valuation Report (Nomura Securities)**”), while respecting to the fullest extent the recommendations in the Written Report Dated July 29, 2025 submitted by the Special Committee (for an outline of the Written Report Dated July 29, 2025, please refer to “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee” in “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below). Although a dissenting opinion has been expressed by one member of the Special Committee with respect to the Written Report Dated July 29, 2025, the Target Company respects to the fullest extent the recommendations in the Written Report Dated July 29, 2025, as a majority of the committee members support the Transactions—following sincere and thorough discussions within the committee—including the view that it will contribute to enhancing the Target Company’s corporate value. It is also clearly stated that the reason for the dissenting opinion is the belief that the Transactions would not contribute to the enhancement of the Target Company’s corporate value because it will result in the founding family continuing to remain as shareholder, while the fairness of the procedures for the Transactions and the appropriateness of the terms of the Transactions are nonetheless supported.

As a result, based on the descriptions in “(B) Background, purpose, and decision-making process leading the Offeror to decide to conduct the Tender

Offer” above and the descriptions related to the synergy effect of the Transactions below, the Target Company has concluded that delisting the Target Company Shares with EQT as its partner will enhance the Target Company’s corporate value. In other words, as described in “(A) Business environment surrounding the Target Company” above, the current business environment surrounding the Target Company is that the Target Company has been unable to gain understanding from some shareholders of the Target Company on the achievement of the management objectives of Move On 5, despite achieving record-high sales for the past three consecutive fiscal years ended March 31, 2024 and record-high profits for the fiscal year ended March 31, 2024, establishing Move On 5 with the unanimous approval at the meeting of the board of directors held on May 14, 2024 for the purposes of maximizing the Target Company’s corporate value and ensuring and enhancing the common interests of shareholders after engaging in dialogues with shareholders, and engaging in further dialogues. Under such circumstances, the Transactions will, by taking the Target Company private, allow the Target Company to build a stable management foundation in order to grow and transform the Target Company by executing consistent medium- to long-term business strategies through Move On 5, and to secure unified support from shareholders. In addition, EQT will be committed to pursue further maximization of corporate value of the Target Company by providing full support to achieve the management objectives of Move On 5 and by working together with the Target Company. As such, the Target Company may, by taking the Target Company private by way of the Tender Offer, secure a stable shareholder structure and, with the support of EQT that has abundant investment experience and knowledge and networks mainly in Japan and overseas companies, vigorously promote the business strategy formulated in Move On 5 and enhance the feasibility of Move On 5. Therefore, entering into the Transactions with EQT is expected to contribute to the enhancement of the corporate value of the Target Company over the medium to long term. Specifically, by leveraging EQT’s global network, the Target Company believes that alliances with companies under the EQT umbrella will be promoted and the following synergies will be expected.

- Acceleration of overseas business expansion with the introduction of experts who have leadership experience in individual regions or extensive experience in specific fields
- Promotion of DX with the support of EQT’s highly specialized digital team
- Expansion of business in growing segments in India, Southeast Asia, etc., through networks with local companies by utilizing EQT’s Asian bases
- Realization of inorganic growth by leveraging EQT’s financial strength and know-how in M&A
- Expansion of aftermarket business through the Target Company’s deployment of maintenance and renovation services for buildings owned by real estate funds under the EQT umbrella

On the other hand, the disadvantages of delisting the Target Company Shares include the potential impact on the trust of its stakeholders, in particular the trust

relationship with its customers, which has been built up on the fact that the Target Company Shares are currently listed, and the potential difficulties in recruitment and loss of employees due to reduced morale. However, the Target Company considers that the necessity of maintaining the listing status of the Target Company Shares and the benefits that can be enjoyed therefrom have relatively diminished, because the Target Company has established a strong reputation and creditworthiness with its business partners since the listing of the Target Company Shares on the Second Section of the Osaka Securities Exchange in May 1963, and additionally, the Target Company can maintain and enhance employee morale through other measures.

Based on the above, the board of directors of the Target Company has determined that the benefits of delisting the Target Company Shares outweigh the disadvantages, and that delisting the Target Company Shares through the Transactions including the Tender Offer will contribute to resolving the challenges in the Target Company's business environment and enhancing the Target Company's corporate value.

Further, as of time of the resolution at the meeting of its board of directors held on July 29, 2025, the Target Company considered that the Tender Offer Price of 5,700 yen per Target Company Share and the Stock Acquisition Right Price which was the amount obtained by multiplying the difference between the Tender Offer Price and the exercise price per Target Company Share for each Stock Acquisition Right by the number of Target Company Shares underlying each Stock Acquisition Right, were appropriate prices that reasonably reflected the intrinsic value of the Target Company, taking into consideration the following points, and that the other terms of the Tender Offer were fair.

- a) From the perspective of further enhancing the Target Company's corporate value and maximizing the interests of the Target Company's shareholders, the Target Company implemented the Privatization Process for the selection of investors desirable for the Target Company, secured opportunities to receive proposals from multiple Candidates to enhance its corporate value, and gave a due diligence opportunity to, in addition to EQT, a business company who had submitted a price proposal as a final candidate other than EQT (the Final Candidate). In addition, in response to the Speculative Report on October 30, 2024, the Target Company disclosed on October 31, 2024, under the title "Notice regarding media reports," the fact that it had received a legally non-binding preliminary proposal and established the Special Committee. Therefore, investors interested in the privatization of the Target Company were given sufficient opportunity and time to express their interest to the Target Company even if they did not participate in the Privatization Process, and it can be said that proactive market checks have been conducted in advance. After the above process, the Target Company did not receive a final proposal from the Candidates including the Final Candidate on the grounds of the Target Company's share price level after the Speculative Report was made and the downward revision of the Target Company's earnings forecast for the fiscal year ending March 31, 2025 due to a decrease in the new installation business resulting from the real estate recession in China. Accordingly, the Tender Offer Price is the only price finally proposed as a concrete, feasible and legally-binding price in the secured competition environment. Meanwhile, the Target Company has received a legally non-binding

proposal dated June 20, 2025 from the Additional Proposer, to the effect that it will acquire a majority of the Target Company Shares at a price exceeding the Tender Offer Price. However, the proposal lacks specific details regarding the price and transaction structure and is subject to conditions such as the completion of future due diligence and obtaining necessary permits and approvals under the competition laws and the investment control laws, and there is no explanation regarding the procurement of acquisition funds, making it impossible to immediately verify the feasibility of the proposal. The Target Company sent a draft non-disclosure agreement to the Additional Proposer as of June 27, 2025 and requested the Additional Proposer to provide specific and detailed information in preparation for the submission of the letter of intent on June 30, 2025 in order for the Target Company to conduct a sincere review. However, the Target Company has not received any specific response or sincere proposal, and eventually on July 17, 2025, the Target Company received a mere marked up version of the draft non-disclosure agreement. Therefore, at present, it is unlikely that the specific and feasible proposal will be made quickly. On the other hand, since it is not clear if or when the Additional Proposer will make a specific and feasible proposal, if the announcement about the Transactions is withheld until such proposal is made, there is a high possibility of Oasis and Farallon, both major shareholders of the Target Company, withdrawing their acceptance of the Tender Offer Price or EQT withdrawing its consideration of the Transactions, which may give rise to a real risk of losing the chance of implementing the Transactions which benefit the enhancement of the Target Company's corporate value.

- b) On the other hand, sine the possibility that sincere proposals may be made by investors who did not participate in the Privatization Process, including the Additional Proposer, cannot be ruled out, as stated in “(A) The Tender Offer Agreement” in “(6) Matters relating to material agreements regarding the Tender Offer” below, under the Tender Offer Agreement, the Target Company is not prohibited from, even after the announcement of the Transactions, reviewing other sincere proposals, withdrawing its support to the Tender Offer and declaring its support to a competing tender offer, subject to certain conditions and obligations. Therefore, the opportunity to consider a proposal from the Additional Proposer remains open to the Target Company even after the implementation of the Transactions, and the Target Company is still capable of verifying the appropriateness of the Tender Offer Price by way of an indirect market check.
- c) As stated in “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer” below, various measures were taken to ensure the fairness of the terms of the Transactions, including the Tender Offer Price, and extensive and sincere negotiations with EQT were conducted with substantial involvement of the Special Committee in a competition environment of the Privatization Process with the existence of the Additional Proposer. As a result, a reasonable increase from the price (5,400 yen) proposed by EQT after the due diligence on the Target

Company was achieved. Therefore, it can be said that the Tender Offer Price is the price determined upon the Target Company's reasonable efforts to ensure that the Transactions would be conducted on terms that are as favorable as possible to general shareholders.

- d) Among the results of the calculation of the value of the Target Company Shares in the Share Valuation Report (UBS Securities) that was obtained by the Target Company as of July 29, 2025 from UBS Securities, the Tender Offer Price (i) exceeds the result calculated by the average market share price method (Base Date 1) and (ii) is within the range of the result calculated by the discounted cash flow method (the “**DCF method**”), which represents the intrinsic value of the Target Company Shares, and positioned closer to the median than to the bottom 25% of the range.
- e) Among the results of the calculation of the value of the Target Company Shares in the Share Valuation Report (Nomura Securities) that was obtained by the Target Company as of July 28, 2025 from Nomura Securities, the Tender Offer Price (i) exceeds the result calculated by the average market share price method (Base Date 1) and (ii) is within the range of the result calculated by the DCF method.
- f) The Tender Offer Price represented (i) a discount (of 7.60%) on the closing price (6,169 yen) of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of July 28, 2025, which is the business day immediately preceding July 29, 2025, the day when the board of directors of the Target Company resolved as above, and (ii) discounts (of 5.00%, 3.26%, and 2.45%) on the simple average closing prices of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange for the preceding one-month period (from June 29, 2025 to July 28, 2025), three-month period (from April 29, 2025 to July 28, 2025), and six-month period (from January 29, 2025 to July 28, 2025) (6,000 yen, 5,892 yen, and 5,843 yen, respectively). However, the share price of the Target Company rose significantly by 16.76% from the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report, which triggered changes in the market prices of the Target Company Shares, was made, to the closing price (5,286 yen) as of October 30, 2024, on which the Speculative Report was made, and then rose to the closing price (5,650 yen) as of November 1, 2024, which is the second business day following the date on which the Speculative Report was made, and it is reasonable to assume that the anticipation for the implementation of the Transactions has already been substantially factored into the market price of the Target Company Shares. In addition, although a considerable period of time has elapsed from the Speculative Report to July 28, 2025, upon checking the Target Company's average share price since the beginning of 2024, it is observed that the average from January 4, 2024 to July 28, 2025, was 4,975 yen, the average from January 4, 2025 to October 29, 2024, which was the date immediately preceding the date on which the Speculative Report was made, was 4,188 yen, while the average from October 30, 2024, on which the Speculative Report was made, to July 28, 2025 was 5,853 yen, which amounts to an increase of 39.76% in the average share price before and after the

Speculative Report. On the other hand, upon checking the TOPIX trend for the same period, it is observed that the average from January 4, 2024 to July 28, 2025 was 2,704.08pt, the average from January 4, 2024 to October 29, 2024, which was the date immediately preceding the date on which the Speculative Report was made, was 2,681.82pt, while the average from October 30, 2024, on which the Speculative Report was made, to July 28, 2025 was 2,728.92 pt, which amounts to a fluctuation of only 1.76% before and after the Speculative Report. Based on the above, the increase in the Target Company's share price from the Speculative Report until July 28, 2025 is considered to be the result of the expectation of delisting triggered by the Speculative Report, rather than the overall impact on the market. Since the Target Company's share price remain high despite the lapse of a considerable period of time after the Speculative Report was made, when referring to the market price of the Target Company Shares to evaluate the intrinsic value of the Target Company, it is considered appropriate to adopt the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited as the baseline for calculating the premium. In addition, the Tender Offer Price represented (i) a premium (of 17.79%) on the closing price (4,839 yen) of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 29, 2024) on which the Speculative Report was made, and (ii) premiums (of 13.32%, 20.30%, and 27.32%) on the simple average closing prices of the Target Company Shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (5,030 yen, 4,738 yen, and 4,477 yen, respectively). Generally, stocks with high PBR (price-to-book ratio) tend to have a lower premium ratio relative to market price in tender offers and M&A deals because they are already highly valued in the stock markets. The Target Company's PBR on October 29, 2024, which is the business day immediately preceding the date of the Speculative Report, was approximately 2.5 times. With reference to the premium levels in 11 cases in which PBR was greater than 2 times among the other tender offer cases (with transaction amount of 10 billion yen or more) announced on or after June 28, 2019, the date on which the "Fair M&A Guidelines" was published by the Ministry of Economy, Trade and Industry, and successfully completed before July 28, 2025, targeting the privatization of listed companies which have total market value of 200 billion yen or more before speculative reports were made, it cannot be said that the premium level of this case is significantly low. Based on the above, it can be said that, compared to the recent similar tender offer cases, the Tender Offer Price has the proportionate premium on the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited (Note).

- g) The Tender Offer Price is, as described in "(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee" in "(3) Measures

to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer ” below, also determined to be appropriate in the Written Report Dated July 29, 2025 obtained from the Special Committee.

- h) The Tender Offer Price is the price agreed upon by EQT after sincere negotiations as independent parties with Oasis and Farallon, major shareholders of the Target Company.
- i) Since the Stock Acquisition Right Price is defined as the amount obtained by multiplying the difference between the Tender Offer Price (5,700 yen) and the exercise price per Target Company Share for each Stock Acquisition Right by the number of Target Company Shares underlying each Stock Acquisition Right, it can be said that sufficient consideration has been given to the protection of the interests of the Stock Acquisition Right Holders for the same reason as that for the Tender Offer Price.
- j) The Tender Offer Period is intended to be set at 20 business days in principle (however, the Tender Offer Period may exceed 20 business days due to the difference in Japanese and U.S. holidays). However, given that the Tender Offer is a so-called prior disclosure-type tender offer, and that a relatively long period of time will be ensured after the announcement of the transaction terms, including the Tender Offer Price, until the commencement of the Tender Offer, it can be said that the shareholders of the Target Company and the Stock Acquisition Right Holders are given an opportunity to properly determine whether to tender their Share Certificates, Etc. in the Tender Offer and that parties other than the Offeror are also given an opportunity to make counter offers or the like for the Share Certificates, Etc.
- k) The Offeror intends to conduct the Share Consolidation promptly after the completion of the settlement of the Tender Offer. It is clearly stated that, if any money is paid to the shareholders who did not tender in the Tender Offer, the amount to be paid to them shall be calculated so as to be equal to the price that would have been paid if they had tendered in the Tender Offer. Also, it is ensured that the shareholders of the Target Company have the right to demand that their Target Company Shares be purchased and the right to file a petition before a court to determine the price, and consideration has been given to avoid coercion.

Note: In such cases, the median value of the premiums calculated based on the reference date, which is the business day immediately preceding the date of announcement (or for cases for which speculative reports were made, the business day immediately preceding the speculative reports), was 18.88% of the closing price on the same day, and 28.30%, 30.77% and 33.40% of the simple average closing prices for the preceding one-month period, three-month period, and six-month period respectively.

On the other hand, as described in f) above, the Tender Offer Price represented (i) a discount (of 7.60%) on the closing price (6,169 yen) of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of July 28, 2025, which is the business day immediately preceding July 29, 2025, the day when the board of directors of the Target Company resolved as above, and (ii) discounts (of 5.00%, 3.26%, and 2.45%) on the simple average closing prices of the Target Company

Shares for the preceding one-month period (from June 29, 2025 to July 28, 2025), three-month period (from April 29, 2025 to July 28, 2025), and six-month period (from January 29, 2025 to July 28, 2025) (6,000 yen, 5,892 yen, and 5,843 yen, respectively). As mentioned in f) above, while the high market price of the Target Company Shares as of July 28, 2025 could be considered to be caused by the anticipation of privatization as a result of the Speculative Report, recent examples of public tender offers similar to the present case suggest that the Tender Offer Price is at a proportionate premium on the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited. It could also be said that the Tender Offer Price proportionately reflected the intrinsic value of the Target Company Shares and was reasonably assessed to be appropriate. Although the Tender Offer Price was not necessarily an unfavorable price for the shareholders, the Target Company determined that, as of July 28, 2025, it was appropriate for the Target Company to maintain a neutral stance regarding whether or not to recommend participation in the Tender Offer, and ultimately leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company.

Based on the above, the Target Company resolved at the meeting of its board of directors held on July 29, 2025 that, as the Target Company's opinion as of that day, if the Tender Offer was to commence, the Target Company would express its opinion in support of the Tender Offer and leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders.

Thereafter, on October 23, 2025, the Offeror notified the Target Company that: (i) the Offeror has completed obtaining the Clearance; and (ii) on the condition that the Conditions Precedent are satisfied (or waived by the Offeror), the Offeror plans to commence the Tender Offer on November 14, 2025.

Accordingly, the Target Company requested the Special Committee to consider whether or not there is any change in the opinion in the Written Report Dated July 29, 2025 and, if there is no change, to give the board of directors of the Target Company a confirmation to that effect, or if there is any change, to provide the revised opinion. At the time of the Written Report Dated July 29, 2025, the Special Committee presented the opinions as follows: since the Transactions are expected to contribute to the enhancement of the Target Company's corporate value, and the purpose of the Transactions is considered reasonable, it is appropriate for the board of directors of the Target Company to express its opinion in support of the Tender Offer. Furthermore, it is considered that the terms and conditions of the Transactions are reasonable since they were determined after conducting a market check with a reasonable scope, and that the fairness of the procedures related to the Transactions, including the consideration and negotiation of competing acquisition proposals, are ensured. However, regarding the appropriateness of recommending that shareholders participate in the Tender Offer at a Tender Offer Price of 5,700 yen per Target Company Share, taking into account the current stock price situation of the Target Company Shares where the Tender Offer Price is discounted compared to the closing price on the business day prior to the scheduled announcement date of the Transactions (July 29, 2025) and the simple average of the closing prices for the most recent one month, three months, and six months, it is appropriate to leave the decision of whether to participate in the Tender Offer to

the judgment of the Target Company's shareholders, taking a neutral stance. Furthermore, in light of the situation that (A) although it can be said that the Tender Offer will likely be received by the market favorably because (i) there has not been any proposal competing with, or any request for the revision or withdrawal of, the Tender Offer after the details of the scheme and the terms, etc. of the Tender Offer were disclosed through the Target Company's Press Release Dated July 30, 2025, an environment in which other potential purchasers could make counter-proposals has been created, and it could be said that an indirect market check has been conducted, and (ii) while the market prices of the Target Company Shares have remained below the Tender Offer Price after the Target Company's Press Release Dated July 30, 2025 up to November 13, 2025, no objection or concern has been raised in respect of the Tender Offer during the engagement with multiple shareholders of the Target Company conducted in relation to the said trend in market prices after the publication of the Target Company's Press Release Dated July 30, 2025, it is difficult to say that it is appropriate to reach the conclusion that it has become suitable for the Target Company to recommend participation in the Tender Offer solely on the basis of the said trend in the market prices since (a) it is not appropriate to place undue emphasis on the fact that the Tender Offer Price no longer represents a discount on the market prices of the Target Company Shares as the MoM Condition has not been established despite the differences between the interests of Oasis, Farallon, and the founding family and those of the general shareholders, and (b) it is difficult to make a definitive judgment regarding the reasons for the elimination of the discount on the market prices as the market prices are formed as a result of various conditions becoming manifest; and (B) other than (i) the fact that the said indirect market check has been conducted and (ii) the fact that the Conditions Precedent relating to the completion of the procedures for obtaining the Clearance have been satisfied thereby removing all impediments preventing the implementation of the Transactions, there have been no material changes in the various terms of the Tender Offer including the Tender Offer Price and the circumstances of the Target Company's business environment during the period from the publication of the Target Company's Press Release Dated July 30, 2025 to November 13, 2025, no reason warranting a conclusion that there has been a substantive change in the matters underlying the opinion expressed in the Written Report Dated July 29, 2025 during the period from the publication of the Target Company's Press Release Dated July 30, 2025 to November 13, 2025, and no particular circumstances necessitating a change in the opinion expressed in the Written Report Dated July 29, 2025 has been identified. Based on the grounds above, on November 13, 2025, the Special Committee has submitted to the board of directors of the Target Company the Written Report Dated November 13, 2025 (for the outline thereof and the details of the specific activities of the Special Committee, please refer to "(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the Special Committee" in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below) whereby the Special Committee stated that it is appropriate for the board of directors of the Target Company to adopt a neutral stance in respect of the Tender Offer and leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders as stated in the Written Report Dated July 29, 2025.

Having carefully re-examined the terms and conditions of the Tender Offer and taking into account the Target Company's business conditions and the environment surrounding the Transactions, the Target Company respected to the fullest extent the recommendations in the Written Report Dated November 13, 2025 submitted by the Special Committee and resolved, at the meeting of the board of directors of the Target Company on November 13, 2025, to express its opinion in support of the Tender Offer while leaving the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders.

At the meeting of the board of directors held on November 13, 2025, the Target Company resolved again as follows: firstly, with the approval of a majority of the directors of the Target Company (six in favor, two against, and one absent) who participated in the deliberation and resolution, to express its opinion in support of the Tender Offer; and secondly, with the approval of a majority of the directors of the Target Company (five in favor, one against, two abstentions, and one absent) who participated in the deliberation and resolution, to leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders. In this regard, all four corporate auditors of the Target Company attended the said meeting of the board of directors, and each of the attending corporate auditors expressed their opinion that they had no objection to the adoption of the resolution.

In addition, for details of the opinions of the directors, Ms. Kaoru Umino, Ms. Ako Shimada, and Torsten Gessner, who did not vote in favor of the above resolutions, please refer to "(G) Approval of majority of disinterested directors of the Target Company and no objection from all disinterested corporate auditors of the Target Company" in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below.

For details of the resolution at the said meeting of board of directors, please see "(G) Approval of majority of disinterested directors of the Target Company and no objection from all disinterested corporate auditors of the Target Company" in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below.

(D) Management policy after the Tender Offer

EQT would like to support and streamline the execution of the business strategies set out in the Target Company's Move On 5 together with the Target Company's management team, employees, and wide range of stakeholders and in principle is intending to maintain the Target Company's current management structure even after the Transactions. In addition, EQT aims to strengthen the Target Company's business base and accelerate its growth by leveraging its wide global network of industry experts and management personnel, who have management experience at the Target Company's domestic and international competitors, and by proactively investing in personnel from a medium- to long-term perspective, including existing human resources and personnel recruited externally by leveraging EQT's network. The number of officers and the like that will be dispatched from EQT to the Target Company has not been determined as of now, and EQT plans to decide on the policy therefor after consulting with the Target Company's management team following the successful completion of the Tender Offer.

In principle, EQT intends to maintain the current state of the Target Company's employees' employment and treatment. Further, EQT is planning to introduce an incentive program in order for the Offeror and the officers and employees of the Target Company to work together to implement and accelerate the Target Company's strategies by sharing the results of the Target Company's medium- to long-term growth and enhancement of corporate value with the Target Company's officers and employees, but as of now the specific details and schedule for introducing such program have not been determined.

- (3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer

As of today, the Target Company is not a subsidiary of the Offeror, the Offeror Parent Company, or EQT (collectively, the “**Offerors**”), and the Tender Offer does not constitute a tender offer by a controlling shareholder. Furthermore, as it is not planned for all or some of the Executive Directors of the Target Company to directly or indirectly make capital contributions to the Offeror, the Transactions, including the Tender Offer, also do not constitute a so-called management buy-out (MBO) transaction. However, in light of the fact that the Transactions involve the Squeeze-out Procedures, and from the perspective of ensuring fairness of the transaction terms, including the Tender Offer Price and the purchase price for the Stock Acquisition Rights, as well as eliminating arbitrariness and avoiding conflicts of interest in the decision-making process leading to the decision to conduct the Tender Offer, the Offeror and the Target Company implemented the following measures in order to ensure fairness of the Transactions, including the Tender Offer. Among the measures described below, the measures implemented by the Target Company are based on explanations received from the Target Company.

- (A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee

- (i) Background of the establishment, etc.

As stated in “(i) Circumstances leading to the establishment of the review system” in “(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer” in “(2) Background, purpose, and decision-making process leading to the decision to conduct the Tender Offer, and management policy following the Tender Offer” above, although the Transactions do not constitute a management buyout (MBO) nor an acquisition of a subordinate company by a controlling shareholder, the Initial Letter of Intent was a proposal related to the privatization of the Target Company Shares. Thus, in accordance with the Guidelines for Corporate Takeovers, the Target Company resolved at its meeting of board of directors held on October 18, 2024 that it would establish the Special Committee composed of three independent outside directors of the Target Company (Outside Director Ms. Kaoru Umino (an attorney-at-law admitted in the State of New York and Partner of DLA Piper Tokyo Partnership Foreign Law Office); Outside Director Mr. Clark Graninger (Managing Director of WealthPark Capital K.K., Co-Founder, Representative Director, and COO/CFO of Reboot K.K.); and Outside Director Mr. Shakil Ohara (Representative Director and Co-CEO of DIGIFIT Corporation)) who are independent of both EQT and the Target Company, as well as the outcome

of the Transactions, with a view to ensure careful decision-making of the Target Company in dealing with the conflicts of interest issues and information asymmetry issues between the Target Company and general shareholders, eliminating any possibility of arbitrariness and conflicts of interest in the decision-making process of the board of directors of the Target Company, and ensuring the fairness thereof, with respect to all strategic options to enhance the corporate value of the Target Company, including the Initial Letter of Intent. The reasons for appointing these three individuals as committee members are that the “Fair M&A Guidelines” published by the Ministry of Economy, Trade and Industry on June 28, 2019 recommends, in principle, that if independent outside directors exist, it is advisable to select members from among such directors, and that the Target Company considered it appropriate to appoint independent outside directors residing in Japan who are not subject to constraints such as time differences and distance, to ensure efficient and thorough deliberations. The members of the Special Committee have not changed since its establishment. At the said meeting of board of directors, it was also confirmed that the Special Committee could obtain professional advice as necessary from Outside Director Mr. Torsten Gessner (self-employed, Senior Advisor and Consultant), and Outside Director Mr. Anthoney Black (President (Service) of Husky Injection Molding Systems Ltd.), who both have expertise in the elevator industry and reside overseas. While each member of the Special Committee is remunerated for his/her duties as a member of the Special Committee, in addition to the regular remuneration for directors, the remuneration for the duties as a member of the Special Committee is a fixed amount of remuneration payable regardless of the content of the Written Report. Accordingly, the independence of the members of the Special Committee regardless of the outcome of the Transactions has been ensured.

The Target Company consulted the Special Committee on, and entrusted it to submit to the Target Company the Written Report Dated July 29, 2025 regarding the following matters: (i) whether the purpose of the Transactions (if there are competing takeover proposals, each set of transactions concerning such competing proposals shall be also referred to as the “Transactions” as separate transactions) is reasonable (including the issue of whether the Transactions will contribute to the enhancement of the Target Company’s corporate value); (ii) whether the fairness of the procedures for the Transactions is ensured (including the manner in which competing takeover proposals are reviewed and negotiated); (iii) whether the appropriateness of the terms of the Transactions is ensured (including the requirement of a proactive market check, and the scope and method thereof); (iv) whether the decision to implement the Transactions (including the expression of an opinion concerning the tender offer for the Transactions) is not disadvantageous to the general shareholders of the Target Company; (v) whether the board of directors should express an opinion in support of the Tender Offer and recommend that the Target Company’s shareholders tender their shares in the Tender Offer; and (vi) any other matters that the board of directors deems appropriate to consult the Special Committee on (collectively, the “**Consultation Matters**”).

The Target Company’s board of directors established the Special Committee

on the premise that the board of directors shall make decisions regarding the Transactions with the utmost respect to the contents of the determinations made by the Special Committee based on the above entrustment, and in particular, if the Special Committee determines that the transaction terms of the Transactions are inappropriate, the Target Company's board of directors shall decide not to support the Transactions under such transaction terms. Further, the Target Company's board of directors resolved to grant the Special Committee the authorities: (i) to confirm the negotiation policies in advance, receive a report on the progress in a timely manner, express its opinion at critical phases of negotiations, and give instructions or make requests under the direction and supervision of the Special Committee in order to ensure a fair negotiation situation between the Target Company and the acquirer in the Transactions (the "**Acquirer**") when the Target Company's officers and employees or advisors negotiate with the Acquirer; (ii) to consider the extent of the measures to ensure the fairness to be taken for the Transactions, and provide opinions or proposals as necessary; (iii) to approve the appointment of financial or legal advisors of the Target Company (including ex-post approval) and receive professional advice from such advisors as necessary, or to appoint the Special Committee's own financial or legal advisors or third-party valuers that are independent from the Target Company and the Acquirer as well as the Transactions and receive professional advice from such advisors at the expense of the Target Company when making reports concerning the Consultation Matters; and (iv) to request the Target Company's officers and employees to provide the information necessary for the consideration and determination of the Transactions, and to receive such information as necessary when making reports concerning the Consultation Matters.

(ii) Background of the consideration

The Special Committee held a total of 51 meetings from October 28, 2024 to July 29, 2025 for a total of approximately 33 hours, and performed its duties in relation to the Consultation Matters by frequently reporting, sharing information, deliberating, and making decisions, etc. via e-mail, web conference, and other means between each meeting.

Specifically, first of all, on October 28, 2024, the Special Committee confirmed that there was no issue with the independence and expertise of UBS Securities, the Target Company's financial advisor and third-party valuator, and Oh-Ebashi, the legal advisor to the Target Company, and approved their respective appointments. In addition, the Special Committee appointed Daiichi LPC as its own legal advisor on October 28, 2024, and Nomura Securities as its own financial advisor and third-party valuator on February 10, 2025, respectively.

The Special Committee then considered each draft of the Share Valuation Report (UBS Securities), the Share Valuation Report (Nomura Securities), the Target Company's press release concerning the expression of its opinion for the Transactions, the Tender Offer Agreement, and a series of materials related to the consideration of the Transactions and negotiation of the Tender Offer Price (including proposals received from the Candidates in the Privatization Process) and any other materials distributed at the Special

Committee meetings.

Additionally, in order to consider the Consultation Matters, the Special Committee regularly held meetings in relation to the Transactions with the Executive Directors of the Target Company, and conducted several hearings with the Target Company, Oh-Ebashi, and UBS Securities with respect to the Target Company's understanding of the current circumstances of its businesses, the significance and objectives of the Transactions, and the impact of the Transactions on the Target Company. The members of the Special Committee also reported the progress to Mr. Torsten Gessner (Outside Director) and Mr. Anthony Black (Outside Director) on a timely basis, both of whom have expertise in the elevator industry and are located outside Japan.

Moreover, the members of the Special Committee were briefed by the Target Company and had Q&A sessions regarding the Business Plan. After confirming the reasonableness of important conditions precedent and background of the preparation of the Business Plan and other matters, the Special Committee determined that there is no reason to conclude that the Business Plan was unreasonable.

The Special Committee was given detailed explanations by Nomura Securities concerning the calculation methods and valuation process of the value of Target Company Shares, as well as the review process concerning the calculation of share value, etc. Furthermore, the members of the Special Committee were given detailed briefing by UBS Securities concerning the calculation methods and valuation process of the value of the Target Company Shares, as well as the review process concerning the calculation of share value, etc., and further conducted hearings with each of them.

In addition, with respect to the background of the negotiations concerning the terms of the Tender Offer, including the Tender Offer Price, the members of the Special Committee were given detailed explanations by the Target Company, Oh-Ebashi, and UBS Securities, including the details and status of the Privatization Process, as well as the negotiation status between the Target Company on one side and EQT and the Candidates on the other. The members of the Special Committee have been proactively involved in the negotiations by expressing their opinion on the negotiations and confirming the negotiation policy each time they received a briefing. Moreover, the Special Committee sent a letter to EQT on July 11, 2025 stating that, in expressing its opinion in support of the public tender offer by the Offeror (EQT), the Special Committee believes that the tender offer agreement requires the following three terms: (i) to establish the MoM Condition; (ii) to mitigate the deal protection provisions; and (iii) not to allow the members of founding family to remain as shareholders. The Special Committee further sent a questionnaire to EQT on July 12, 2025, asking about the purposes and background of the Transactions as well as management policies after the Transactions are completed, and conducted interviews with EQT and received answers for such questionnaire on July 16, 2025. Subsequently, on July 23, 2025, the Special Committee requested the Offeror (EQT) again that: (i) it should be established as the MoM Condition that a majority of shareholders of the Target Company, other than Oasis and Farallon, for which it is

practically difficult to sell their Target Company Shares at market prices in view of the number of Target Company Shares they hold, as well as the founding family who will remain as shareholders of the Target Company after the Transactions, consents to the tender offer; (ii) the deal protection provisions in the Tender Offer Agreement should be relaxed; and (iii) it is desirable that the founding family does not remain as shareholders of the Target Company, and their influence on the management of the Target Company after the Transactions should be suppressed.

In addition to the above, the Special Committee was also briefed by Oh-Ebashi, the legal advisor to the Target Company, concerning the scheme contemplated in the Transactions, what and how measures to avoid conflict of interests have been taken in the decision-making process of the Target Company, and the negotiation status and contents of the Tender Offer Agreement. Further, the Special Committee received advice from Daiichi LPC, the legal advisor to the Special Committee, concerning operation methods, etc. of the Special Committee from a legal perspective.

(iii) Details of decision

A. Written Report Dated July 29, 2025

Based on the investigations, consultations, and considerations described the above, and taking into account the explanation given by UBS Securities, the financial advisor of the Target Company appointed by the Target Company, and Nomura Securities, the financial advisor of the Special Committee, and the details of the Share Valuation Report (UBS Securities) and Share Valuation Report (Nomura Securities), and the legal advice given by Oh-Ebashi and Daiichi LPC, the Special Committee has, after careful consultation and consideration of the Consultation Matters, and with the unanimous consent of all members, submitted to the board of directors of the Target Company on July 29, 2025 the Written Report Dated July 29, 2025 with the following recommendations:

a. Details of the report

- (a) The reasonableness of the purpose of the Transactions (including whether the Transactions will contribute to the enhancement of the Target Company's corporate value)

The Transactions contribute to the enhancement of the Target Company's corporate value, and their purpose is reasonable. It should be noted that a dissenting opinion has been submitted by one of the Special Committee members regarding this matter.

- (b) Whether the fairness of the procedures for the Transactions is ensured (including the process of review and negotiation in respect of any competing takeover proposal)

The procedures for the Transactions, including the process of review and negotiation of any competing takeover proposal, are fair. It should be noted that a concurring opinion has been submitted by one of the Special Committee members regarding this matter.

- (c) Whether the appropriateness of the terms of the Transactions is ensured

(including whether any active market check is required and the scope and method thereof)

The terms of the Transactions are reasonable since they are the result of a market check that was conducted with reasonable scope. It should be noted that a concurring opinion has been submitted by one of the Special Committee members regarding this matter.

- (d) Whether the decision to implement the Transactions (including the expression of opinion concerning the Tender Offer) is not disadvantageous to the general shareholders of the Target Company

The decision to implement the Transactions is not disadvantageous to the general shareholders (in the Written Report Dated July 29, 2025, the term “general shareholder” is synonymous with “minority shareholder” in Rule 441-2 of the Securities Listing Regulations) of the Target Company.

However, Oasis and Farallon have an incentive to obtain capital gains in accordance with the Transactions even if the Tender Offer Price is below the current market price of the Target Company Shares to a certain degree, as it is difficult for them to sell their shares at the current market price based on the number of shares held. Additionally, the founding family has entered into the Tender and Non-Tender Agreement to continue owning their shares after the Transactions are completed. As a result, these major shareholders have different interests from those of general shareholders, who may be forced to sell their shares at a price below the current market price through a squeeze-out and lose the opportunity to obtain future capital gains. On the other hand, the current market price of the Target Company Shares reflects a certain degree of expectation regarding the execution of the Transactions following the Speculative Report. Therefore, if the Transactions were not executed, there is a possibility that the market price may decline below the Tender Offer Price. For this reason, the Target Company’s opinion on the Tender Offer should include the opinions of the Special Committee and provide information to general shareholders to enable them to make appropriate decisions regarding whether to participate in the Tender Offer.

- (e) Whether the board of directors of the Target Company should express its opinion in favor of the Tender Offer and recommend to the shareholders of the Target Company to tender their shares in the Tender Offer

While it is appropriate for the board of directors of the Target Company to express its opinion in favor of the Tender Offer, the decision of whether to tender their shares in the Tender Offer should be left to the shareholders of the Target Company.

- b. Reasons for the report

- (a) The reasonableness of the purpose of the Transactions (including the issue of whether the Transactions will contribute to the enhancement of the Target Company’s corporate value)

Considering the following points, the Transactions are deemed to contribute to the enhancement of the Target Company’s corporate value, and the purpose of executing the Transactions is considered reasonable.

- i. The Target Company finds itself in a position where certain shareholders do

not support the Target Company's efforts to achieve the management goals of Move On 5. Given such business circumstances and operational issues including the deterioration of the Target Company's business performance in China due to the decline in the Chinese real estate market, it is reasonable for the Target Company to believe that in order to steadily implement the various measures under Move On 5 — and also the most effective way to maintain sustainable growth and enhance the Target Company's medium- to long-term corporate value — is to delist the Target Company Shares under a sponsor who will respect and support Move On 5, ensure management stability for the execution of long-term strategies, and pursue an organizational structure that can leverage the Target Company's strengths.

- ii. The Target Company's management team has expressed the view that the Transactions will contribute to the enhancement of the Target Company's corporate value. Under the support of EQT, which has extensive investment experience, expertise, and network primarily in domestic and overseas companies, the Special Committee believes that it is not unreasonable to conclude that strengthening the Target Company's ability to promote its business strategy under EQT's support could lead to the enhancement of the Target Company's medium- to long-term corporate value.

Additionally, given the current shareholder structure of the Target Company, there are some shareholders who have not supported the management goals of Move On 5. By securing a stable shareholder structure that favors the achievement of the management goals of Move On 5 through the delisting of the Target Company Shares via the Tender Offer, and by advancing towards the realization of Move On 5, the Special Committee believes that it will be possible for the Target Company to further focus on its efforts to realize the initiatives under Move On 5, thereby enhancing the likelihood of achieving the aforementioned goals.

- iii. On the other hand, as set forth in “(iii) Reasons Leading to the Company's Support for the Tender Offer” in “(C) Process and Reasons for Decision Making by the Company” in “(2) Grounds and Reasons for the Opinion on the Tender Offer” in “3. Details of and Grounds and Reasons for the Opinion on the Tender Offer” of the draft of the Target Company's Press Release Dated July 30, 2025, the disadvantages of delisting the shares of the Target Company will include the impact on the trust from stakeholders, particularly customers, based on the listing status of the shares, difficulties in recruitment, and loss of employees due to their decreased motivation. However, regarding these disadvantages, it is not unreasonable to conclude that the necessity of maintaining the listing status of the shares and the benefits that can be enjoyed therefrom have relatively diminished, taking into account that the Target Company has established a strong reputation and creditworthiness with its business partners, and the Target Company can maintain and enhance employee morale through other measures, as explained by the Target Company's management team.

The disadvantages of the Transactions include the risk that the Target Company may be unable to raise funds from the capital markets. However, the funds required for future business operations can also be secured through bank loans, and, according to EQT, funds required for the above additional

acquisitions may also be procured by utilizing EQT's abundant funds. Therefore, it is reasonable to conclude that the delisting of the Target Company Shares as a result of the Transactions is unlikely to significantly impair the Target Company's corporate value, and the benefits of delisting the shares are likely to outweigh the disadvantages.

- iv. Accordingly, it is possible to view the Transactions as being consistent with the business strategy that the Target Company has been promoting to achieve Move On 5, and the Transactions will further enhance the likelihood of achieving the goals of this business strategy aimed at realizing Move On 5. It can reasonably be concluded that the purpose of executing the Transactions is reasonable, and the specific measures proposed by EQT regarding the Transactions may contribute to the promotion of the strategic direction set forth by the Target Company Group in Move On 5 since the Target Company will be able to strengthen its ability to promote such business strategy by accepting EQT, which understands the Target Company's business strategy, as a partner, and by receiving support from EQT, which has extensive investment experience, expertise, and network with domestic and overseas companies. Therefore, the Special Committee also believes that the execution of the Transactions will contribute to enhancing the Target Company's corporate value.
- v. Regarding the management structure after the Tender Offer, the Target Company received a proposal from EQT to retain the founding family of the Target Company, including Mr. Uchiyama, the former chairman of the Target Company, as shareholders of the Target Company after the Transactions, and to grant the right to appoint one candidate recommended by the founding family (provided that the candidate is not from the founding family) as a director of the Target Company. However, considering the actions and statements of the founding family at previous shareholders' meetings, it is difficult to assess that the founding family supports the current management structure of the Target Company or the management plan under Move On 5 established by the current management structure. Additionally, the founding family has caused disruption to the Target Company's operations, by among others, filing multiple lawsuits against the Target Company and its officers, resulting in disruption to the Target Company's operations. Despite the efforts to transition from the founding family's management structure to the current management structure and advance the Target Company's transition to "New Fujitec," if the founding family were to remain as shareholders of the Target Company after the Transactions and regain influence over the Target Company, there is a risk that this could damage the Target Company's reputation. Therefore, the Special Committee determined that allowing the founding family to remain as shareholders of the Target Company and maintain influence after the Tender Offer is not the best option from the perspective of enhancement of the Target Company's corporate value. On July 10, 2025, the Special Committee requested EQT to reconsider the condition of the Transactions to exclude the founding family from shareholders of the Target Company. In response, EQT emphasized to the Target Company and the Special Committee that the founding family's consent is necessary to enhance the execution certainty of the Transactions and stated that it is necessary for the founding family to remain as

shareholders of the Target Company even after the Transactions.

However, if the sole purpose of obtaining the founding family's consent is to enhance the execution certainty of the Transactions, it would suffice to commit to allowing the founding family to remain as shareholders after the Tender Offer without granting them additional rights, such as the right to appoint one director, which would strengthen their involvement in management beyond the current level. The Target Company's management team, sharing the same understanding as the Special Committee, after receiving EQT's Final Binding Offer dated July 17, 2025, once again requested EQT to reconsider, pointing out that there is no reasonable basis to grant to the founding family the right to appoint one director and thereby strengthen their involvement in the Target Company's management beyond the current level. As a result, on July 23, 2025, EQT responded to the Target Company that while it had agreed with the founding family that it will not have the right to appoint one director, it was essential that the founding family remain as shareholders of the Target Company following the Transactions for the Target Company Shares. The Special Committee pointed out to EQT on the same day that it is the Special Committee's basic position that the founding family should not remain as shareholders of the Target Company after the Transactions, and further requested EQT to reconsider the matter, noting that if the founding family were to remain as shareholders of the Target Company, there is a possibility that the Transactions may not obtain the unanimous support of the Special Committee. However, EQT responded to the Special Committee on July 24, 2025, stating that it considers the support of the founding family, who holds Target Company Shares, to be indispensable from the perspective of ensuring the stability of the Transactions, and maintained its previous position.

The Special Committee does not fully agree with the terms of the Transactions, as it does not consider that executing the Transactions while retaining the founding family as shareholders of the Target Company is the optimal arrangement. On the other hand, while the founding family's ownership ratio is expected to increase from approximately 10% to approximately 15% after the Transactions, they will remain minority shareholders, and in such sense there will not be a significant change from the Target Company's current circumstances. Rather, by gaining EQT as a controlling shareholder with a shareholding ratio exceeding that of the founding family, the Target Company expects to be able to curb the influence of the founding family while further improving the governance structure that it has built up during the transition to "New Fujitec." Additionally, given that it is difficult to conclude that other major shareholders in addition to the founding family currently support the current management team and Move On 5 formulated by the current management team, it is expected that, at the very least, following the Transactions, other major shareholders excluding the founding family will no longer be shareholders of the Target Company, thereby enabling EQT, a stable shareholder supporting Move On 5 formulated by the current management team, to provide support for its implementation.

Therefore, the Special Committee believes that the execution of the Transactions will contribute to the enhancement of the Target Company's corporate value, even taking into account the fact that the founding family

will remain as shareholders of the Target Company.

- vi. Additionally, Ms. Kaoru Umino, submitted the following dissenting opinion regarding the aforementioned conclusion.
 - (i) Considering the historical background of the Target Company, Mr. Uchiyama, a member of the founding family, was appointed as chairman resulting in the appearance that he exercised a certain degree of influence over the Target Company despite not being a member of the board of directors of the Target Company and not having obtained the approval of the shareholders' meeting. Furthermore, following the Transactions, the founding family's ownership ratio of the Target Company Shares is expected to increase from the current approximately 10% to approximately 15%. Therefore, even if the founding family (including external parties designated by the founding family) were to remain only as shareholders of the Target Company and not as a member of the board of directors of the Target Company, it is unavoidable to conclude that this will have a significant impact on the Target Company's future governance. In particular, when the Special Committee asked EQT about the reasons for allowing the founding family to remain as shareholders of the Target Company, EQT responded that, if necessary and as an option for the Target Company, it would be possible to utilize the founding family's relationships with customers and expertise in the business for the enhancement of the Target Company's corporate value. This response indicates that EQT recognizes that the founding family may influence the Target Company's management.
 - (ii) Since the current management structure was established, the Target Company's management plan, Move On 5, has committed to shareholders that the Target Company will transition to "New Fujitec" based on the concept of "Continuity and Change." If the Target Company were to allow the founding family to remain as shareholders in the Transactions, even if the founding family were not to directly participate in the Target Company's management, the possibility that the founding family may exercise influence cannot be denied. From an outsider's perspective, this could give the impression that the Target Company is operating under the influence of the founding family, which could be interpreted as a regression to the past, potentially damaging the Target Company's reputation and affecting its future business operations. In this regard, during the process, the founding family's representative suddenly sent a document to the Special Committee stating that the founding family agreed with the management policies of the Target Company's management team and EQT, including Move On 5. However, these assertions are inconsistent with the fact that the founding family filed multiple lawsuits against the Target Company and its officers and made critical remarks or took actions that were not in support of the Target Company's management structure at annual shareholders' meetings in the past.
 - (iii) From the perspective of enhancement of the Target Company's corporate value, I do not disagree that the implementation of Move On 5, as formulated by the current management team, is the top priority. However, given the current situation where certain shareholders who do not support the current management team or Move On 5 formulated by the current management team

are obstructing the Target Company's ability to achieve Move On 5, I consider that excluding such shareholders from the Target Company is one of the core objectives of the Transactions. Accordingly, all such shareholders including the founding family should be subject to a squeeze-out after the Transactions.

- (iv) For the above reasons, I do not believe that the Transactions, which will result in the founding family continuing to remain as shareholder, would contribute to the enhancement of the Target Company's corporate value, and therefore I do not support the execution of the Transactions.
- (b) Whether the fairness of the procedures for the Transactions is ensured (including the process of review and negotiation where the takeover proposals compete each other)

Considering the following points, the Special Committee believes that the fairness of the procedures related to the Transactions, including the consideration and negotiation of competing acquisition proposals, has been appropriately ensured.

- i. Conducting an active market check
 - (i) On May 14, 2024, the Target Company established Move On 5, a management plan with a comprehensive corporate transformation aimed at realizing the Target Company's latent value. Move On 5 was originally formulated on the premise that it would be executed by the Target Company on a stand-alone basis. Therefore, the measures available to the Target Company for enhancing the Target Company's corporate value are not necessarily limited to delisting its shares through acquisition. The Target Company believes that, if delisting the shares through acquisition were to be implemented, an acquirer who understands the Target Company's management plan and can continue to manage the Target Company in a manner consistent with its interests would be the most suitable future partner who can contribute to the enhancement of the Target Company's corporate value and the protection of the common interests of its shareholders.
 - (ii) The Special Committee also believes that this position of the Target Company is sufficiently reasonable and, given that the Transactions are transactions between independent parties, agrees that the Transactions do not necessarily require an active market check. Furthermore, considering that conducting an active market check in the form of disclosing the existence of the proposal received from EQT on October 15, 2024, based on the Initial Letter of Intent (the "**Initial Proposal**") and broadly investigating and reviewing potential acquirers in the market could raise issues such as information management in relation to the Target Company's competitors, the Special Committee concluded that conducting an active market check in this broad sense in relation to the Transactions is of limited value.
 - (iii) On the other hand, some media outlet published the Speculative Report on October 30, 2024. It can be argued that as a result of the Speculative Report, the existence of the Initial Proposal was effectively disclosed, and that this created an environment where other potential acquirers could also make counterproposals. Under such circumstances, during the Target Company's consideration process the argument was made that it was sufficient to conduct an indirect market check by passively waiting for counterproposals from other

potential acquirers, and that there was no need for the Target Company to take any proactive action to investigate or consider the existence of potential acquirers. However, an indirect market check by passively waiting for counterproposals from other potential acquirers, without taking any proactive steps to provide information beyond what was already disclosed in the Speculative Report, is subject to certain limitations, such as constraints on the time and information available for consideration, which may make it difficult to actually submit a counterproposal. Therefore, the Target Company and the Special Committee, taking into account the above points, determined that it was appropriate to conduct an active market check within a reasonable scope rather than relying solely on an indirect market check by passively waiting for counterproposals from other potential acquirers.

- (iv) The progress of the active market check conducted by the Target Company under the supervision of the Special Committee based on the approach described above is as set forth in “(B) Implementation of the Privatization Process, Ensuring the Opportunity for Multiple Candidates to Make Proposals and Consideration of Such Proposals, as well as Genuine Negotiations by the Special Committee” in “(6) Measures to Ensure the Fairness of the Tender Offer Price and Avoid Conflicts of Interest, and Other Measures to Ensure the Fairness of the Tender Offer” in “3. Details of and Grounds and Reasons for the Opinion on the Tender Offer” of the draft of the Target Company’s Press Release Dated July 30, 2025.
- (v) By selecting investment funds and business companies with extensive track records both domestically and internationally as candidates, and by following a non-public bidding process conducted under the supervision of the Special Committee, the Target Company received a legally binding letter of intent from one company. The Special Committee believes that appropriate and active market check was conducted while maintaining a fair and competitive environment in relation to the Transactions.
- (vi) Regarding the above conclusion, Ms. Kaoru Umino has provided the following concurring opinion.

As set forth in (a) vii. above, retaining the founding family as shareholders of the Target Company would contradict the purpose of the Transactions, which is to exclude shareholders that are an obstacle to the achievement of Move On 5 formulated by the current management team. Therefore, I do not favor the execution of the Transactions themselves. However, assuming, as the majority opinion, that the Transactions contribute to enhancing the Target Company’s corporate value, I agree with the conclusion that the Target Company has appropriately conducted active market check under the supervision of the Special Committee in relation to the Transactions.

ii. Conduct of indirect market check

- (i) As set forth in i. above, with respect to the Transactions, the Target Company conducted active market check with a reasonable scope under the supervision of the Special Committee. In light of this, the market check was adequately made. However, the active market check made by the Target Company did not involve actively disclosing the existence of the Initial Proposal and broadly investigating and considering potential acquirers in the market. As set forth in i. (ii) above, it is not necessary to conduct an active market check

given that the Transactions are between independent parties. On the other hand, the market check made by the Target Company cannot completely rule out the possibility that there are potential acquirers of the Target Company other than the five companies, including EQT, that participated in the above bidding process, as the active market check made by the Target Company did not disclose the existence of the Initial Proposal and broadly investigate and consider potential acquirers in the market. In fact, on June 21, 2025, after receiving EQT's proposal, the Target Company received a non-legally binding proposal from the Additional Proposer, which was not included in the aforementioned five companies. Therefore, the Special Committee determined that it is desirable to negotiate with EQT to enable the Target Company to include a so-called indirect market check, whereby other potential acquirers may submit counterproposals in relation to the Transactions after the disclosure of the Tender Offer.

- (ii) Taking into account that the Target Company has conducted active market check, EQT requested the Target Company that the tender offer agreement between the Target Company and EQT include transaction protection clauses, including a no-talk clause prohibiting information sharing, discussion, and negotiation between the Target Company and third parties as well as a fiduciary-out clause that requires the commencement of a tender offer at a price exceeding the Tender Offer Price to enable the Target Company to accept third party offers, and a break-up fee clause. Given that agreeing on appropriate transaction protection clauses is considered reasonable in Japanese business practice in cases where active market check has been made, this request from EQT cannot be immediately deemed unreasonable.

However, as set forth in i. (i) above, since the Special Committee believed that it would be desirable to first negotiate with EQT to enable the Target Company to conduct an indirect market check after the Tender Offer, the Special Committee informed EQT on July 10, 2025 that the Special Committee considered it appropriate to make the transaction protection clauses less protective as a condition for the Special Committee to express its favorable opinion of the Tender Offer.

In response to this, EQT informed the Special Committee that it had no intention of making the transaction protection clauses less protective since (i) if it were to do so and permit a fiduciary-out if the tender offer price of competing tender offer were even slightly higher than the Tender Offer Price, the stability of the transaction would be significantly undermined, (ii) active market check was conducted as part of the review process for the Transactions, (iii) it is reasonable to ensure a certain degree of transaction stability given that approximately nine months have passed since the Target Company disclosed the existence of the initial non-binding proposal following the Speculative Report, which means that a de facto indirect market check has been conducted for an extended period of time, and (iv) considering that EQT has also invested significant time and costs in reviewing and preparing for the Transactions, EQT would seek payment of a break-up fee to cover such costs in the event of a fiduciary-out following the disclosure of the proposed Tender Offer.

- (iii) Based on the above, the Special Committee has determined that it is not

necessarily unreasonable to establish transaction protection clauses in relation to the Transactions.

First, based on the progress of the review process to date, including the active market check made by the Target Company, it is reasonable to infer that there is a low possibility that potential acquisition proposals that are superior to the proposal of EQT would materialize.

Furthermore, given that EQT has invested a certain amount of time and costs for the process related to the Transactions, it cannot be said that EQT's request for certain transaction protection in relation to subsequent potential acquisition proposals is particularly unreasonable.

Additionally, the Additional Proposer, which was the only company that submitted a proposal after the Target Company conducted the bidding process for the Transactions, submitted a non-binding proposal to UBS Securities on June 21, 2025. However, the content of the Additional Proposer's letter of intent was unclear regarding the Transactions structure, the existence of funding arrangements for the Transactions, and other matters, and it was unclear whether the letter constituted a bona fide proposal worthy of consideration by the board of directors of the Target Company. After the expiration of exclusive negotiation rights were granted to EQT, the Target Company sent a non-disclosure agreement to the Additional Proposer to confirm the details of the proposal that it made. Also, on June 30, 2025, UBS Securities held a conference call with the Additional Proposer representatives and requested that they submit a more explicit and specific letter of intent. Thereafter, the Additional Proposer only responded that the non-disclosure agreement was currently under legal review. Thus, despite being able to proceed with the review process for the Transactions, the Additional Proposer did not proceed with such review process and it was not until July 17, 2025 that the Additional Proposer provided feedback on the draft non-disclosure agreement. In response, the Additional Proposer has not clarified or specified any details of its letter of intent to date, although the Target Company was not able to take any particular measures as the exclusive negotiation rights granted to EQT were still effective. Under such circumstances, if the Target Company were to specifically request EQT to make the transaction protection clauses for the Transactions less protective by assuming the existence of potential acquisition proposals which cannot be concretely confirmed or competitive proposals which cannot be viewed as sincere, it is easy to foresee that there would be a high risk that EQT, which is currently making a proposal that is considered to contribute to the enhancement of the Target Company's corporate value, would withdraw its proposal.

Moreover, Oasis, which holds approximately 29.6% of the Target Company Shares, and Farallon, which holds approximately 6.6% of the Target Company Shares, have agreed with EQT that Oasis and Farallon would be released from their obligation to tender their shares only if a competing tender offer is made at a price which exceeds the Tender Offer Price by at least 15%. A squeeze-out based on any counterproposal cannot be realized, since Oasis and Farallon collectively hold more than one-third of the Target Company Shares, giving them veto power over special resolutions of the shareholders'

meeting, and since they cannot be released from the obligation to tender their shares to EQT. Therefore, under the current circumstances where Oasis and Farallon have agreed to the Tender Agreements with EQT, a transaction to delist the shares by another bidder would only be viable if a counterproposal is made at a purchase price which exceeds the Tender Offer Price by at least 15%. As a result, even if the Target Company were to negotiate transaction protection clauses independently with EQT, the practical significance of such clauses would be questionable.

- (iv) Taking into account the above considerations, the Special Committee determined that, while acknowledging that the execution of the Transactions could contribute to enhancing the Target Company's corporate value, it is not necessary to request EQT to make the transaction protection clauses less protective beyond what has been agreed upon in previous negotiations. Additionally, regarding the Tender Offer, it is said that the Offeror plans to set the Tender Offer Period as the minimum period of 20 business days as prescribed by law. Nevertheless, there would be a considerable period of time between the Speculative Report and the announcement of the scheduled commencement of the Tender Offer, and there is a certain period of time between the announcement of the scheduled commencement of the Tender Offer and the announcement of the commencement of the Tender Offer. Consequently, even if the Tender Offer Period for the Tender Offer is the shortest period prescribed by law, i.e., 20 business days, and even if there is the fiduciary-out clause with certain conditions as described above, potential bidders would still have the ability to make acquisition proposals.
- (v) Regarding the above conclusion, Ms. Kaoru Umino has provided the following concurring opinion.

As set forth in (a) vii. above, retaining the founding family as shareholders of the Target Company would contradict the purpose of the Transactions, which is to exclude shareholders that are an obstacle to the achievement of Move On 5 formulated by the current management team. Therefore, I do not favor the execution of the Transactions themselves. However, assuming, as the majority opinion, that the Transactions contribute to enhancing the Target Company's corporate value, I agree with the conclusion that it is not necessary to make the transaction protection clauses in relation to the Transactions less protective and potential bidders would still have the ability to make acquisition proposals even if the transaction protection clauses were to remain unchanged.

iii. Measures to prevent coercion

- (i) The Special Committee considered in particular whether it was necessary to set the MoM Condition for the Transactions in light of the interests of the major shareholders and general shareholders as described below.
- (ii) The Tender Offer Price is below the current market price of the Target Company Shares. If the Tender Offer and the subsequent squeeze-out were not to be executed, the general shareholders of the Target Company could either sell their shares at the current market price or continue to hold their shares in anticipation of capital gains that might be realized if the Target Company were to achieve Move On 5 in the future. On the other hand, if the Transactions were to be executed with the Offeror, the general

shareholders of the Target Company will be forced to undergo a squeeze-out at a price below the current market price, thereby losing the opportunity to realize the aforementioned capital gains.

Meanwhile, as set forth in “(B) Tender Agreements” in “4. Matters concerning Material Agreements related to the Tender Offer” of the draft of the Target Company’s Press Release Dated July 30, 2025, the Target Company’s largest shareholder, Oasis, which holds approximately 29.6% of the Target Company Shares, and Farallon, which is another major shareholder of the Target Company and holds approximately 6.6% of the Target Company Shares, have agreed to the Tender Agreements. In light of the number of shares held by them, it is practically impossible for them to sell all of their shares in the market at the current market price. Therefore, they have an incentive to obtain capital gains in accordance with the Transactions even if the price is below the current market price of the Target Company Shares. In this sense, Oasis and Farallon, which cannot sell their shares except through the Transactions, have interests that differ from those of the general shareholders of the Target Company with regard to the execution of the Transactions.

In addition, as set forth in “(C) The Tender and Non-Tender Agreement” in “4. Matters concerning Material Agreements related to the Tender Offer” of the draft of the Target Company’s Press Release Dated July 30, 2025, it is said that the founding family has entered into the Tender and Non-Tender Agreement with the Offeror, pursuant to which the founding family will tender a portion of their Target Company Shares in the Tender Offer and will not tender the remaining Target Company Shares held by them. As a result, even after the Transactions, the founding family will continue to hold shares in the Target Company and maintain its investment in the Target Company. Therefore, the founding family has a different interest from those of the general shareholders, who may be forced to sell their shares at a price below the current market price and lose the opportunity to realize capital gains as a result of the Transactions.

- (iii) Considering these factors, the Special Committee requested EQT to set the MoM Condition as a condition of the Transactions because the Special Committee believed that when executing the Tender Offer, it is desirable to appropriately consider the interests of general shareholders of the Target Company in comparison to the interests of shareholders who have entered into tender agreements for the Tender Offer.

Since the Transactions are transactions between independent parties, and Oasis and Farallon do not have any interests in the Offeror, in this context the Special Committee does not believe that it is necessary to set the MoM Condition. As described above, there are divergent interests between Oasis and Farallon and the general shareholders regarding the Tender Offer. Therefore, the general shareholders have divergent interests from Oasis and Farallon, who are major shareholders, regarding the execution of the Tender Offer at a price lower than the current market price. Considering such divergence in interests, there is a reasonable basis for setting the MoM Condition to confirm the intentions of shareholders other than Oasis and Farallon.

Based on the above considerations, on July 10, 2025, the Special Committee

requested EQT to set the MoM Condition to ensure that at least a majority of the Target Company's shareholders, excluding Oasis, consents to the Tender Offer, as a condition to the issuance by the Special Committee of an opinion in favor of the Tender Offer.

- (iv) EQT responded that it is difficult to proceed with the Transactions under the MoM Condition, arguing that (i) Oasis is a shareholder of the Target Company and does not share any material common interest with the Offeror, and therefore should be treated as a general shareholder under the MoM Condition, (ii) it cannot be denied that the current market price of the Target Company Shares has been influenced by the Speculative Report and reflects an overly speculative state where expectations regarding the Transactions have been excessively factored in, and therefore the fact that the Tender Offer Price is lower than the market price does not necessarily mean that it is not at a level that is in the interests of general shareholders, and (iii) setting the MoM Condition would improperly hinder the stability of the Transactions and therefore would not be in the interests of the general shareholders.
- (v) The Special Committee determined that, even after considering EQT's response, it was still appropriate to take into account the interests of general shareholders of the Target Company in the execution of the Transactions since there were differences between the circumstances of Oasis, Farallon, and the founding family, who have entered into the Tender Agreements and the Tender and Non-Tender Agreement for the Tender Offer, and those of general shareholders of the Target Company. Therefore, on July 23, 2025, the Special Committee again requested EQT to set the MoM Condition to ensure that there would be an opportunity to confirm the intentions of the general shareholders of the Target Company regarding the Transactions. In response, EQT informed the Special Committee on July 24, 2025 that it continued to believe that the MoM Condition is unnecessary for the same reasons as noted above. However, EQT stated that setting the minimum number of shares to be purchased in the Tender Offer at a high level would align with the Special Committee's intention, and therefore has decided to withdraw the initial plan to exclude shares owned by domestic passive index investment funds from the minimum number of shares to be purchased in the Tender Offer.

As set forth above, EQT responded that it cannot agree to execute the Transactions subject to the MoM Condition and declined to reconsider the Special Committee's request. Therefore, it became clear that if the setting of the MoM Condition is required for the Tender Offer, the Transactions would become difficult to execute.

- (vi) In the event that the Transactions become difficult to execute, the options available to the Target Company are either: (i) to independently achieve the management goals outlined in Move On 5 by the Target Company's management team and enhance the Target Company's corporate value; or (ii) under the shareholders (other than EQT) who support the Target Company's management team and the management goals outlined in Move On 5, to achieve such management goals and enhance the Target Company's corporate value.

As set forth in "(C) The Tender and Non-Tender Agreement" in "4. Matters concerning Material Agreements related to the Tender Offer" of the draft of

the Target Company's Press Release Dated July 30, 2025, while major shareholders including Oasis have agreed to the execution of the Transactions, these major shareholders do not necessarily endorse the Target Company's current management structure or management policies. Therefore, if the Transactions were not executed and these major shareholders remain as shareholders of the Target Company, the Target Company's management stability will continue to be compromised. At this year's annual shareholders' meeting of the Target Company, these major shareholders once again failed to clarify their position on the proposal for the election of director candidates submitted by the Target Company's management team until the very last moment before the meeting, maintaining the same stance as before in refusing to support the Move On 5 initiatives being promoted by the Target Company's management team. Therefore, if these major shareholders remain as shareholders of the Target Company, it is anticipated that the Target Company's management will continue to face instability, such as requests for the convening of extraordinary shareholders' meetings and opposition to the re-election of the Target Company's management at the annual shareholders' meeting, due to their continued lack of support of the Target Company's management structure and management policies. Under such unstable management circumstances, it is reasonable to conclude that it would be extremely difficult for the Target Company to achieve the goals set forth in Move On 5 solely by itself. Therefore, if the execution of the Transactions becomes difficult, it cannot be said that achieving the management goals set forth by the Target Company's management team under Move On 5 and enhancing the Target Company's corporate value are necessarily realistic options for the Target Company acting alone. As EQT has pointed out, it cannot be denied that the market price of the Target Company's Shares following the Speculative Report reflects a certain degree of expectation regarding the execution of the Transactions. If the current market price of the Target Company Shares, which reflects such expectations, were to reflect the risk that the Target Company would be unable to achieve Move On 5 solely by itself in the event that the Transactions are not executed, it cannot be ruled out that the market price of the Target Company Shares could decline below the Tender Offer Price.

Furthermore, as noted above, it cannot be denied that the market price of the Target Company Shares following the Speculative Report reflects a certain degree of expectation regarding the execution of the Transactions. It is reasonable to conclude that there are currently no other appropriate partner candidates since the Target Company has received only one legally binding proposal from EQT after the Target Company conducted active market check with a reasonable scope under the supervision of the Special Committee. In such case, if the Special Committee were to require the setting of the MoM Condition as a precondition for the Transactions, and EQT were to withdraw its proposal as a result, the current market price of the Target Company Shares, which reflects a certain degree of expectation regarding the execution of the Transactions, could potentially decline to a price below the Tender Offer Price, as there are no appropriate partner candidates other than EQT.

In either of the above cases, the general shareholders of the Target Company would lose the opportunity to sell their Target Company Shares at the Tender

Offer Price, and such an outcome would not be in the best interests of the general shareholders.

- (vii) Based on the above considerations, while the Special Committee believes that setting the MoM Condition is the most appropriate approach in the Transactions given the differing circumstances between Oasis, Farallon and the founding family and general shareholders, if the Special Committee were to require EQT to make the MoM Conditions a prerequisite for the execution of the Transactions, the Transactions likely will not be executed, and general shareholders of the Target Company would lose the opportunity to participate in the Tender Offer. Furthermore, it cannot be ruled out that the current market price of the Target Company Shares, which has to some extent factored in expectations regarding the execution of the Transactions following the Speculative Report, would then decline below the Tender Offer Price. In this regard, according to the “Fair M&A Guidelines -Enhancing Corporate Value and Securing Shareholders’ Interests -” (June 28, 2019), issued by the Ministry of Economy, Trade and Industry, matters related to the control of a company’s management should be based on the reasonable intentions of shareholders. In accordance with the Shareholder Intent Principle, as long as the Transactions are deemed to contribute to the enhancement of the Target Company’s corporate value, it would not be appropriate to prevent the execution of the Transactions solely based on the judgment of the Special Committee without confirming the intentions of shareholders.

Therefore, the Special Committee has determined that it is appropriate to leave it to the judgment of the general shareholders whether or not to tender their shares in response to the Tender Offer, by disclosing the following points as part of the Special Committee’s opinion in the Target Company’s announcement of its opinion on the Transactions: (i) that Oasis, Farallon, and the founding family have interests different from those of the general shareholders in the execution of the Transactions; and (ii) the current market price of the Target Company Shares, which reflects a certain degree of expectation regarding the execution of the Transactions following the Speculative Report, may decline below the public tender offer price if the transactions are not executed. Furthermore, the Special Committee has determined that the absence of the MoM Condition in the Transactions should not be imperative as long as such information disclosure measures are implemented.

- (viii) Regarding the above conclusion, Ms. Kaoru Umino has provided the following concurring opinion.

As set forth in (a) vii. above, retaining the founding family as shareholders of the Target Company would contradict the purpose of the Transactions, which is to exclude shareholders that are an obstacle to the achievement of Move On 5 formulated by the Target Company’s current management team. Therefore, I do not favor the execution of the Transactions themselves. However, assuming, as the majority opinion, that the Transactions contribute to enhancing the Target Company’s corporate value, I agree with the conclusion that the MoM Condition in the Transactions is not immediately imperative.

- iv. Other Fairness Measures

- (i) In addition to the above, other measures to ensure fairness have been taken for the Transactions, including that the Special Committee has been established independent from the Target Company, that the Special Committee has made every effort to obtain the best possible terms for the Transactions, that the Target Company and the Special Committee have each proceeded with the Transactions while obtaining professional advice from independent law firms, that the Target Company and the Special Committee have each appointed independent financial advisors and received a share valuation report while obtaining professional advice from them, that the Target Company and the Special Committee have taken measures other than the MoM Condition to prevent coercion, and other fairness measures were adopted as defined in “(A) Establishment of an Independent Special Committee and Obtainment of a Written Report from the Special Committee by the Company,” “(C) The Share Valuation Report from an Independent Third-Party Valuator obtained by the Company,” “(D) Advice from the Independent Law Firm of the Company,” “(E) The Share Valuation Report from an Independent Third-Party Valuator obtained by the Special Committee,” “(F) Advice from the Independent Law Firm of the Special Committee,” “(I) Consideration to Avoid Coercion” in “(6) Measures to Ensure the Fairness of the Tender Offer Price and Avoid Conflicts of Interest, and Other Measures to Ensure the Fairness of the Tender Offer” in “3. Details of and Grounds and Reasons for the Opinion on the Tender Offer” of the draft of the Target Company’s Press Release Dated July 30, 2025. In addition, with regard to the provision of information to general shareholders and the assurance of transparency in the process, in the Tender Offer, the following information will be disclosed in the announcement of the opinion of the board of directors of the Target Company and other documents: the deliberation and negotiation process and the basis for decisions made by the board of directors of the Target Company and the Special Committee; the content of the stock valuation conducted by third-party valuation firms, as well as the calculation process; and the content of the Target Company’s business plan and any revisions thereto that serve as the basis for the stock valuation. It is recognized that this will ensure that general shareholders have sufficient information to make appropriate decisions.

- (ii) Regarding the above conclusion, Ms. Kaoru Umino has provided the following concurring opinion.

As set forth in (a) vii. above, retaining the founding family as shareholders of the Target Company would contradict the purpose of the Transactions, which is to exclude shareholders that are an obstacle to the achievement of Move On 5 formulated by the Target Company’s current management team. Therefore, I do not favor the execution of the Transactions themselves. However, assuming, as the majority opinion, that the Transactions contribute to enhancing the Target Company’s corporate value, I agree with the conclusion that the fairness of the procedures for the Transactions has been ensured.

- (c) Whether the appropriateness of the terms of the Transactions is ensured (including whether active market check is required, and range and method thereof)

- i. The acquisition method for the Transactions, which involves paying cash as consideration, conducting the first stage as the Tender Offer, and conducting the second stage as a demand to cash out or share consolidation, and performing fractional share handling based on the share consolidation, is a method generally adopted in delisting shares such as the Transactions and is reasonable.
- ii. According to the valuation results of the Target Company Shares as determined in the share valuation report obtained from UBS Securities, specifically the valuation results based on market price analysis, the Tender Offer Price represented a discount (of -7.60%, -5.00%, -3.26%, and -2.45%) on the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of July 28, 2025, which is the business day immediately preceding July 29, 2025, on the simple average closing prices for the preceding one-month period (from June 29, 2025 to July 28, 2025), three-month period (from April 29, 2025 to July 28, 2025), and six-month period (from January 29, 2025 to July 28, 2025) (6,169 yen, 6,000 yen, 5,892 yen, and 5,843 yen, respectively). On the other hand, the Tender Offer Price represents a premium (of 11.59%, 7.36%, 13.97%, and 20.62%, respectively) on the closing price of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) of the Speculative Report, which triggered changes in the market prices of the Target Company Shares, was made; and premiums on the simple average closing prices for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (4,839 yen, 5,030 yen, 4,738 yen, and 4,477 yen, respectively).

And, the Tender Offer Price is within the valuation range (5,154 yen to 7,253 yen) based on the valuation results of the Target Company Shares based on the Share Valuation Report (UBS Securities) under the DCF method, and is positioned closer to the median than to the bottom 25% of the range.

- iii. According to the valuation results of the Target Company Shares based on the share valuation report the Special Committee obtained independently from Nomura Securities, specifically the valuation results based on market price analysis, the Tender Offer Price represented a discount (of -7.60%, -5.00%, -3.26%, and -2.45%) on the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of July 28, 2025, which is the business day immediately preceding July 29, 2025, and on the simple average closing prices for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (4,839 yen, 5,030 yen, 4,738 yen, and 4,477 yen, respectively). On the other hand, the Tender Offer Price represents a premium (of 17.79%, 13.32%, 20.30%, and 27.32%) on the closing price of the Target Company Shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report was made; and premiums on the simple average closing prices of the shares for the preceding one-month period (from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (4,839 yen, 5,030 yen, 4,738 yen, and 4,477

yen, respectively).

Additionally, the Tender Offer Price is within the valuation range (5,370 yen to 9,125 yen) based on the valuation results of the Target Company Shares based on the share valuation report the Special Committee obtained independently from Nomura Securities, which were prepared using the DCF method.

- iv. Moreover, the Tender Offer Price is the only legally binding price, which is obtained by soliciting participation in the Transactions from funds that have a high degree of compatibility with the Target Company's elevator business and possess sufficient financial strength and international capabilities, as well as strategic buyers who have expressed interest in the privatization of the Target Company, and conducting appropriate active market check by the Target Company under the supervision of the Special Committee.

The Tender Offer Price is the amount discounted from the simple average of the closing prices of the Target Company Shares on the business day prior to the scheduled announcement date of the Transactions (July 29, 2025) and the simple average of the closing prices for the most recent one-month, three-month, and six-month periods. However, considering that the Target Company's share price has significantly increased following the Speculative Report, the share price at the time of the Speculative Report may be deemed to have already reflected a reasonable expectation of the Transactions. Therefore, the fact that the Tender Offer Price is discounted compared to the simple average of the simple average of closing prices on the business day prior to the scheduled announcement date of the Transactions (July 29, 2025) and the closing prices for the most recent one-month, three-month, and six-month periods does not necessarily negate the reasonableness of the Tender Offer Price.

- v. Additionally, the Offeror plans to commence the Tender Offer promptly after certain conditions including completion of the procedures for obtaining the Clearance are satisfied under the tender offer agreement, and it is reported by the Offeror that the Offeror aims to commence the Tender Offer in or around late January, 2026.

While it is currently difficult to accurately predict the time required for procedures with relevant authorities both domestically and internationally, there are no circumstances at this time that would make it difficult to complete the Clearance Procedures.

- vi. In the Tender Offer, the Tender Agreements have been concluded between Bospolder Limited, the parent company of the Offeror, and Oasis and Farallon. In addition, the Tender and Non-Tender Agreement has been entered into between the Offeror and the founding family. Therefore, from the perspective of the certainty of the completion of the Transactions, there are no particular doubts.

On the other hand, according to the Tender Agreements, Oasis and Farallon will be exempt from their obligation to tender their shares only if a competing tender offer is made at a price which exceeds the Tender Offer Price by at least 15% until the end of the Tender Offer Period for the Tender Offer. As set forth above, it cannot be denied that this agreement was an obstacle to the

Target Company's negotiations with EQT regarding the relaxation of the transaction protection clauses in the tender offer agreement. However, given that the Target Company has conducted active market check with a reasonable scope and that opportunities for proposals have been secured for other potential acquisition proposals since the Speculative Report was released, the validity of the terms of the Transactions cannot be denied solely based on such factors.

The entry of Tender and Non-Tender Agreement between the Offeror and the founding family in connection with the Tender Offer would imply that the founding family would remain as a general shareholder after the Tender Offer even if the founding family is not granted the right to appoint directors. As set forth above, the Special Committee does not fully favor the execution of the Transactions on this basis, as it may impair the reasonableness of the terms of the Transactions from the perspective of enhancement of the Target Company's corporate value. However, given that the support from EQT for the implementation of Move On 5 is expected to remain unchanged, the execution of the Transactions is still deemed to contribute to the enhancement of the Target Company's corporate value, and the fact that the founding family will remain as a general shareholder of the Target Company is not sufficient to negate the reasonableness of the terms of the Transactions.

- vii. Based on the above, there are no unreasonable points regarding the appropriateness of the terms of the Transactions.
- viii. Regarding the above conclusion, Ms. Kaoru Umino has provided the following concurring opinion.

As set forth in (a) vii. above, retaining the founding family as shareholders of the Target Company would contradict the purpose of the Transactions, which is to exclude shareholders that are an obstacle to the achievement of Move On 5 formulated by the Target Company's current management team. Therefore, I do not support the execution of the Transactions themselves. From this perspective, I do not consider it reasonable that the Tender and Non-Tender Agreement entered into by the founding family should be a prerequisite of the Transactions. However, I agree with the conclusion that there are no unreasonable aspects regarding the appropriateness of the other terms of the Transactions.

- (d) Whether the decision to implement the Transactions (including the expression of opinion concerning the Tender Offer) is not disadvantageous to the general shareholders of the Target Company

As set forth above, the purpose of the Transactions is deemed reasonable, the Transactions terms are deemed appropriate, and the fairness of the procedures related to the Transactions is deemed ensured. Therefore, it is considered that the decision to implement the Transactions would not be disadvantageous to the general shareholders of the Target Company. However, as set forth in (b) iii. above, Oasis and Farallon have an incentive to obtain capital gains in accordance with the Transactions even if the Tender Offer Price is below the current market price of the Target Company Shares, as it is practically impossible for them to sell all of their shares in the market at the current market price based on the number of shares held. Additionally, the founding family has entered into the Tender and Non-Tender Agreement to retain their

shares even after the Transactions are completed. Thus, these major shareholders have a different interest from general shareholders, who may be forced to sell their shares at a price below the current market price through a squeeze-out and lose the opportunity to obtain future capital gains. On the other hand, the current market price of the Target Company Shares reflects a certain degree of expectation regarding the execution of the Transactions following the Speculative Report. Therefore, if the Transactions are not executed, there is a possibility that the market price may decline below the Tender Offer Price. For this reason, it is desirable to include the opinion of the Special Committee in the Target Company's announcement of its opinion and provide information to the Target Company's general shareholders to enable them to make an appropriate decision regarding whether to participate in the Tender Offer.

- (e) Whether or not the board of directors of the Target Company should express its opinion in favor of the Tender Offer and recommend the shareholders of the Target Company to tender their shares in the Tender Offer

- i. Expression of opinion in favor of the Tender Offer and recommendation to participate

As set forth above, the Transactions are expected to contribute to the enhancement of the Target Company's corporate value, and the purpose of the Transactions is considered reasonable. Therefore, as the Target Company's current opinion, it is appropriate for the board of directors of the Target Company to express its approval of the Tender Offer. Furthermore, it is considered that the terms and conditions of the Transactions are deemed to be reasonable since they have been determined after conducting a market check with a reasonable scope, and that the fairness of the procedures related to the Transactions, including the consideration and negotiation of competing acquisition proposals, has been ensured. However, regarding the appropriateness of recommending that shareholders participate in the Tender Offer at a price of 5,700 yen per Target Company Share, taking into account the current stock price situation where the Tender Offer Price is discounted compared to the closing price on the business day prior to the scheduled announcement date of the Transactions (July 29, 2025) and the simple average of the closing prices for the most recent one month, three months, and six months, it is appropriate to leave the decision of whether to participate in the Tender Offer to the judgment of the Target Company's shareholders, taking a neutral stance.

- ii. Consultation on the necessity of changing opinions after the completion of the procedures for obtaining the Clearance

Since Tender Offer is currently expected to take time to complete the procedures for obtaining the Clearance, the Offeror plans to commence the Tender Offer promptly after certain conditions including completion of the procedures for obtaining the Clearance are satisfied under the tender offer agreement.

Therefore, it is appropriate that the board of directors of the Target Company resolve that, if the Tender Offer is commenced, the Target Company will request the Special Committee to consider whether or not there is any change in the opinion in the report submitted by the Special Committee to the board

of directors of the Target Company as of July 29, 2025 and, if there is no change, to confirm to the board of directors of the Target Company to that effect, or if there is any change, to provide its revised opinion, and that, based on such opinion, the Target Company will confirm its opinion on the Tender Offer at the time of the commencement of the Tender Offer.

B. Written Report Dated November 13, 2025

On October 23, 2025, the Target Company was notified by the Offeror that (a) the Clearance had been obtained and completed, and that (b) the Offeror planned to commence the Tender Offer on November 14, 2025 on the premise that the Conditions Precedent had been satisfied (or waived by the Offeror).

In response thereto, the Target Company requested the Special Committee to consider whether or not there is any change in the opinion in the Written Report Dated July 29, 2025 and, if there is no change, to give the board of directors of the Target Company a confirmation to that effect, or if there is any change, to provide the revised opinion.

In response thereto, the Special Committee submitted the Written Report Dated November 13, 2025 to the board of directors of the Target Company with the following recommendations, with the consent of a majority of the members. The Written Report Dated November 13, 2025 was prepared after careful consultation and consideration of the Consultation Matters and taking into account briefing given by UBS Securities, the financial advisor appointed by the Target Company, and Nomura Securities, the financial advisor of the Special Committee, the details of the Share Valuation Report (UBS Securities) and the Share Valuation Report (Nomura Securities), and the legal advice given by Oh-Ebashi and Daiichi LPC.

a. Summary of the Special Committee's opinion

(a) Regarding Changes to the Special Committee's Report

The Special Committee, after careful consideration and repeated deliberations regarding whether there is any change to the opinions stated in the Written Report Dated July 29, 2025 (hereinafter referred to as the “**Original Report**” or the “**Original Written Report**” in the Written Report Dated November 13, 2025), resolved on November 13, 2025, by a majority of its members (two out of three members), that, with respect to its opinion in the Original Report that, while it is appropriate for the board of directors of the Target Company to express its opinion in favor of the Tender Offer in order to provide the general shareholders with an opportunity to decide whether to tender their shares in the Tender Offer, the decision of whether to tender their shares in the Tender Offer should be left to the shareholders and the stock acquisition right holders of the Target Company, such opinion remains unchanged.

(b) The Committee's opinion on the Consultation Matters

i. The reasonableness of the purpose of the Transactions (including whether the Transactions will contribute to the enhancement of the Target Company's corporate value)

There is no change to the opinion stated in the Original Report that the Transactions contribute to the enhancement of the Target Company's

corporate value and that their purpose is reasonable. It should be noted that the dissenting opinion submitted by one of the Special Committee members regarding this matter also remains unchanged.

ii. Whether the fairness of the procedures for the Transactions is ensured (including the process of review and negotiation in respect of any competing takeover proposal)

There is no change to the opinion stated in the Original Report that the procedures for the Transactions, including the process of review and negotiation of any competing takeover proposal, are fair. It should be noted that the concurring opinion submitted by one of the Special Committee members regarding this matter also remains unchanged.

iii. Whether the appropriateness of the terms of the Transactions is ensured (including whether any active market check is required and the scope and method thereof)

There is no change to the opinion stated in the Original Report that the terms of the Transactions are reasonable since they are the result of market check that was conducted with reasonable scope. It should be noted that a concurring opinion submitted by one of the Special Committee members regarding this matter also remains unchanged.

iv. Whether the decision to implement the Transactions (including the expression of opinion concerning the Tender Offer) is not disadvantageous to the general shareholders of the Target Company

There is no change to the opinion stated in the Original Report that the decision to implement the Transactions is not disadvantageous to the general shareholders of the Target Company. In addition, there is also no change to the opinion stated in the Original Report that, considering the different interests between the major shareholders and the general shareholders and the market price trends of the Target Company's shares prior to the announcement of the Tender Offer, the Target Company's opinion on the Tender Offer should include the opinions of the Special Committee and provide information to the general shareholders to enable them to make appropriate decisions regarding whether to participate in the Tender Offer.

v. Whether the board of directors of the Target Company should express its opinion in favor of the Tender Offer and recommend to the shareholders of the Target Company to tender their shares in the Tender Offer

With respect to the opinion that, while it is appropriate for the board of directors of the Target Company to express its opinion in favor of the Tender Offer, the decision of whether to tender their shares in the Tender Offer should be left to the shareholders and the stock acquisition right holders of the Target Company, such opinion remains unchanged.

vi. Dissenting opinion and concurring opinion

Additionally, regarding the composition of the shareholders of the Target Company following the Tender Offer, Committee Member Kaoru Umino submitted her dissenting opinion, based on the same reason in the Original Report, considering that the founding family is expected to continue remaining as a shareholder of the Target Company after the Tender Offer.

In conjunction with the submission of the aforementioned dissenting opinion, Special Committee Member Kaoru Umino submitted her concurring opinion, based on the same reason in the Original Report, in which she agrees with the conclusion that there is no change to the opinion stated in the Original Report that the procedures for the Transactions are fair and the terms of the Transactions are reasonable, assuming, as the majority opinion, that the Transactions contribute to enhancing the Target Company's corporate value.

b. Reconsideration of the Special Committee's opinion

(a) The reasonableness of the purpose of the Transactions (including whether the Transactions will contribute to the enhancement of the Target Company's corporate value)

Since the publication of the Target Company's Press Release Dated July 30, 2025 to November 13, 2025, there has been no change in the Offeror's management policies or management structure following the Tender Offer, and there are no circumstances that would call into question the reasonableness of the purpose of the Transactions.

Accordingly, there is no change to the opinion regarding the reasonableness of the purpose of the Transactions stated in the Original Report that the execution of the Transactions will contribute to the enhancement of the Target Company's corporate value, even taking into account the fact that the founding family will remain as shareholder of the Target Company.

(b) Whether the fairness of the procedures for the Transactions is ensured (including the process of review and negotiation in respect of any competing takeover proposal)

i. Fairness measures at the time of the Original Report

As set forth in the Original Report, the Target Company took measures to ensure the fairness for the Transactions, including (i) the establishment of the Special Committee independent from the Target Company and efforts by the Special Committee to obtain the best possible terms for the Transactions, (ii) that the Target Company and the Special Committee each proceeded with their review of the Transactions while obtaining professional advice from independent law firms, (iii) that the Target Company and the Special Committee each appointed independent financial advisors and received a share valuation report while obtaining professional advice from them, (iv) that the Target Company conducted active market checks with a reasonable scope and (v) that the Target Company and the Special Committee took measures (other than the MoM Condition (as defined in the Original Report)) to prevent coercion.

ii. Conduct of indirect market check after the Original Report

In addition to the fairness measures as set forth above, it can be assessed that, by publishing the Target Company's Press Release Dated July 30, 2025 which disclosed the details of the scheme and terms of the Tender Offer, the Target Company created an environment in which other potential acquirers were able to make counterproposals, and thereby the Target Company conducted an indirect market check. After such publication, no competing proposal or any proposal to revise or withdraw the Tender Offer was made.

iii. Summary

Considering that the Target Company implemented fairness measures at the time of the Original Report and it can be assessed that an indirect market check from the publication of the Target Company's Press Release Dated July 30, 2025 to November 13, 2025 was conducted, there is no change to the opinion stated in the Original Report that the procedures for the Transactions, including the process of review and negotiation of any competing takeover proposal, are fair.

(c) Whether the appropriateness of the terms of the Transactions is ensured (including whether any active market check is required and the scope and method thereof)

i. Reasonableness of the Tender Offer Price

(i) Taking into account the Target Company's financial results for the second quarter, which is the most recent accounting period since the publication of the Target Company's Press Release Dated July 30, 2025, no particular circumstances have been identified that would cause a material change to the Target Company's management plan or business environment that formed the basis of the share valuation as of the date of such press release.

In expressing the board's opinion again on the Tender Offer, there has been no material change to the management plan that was used as the basis for the preparation of the Share Valuation Report (UBS Securities) (as defined in the Original Report; the same shall apply hereinafter) in connection with the assessment of the Target Company's share value. In addition, no significant change has occurred in the business environment of the Target Company and its group companies during approximately three and a half months since the publication of the Target Company's Press Release Dated July 30, 2025, and (iii) no other circumstances that would materially affect the Target Company's share value have been recognized.

For these reasons, even as of November 13, 2025, the Special Committee believes that (i) it is appropriate to continue to use the original management plan for the purpose of share valuation and (ii) the Share Valuation Report (UBS Securities) remains valid, and thus (iii) the Target Company's judgment that it is not necessary to newly obtain another share valuation report from UBS Securities at this stage, is not particularly unreasonable.

For the same reasons as set forth above, the Special Committee has also determined that it is not necessary to obtain a new share valuation report from Nomura Securities (as defined in the Original Report; the same shall apply hereinafter) in providing its opinion in this report.

(ii) As set forth in the Original Report, according to the valuation results of the Target Company's shares as determined in the Share Valuation Report (UBS Securities), based on market price analysis, the Tender Offer Price represents a premium (of 17.79%, 13.32%, 20.30%, and 27.31%, respectively) on the closing price of the Target Company's shares as of October 29, 2024, which is the business day immediately preceding the date (October 30, 2024) on which the Speculative Report (as defined in the Original Report; the same shall apply hereinafter) was made; and a premium on the simple average closing prices for the preceding one-month period

(from September 30, 2024 to October 29, 2024), three-month period (from July 30, 2024 to October 29, 2024), and six-month period (from April 30, 2024 to October 29, 2024) (4,839 yen, 5,030 yen, 4,738 yen, and 4,477 yen, respectively). In addition, the Tender Offer Price is within the valuation range (5,154 yen to 7,253 yen), that was prepared under the DCF method.

Such valuation results of the Target Company's shares are consistent with the valuation results based on the share valuation report that the Special Committee independently acquired from Nomura Securities.

With respect to these opinions regarding the share valuation, as set forth above, there is still no reason at this time to change them. Therefore, the Tender Offer Price remains reasonable, even taking into account that it was below the market price of the Target Company's shares prior to the publication of the Target Company's Press Release Dated July 30, 2025.

(iii) Accordingly, there is no change to the opinion stated in the Original Report that the Tender Offer Price is deemed reasonable, even considering that it was below the market price of the Target Company's shares before the publication of the Target Company's Press Release Dated July 30, 2025.

ii. Necessary procedures and responses under competition laws and investment regulation laws

It was expected to take time to complete the procedures and responses required to obtain the necessary permits and approvals under the competition laws of Japan and overseas (as of July 30, 2025, EQT expected that these procedures and responses would be required in Japan, the United States, China and Saudi Arabia, and has confirmed that there has been no change in such expectation as of November 13, 2025) and the investment control laws and regulations of Japan and overseas (as of July 30, 2025, EQT (as defined in the Original Report; the same shall apply hereinafter) expected that these procedures and responses would be required in Japan, Canada, and the United Kingdom, and has confirmed that there has been no change in such expectation as of November 13, 2025). Therefore, under the Tender Offer Agreement executed between the Target Company and the Offeror, it was stipulated that the Offeror planned to commence the Tender Offer promptly after certain conditions including completion of the procedures for obtaining the Clearance are satisfied.

Subsequently, on October 23, 2025, the Target Company received a notice from the Offeror stating that (i) the procedures for obtaining the Clearance under competition laws in Japan, the United States, China, and Saudi Arabia, as well as under investment control laws in the United Kingdom, had been completed, and (ii) subject to the satisfaction (or waiver by the Offeror) of the conditions precedent set forth in the Tender Offer Agreement, the Offeror intended to commence the Tender Offer on November 14, 2025.

Accordingly, since the conditions precedent relating to the completion of the Clearance Procedure has been satisfied, there are no obstacles to the execution of the Transactions.

iii. Other conditions

Due to an error in the number of shares held by the founding family, there

have been changes in the number of shares to be purchased and the number of shares not tendered, and the Target Company will acquire without consideration a portion (2,653 shares) of the shares currently held by Mr. Takakazu Uchiyama prior to the commencement of the Tender Offer. Except as set forth above, there has been no change to the principal terms of the Tender Offer disclosed in the Target Company's Press Release Dated July 30, 2025. Since the changes in the number of shares to be purchased and the number of shares not tendered are minor, no particular issues of concern or unreasonableness are found. Furthermore, regarding the Target Company's acquisition without consideration of a portion of the shares held by Mr. Takakazu Uchiyama, such shares are those to be acquired without consideration as a result of Mr. Takakazu Uchiyama's removal from the position as a chairman of board of directors of the Target Company. Therefore, such acquisition without consideration prior to the commencement of the Tender Offer does not raise any issues of concern or unreasonableness.

iv. Summary

There is no change to the opinion stated in the Original Report that the terms of the Transactions are reasonable since they are the result of market check that was conducted with reasonable scope.

(d) Whether the decision to implement the Transactions (including the expression of opinion concerning the Tender Offer) is not disadvantageous to the general shareholders of the Target Company.

Since the purpose of the Transactions is considered reasonable, the terms and conditions of the Transactions are deemed to be reasonable, and the fairness of the procedures related to the Transactions has been ensured, there is no change to the opinion stated in the Original Report that the decision to implement the Transactions is not disadvantageous to the general shareholders of the Target Company. In addition, there is also no change to the opinion stated in the Original Report that the Target Company's opinion on the Tender Offer should include the opinions of the Special Committee and provide information to the general shareholders to enable them to make appropriate decisions regarding whether to participate in the Tender Offer.

(e) Whether board of directors of the Target Company should express its opinion in favor of the Tender Offer and recommend to the shareholders of the Target Company to tender their shares in the Tender Offer

i. Opinion in the Original Report

The Special Committee believed that, at the time of the publication of the Target Company's Press Release Dated July 30, 2025, considering the circumstances where the Tender Offer Price was below the market price and the interests of Oasis (as defined in the Original Report; the same shall apply hereinafter), Farallon (as defined in the Original Report; the same shall apply hereinafter) and the founding family differ from those of the general shareholders, setting the MoM Condition was the most appropriate approach in the Transactions. However, if the Special Committee had required EQT to make the MoM Condition a prerequisite for the execution of the Transactions, the Transactions likely would not be executed, and the general shareholders of the Target Company would lose the opportunity to participate

in the Tender Offer. Furthermore, it could not be ruled out that the market price of the Target Company's shares before the publication of the Target Company's Press Release Dated July 30, 2025, which had to some extent factored in expectations, following the Speculative Report, regarding the execution of the Transactions, would then decline below the Tender Offer Price if the Transactions were not to be executed. As long as the Transactions are deemed to contribute to the enhancement of the Target Company's corporate value, it would not be appropriate to prevent the execution of the Transactions solely based on the judgment of the Special Committee without confirming the intentions of shareholders.

Based on the above consideration, the Special Committee determined that it is appropriate to leave it to the judgment of the general shareholders whether or not to tender their shares in response to the Tender Offer, by disclosing the following points as part of the Special Committee's opinion in the Target Company's announcement of its opinion on the Transactions: (i) that Oasis, Farallon and the founding family have interests different from those of the general shareholders in the execution of the Transactions; and (ii) it could not be ruled out that the market price of the Target Company Shares before the publication of the Target Company's Press Release Dated July 30, 2025, which reflects a certain degree of expectation, following the Speculative Report, regarding the execution of the Transactions may decline below the public Tender Offer Price if the Transactions were not to be executed.

ii. Circumstances after the publication of the Target Company's Press Release Dated July 30, 2025

After the publication of the Target Company's Press Release Dated July 30, 2025, the Target Company was in a position to conduct an indirect market check but no competing proposal or any proposal to revise or withdraw the Tender Offer was made. The fact that no such competing proposal or revising or withdrawing proposal was received in such circumstances, together with the fact that the Target Company conducted an active market check with a reasonable scope under the supervision of the Special Committee, can be considered to further supplement and substantiate the fairness of the procedures and the appropriateness of the terms leading to the Tender Offer.

iii. Evaluation based on the circumstances after the publication of the Target Company's Press Release Dated July 30, 2025

(i) Since the publication of the Target Company's Press Release Dated July 30, 2025, the market price of the Target Company Shares has been below the Tender Offer Price. Taking into account that, through multiple engagements with the Target Company's shareholders conducted by the Target Company after the publication of the Target Company's Press Release Dated July 30, 2025, no objections or concerns regarding the Transactions were expressed, it is reasonably possible to assess that the market viewed the Tender Offer favorably.

On the other hand, given that the interests of Oasis, Farallon and the founding family differ from those of the general shareholders and that no MoM Condition was set, it is not appropriate to place excessive emphasis on the elimination of the discount from the Tender Offer Price. This is because the

market price is the result of various factors, and it is difficult to determine definitively the reasons for the elimination of the discount from the Tender Offer Price.

In light of these circumstances, it would not be appropriate to conclude, solely based on the recent share price movement, that the circumstances have become suitable for the Target Company to recommend to shareholders to tender their shares in the Tender Offer.

(ii) Further, except for (i) the assessment that the Target Company conducted an indirect market check since the publication of the Target Company's Press Release Dated July 30, 2025 to the present and (ii) the satisfaction of the conditions precedent relating to the procedures for obtaining the Clearance, thereby removing any obstacles to the execution of the Transactions, there has been no material change in the terms and conditions of the Tender Offer, including the Tender Offer Price, or in the business environment of the Target Company.

(iii) In addition, changing the board's neutral stance, as expressed in the Target Company's Press Release Dated July 30, 2025, to a recommendation to tender is not a condition precedent under the Tender Offer Agreement, and therefore, such a change is not a prerequisite for the execution or consummation of the Tender Offer.

(iv) In light of the foregoing, since the publication of the Target Company's Press Release Dated July 30, 2025 to the present, no material change has been identified in the circumstances or other factors underlying the opinion stated in the Original Report, and the Special Committee has found no special reason that would require a change in such opinion. Therefore, the Special Committee currently finds no special reason that would require any change to the opinion stated in the Original Report that it is appropriate to leave it to the judgment of the general shareholders whether or not to tender their shares in response to the Tender Offer, by disclosing the two points, (i) and (ii), mentioned in (1) above as part of the Special Committee's opinion in the Target Company's announcement of its opinion.

iv. Summary

Accordingly, while the discount of the market price from the Tender Offer Price has been eliminated at present, given that there may be multiple perspectives as to the reasons for such elimination, the Special Committee is of the view, as in the Original Report, that it would be appropriate for board of directors of the Target Company to take a neutral stance and to leave the decision of whether or not to tender their shares in response to the Tender Offer to the judgment of the Target Company's shareholders and stock acquisition right holders.

- (B) Implementation of the privatization process and ensuring the opportunity for multiple candidates to make proposals and consideration of such proposals, as well as genuine negotiations by the Special Committee

As stated in "(ii) Circumstances leading to reviews and negotiations by the Target Company" in "(C) Decision-making process and reasoning of the Target Company to issue the opinion to support the Tender Offer" in "(2) Background, purpose, and

decision-making process leading to the decision to conduct the Tender Offer, and management policy following the Tender Offer” above, since mid-December 2024, the Target Company has, after obtaining the approval of the Special Committee held on November 18, 2024, implemented the Privatization Process by way of a bidding process by inviting four Candidates other than EQT for the purpose of selecting investors desirable for the Target Company in addition to EQT. In selecting the Candidates, multiple investment funds and business companies were initially targeted and screened based on certain selection criteria, including a track record of investments in the Japanese manufacturing industry, level of interest in the M&A deal of the business of the Target Company, and track record of investments in companies with global operations, and four companies were selected in the end.

In the Privatization Process, in early February 2025, in light of the attributes of the Candidates, the Target Company invited the Candidates to attend management interviews, through UBS Securities, and provided them with necessary information to calculate and verify the corporate value and share value of the Target Company, including explanatory materials of Move On 5. As a result, on March 7, 2025, the Target Company received legally non-binding letters of intent from one investment fund and one business company, proposing to delist the Target Company Shares, but the investment fund did not propose any specific price. The other two companies that did not submit letters of intent withdrew from the Privatization Process on the grounds of, inter alia, the Target Company’s share price level after the Speculative Report was made on October 30, 2024 and the downward revision of the Target Company’s earnings forecast for the fiscal year ending March 31, 2025 partially due to a decrease in the new installation business resulting from the real estate recession in China. In light of such circumstances, the Target Company determined that it would be desirable to select the business company that had submitted a letter of intent with a price proposal as a final candidate other than EQT (the Final Candidate) and to provide such Final Candidate a due diligence opportunity as a next process, and this decision was confirmed by the Special Committee held on March 10, 2025. Accordingly, while keeping in mind the fairness and impartiality of the process in relation to the Final Candidate and EQT within the constraints of the so-called gun-jumping restrictions related to competition laws, the Target Company provided the Final Candidate and EQT, through UBS Securities, with opportunities for due diligence regarding the business status, business plans, accounting, tax, legal, human resources and general affairs, environmental matters, IT systems, and other matters, and invited them to attend management interviews with the Executive Directors until mid-May 2025. Subsequently, the Target Company invited, through UBS Securities, the Final Candidate and EQT to submit a legally-binding proposal to the Target Company no later than May 20, 2025.

In addition, due to the significant impact on the profits and losses of the Target Company resulting from a decrease in the new installation business resulting from the real estate recession in China, on February 6, 2025, the Target Company made a downward revision to its earnings forecast for the fiscal year ending March 31, 2025. Furthermore, at the meeting of the board of directors held on April 8, 2025, the Target Company reported and discussed the impact on Move On 5 and improvement measures based on the latest performance and future outlook in the short-term, and provided the improvement measures to the Final Candidate and EQT. The Target Company explained such improvement measures to the

members of the Special Committee from time to time, and at the meeting of the Special Committee held on April 14, 2025, it was confirmed that there were no particular unreasonable aspects in the process for the formulation of such improvement measures.

As a result of this process, on May 20, 2025, the Target Company received from EQT the May 20 Proposal, which was a legally non-binding proposal related to the Transactions and was addressed to the board of directors of the Target Company and the Special Committee. On the other hand, the Final Candidate had not submitted any proposal for the Transactions by May 20, 2025, the date when EQT submitted the May 20 Proposal to the Target Company. On May 16, 2025, the Target Company received a notification from the Final Candidate through UBS Securities that the Final Candidate would withdraw from the Privatization Process because it was difficult to make an offer for Target Company Shares at a competitive price on the premise that Move On 5 has to be implemented, due to the lack of sufficient certainty as to its feasibility.

Regarding the May 20 Proposal submitted by EQT, the Target Company carefully examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company, as well as the feasibility of the proposals, and held discussions at the meeting of the Special Committee held on May 21, 2025. The May 20 Proposal was conditioned upon granting EQT exclusive negotiation rights for the Transactions. However, as the May 20 Proposal submitted by EQT did not include a commitment regarding the procurement of acquisition funds and was deemed to have no legally-binding force, the Target Company determined to request EQT to resubmit a legally-binding proposal to the Target Company upon obtaining approval from the Special Committee. Then, on May 22, 2025, the Target Company requested EQT to submit to the Target Company a legally-binding proposal, including a revised tender offer price, by May 30, 2025, accompanied by evidence that EQT has obtained a legally-binding commitment from financial institutions, etc. regarding the procurement of acquisition funds for the Transactions.

Subsequently, on May 30, 2025, the Target Company received the May 30 Proposal from EQT that proposed a tender offer price of 5,400 yen per Target Company Share and the commitment letters issued by financial institutions and investment funds regarding the procurement of funds required for the acquisition related to the Transactions.

After receiving the May 30 Proposal from EQT, the Target Company carefully and comprehensively examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company, and by obtaining the approval of the Special Committee, the Target Company requested EQT to reconsider the proposing price of 5,400 yen for the tender offer price per Target Company Share on May 31, 2025.

In response to this, the Target Company received the June 6 Proposal from EQT on June 6, 2025, proposing a tender offer price of 5,500 yen per Target Company Share.

After receiving the June 6 Proposal from EQT, the Target Company further carefully and comprehensively examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's

corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company on June 10, 2025. The tender offer price stated in the June 6 Proposal represented a discount on the closing price of the Target Company Shares as of June 5, 2025, which is the business day immediately preceding the submission date thereof. However, the Target Company believed that, in considering the intrinsic value of the Target Company, it would be appropriate to take into account the premium on the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited. Additionally, while the tender offer price stated in the June 6 Proposal cannot be evaluated as a price that sufficiently considers the interests of minority shareholders of the Target Company, (i) it represented a certain premium on the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited, (ii) the Final Candidate had withdrawn from the Privatization Process and EQT was the only counterparty to the Privatization Process left at that point, and (iii) the June 6 Proposal stated that the proposals therein would expire if exclusive negotiation rights were not granted to the Offeror (EQT) by June 10, 2025. Therefore, on June 10, 2025, after obtaining the approval of the Special Committee, the Target Company decided to grant the Offeror (EQT) exclusive negotiation rights for the Transactions on the premise that it will continue negotiations for the price increase. Then, on June 10, 2025, the Target Company sent a notice to the Offeror (EQT) granting exclusive negotiation rights for the Transactions until June 26, 2025, and at the same time requested a further price increase.

After receiving the June 20 Proposal from the Additional Proposer, on June 21, 2025, the Target Company notified EQT of its receipt of the proposal that proposes a price exceeding the tender offer price proposed in the June 6 Proposal. Subsequently on June 26, 2025, the end of the exclusive negotiation period, the Target Company received from EQT the June 26 Final Proposal titled Final Offer, in which EQT proposed a tender offer price of 5,600 yen per Target Company Share.

After receiving the June 26 Final Proposal from EQT, the Target Company further carefully and comprehensively examined the details of the proposals stated therein from the perspective of whether it would secure or enhance the Target Company's corporate value and the common interests of the shareholders in light of the intrinsic value of the Target Company on June 30, 2025. The tender offer price stated in the June 26 Final Proposal also represented a discount on the closing price of the Target Company Shares as of June 25, 2025, which is the business day immediately preceding the submission date of the June 26 Final Proposal. Furthermore, even taking into account the market price of the Target Company Shares as of the time the market price was not affected by the Speculative Report or during which the impact of the Speculative Report was considered to be limited, the tender offer price stated in the June 26 Final Proposal still cannot be determined to be an adequate price in light of the intrinsic value of the Target Company and cannot be evaluated as a price that sufficiently considers the interests of minority shareholders of the Target Company, and regardless of whether or not the Speculative Report was made and regardless of the extent of its impact, it is necessary to give due consideration to the share price as of a point in time or period close to the date of the public announcement of the Tender Offer, from the perspective of the likelihood of the

successful completion of the Tender Offer. Therefore, on June 30, 2025, by obtaining the approval of the Special Committee, the Target Company requested EQT to consider further price increase. The June 26 Final Proposal stated that the proposals therein would expire unless the exclusive negotiation period with the Offeror (EQT) was extended to July 11, 2025, by June 26, 2025. However, since it was necessary to confirm the intention of the Additional Proposer to submit another letter of intent, the Target Company did not allow the extension of the exclusive negotiation period.

However, on July 3, 2025, the Target Company received from EQT a response that the price cannot be increased any more. Furthermore, the Target Company was notified by EQT that, while EQT had been engaged in price negotiations with Oasis to execute a tender agreement, EQT had also notified Oasis that, since the price cannot be increased from 5,600 yen, EQT would withdraw its proposal if an agreement could not be reached at this price by July 9, 2025. Subsequently on July 9, 2025, which is the deadline for price negotiations between EQT and Oasis, the Target Company was notified orally by EQT that, as a result of price negotiations with Oasis, the price would eventually be increased and EQT confirmed that Oasis would enter into a tender agreement if the tender offer price was 5,700 yen per Target Company Share. Afterwards, on July 10, 2025, the Target Company also received an email from EQT to the effect that EQT had confirmed that Oasis would enter into a tender agreement if the tender offer price was 5,700 yen per Target Company Share. The Target Company was also requested by EQT to grant the Offeror (EQT) exclusive negotiation rights until July 31, 2025.

After receiving the notice from EQT, on July 11, 2025, the Special Committee sent to EQT a letter stating that: (i) subject to the conditions that Oasis has agreed to the tender offer price of 5,700 yen per Target Company Share and that Oasis has granted the Offeror (EQT) exclusive negotiation rights, the Target Company agrees to grant EQT exclusive negotiation rights until July 31, 2025; (ii)(a) however, the tender offer price of 5,700 yen is still below the market price of the Target Company Shares, and if the Target Company agreed to this price, minority shareholders of the Target Company would be forced to squeeze out at a price below the market price; (b) the Target Company has received a competing proposal from the Additional Proposer and, in accordance with the duties of the Special Committee, it must sincerely consider any proposal that could enhance the Target Company's corporate value; and (c) even if the Target Company was to grant the Offeror (EQT) exclusive negotiation rights, the Target Company would need to maintain an environment to consider such competing proposal; and (iii) in view of the sequence of events leading to the present, namely that the founding family has brought a number of legal proceedings against the Target Company and its officers, the Target Company believes that it is inappropriate for the founding family to remain as shareholders of the Target Company and directors recommended by the founding family to be appointed to the board of directors of the Target Company after the Transactions, and therefore, in expressing its opinion in support of the tender offer proposed by the Offeror (EQT), the Special Committee believes that the tender offer agreement require the following three terms: (A) to establish the MoM Condition; (B) to mitigate the deal protection provisions; and (C) not to allow the members of the founding family to remain as shareholders.

In response thereto, the Special Committee received, on July 16, 2025, EQT's

response to the effect that (A) the MoM Condition is not agreeable because adequate measures, such as prior proactive market checks, have been put in place in the Transactions to ensure fairness from the perspective of protecting shareholders in general, and the inclusion of the MoM Condition gives rise to uncertainty as to whether the Tender Offer can be completed and may not be beneficial to the shareholders in general who wish to tender their Target Company Shares; (B) in light of the fact that prior proactive market checks have been done, the deal protection provisions are reasonable; and (C) while the founding family's consent is essential to the successful completion of the Tender Offer, and the Tender Offer Price was proposed on the premise that the founding family would remain as shareholders, given that members of the founding family have agreed not to be directly involved in the management of the Target Company as a director, Move On 5 will unlikely be affected.

Furthermore, the Target Company, on July 17, 2025, received the July 17 Final Binding Offer from the Offeror (EQT). In this offer, it is stated that (i) the Target Company Shares at the price of 5,700 yen will be the final proposal for the tender offer price, (ii) Oasis and Farallon have agreed to tender all of their Target Company Shares, etc. in the Tender Offer, and (iii) an agreement was also reached with the Tendering and Non-Tendering Shareholders, that, among the Target Company Shares held by the founding family (the Tendering and Non-Tendering Shareholders, as well as Ms. Kuniko Uchiyama and Ms. Yuri Uchiyama, both relatives of Mr. Uchiyama), a portion (total number of shares: 1,279,338 shares, shareholding ratio: 1.64%) of the Target Company Shares) shall be tendered in the Tender Offer, while the remaining portion (total number of shares: 6,532,359 shares, shareholding ratio: 8.37%) shall not be tendered in the Tender Offer, and, after the completion of the Squeeze-Out Procedures, such Target Company Shares will be transferred to the Offeror, and in exchange therefor, shares in the Offeror and/or its parent company will be transferred to the Tendering and Non-Tendering Shareholders, by way of consolidation or share exchange, who will then hold approximately 15% of the shares therein, and the Tendering and Non-Tendering Shareholders may appoint one representative of the founding family as a director of the Target Company (provided that no director or observer of the board of directors will be appointed from the founding family). It was also stated that it is of crucial for the successful completion of the Transactions to enter the above agreement not only with Oasis and Farallon but also with the Tendering and Non-Tendering Shareholders.

Upon receiving the July 17 Final Binding Offer, on July 17, 2025, the Target Company informed the Offeror (EQT) that it could not accept the condition of granting the founding family the right to appoint a director of the Target Company, taking into account the past history between the founding family and the Target Company. On July 23, 2025, the Offeror (EQT) informed the Target Company that, after negotiating with the founding family, it obtained an agreement from the founding family, whereby the founding family would remain as shareholders but would not be granted the right to appoint a director of the Target Company.

Subsequently, on July 23, 2025, the Special Committee requested the Offeror (EQT) again that: (i) it should be established as the MoM Condition that a majority of shareholders of the Target Company, other than Oasis and Farallon, for which it is practically difficult to sell their Target Company Shares at market prices in view of the number of Target Company Shares they hold, as well as the founding family who will remain as shareholders of the Target Company after the Transactions,

consents to the tender offer; (ii) the deal protection provisions in the Tender Offer Agreement should be relaxed; and (iii) it is desirable that the founding family does not remain as shareholders of the Target Company, and their influence on the management of the Target Company after the Transactions should be suppressed.

In response thereto, on July 24, 2025, the Special Committee received a response from the Offeror (EQT) as follows: (i) the fact that the price was agreed upon through multiple rounds of negotiations with Oasis and Farallon, which are major shareholders possessing strong bargaining power due to their influence on the outcome of the Transactions, rather serves as a strong indicator of the fairness of the transaction terms, including the Tender Offer Price, and therefore, there is no reason to treat Oasis and Farallon, which are tendering shareholders, differently than general shareholders under the MoM Condition (taking into account the opinion of the Special Committee regarding the importance of confirming the intentions of general shareholders, it was decided not to exclude the number of shares estimated to be held by domestic passive index management funds from the minimum number of shares to be purchased); (ii) the Offeror (EQT) takes the view that, since conditions that could destabilize the transactions with the Offeror (EQT) cannot be overlooked, and there has been a fair process which includes more than sufficient market checks conducted in advance, the Offeror (EQT) believes the deal protection provisions are sufficiently explainable to the shareholders of the Target Company; and (iii) the Offeror (EQT) believes that the influence of the founding family on the management and operation of business of the Target Company after the Transactions has been significantly reduced because, pursuant to the renegotiations with the founding family as stated above, the founding family will not have the right to appoint directors.

Upon receiving such a response, on July 24, 2025, the Special Committee determined that further concessions from the Offeror (EQT) are not forthcoming, and that the Transactions cannot be implemented if the Special Committee insists on such requests. Should the Transactions fall through, the possibility of a decrease in the current market price of the Target Company Shares into which the anticipation for the implementation of the Transactions after the Speculative Report has been factored to a certain extent cannot be ruled out. Therefore, as mentioned in “A. Written Report Dated July 29, 2025” in “(iii) Details of decision” in “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee” above, the Special Committee determined that it is appropriate to provide information on this matter to shareholders in general and to leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders in general. As described above, with the approval of the Special Committee, the Target Company has conducted the Privatization Process by a so-called proactive market check to investigate and consider the existence of potential investors who will become buyers in the market, while ensuring opportunities to receive proposals from multiple candidates to enhance the Target Company’s corporate value. The Target Company has also endeavored to foster and maintain a competitive environment among candidates by proceeding with negotiations without immediately granting exclusive negotiation rights, in order to keep the Target Company’s bargaining power over EQT. After exclusive negotiation rights were granted to the Offeror (EQT), the Target Company as an independent party has further endeavored to engage in genuine negotiation by having the Special Committee sending letters and

conducting negotiation on its own.

(C) Obtainment by the Target Company of a share valuation report from an independent third-party valuator

(i) Name of valuator and its relationship with the Target Company and the Offeror

In expressing its opinion with respect to the Tender Offer, in order to ensure the fairness of the decision-making process on the Tender Offer Price presented by the Offeror, the Target Company requested UBS Securities, as the Target Company's financial adviser and third-party valuator independent of the Target Company and the Offerors, to calculate the value of the Target Company Shares. On July 29, 2025, the Target Company obtained the Share Valuation Report (UBS Securities) from UBS Securities. UBS Securities is not a related party of the Target Company or the Offerors, and has no material interest that should be disclosed in connection with the Transactions. As described in "(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer" below, having determined that the measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest have been taken and, as a result thereof, the fairness of the Transactions has been fully ensured, the Target Company has not obtained an opinion on the fairness of the Tender Offer Price (a fairness opinion) from UBS Securities.

In re-stating its opinion on the Tender Offer, the Target Company has considered that it is appropriate to continue using the Business Plan as the basis for the assessment of share value and that the Share Valuation Report (UBS Securities) remains valid, and has determined that it is currently unnecessary to obtain a fresh share valuation report from UBS Securities, for the following reasons: (i) no substantially material changes have been made to the contents of the Business Plan used for the basis of preparation of the Share Valuation Report (UBS Securities) when considering value of the Target Company Shares; (ii) approximately only three months and a half have elapsed from the Target Company's Press Release Dated July 30, 2025, during which no material changes have occurred in forecasts for macro-economic environment or business environment of the Target Company Group; and (iii) the Target Company is not aware of any other circumstances which could significantly affect its share value or any other change after the Target Company's Press Release Dated July 30, 2025.

The remuneration to UBS Securities for the Transactions consists of a performance fee payable subject to the successful completion, etc. of the Transactions. The Target Company appointed UBS Securities as the Target Company's financial adviser and third-party valuator in accordance with the remuneration arrangement above, taking into account the general practices in similar transactions and the appropriateness of the remuneration arrangement that would impose a reasonable monetary burden on the Target Company if the Transactions were unsuccessful, and based on the determination that a performance fee payable subject to the successful completion of the Transactions, would not deny the independence of UBS

Securities. It has also been confirmed by the Special Committee that there are no issues with the independence of UBS Securities.

(ii) Outline of the calculation

After examining which methods of valuation analysis to be adopted for the valuation of the Target Company Shares from among several methods of valuation analysis, UBS Securities conducted the valuation using the following methods of analysis: (i) average market price analysis, because the Target Company Shares are listed on the Tokyo Stock Exchange Prime Market and have a market price and (ii) DCF method, so as to reflect the status of future business activities in the valuation, subject to the condition precedent set forth below (Note) and certain other conditions, based on the premise that the Target Company is a going concern and from the perspective that it would be appropriate to assess the value of the Target Company Shares in multiple ways.

According to UBS Securities, the corresponding ranges of value per the Target Company Share assessed by each of the above-mentioned methods are as follows. For assumptions, points of attention, etc. in UBS Securities' preparation of the Share Valuation Report (UBS Securities) and the underlying valuation analysis therefor, please refer to (Note) below.

Average market price analysis (Reference Date 1): 4,477 yen to 5,030 yen

Average market price analysis (Reference Date 2): 5,843 yen to 6,169 yen

DCF method: 5,154 yen to 7,253 yen

Under the average market price analysis, (a) the value per the Target Company Share was evaluated to be in the range of 4,477 yen to 5,030 yen, based on: the closing price of the Target Company Shares on the Tokyo Stock Exchange on October 29, 2024 (i.e. the business day that is considered not to have been affected by the Speculative Report, which was set as the first reference date (the “**Base Date 1**”) in order to eliminate the impact on share price caused by such Speculative Report), which was 4,839 yen; the simple average of the closing price for the past one month period up to the Base Date 1, which was 5,030 yen; the simple average of the closing price for the past three months period up to the Base Date 1; which was 4,738 yen; and the simple average of the closing price for the past six months period up to the Base Date 1, which was 4,477 yen; and (b) the value per the Target Company Share was evaluated to be in the range of 5,843 yen to 6,169 yen, based on: the closing price of the Target Company Shares on the Tokyo Stock Exchange on July 28, 2025 which was set as the second base date of the share calculation (the “**Base Date 2**”), which was 6,169 yen; the simple average of the closing price for the past one month period up to the Base Date 2, which was 6,000 yen; the simple average of the closing price for the past three months period up to the Base Date 2, which was 5,892 yen; and the simple average of the closing price for the past six months period up to the Base Date 2, which was 5,843 yen.

Under the DCF method, based on the future earnings forecast and investment plan pursuant to the Business Plan prepared by the Target Company and various elements, such as publicly available information, the value per the

Target Company Share was analyzed and evaluated to be in the range of 5,143 yen to 7,253 yen, upon evaluating the corporate value of the Target Company by discounting the free cash flow on the Business Plan to the present value using a certain discount rate and upon making certain financial adjustments such as adding the value of cash equivalents held by the Target Company.

The Business Plan, which is the basis of the above-mentioned DCF method, includes a fiscal year in which a large increase or decrease in income or profit, or a large increase or decrease in free cash flow is expected. Specifically, for the fiscal year ending March 31, 2026, a large increase in profit driven by a narrowing of losses in the China operations and a rebound in demand for new installations and modernization in urban areas in the Americas, following a period of sluggish demand are expected. For the fiscal year ending March 31 2027, a large decrease in free cash flow due to increased capital expenditures associated with the reconstruction and new construction of aging major buildings in the Kinki region (commonly referred to as “Big Fit” and “Osaka Fit”), is expected. For the fiscal year ending March 31, 2028, a large increase in free cash flow due to improvements of profit margins, a sharp decline in construction costs for the rebuilding of the major buildings in the Kinki region, and a reduction in renewal-related capital expenditures at overseas locations, is expected. For the fiscal year ending March 31, 2029, a large increase in profit due to improvements at overseas subsidiaries, including strengthened pricing strategies and enhanced productivity in maintenance segment, and a large increase in free cash flow due to the absence of reconstruction costs for the major buildings in the Kinki region, which had been incurred in the previous years, are expected. In addition, the Business Plan reflects revisions based on the latest performance and outlook, including the impact of the decline in new installation business amid the real estate downturn in China, which has significantly affected Target Company’s profitability. Compared to the target financial performance figures in Move On 5, the Business Plan projects a 42 billion yen decrease in revenue for the final year of the plan (the fiscal year ending March 31, 2029), while operating profit is expected to remain unchanged. For details, please refer to the “Notice Regarding Revision of Medium-term Management Plan” published by the Target Company on July 30, 2025.

The Business Plan does not account for the effects of the synergies expected to be realized as a result of the implementation of the Transactions because it is difficult to specifically estimate the effects of such synergies at the time of calculation.

Note: The Share Valuation Report (UBS Securities) has been delivered solely for the benefit of the board of directors of the Target Company, in its consideration of the Tender Offer Price from a financial point of view. The Share Valuation Report (UBS Securities) does not express any opinion or view on the consideration to be received by holders of any kind of securities, creditors, or other stakeholders of the Target Company in connection with the Transactions. The Share Valuation Report (UBS Securities) does not express any opinion or view on the following: (a) the terms of, or other aspects of, the Transactions (including, without limitation, the manner or structure of the Transactions or other elements) or (b) the relative advantage of the Transactions compared with other strategies or transactions that may be

adopted or implemented by the Target Company, or business decision-making related to promoting or implementing the Transactions. Furthermore, the Share Valuation Report (UBS Securities) does not express any opinion or make any recommendations in connection with the Transactions or any matters related thereto, as to whether the Target Company's shareholders should tender their Target Company Shares in the Transactions, or how they should exercise their voting rights or conduct themselves. The Share Valuation Report (UBS Securities) also does not express any opinion or view on the fairness (whether financial or otherwise), as compared with the Tender Offer Price in the Transactions, of the amount, nature, or other aspects of any remuneration for officers, directors, or employees of any party to the Transactions. The Share Valuation Report (UBS Securities) does not express any opinion on the price at which the Target Company Shares should be transacted at any time, including after the Transactions are publicly announced or commence.

In preparing the Share Valuation Report (UBS Securities), UBS Securities has assumed and relied upon the accuracy and completeness of the assumptions and information that were publicly available or were furnished to UBS Securities by the Target Company or its other advisors or were otherwise reviewed by UBS Securities for the purposes of preparing the Share Valuation Report (UBS Securities). The content of the assumptions and information has not been independently verified by UBS Securities or any of its directors, officers, employees, agents, representatives and/or, advisors, or any other person.

No representation, warranty, or undertaking, express or implied, has been or will be given by UBS Securities or its directors, officers, employees, agents, representatives, or advisors in relation to the accuracy, completeness, reliability, or sufficiency of the information contained in the Share Valuation Report (UBS Securities) or the reasonableness of any assumption contained in the Share Valuation Report (UBS Securities).

The Share Valuation Report (UBS Securities) is provided solely for the benefit of the Target Company, and the Target Company's shareholders and other persons should not rely upon the Share Valuation Report (UBS Securities) and will not be conferred any interests, rights, or remedies by the Share Valuation Report (UBS Securities).

By receiving the Share Valuation Report (UBS Securities), the Target Company acknowledges and agrees that to the maximum extent permitted by law, except in the case of fraud and save as provided in the engagement letter with UBS Securities, UBS Securities and its directors, officers, employees, agents, representatives and advisors expressly disclaim any liability which may arise from the Share Valuation Report (UBS Securities), or any other written or oral information provided in connection with the Share Valuation Report (UBS Securities), and any errors contained therein or omissions therefrom.

The Share Valuation Report (UBS Securities) may also contain forward-looking statements, projections, estimates, forecasts, targets, and/or opinions (collectively, the "**Forecasts**") provided to UBS Securities by the Target Company, and UBS Securities has relied upon the opinion of the Target

Company as to the reasonableness and achievability of the Forecasts (and the assumptions and bases thereof). UBS Securities has assumed that the Forecasts represent the best assessments and judgments of the Target Company available at the time of calculation and that the Forecasts will be realized in the amounts and time periods contemplated by the Target Company. All assumptions contained in the Share Valuation Report (UBS Securities) have been discussed and agreed with the Target Company. The Forecasts involve significant assumptions and subjective judgments which may or may not prove to be correct, and there can be no assurance that any Forecasts are a reliable indicator of future performance, nor that they are attainable or will be realized. No representation or warranty is given as to the achievement or reasonableness of, and no reliance should be placed on, any Forecasts contained in the Share Valuation Report (UBS Securities).

The Share Valuation Report (UBS Securities) was prepared based on the economic, regulatory, market, and other conditions as in effect on the date thereof and the information made available to UBS Securities as of the same date. Subsequent changes in these conditions may affect the information contained in the Share Valuation Report (UBS Securities). The Share Valuation Report (UBS Securities) speaks as at the date thereof (unless an earlier date is otherwise indicated therein), and in furnishing the Share Valuation Report (UBS Securities), no obligation has been undertaken, nor is any representation or undertaking given, by any person: (i) to provide the Target Company with any additional information, (ii) to update, revise, or re-affirm any information in the Share Valuation Report (UBS Securities), including any Forecasts, or (iii) to correct any inaccuracies therein which may become apparent.

The analyses conducted by UBS Securities described in the Share Valuation Report (UBS Securities) are summaries of the material financial analyses presented by UBS Securities to the Target Company in connection with the Share Valuation Report (UBS Securities) and are not comprehensive descriptions of all analyses undertaken or information referred to by UBS Securities in connection with the Share Valuation Report (UBS Securities). The preparation of the Share Valuation Report (UBS Securities) and its underlying analysis are a complex analytical process involving various judgments about the appropriateness and relevance of methods of financial analysis and the application of those methods to the particular circumstances; therefore, a part or summary of the analysis results do not necessarily accurately present all aspects of the analyses. UBS Securities' analysis results must be considered holistically, and reference to a part or summary thereof, without considering the entirety of such analysis results, may result in an incorrect understanding of the processes underlying UBS Securities' analyses. In expressing its opinion, UBS Securities considered each analysis and factor in a comprehensive and holistic manner, did not attribute any special weight to any particular analyses or factors, and did not state an opinion as to whether or how much any individual analysis or factor, considered in isolation, supported the analysis results by UBS Securities. None of the companies reviewed in UBS Securities' analyses as a comparable company is identical to any business units or subsidiaries of the Target Company, and these companies were selected because they were publicly

traded companies with businesses that, for purposes of UBS Securities' analyses, could be considered similar to those of the Target Company. The analyses made by UBS Securities necessarily involve complex considerations and judgments concerning differences in financial and business characteristics of the companies reviewed for comparison with the Target Company and other factors that could affect these companies.

In preparing the Share Valuation Report (UBS Securities), UBS Securities has: (i) not made any independent valuation or appraisal of the physical assets and liabilities of the Target Company or any other company referred to in the Share Valuation Report (UBS Securities), nor been furnished with any such valuation or appraisal; (ii) not carried out any assessment as to the commercial merits of the Transactions; (iii) not conducted any legal, tax, accounting, or other analysis in respect of the Transactions, and where relevant, has relied solely upon the judgments of the relevant professional advisors in these areas; and (iv) assumed that in the course of obtaining any regulatory or third party approvals, consents, and releases for the Transactions, there would be no delay, limitation, restriction, or condition that would have an adverse effect on the Target Company, any other company referred to in the Share Valuation Report (UBS Securities), or the Transactions.

UBS Securities is acting as financial advisor of the Target Company in connection with the Transactions and receives remuneration for its services as financial advisor, contingent upon the completion of the Transactions. In addition, the Target Company has agreed to indemnify UBS Securities for all costs borne by UBS Securities in relation to UBS Securities' involvement and certain liabilities arising out of UBS Securities' engagement.

(iii) Outline of the calculation related to Stock Acquisition Rights

The Stock Acquisition Rights are priced such that the amount of the Stock Acquisition Right Price is defined as the amount (5,699,000 yen) obtained by multiplying the difference (5,699 yen) between the Tender Offer Price (5,700 yen) and the exercise price per Target Company Share for each Stock Acquisition Right by the number of Target Company Shares (1,000 shares) underlying each Stock Acquisition Right. As a result, the Target Company has not obtained a valuation report or opinion on the Stock Acquisition Right Price (fairness opinion) from a third-party valuator.

(D) Obtainment by the Target Company of advice from an independent law firm

In order to ensure the fairness, objectivity and appropriateness of the decision-making process of the board of directors of the Target Company regarding the Transactions, including the Tender Offer, the Target Company appointed Oh-Ebashi as a legal advisor independent of the Target Company and Offerors, and received necessary legal advice regarding the method and process of decision-making of the board of directors of the Target Company, including various procedures related to the Transactions, as well as other points to note. Oh-Ebashi is not a related party of the Offerors or the Target Company, and has no material interest in connection with the Tender Offer. The remuneration to Oh-Ebashi is calculated by multiplying the number of hours worked by the hourly charge of its attorneys regardless of the outcome of the Transactions, and does not include any performance fee payable subject to the successful completion of the Transactions.

The Special Committee confirmed that there is no problem with the independence and expertise of the legal advisor appointed by the Target Company.

(E) Obtainment by the Special Committee of a share valuation report from an independent third-party valuator

(i) Name of valuator and its relationship with the Target Company and the Offeror

In considering the Consultation Matters, in order to secure the fairness of the transaction terms on the Transactions including the Tender Offer Price, the Special Committee requested Nomura Securities, as a financial adviser and third-party valuator independent of the Offerors, the Candidates and the Target Company, to calculate the value of the Target Company Shares and the Special Committee obtained the Share Valuation Report (Nomura Securities) from Nomura Securities on July 28, 2025. As described in this section, “(3) Measures to ensure the fairness of the Tender Offer Price and avoid conflicts of interest, and other measures to ensure the fairness of the Tender Offer,” given the fact that the Target Company and the Offerors have taken measures to ensure the fairness of the Tender Offer Price and the Transactions including the Tender Offer and to avoid conflicts of interest, and, as a result thereof, considered that the fairness of the Transactions including the Tender Offer Price has been ensured, the Special Committee has not obtained an opinion on the fairness of the Tender Offer Price (a fairness opinion) from Nomura Securities.

In re-stating its opinion on the Tender Offer, the Special Committee has considered that it is appropriate to continue using the Business Plan as the basis for the assessment of share value and that the Share Valuation Report (Nomura Securities) remains valid, and has determined that it is currently unnecessary to obtain a fresh share valuation report from Nomura Securities, for the following reasons: (i) no substantially material changes have been made to the contents of the Business Plan used for the basis of preparation of the Share Valuation Report (Nomura Securities) when considering value of the Target Company Shares; (ii) approximately only three months and a half have elapsed from the Target Company’s Press Release Dated July 30, 2025, during which no material changes have occurred in forecasts for macro-economic environment or business environment of the Target Company Group; and (iii) the Target Company is not aware of any other circumstances which could significantly affect its share value or any other change after the Target Company’s Press Release Dated July 30, 2025.

Nomura Securities is not a related party of the Target Company or the Offerors, and has no material interest that should be disclosed in connection with the Transactions. Furthermore, the remuneration to Nomura Securities for the Transactions does not include a performance fee payable subject to the successful completion, etc. of the Transactions.

(ii) Outline of calculation

Based on its judgement that it is appropriate to multilaterally assess the value of the Target Company Shares on the assumption that the Target Company is a going concern, and after considering which calculation methods are to be

adopted in calculating the value of the Target Company Shares among various calculation methods, Nomura Securities has adopted the average market share price method to take into account the trend in market price of the Target Company Shares because the Target Company is listed on the Prime Market of the Tokyo Stock Exchange, and the DCF method to reflect the circumstances of the Target Company's future business activities on the calculation. On July 28, 2025, the Special Committee obtained the Share Valuation Report (Nomura Securities) from Nomura Securities. The Special Committee has not obtained an opinion in respect of the fairness of the Tender Offer Price (a fairness opinion) from Nomura Securities.

According to Nomura Securities, the ranges of the value per Target Company Share calculated based on each of the above calculation methods are as follows.

Average market share price method (Base Date 1): 4,477 yen - 5,030 yen

Average market share price method (Base Date 2): 5,843 yen - 6,169 yen

DCF method: 5,370 yen - 9,125 yen

Under the average market share price method, (a) the value per the Target Company Share was evaluated to be in the range of 4,477 yen to 5,030 yen, based on: (i) the closing price of the Target Company Shares (4,839 yen) on the Tokyo Stock Exchange on October 29, 2024 (i.e., the business day that is considered not to have been affected by the Speculative Report, which was set as the Base Date 1 in order to eliminate the impact on share price by such Speculative Report); (ii) the simple average closing price of the Target Company Shares for the preceding five business days period up to the Base Date 1 (4,870 yen); (iii) the simple average closing price of the Target Company Shares for the preceding one month period up to the Base Date 1 (5,030 yen); (iv) the simple average closing price of the Target Company Shares for the preceding three month period up to the Base Date 1 (4,738 yen); and (v) the simple average closing price of the Target Company Shares for the preceding six month period up to the Base Date 1 (4,477 yen); and (b) the value per the Target Company Share was evaluated to be in the range of 5,843 yen – 6,169 yen on: (i) the closing price of the Target Company Shares (6,169 yen) on the Tokyo Stock Exchange on July 28, 2025, which was set as the Base Date 2; (ii) the simple average closing price of the Target Company Shares for the preceding five business days period up to the Base Date 2 (6,036 yen); (iii) the simple average closing price of the Target Company Shares for the preceding one month period up to the Base Date 2 (6,000 yen); (iv) the simple average closing price of the Target Company Shares for the preceding three month period up to the Base Date 2 (5,892 yen); and (v) the simple average closing price of the Target Company Shares for the preceding six month period up to the Base Date 2 (5,843 yen).

Under the DCF method, assuming various factors such as future earnings forecasts and investment plan according to the Business Plan prepared by the Target Company, and information disclosed to the general public, the corporate value of the Target Company and the value of the Target Company Shares were calculated by discounting the free cash flow that the Target Company is expected to create on and after the fiscal year ending March 2026 to its present value at a certain discount rate. Based thereon, the range of the

value per the Target Company Share has been calculated to be between 5,370 yen and 9,125 yen.

The Business Plan, which is the basis for the analysis for the DCF method, includes a fiscal year in which a substantial increase/decrease in profit and free cash flow compared to the last fiscal year is expected. Specifically, for the fiscal year ending March 31, 2026, a large increase in profit driven by a narrowing of losses in the China operations and a rebound in demand for new installations and modernization in urban areas in the Americas, following a period of sluggish demand are expected. As a result, a large increase in free cash flow is expected. For the fiscal year ending March 31, 2027, a large decrease in free cash flow due to increased capital expenditures associated with the reconstruction and new construction of aging major buildings in the Kinki region (commonly referred to as “Big Fit” and “Osaka Fit”), is expected. For the fiscal year ending March 31, 2028, a large increase in free cash flow due to improvements of profit margins, a sharp decline in construction costs for the rebuilding of the major buildings in the Kinki region, and a reduction in renewal-related capital expenditures at overseas locations, is expected. For the fiscal year ending March 31, 2029, a large increase in profit due to improvements at overseas subsidiaries, including strengthened pricing strategies and enhanced productivity in maintenance segment, and a large increase in free cash flow due to the absence of reconstruction costs for the major buildings in the Kinki region, which had been incurred in the previous years, are expected. In addition, the Business Plan reflects revisions based on the latest performance and outlook, including the impact of the decline in new installation business amid the real estate downturn in China, which has significantly affected Target Company’s profitability. Compared to the target financial performance figures in Move On 5, the Business Plan projects a 42 billion yen decrease in revenue for the final year of the plan (the fiscal year ending March 31, 2029), while operating profit is expected to remain unchanged. For details, please refer to the “Notice Regarding Revision of Medium-term Management Plan” published by the Target Company on July 30, 2025.

Further, the Business Plan prepared by the Target Company which Nomura Securities used for calculation by the DCF method does not account for the effect of the synergies expected to be realized as a result of the implementation of the Transactions because it is difficult to specifically estimate the effect of such synergies at the time of calculation.

Note: In calculating the value of the Target Company Shares, Nomura Securities has assumed that public information and all information provided to Nomura Securities are accurate and complete, and has not independently verified the accuracy or completeness thereof. Nomura Securities has not conducted any independent evaluation, appraisal or assessment of assets and liabilities (including financial derivatives, off-balance-sheet assets and liabilities, or other contingent liabilities) of the Target Company and its affiliates, including analysis and evaluation of individual assets and liabilities, nor has it requested any third-party agent to conduct any appraisal or assessment thereof. The Business Plan is assumed to be reasonably considered or prepared based on the best and good faith estimates and

judgment available to the Executive Directors at the time of calculation. The calculation by Nomura Securities reflects the information and economic conditions obtained by Nomura Securities up to July 28, 2025. Further, the purpose of calculation by Nomura Securities is to solely help the Special Committee in examining the value of the Target Company Shares.

(F) Obtainment by the Special Committee of advice from an independent law firm

The Special Committee appointed Daiichi LPC as a legal advisor independent of the Target Company and the Offerors, and received legal advice including advice on the measures to be taken to confirm the fairness, objectivity and rationality of the procedures for the Transactions, the various procedures for the Transactions, and the method and process of decision-making of the Target Company regarding the Transactions. Daiichi LPC is not a related party of the Offerors or the Target Company, and has no material interest in the expression of opinion on the Tender Offer. The remuneration to Daiichi LPC is calculated by multiplying the number of hours worked by the hourly rates of its attorneys regardless of the outcome of the Transactions, and does not include any performance fee payable subject to the successful completion of the Transactions.

(G) Approval of majority of disinterested directors of the Target Company and no objection from all disinterested corporate auditors of the Target Company

The Target Company carefully discussed and considered various terms of the Transactions, including the Tender Offer, by taking into account the legal advice given by its legal advisor, Oh-Ebashi, regarding the points to note in making decisions related to the Transactions including the Tender Offer, the financial advice and the contents of the Share Valuation Report (UBS Securities) provided by UBS Securities, and the contents of the Share Valuation Report (Nomura Securities) received from Nomura Securities through the Special Committee, while respecting to the fullest extent the recommendations in the Written Report Dated July 29, 2025 and the Written Report Dated November 13, 2025. As a result, the board of directors of the Target Company reached the conclusion that the Transactions contribute to the enhancement of the Target Company's corporate value, determined that the Tender Offer Price is an appropriate price that reasonably reflects the intrinsic value of the Target Company and that the other terms of the Tender Offer are fair, and by respecting to the fullest extent the recommendations in the Written Report Dated November 13, 2025 submitted by the Special Committee, resolved, at the meeting of the board of directors held on November 13, 2025, as follows: firstly, with the approval of a majority of the directors of the Target Company (six in favor, two against, and one absent) who participated in the deliberation and resolution, to express its opinion in support of the Tender Offer; and secondly, with the approval of a majority of the directors of the Target Company (five in favor, one against, two abstentions, and one absent) who participated in the deliberation and resolution, to leave the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders. All four corporate auditors of the Target Company attended that meeting and confirmed that they had no objection to the above resolutions.

The opinions of the directors, Ms. Kaoru Umino and Ms. Ako Shimada, who did

not vote in favor of the above resolution, are as follows. As mentioned in vi. under “(a) The reasonableness of the purpose of the Transactions (including the issue of whether the Transactions will contribute to the enhancement of the Target Company’s corporate value)” in “b. Reasons for the report” in “A. Written Report Dated July 29, 2025” in “(iii) Details of decision” under “(A) Establishment by the Target Company of an independent special committee and obtainment by the Target Company of a report from the special committee,” considering the historical background of the Target Company, even if the founding family were not to directly participate in the Target Company’s management, the possibility that the founding family may exercise influence cannot be denied. From an outsider’s perspective, this could give the impression that the Target Company is operating under the influence of the founding family, which could be interpreted as a regression to the past, potentially damaging the Target Company’s reputation and affecting its future business operations. In this regard, during the process, the founding family’s representative suddenly sent a document to the Special Committee stating that the founding family agreed with the management policies of the Target Company’s management team and EQT, including Move On 5. However, these assertions are inconsistent with the fact that the founding family filed multiple lawsuits against the Target Company and its officers and made critical remarks or took actions that were not in support of the Target Company’s management structure at annual shareholders’ meetings in the past. In the Transactions, given the current situation where shareholders who do not support the current management team or Move On 5 formulated by the current management team are obstructing the achievement of Move On 5, the removal of such shareholders is considered one of the core objectives of the Transactions. From this perspective, members of the founding family should be squeezed out after the Transactions in the same way as the other major shareholders. Therefore, the Transactions which allow the founding family to remain do not enhance the corporate value of the Target Company, and therefore they do not agree with the implementation of the Transactions. Nevertheless, on the premise of the majority opinion that the Transactions are beneficial to the enhancement of the corporate value of the Target Company, they agree that appropriate measures have been taken to ensure fairness in the Transactions. Furthermore, while they consider it inappropriate that the execution of the Tender and Non-Tender Agreement by the founding family is made a condition of the Transactions, they agree that the judgment that the remaining conditions of the Transactions are appropriate is not particularly unreasonable. However, since they have expressed their opinion that they cannot agree with the implementation of the Transactions, they consider it inappropriate to express an opinion to the shareholders of the Target Company and the Stock Acquisition Right Holders regarding the decision of whether or not to participate in the Tender Offer. Therefore, they abstain from voting on the resolution.

In addition, the opinion of the director, Torsten Gessner, who voted against the resolution leaving the decision of whether or not to participate in the Tender Offer to the discretion of the shareholders of the Target Company and the Stock Acquisition Right Holders, is as follows. At the meeting of the board of directors held on July 29, 2025, the director agreed with the Tender Offer because the director determined that the delisting the Target Company Shares through the Transactions including the Tender Offer would contribute to the enhancement of the Target Company’s corporate value, and, regarding whether or not to recommend the shareholders to participate in the Tender Offer, the director agreed to express a

neutral opinion, noting that, although the Tender Offer Price was agreed upon with appropriate safeguards in place to ensure fairness, it represented a discount on the closing price of the Shares on the Prime Market of the Tokyo Stock Exchange on the preceding business day, namely July 28, 2025. However, given that the market prices of the Shares have remained below the Tender Offer Price after the publication of the Target Company's Press Release Dated July 30, 2025 up to November 13, 2025, the previous circumstances which prevented a recommendation for the shareholders' participation in the Tender Offer have been eliminated. Furthermore, during this period, there has not been any proposal competing with, or any request for the revision or withdrawal of, the Tender Offer. Therefore, since the Tender Offer Price represents the best price obtainable under the current circumstances, it is appropriate to support the Tender Offer and recommend the shareholders to participate in the Tender Offer and, accordingly, the director cannot agree to maintain the neutral opinion.

(H) Measures to ensure opportunities for purchase for parties other than the Offeror

As stated in "(B) Implementation of the privatization process and ensuring the opportunity for multiple candidates to make proposals and consideration of such proposals, as well as genuine negotiations by the Special Committee" above, the Target Company will implement the process of taking the Target Company Shares private with the aim of selecting desirable investors to become shareholders for the Target Company in addition to EQT. By ensuring the opportunity for the Target Company to receive a wide range of competing offers for transactions to take the Target Company Shares private, the Target Company established a proactive market check through the bidding process, and has selected the Offeror from perspectives including enhancing the Target Company's corporate value and maximizing its share price amidst a maintained competitive environment. In addition, in response to the Speculative Report released on October 30, 2024, the Target Company disclosed in its release on October 31, 2024 titled "Notice regarding media reports" that it had received a non-binding initial proposal and had established the Special Committee, and that even if the Target Company were not to participate in the process of going private, investors interested in transactions to take the Target Company Shares private had been granted sufficient time and opportunities to express such interest to the Target Company.

In addition, although the Offeror sets the Tender Offer Period at 21 business days, the Tender Offer is a so-called prior disclosure-type tender offer. Therefore, in light of the fact that a relatively long period has been ensured from the announcement of the transaction terms, including the Tender Offer Price, until the commencement of the Tender Offer, the Offeror will ensure that the Target Company's shareholders and the Stock Acquisition Right Holders have an opportunity to properly determine whether to tender their Target Company Share Certificates, Etc. in the Tender Offer as well as an opportunity for parties other than the Offeror to make counter offers or the like for the Target Company Share Certificates, Etc., and has thereby secured the fairness of the Tender Offer Price.

Further, in light of the fact that the Target Company had received a non-binding proposal dated June 20, 2025 from an Additional Proposer to the effect that the Additional Proposer would acquire a majority of the shares of the Target Company at a price exceeding the Tender Offer Price, as stated in "(A) The Tender Offer Agreement" in "(6) Matters relating to material agreements regarding the Tender

Offer” below, it is stipulated in the Tender Offer Agreement that, even after the announcement of the Transactions, subject to certain terms and conditions, the Target Company is not precluded from giving serious consideration to serious proposals or from withdrawing its support from the Tender Offer and expressing its support of a Counter Offer (defined below), and that even after the execution of the Transactions. Further, even after the execution of the Transactions, the opportunity to consider proposals from Additional Proposers has not been waived, and by conducting an indirect market check, it is believed that the appropriateness of the Tender Offer Price can be verified.

(I) Consideration to avoid coercion

As stated in “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” below, the Offeror has clearly stated that (i) it will request the Target Company to hold the Extraordinary Shareholders’ Meeting (as defined in “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” below) promptly after the completion of the settlement of the Tender Offer at which proposals will be submitted to conduct the Share Consolidation (defined below) and to make a partial amendment to the Target Company’s Articles of Incorporation to abolish the share unit number provisions on the condition that the Share Consolidation becomes effective, and will not adopt methods in which the shareholders of the Target Company are not ensured to exercise the shareholders’ rights to demand the purchase of their shares and rights to petition to determine the value of such shares; and (ii) when conducting the Share Consolidation, it will ensure that the amount of cash to be delivered to the shareholders of the Target Company as consideration will be calculated in a manner in which such amount is equal to the price obtained by multiplying the Tender Offer Price by the number of Target Company Shares owned by each shareholder (excluding the Offeror, the Non-Tendering Shareholders, and the Target Company). Accordingly, the Offeror has ensured the opportunity for the shareholders of the Target Company to appropriately determine whether to tender their shares in the Tender Offer, and in doing so has given consideration to avoid coercion of the Target Company’s shareholders.

(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)

As stated in “(1) Summary of the Tender Offer” above, if the Offeror fails to acquire all of the Target Company Share Certificates, Etc. (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares and the treasury shares owned by the Target Company) through the Tender Offer, then after the successful completion of the Tender Offer, the Offeror intends to implement the Squeeze-Out Procedures via the following method.

Specifically, promptly after the completion of the settlement of the Tender Offer, the Offeror intends to request the Target Company to hold an extraordinary shareholders’ meeting (the “**Extraordinary Shareholders’ Meeting**”) and to submit at such Extraordinary Shareholders’ Meeting a proposal to conduct a consolidation of the Target Company Shares (the “**Share Consolidation**”) under Article 180 of the Companies Act and a proposal to make a partial amendment to the Target Company’s Articles of Incorporation to abolish the share unit number provisions on the condition that the Share

Consolidation becomes effective. At present, the timing of the holding of the Extraordinary Shareholders' Meeting has not been determined, but the Offeror intends to request the Target Company to hold the Extraordinary Shareholders' Meeting around February 2026. According to the Target Company's Press Releases, the Target Company intends to comply with the aforementioned requests if it receives them from the Offeror. In addition, the Offeror and the Non-Tendering Shareholders intend to vote for each of the aforementioned proposals at the Extraordinary Shareholders' Meeting.

If the proposal for the Share Consolidation is approved at the Extraordinary Shareholders' Meeting, the shareholders of the Target Company will come to own the number of Target Company Shares proportionate to the ratio of the Share Consolidation that is approved at the Extraordinary Shareholders' Meeting as of the effective date of the Share Consolidation. If, due to the Share Consolidation, the resulting number is a fraction less than one share, each shareholder of the Target Company who holds such fractional shares will receive an amount of cash obtained by selling the Target Company Shares equivalent to the total number of shares less than one unit (with such aggregate sum rounded down to the nearest whole number; the same applies hereinafter) to the Target Company or the Offeror as per the procedures specified in Article 235 of the Companies Act and other relevant laws and regulations, or by other similar methods. The Offeror intends to request the Target Company for the purchase price for the aggregate sum of the Target Company Shares that are less than one unit to be valued so that the amount of cash received by the shareholders of the Target Company who did not tender its shares in the Tender Offer (excluding the Offeror, and Uchiyama International or the Tendering and Non-Tendering Shareholders, and the Target Company) as a result of the sale will be equal to the price obtained by multiplying the Tender Offer Price by the number of Target Company Shares owned by each such shareholder, and the Offeror will request the Target Company to file a petition to the court for permission to purchase such Target Company Shares on this basis.

Although the ratio of the Share Consolidation has not been determined as of today, since the Offeror plans for only the Offeror and Uchiyama International or the Tendering and Non-Tendering Shareholders (however, in the case where there is any remaining shareholder (except the Offeror) that holds a number of Target Company Shares exceeding the number of Target Company Shares held by Uchiyama International or the Tendering and Non-Tendering Shareholders as of the time immediately prior to when the Squeeze-Out Procedures become effective, then only the Offeror) to hold all of the Target Company Shares (excluding the treasury shares owned by the Target Company), the Offeror plans to request the Target Company to determine the ratio so that the number of the Target Company Shares of the shareholders who did not tender their shares in the Tender Offer (excluding the Offeror and Uchiyama International or the Tendering and Non-Tendering Shareholders (however, in the case where there is any remaining shareholder (except the Offeror) that holds a number of Target Company Shares exceeding the number of Target Company Shares held by Uchiyama International or the Tendering and Non-Tendering Shareholders as of the time immediately prior to when the Squeeze-Out Procedures become effective, then only the Offeror), and the Target Company) will become fractions less than one share. According to the Target Company's Press Releases, if the Tender Offer is successfully completed, the Target Company intends to comply with the aforementioned request of the Offeror.

The Share Lending Transactions may be carried out during the period following settlement of the Tender Offer up to the day prior to the effective date of the Squeeze-Out Procedures. If the Share Lending Transactions are carried out, then after the end of the

Share Consolidation and after the shares equivalent to fractions have been sold to the Target Company or the Offeror pursuant to the decision of the court's permission to purchase, it is planned that the Share Lending Transactions will be terminated, and the Target Company Shares that were loaned through the Share Lending Transactions will be returned to the persons who originally lent them, and in order to implement said return, it is planned that the Target Company will split the Target Company Shares prior thereto. Further, it is planned that the Restructuring Transaction (as defined below in "(D) The Tender and Non-Tender Agreement" in "(6) Matters relating to material agreements regarding the Tender Offer") will be carried out after the termination of the Share Lending Transactions. For details, please refer to "(D) The Tender and Non-Tender Agreement" in "(6) Matters relating to material agreements regarding the Tender Offer" below.

In addition, as for the provisions of the Companies Act that aim to protect the rights of general shareholders in relation to the Share Consolidation, the Companies Act provides that if the Share Consolidation is carried out and there are shares less than one unit as a result thereof, then in accordance with the provisions of Articles 182-4 and 182-5 of the Companies Act and other relevant laws and regulations, the shareholders of the Target Company who did not tender their shares in the Tender Offer (excluding the Offeror, the Non-Tendering Shareholders, and the Target Company) may request that the Target Company purchase all such shares less than one unit at a fair price, and such shareholders may file a petition to the court to determine the price of the Target Company Shares. The purchase price in the event that such petition is filed will be finally determined by the court.

With respect to the restricted stock compensation for the directors of the Target Company (excluding outside directors) and the restricted stock of the Target Company granted to its executive officers who are not concurrently serving as directors (the "**Restricted Stock**"), in the allotment agreements therefor, it is stipulated that: (a) if matters concerning a share consolidation (limited to the case where such share consolidation will result in the Restricted Stock held by the grantees thereof only becoming fractional shares) are approved at a shareholders' meeting of the Target Company during the restriction period for the Restricted Stock (only if the effective date of such share consolidation (the "**Squeeze-Out Effective Date (Share Consolidation)**") falls prior to the expiration date of the restriction period for the Restricted Stock), then, pursuant to a resolution of the Target Company's board of directors, the restrictions on the number of the Restricted Stock obtained by multiplying (i) the number of the Restricted Stock held by the grantees thereof as of the date on which such approval at the shareholders' meeting is obtained by (ii) the number obtained by dividing the number of months from and including the month in which the payment date of the Restricted Stock falls up to and including the month in which the date when the approval at the shareholders' meeting is obtained falls by 12 (if such number is greater than 1, it shall be set as 1) shall be lifted as of the time immediately prior to the business day preceding the Squeeze-Out Effective Date (Share Consolidation); and (b) in the case referred to in (a), the Target Company shall automatically acquire all of the shares for which the transfer restrictions thereon have not been lifted held by the grantees thereof as of the business day prior to the Squeeze-Out Effective Date (Share Consolidation) at no cost. During the Squeeze-Out Procedures, the Restricted Stock for which the restrictions have been lifted as of the business day prior to the Squeeze-Out Effective Date (Share Consolidation) in accordance with the provisions of the allotment agreements referred to in (a) shall be subject to the share consolidation, and the Restricted Stock for which the restrictions have not been lifted as of the business day prior to the Squeeze-Out Effective Date (Share

Consolidation) in accordance with the provisions of allotment agreements referred to in (b) will be acquired by the Target Company at no cost.

In the case where the Tender Offer is successfully completed but the Offeror fails to acquire all of the Stock Acquisition Rights and there are unexercised Stock Acquisition Rights remaining, the Offeror intends to request the Target Company to implement the reasonably necessary procedures in order to implement the Transactions, such as acquiring or cancelling such Stock Acquisition Rights or encouraging the Stock Acquisition Right Holders to waive such Stock Acquisition Rights. According to the Target Company, if the Target Company receives such request, it intends to cooperate therewith promptly after the commencement date of the settlement of the Tender Offer.

With regard to the procedures described above, it is possible that, depending on circumstances such as the revision, enactment, or the authoritative interpretation of the relevant laws and regulations, more time may be required or alternative methods or timelines may be utilized to implement the procedures. However, even in such a case, if the Tender Offer is successfully completed, the Offeror intends for a method to be adopted whereby the shareholders of the Target Company who do not tender their shares in the Tender Offer (excluding the Offeror, the Non-Tendering Shareholders, and the Target Company) will ultimately receive cash consideration equal to the number of Target Company Shares held by such shareholders multiplied by the Tender Offer Price. The specific procedures, timing of implementation, and other such matters in each case set out above will be announced promptly by the Target Company once it has decided them after consultation with the Offeror.

The Tender Offer is not intended to solicit the shareholders of the Target Company to approve the proposal at the Extraordinary Shareholders' Meeting. In addition, shareholders of the Target Company and the Stock Acquisition Right Holders are requested to confirm with experts such as certified public tax accountants regarding tax treatment relating to tendering in the Tender Offer and the procedures set out above at their own responsibility.

(5) Expected delisting and reasons therefor

The Target Company Shares are currently listed on the Prime Market of the Tokyo Stock Exchange as of today. However, since the Offeror has not set a limit on the maximum number of share certificates, etc. to be purchased in the Tender Offer, the Target Company Shares may be delisted through prescribed procedures in accordance with the stock delisting criteria of the Tokyo Stock Exchange, depending on the result of the Tender Offer.

In addition, the Share Consolidation is expected to be carried out even in the event that the delisting criteria are not met upon completion of the Tender Offer, and if such procedures are carried out as stated in “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”)” above after the successful completion of the Tender Offer, then the Target Company Shares will be delisted through the prescribed procedures in accordance with the stock delisting criteria of the Tokyo Stock Exchange. After delisting, the Target Company Shares will no longer be traded on the Prime Market of the Tokyo Stock Exchange.

(6) Matters relating to material agreements regarding the Tender Offer

(A) The Tender Offer Agreement

In connection with the Transactions, the Offeror has executed the Tender Offer Agreement with the Target Company as of July 29, 2025.

The Tender Offer Agreement stipulates that, subject to the fulfillment or waiver of all of the Conditions Precedent, the Offeror will conduct the Tender Offer on a date that is within 10 business days after all of the Conditions Precedent have been fulfilled or waived, as separately agreed upon between the Offeror and the Target Company.

Under the Tender Offer Agreement, the Target Company bears the following obligations: (i) on the execution date of the Tender Offer Agreement, the obligation to adopt a board resolution to support the Tender Offer (together with the Resolution Expressing Support, the “**Resolution Expressing Support, Etc.**”) and to make a public announcement to that effect if the Tender Offer commences; (ii) if the Offeror submits a tender offer registration statement for the Tender Offer on the commencement date of the Tender Offer, on the condition that all of the conditions precedent to the Target Company’s performance of its obligations (Note 1) have been fulfilled or waived, the obligation to submit on the commencement date of the Tender Offer a statement of opinion which includes the details of the Resolution Expressing Support; and (iii) from the execution date of the Tender Offer Agreement until the last day of the tender offer period, the obligation to maintain the Resolution Expressing Support, Etc. and not to withdraw or amend them, except as explicitly provided otherwise in the Tender Offer Agreement.

In addition, under the Tender Offer Agreement, from the execution date of the Tender Offer Agreement until the completion of the Squeeze-Out Procedures, the Target Company has agreed not to make any proposals, solicit, provide any information, discuss, agree, or take any other actions with or towards any third party regarding any transaction that substantially competes with, contradicts, conflicts with, makes difficult, or has a significant adverse effect on the execution of the Transactions, or is likely to do so (in this paragraph, the “**Competing Transactions**”). From the execution date of the Tender Offer Agreement until the completion of the Squeeze-Out Procedures, in the event that the Target Company receives a proposal for a Competing Transaction from any party other than the Offeror, or becomes aware of the existence of such a proposal, the Target Company bears the obligation to promptly notify the Offeror of such fact and the details of the proposal, and to engage in good faith discussions with the Offeror regarding the appropriate response thereto.

Under the Tender Offer Agreement, in any of the following cases, the Target Company may withdraw the Resolution Expressing Support, Etc., accept the proposal stipulated in Item (1) below, or express support for a Counter Offer.

(1) Cases where all of the following conditions are satisfied:

- (A) a third party (excluding (i) those who were given the opportunity to make a proposal in response to a process letter during the bidding process related to the privatization of the Target Company, (ii) its parent company, subsidiaries, other affiliated companies, and their affiliates (including officers and employees of any of them), (iii) investment

funds and other investment vehicles that are directly or indirectly managed, operated, advised, or informed by (i) and (ii), as well as (iv) companies or other entities directly or indirectly owned by (iii)), without any solicitation or proposal from the Target Company (including its subsidiaries, other affiliated companies, and their respective officers and employees) either (i) submits a legally binding written proposal to the Target Company to commence a tender offer for all of the share certificates, etc. of the Target Company aimed at privatizing the Target Company, at a purchase price at least 5% greater than the Tender Offer Price (such tender offer, the “**Counter Offer**”), or publicly announces its plan to commence the Counter Offer (provided, however, that, in either case, (a) the conditions precedent for commencing the Counter Offer are clearly and specifically indicated, and it is objectively and reasonably recognized that there is a high likelihood that all such conditions will be satisfied within a reasonable period, and (b) legally binding proof of all funds, such as investment certificates or loan certificates, necessary to lawfully complete the privatization of the Target Company is submitted, and it is objectively and reasonably recognized that securing such funds is certain), or (ii) actually commences the Counter Offer;

- (B) the Target Company immediately notifies the Offeror of the Counter Offer and its details, and engages in good faith discussions with the Offeror on how to address it; and
- (C) (i) the Offeror does not amend the Tender Offer Price to an amount equal to or greater than the purchase price of the common shares under the Counter Offer, and does not amend the purchase price per stock acquisition right to a reasonable amount based on the amended Tender Offer Price, by the later of either the date on which five business days have elapsed from the commencement of the discussions stipulated in (B) above or the date which is seven business days prior to the last day of the tender offer period; and (ii) upon obtaining written advice from external legal counsel with significant expertise in transactions similar to the Transactions, the Target Company’s board of directors reasonably determines that (a) the Counter Offer more effectively enhances the Target Company’s corporate value and better serves its shareholders’ common interests compared to the Transactions, considering factors such as the transaction price, timing, specificity of the proposal, the identity and track record of the proposing third party, the certainty of financing, the certainty and timing of obtaining necessary permits and approvals, and the certainty of transaction execution and other relevant factors, and that (b) maintaining the Resolution Expressing Support, Etc. would likely result in a breach of the fiduciary duties of the Target Company’s directors, even considering the necessity of the payment stipulated in the following paragraph, and the Target Company’s board of directors has obtained approval from the Special Committee; provided, however, that there is no breach in any material respect of the Target Company’s obligations under the Tender Offer Agreement at that time (for the avoidance of doubt, a breach of the provisions in the preceding two paragraphs by the Target Company shall be deemed as a

material breach, unless such breach is justified pursuant to this paragraph).

- (2) In the event that the Offeror, without obtaining the prior written consent of the Target Company, effects any changes to the conditions of the Tender Offer, except for increases in the Tender Offer Price, changes mandated by applicable laws and regulations, or changes necessitated by a breach of obligations by the Target Company as provided in the Tender Offer Agreement.

If the Tender Offer Agreement is terminated because the Target Company has withdrawn the Resolution Expressing Support, Etc. in accordance with Item (1) of the preceding paragraph, accepted the proposal stated in the preceding paragraph, or expressed support for the Counter Offer and the Offeror notifies the Target Company in writing of its intention not to increase the Tender Offer Price (including by making a public announcement to that effect), then the Target Company will be obligated to pay 2 billion yen to the Offeror. The level of this break-up fee is limited to approximately 0.5% of the total amount of the consideration for the Transactions. In addition, in light of the fact that the Target Company and the Offeror have devoted considerable resources in continuing to consider the Transactions and that the Target Company has conducted a proactive market check through the bidding process, the Offeror believes that it can be said that a break-up fee of this level is within a reasonable range in practice and is essentially not of a nature that would have the effect of forcing the shareholders of the Target Company to approve the Transactions or inhibit the opportunity for the Target Company to receive a counter proposal that is more desirable to the shareholders.

In addition to the above, the Tender Offer Agreement also stipulates representations and warranties clauses (Note 2) (Note 3), obligations of the Offeror (Note 4), obligations of the Target Company (Note 5), indemnification provisions, grounds for termination and cancellation of the agreement (Note 6), and general provisions.

Note 1: In summary, the conditions precedent to the Target Company's performance of its obligations are stipulated in the Tender Offer Agreement as follows.

- (1) The representations and warranties of the Offeror set forth in the Tender Offer Agreement (Note 2) shall be true and accurate in all material respects (provided that if any such representations and warranties are qualified by materiality or significance, they shall be true and accurate in all respects to that extent).
- (2) All obligations of the Offeror that are due for performance or compliance under the Tender Offer Agreement (Note 4) have been performed or complied with in all material respects.
- (3) The board of directors of the Target Company shall have duly and validly adopted the Resolution Expressing Support as the Target Company's opinion in relation to the Tender Offer, the Target Company shall have announced the content of the resolution, and the Target Company shall not have adopted any resolution to revoke or amend the Resolution Expressing Support or any resolution inconsistent with the Resolution Expressing Support.
- (4) The Special Committee shall have submitted a recommendation to

the board of directors of the Target Company, stating that it is appropriate for the board of directors to adopt the Resolution Expressing Support, the Target Company has announced that fact, and the Special Committee shall not have withdrawn or amended the recommendation.

- (5) There shall be no pending lawsuits, etc. before any judicial or administrative bodies that seek to restrict or prohibit the Tender Offer or tendering in the Tender Offer, there shall be no laws and regulations or judicial or administrative bodies' decisions, etc. that restrict or prohibit the Tender Offer or tendering in the Tender Offer, and there shall be no specific risk of such events occurring.
- (6) The Clearance has been obtained for the Tender Offer. Additionally, it is reasonably expected that no measures or procedures that would impede the implementation of the Tender Offer will be taken by the Japan Fair Trade Commission or any other judicial or administrative bodies responsible for competition laws and foreign investment laws.
- (7) With respect to the Tender Offer, all permits and approvals, in addition to those required for the Clearance (if any), required before the completion of the Tender Offer shall have been obtained or implemented, and it is reasonably expected that no measures or procedures that would impede the implementation of the Tender Offer will be taken by the judicial or administrative bodies.

Note 2: In the Tender Offer Agreement, the Offeror has made representations and warranties regarding the following: (i) the validity of its incorporation and existence; (ii) the existence of its power and authority necessary for the execution and performance of the Tender Offer Agreement; (iii) the validity and enforceability of the Tender Offer Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Tender Offer Agreement; (v) the obtainment, etc. of permits and approvals from judicial or administrative bodies necessary for the Offeror to execute and perform the Tender Offer Agreement; (vi) the absence of any insolvency proceedings, etc.; (vii) that the Offeror is not an antisocial force and has no relationship with any antisocial forces; (viii) prospects for procuring sufficient funds for the Offeror to complete the Tender Offer and the Squeeze-Out Procedures; (ix) the absence of the right to nominate directors of the Target Company, etc. with respect to the Non-Tendering Shareholders; and (x) the accuracy of the matters disclosed in relation to the Tender Agreements and the Tender and Non-Tender Agreement.

Note 3: In the Tender Offer Agreement, the Target Company has made representations and warranties regarding the following: (i) the validity of its incorporation and existence; (ii) the existence of its power and authority necessary for the execution and performance of the Tender Offer Agreement; (iii) the validity and enforceability of the Tender Offer Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Tender Offer Agreement; (v) the obtainment, etc. of permits and approvals from judicial or administrative bodies necessary for the Target Company to execute and

perform the Tender Offer Agreement; (vi) the absence of any insolvency proceedings, etc.; (vii) that the Target Company is not an antisocial force and has no relationship with any antisocial forces; (viii) the validity of the issuance of the Target Company's shares, etc.; (ix) the accuracy, etc. of the Target Company's disclosure documents; (x) the accuracy, etc. of the Target Company's consolidated financial statements; (xi) the accuracy, etc. of information disclosure; (xii) that the Target Company is not an entity that is subject to US foreign investment regulations; and (xiii) the absence of material non-public facts, etc. In the Tender Offer Agreement, the Target Company has also made representations and warranties with respect to the Target Company Group regarding the following: shares, etc.; financial statements; absence of material changes; real property; intellectual property rights; movable property; claims; other assets; contracts; compliance and permits and approvals; labor matters; taxes and public dues; insurance; product defects; environment; litigation, etc.; and sanctions, anti-corruption laws, and AML/CFT laws. However, such representations and warranties are excluded from the Conditions Precedent (i), and it is stipulated in the Tender Offer Agreement that with respect to any damage incurred by the Offeror due to a breach of any of such representations and warranties, the Offeror may only seek indemnification from the insurer under the representation and warranty insurance obtained by the Offeror unless such breach is caused by a fraudulent act by the Target Company.

Note 4: In summary, the Offeror has the following obligations under the Tender Offer Agreement: (i) to make best efforts to prepare and submit all filings required to obtain the Clearance and other permits and approvals and take all commercially reasonable measures to resolve any issues under the laws and regulations that may impede the implementation of the Tender Offer and to complete the Tender Offer; and (ii) to notify the Target Company if any fact constituting a breach of any of the representations and warranties arises or is likely to arise.

Note 5: In summary, the Target Company has the following obligations under the Tender Offer Agreement: (i) to operate its business in the ordinary course of business; (ii) to provide information to and cooperate with the Offeror in obtaining or implementing the Clearance and other permits and approvals; (iii) to make best efforts to obtain or implement permits and approvals, in addition to the Clearance (if any), that will be required before the completion of the Tender Offer; (iv) to make best efforts to obtain consent from a counterparty to an agreement, etc. whose approval is required to implement the Transactions and to give notice, etc. to a counterparty to an agreement, etc. to whom notice, etc. must be given with respect to the implementation of the Transactions; (v) to make best efforts to ensure that all of the Target Company Share Certificates, Etc. (excluding the Target Company Shares held by the Offeror, the Non-Tendered Shares, and the treasury shares held by the Target Company) will be tendered in the Tender Offer; (vi) to implement procedures in relation to employee representatives that are required to implement the Transactions; (vii) to cooperate with the Offeror in its fundraising; (viii) to provide information to the Offeror; and (ix) to notify the Offeror if any fact constituting a

breach of any of the representations and warranties arises or is likely to arise.

Note 6: It is stipulated that the Tender Offer Agreement shall terminate if:

- (1) the Offeror and the Target Company mutually agree to terminate the Tender Offer Agreement in writing;
- (2) the Tender Offer Agreement is terminated (Note 7);
- (3) the Tender Offer is commenced but fails to be successfully completed (including cases where the Tender Offer is withdrawn); or
- (4) the Target Company withdraws the Resolution Expressing Support, Etc., accepts a proposal for a Counter Offer, or expresses support for a Counter Offer; provided, however, that if the Target Company subsequently re-adopts the Resolution Expressing Support, Etc. regarding the Tender Offer, the Tender Offer Agreement shall regain its effect prospectively.

Note 7: It is stipulated that the Tender Offer Agreement may be terminated by either party if:

- (1) the other party fails to perform or comply with any obligation under the Tender Offer Agreement in any material respect, or if any of the representations and warranties of the other party is not true or accurate in any material respect (provided that if any such representations and warranties are qualified by materiality or significance, they shall be true and accurate in all respects to that extent), and even though the terminating party has made a demand in writing to the other party for cure of such failure or non-compliance, etc., such failure or non-compliance, etc. has not been remedied within two weeks from the date of such demand for cure (only if the party intending to terminate the Tender Offer Agreement pursuant to this item (1) is not, in any material respect, in breach of any of its obligations that are to be performed or complied with by that party thereunder or any of its representations and warranties thereunder);
- (2) the Tender Offer is not commenced by the end of April 2026 for reasons not attributable to the terminating party;
- (3) it becomes certain that all or part of the conditions precedent will not be fulfilled (except if such non-fulfilment is a result of a breach by the terminating party of its obligations under the Tender Offer Agreement); or
- (4) a petition for the commencement of bankruptcy proceedings, etc. is filed against the other party.

(B) The Tender Agreement (Oasis)

Bospolder Limited, the parent company of the Offeror Parent Company, has executed the Tender Agreement (Oasis) with Oasis as of July 30, 2025, pursuant to which Oasis has agreed to tender all of the Target Company Shares held by Oasis (as of July 30, 2025, 23,373,761 shares, ownership ratio: 29.94%) in the Tender

Offer.

Under the Tender Agreement (Oasis), Oasis may be relieved of its obligation to tender its shares in the Tender Offer in the event that during the period until the last day of the Tender Offer Period for the Tender Offer: (i) a *bona fide* tender offer, which is 168 hours prior to the earliest of (a) a letter of intent by such the third party to commence a *bona fide* tender offer for the purpose of taking the Company private, directed to the Company or the Special Committee (such tender offer, the “**Competing Tender Offer (Oasis)**”); (b) a public announcement by the tender offeror of the Competing Tender Offer (Oasis) regarding its intention to commence such offer; or, (c) the commencement of the Competing Tender Offer (Oasis), is commenced, or such commencement or intension to commence is announced on a fully financed basis (Note 1), by any third party (excluding persons who have entered, or had any access to, any virtual data room set up by any of the Target Company or its affiliates or any advisor or representative thereof in connection with the process for the acquisition transactions of the Target Company, and any other person related thereto) for all of the Target Company Shares for the purpose of privatizing the Target Company, at a purchase price which exceeds the Tender Offer Price by at least 15% and with a majority or more of the Target Company Shares as the minimum acceptance ratio; and (ii) Oasis has been and remains in compliance with its obligations under the Tender Agreement (Oasis) and other related agreements, and Oasis notifies Bospolder Limited in writing of its intention to support the Competing Tender Offer (Oasis) and seven business days have elapsed from the date of such notification, giving Bospolder Limited the opportunity to offer to surpass the Tender Offer Price during that period, but the purchase price of the Competing Tender Offer (Oasis) still exceeds the Tender Offer Price (if the Tender Offer Price is increased, then the price after the increase) and as long as the Competing Tender Offer (Oasis) remains outstanding, having neither been withdrawn nor expired.

Furthermore, under the Tender Agreement (Oasis), Oasis has the following obligations at shareholders’ meetings of the Target Company held with a record date falling after the execution date of the Tender Agreement (Oasis) and prior to the commencement date of settlement of the Tender Offer: (i) to vote against any proposal that may impede, interfere with, delay, postpone, adversely affect, or prevent the implementation of the Tender Offer or the Transactions, and to vote in favor of any proposal that Bospolder Limited designates as supporting the Tender Offer or the Transactions; (ii) to vote in favor of any proposal that the board of directors of the Target Company recommends, unless otherwise directed by Bospolder Limited; and (iii) to vote against any proposal made to the Target Company by a shareholder of the Target Company, unless otherwise directed by Bospolder Limited.

Under the Tender Agreement (Oasis), Oasis is obligated not to engage in any act that would in any way restrict, limit, impede, delay, or interfere with the performance of, or compliance with, any of Oasis’ obligations under the Tender Agreement (Oasis) in any respect (including refraining from creating any security interest over the Target Company Shares held by Oasis, refraining from transferring such shares (provided, however, that the use of leverage by Oasis for the benefit of its shareholders, and the granting of security interests in connection therewith, shall not constitute a breach of this Tender Agreement (Oasis), unless such actions are taken with the primary or sole purpose of circumventing the objectives of this

Tender Agreement (Oasis).), and refraining from engaging in any solicitation, discussions, or negotiations regarding such transfer). In the event that Oasis receives any communication or contact with respect to any matter subject to such obligations, Oasis is obligated to inform Bospolder Limited to that effect.

In addition to the above, the Tender Agreement (Oasis) also stipulates the representations and warranties clauses of Oasis (Note 2), indemnification provisions, grounds for termination of the agreement (Note 3), and general provisions.

Note 1: “Fully financed basis” means that, with respect to the funding of the Competing Tender Offer (Oasis), (i) the portion excluding borrowings is capable of being funded by existing balance sheet assets or by equity commitments that are sufficient and certain for the commencement of the tender offer pursuant to Article 27-2 of the Act, and (ii) the portion involving borrowings is backed by commitments from registered financial institutions or equivalent entities on a certain funds basis.

Note 2: In the Tender Agreement (Oasis), Oasis has made representations and warranties regarding the following: (i) the validity of its incorporation and existence; (ii) the existence of its power and authority necessary for the execution and performance of the Tender Agreement (Oasis); (iii) its ownership of the Target Company Shares; (iv) its ownership of the voting rights and disposal powers pertaining to the Target Company Shares; (v) its acknowledgment that the execution of the Tender Offer and the Transactions are dependent upon the performance of Oasis’ obligations under the Tender Agreement (Oasis); (vi) the absence of any litigation or the like that would prevent Oasis from performing its obligations under the Tender Agreement (Oasis); (vii) the absence of any conflict with laws and regulations, internal rules, judgements, and agreements to which Oasis is a party regarding the execution and performance of the Tender Agreement (Oasis); (viii) its compliance with anti-corruption laws, anti-money laundering laws, and sanctions; and (ix) the absence of any relationship with antisocial forces.

Note 3: The Tender Agreement (Oasis) will be terminated in the following circumstances:

- (i) if Bospolder Limited and Oasis agree in writing to terminate the Tender Agreement (Oasis); or
- (ii) if the Tender Offer has not commenced by the date that is nine months after the execution date of the Tender Agreement (Oasis) (or by such other date as may be separately agreed upon by Bospolder Limited and Oasis), provided that, if the failure to commence the Tender Offer is due to the fault of either party, such party will not have the right to terminate the agreement.

(C) The Tender Agreement (Farallon)

Bospolder Limited, the parent company of the Offeror Parent Company, has executed the Tender Agreement (Farallon) with Farallon as of July 30, 2025, pursuant to which, subject to the fulfillment or waiver of all of the conditions precedent to Farallon’s performance of its obligations (Note 1), Farallon has agreed

to tender all of the Target Company Shares held by Farallon (as of July 30, 2025, 5,195,700 shares, ownership ratio: 6.65%) in the Tender Offer.

Under the Tender Agreement (Farallon), Farallon may be relieved of its obligation to tender its shares in the Tender Offer in the event that during the period until the last day of the Tender Offer Period for the Tender Offer: (i) a *bona fide* tender offer, which is 168 hours prior to the earliest of (a) a letter of intent by such the third party to commence a *bona fide* tender offer for the purpose of taking the Company private, directed to the Company or the Special Committee (such tender offer, the “**Competing Tender Offer (Farallon)**”); (b) a public announcement by the tender offeror of the Competing Tender Offer (Farallon) regarding its intention to commence such offer; or, (c) the commencement of the Competing Tender Offer (Farallon), is commenced, or such commencement or intension to commence is announced on a fully financed basis (Note 2), by any third party (excluding persons who have entered, or had any access to, any virtual data room set up by any of the Target Company or its affiliates or any advisor or representative thereof in connection with the process for the acquisition transactions of the Target Company, and any other person related thereto) for all of the Target Company Shares for the purpose of privatizing the Target Company, at a purchase price which exceeds the Tender Offer Price by at least 15% and with a majority or more of the Target Company Shares as the minimum acceptance ratio; and (ii) Farallon has been and remains in compliance with its obligations under the Tender Agreement (Farallon) and other related agreements, and Farallon notifies Bospolder Limited in writing of its intention to support the Competing Tender Offer (Farallon) and seven business days have elapsed from the date of such notification, giving Bospolder Limited the opportunity to offer to surpass the Tender Offer Price during that period, but the purchase price of the Competing Tender Offer (Farallon) still exceeds the Tender Offer Price (if the Tender Offer Price is increased, then the price after the increase) and as long as the Competing Tender Offer (Farallon) remains outstanding, having neither been withdrawn nor expired.

Furthermore, under the Tender Agreement (Farallon), Farallon has the following obligations at shareholders’ meetings of the Target Company held with a record date falling after the execution date of the Tender Agreement (Farallon) and prior to the commencement date of settlement of the Tender Offer: (i) to vote against any proposal that may impede, interfere with, delay, postpone, adversely affect, or prevent the implementation of the Tender Offer or the Transactions, and to vote in favor of any proposal that Bospolder Limited designates as supporting the Tender Offer or the Transactions; (ii) to vote in favor of any proposal that the board of directors of the Target Company recommends, unless otherwise directed by Bospolder Limited; and (iii) to vote against any proposal made to the Target Company by a shareholder of the Target Company, unless otherwise directed by Bospolder Limited.

Under the Tender Agreement (Farallon), Farallon is obligated not to engage in any act that would be expected to materially restrict, limit, impede, delay, or interfere with the performance of, or compliance with, Farallon’s obligations under the Tender Agreement (Farallon) in any respect (including refraining from transferring Target Company Shares held by Farallon and refraining from engaging in any solicitation, discussions, or negotiations regarding such transfer). In the event that Farallon receives any communication or contact with respect to any matter subject to such obligations, Farallon is obligated to inform Bospolder Limited to that effect.

In addition to the above, the Tender Agreement (Farallon) also stipulates the representations and warranties clauses (Note 3) (Note 4), indemnification provisions, grounds for termination and cancellation of the agreement (Note 5) (Note 6), and general provisions.

Note 1: In summary, the conditions precedent to Farallon's performance of its obligations are stipulated in the Tender Agreement (Farallon) as follows.

- (i) The Tender Offer shall have been commenced and shall not have been withdrawn.
- (ii) The board of directors of the Target Company shall have made a resolution to express an opinion in support of the Tender Offer at the time of announcement of the Tender Offer.
- (iii) No judgement by any judicial or administrative body that restricts or prohibits the Tender Offer or tendering in the Tender Offer shall have been made.

Note 2: "Fully financed basis" means that, with respect to the funding of the Competing Tender Offer (Farallon), (i) the portion excluding borrowings is capable of being funded by existing balance sheet assets or by equity commitments that are sufficient and certain for the commencement of the tender offer pursuant to Article 27-2 of the Act, and (ii) the portion involving borrowings is backed by commitments from registered financial institutions or equivalent entities on a certain funds basis.

Note 3: In the Tender Agreement (Farallon), Bospolder Limited has made representations and warranties regarding the following: (i) the validity of its incorporation and existence; (ii) the existence of its power and authority necessary for the execution and performance of the Tender Agreement (Farallon); (iii) its compliance with anti-corruption laws, anti-money laundering laws, and sanctions; and (iv) the absence of any relationship with antisocial forces.

Note 4: In the Tender Agreement (Farallon), Farallon has made representations and warranties regarding the following: (i) the validity of its incorporation and existence; (ii) the existence of its power and authority necessary for the execution and performance of the Tender Agreement (Farallon); (iii) its ownership of the Target Company Shares; (iv) its ownership of the voting rights and disposal powers pertaining to the Target Company Shares; (v) its compliance with anti-corruption laws, anti-money laundering laws, and sanctions; and (vi) the absence of any relationship with antisocial forces.

Note 5: The Tender Agreement (Farallon) may be cancelled in the following circumstances:

- (i) if Bospolder Limited and Farallon agree in writing to cancel the Tender Agreement (Farallon); or
- (ii) if the Tender Offer has not commenced by the date that is nine months after the execution date of the Tender Agreement (Farallon) (or by such other date as may be separately agreed upon by Bospolder Limited and Farallon), provided that, if the failure to commence the Tender Offer is due to the fault of either party, such

party will not have the right to terminate the agreement).

Note 6: The Tender Agreement (Farallon) will be terminated in the following circumstances:

- (i) if the Tender Offer is withdrawn;
- (ii) if the minimum number of shares to be purchased in the Tender Offer is amended without the prior written consent of Farallon (which shall not be unreasonably withheld, conditioned, or delayed); or
- (iii) if Farallon tenders the Target Company Shares held by Farallon in the Competing Tender Offer (Farallon) in accordance with the Tender Agreement (Farallon) and does not withdraw such tender, and the tender offer period for the Competing Tender Offer (Farallon) ends and the Competing Tender Offer (Farallon) is successfully completed while continuing to satisfy its requirements.

(D) The Tender and Non-Tender Agreement

On July 30, 2025, the Offeror entered into the Tender and Non-Tender Agreement with the Tendering and Non-Tendering Shareholders, Etc., in which the Tendering and Non-Tendering Shareholders, Etc. have agreed the following: (i) Uchiyama International shall tender a portion of the Target Company Shares it holds (342,087 shares, ownership ratio: 0.44%), Santo shall tender a portion of the Target Company Shares it holds (606,400 shares, ownership ratio: 0.78%), and Mr. Uchiyama shall tender all of the Target Company Shares he holds (330,851 shares, ownership ratio: 0.42%) in the Tender Offer, (ii) Uchiyama International shall not tender a portion of the Target Company Shares it holds (4,701,882 shares, ownership ratio: 6.02%), Santo shall not tender a portion of the Target Company Shares it holds (1,780,000 shares, ownership ratio: 2.28%), and Mr. Yusuke Uchiyama shall not tender all of the Target Company Shares he holds (excluding shares held through the employee stock ownership plan) (number of shares held: 20,897 shares, ownership ratio: 0.03%) in the Tender Offer, and (iii) the Tendering and Non-Tendering Shareholders, Etc. shall cause Ms. Kuniko Uchiyama (number of shares held: 11,790 shares, ownership ratio: 0.02%) and Ms. Yuri Uchiyama (number of shares held: 17,790 shares, ownership ratio: 0.02%), who are relatives of Mr. Uchiyama, not to tender all of the Target Company Shares they hold in the Tender Offer.

In addition, under the Tender and Non-Tender Agreement, from the execution date of the Tender and Non-Tender Agreement until the completion of the Squeeze-Out Procedures, the Tendering and Non-Tendering Shareholders, Etc. have agreed not to, nor cause any of the Tendering and Non-Tendering Shareholders, Etc. Related Parties (meaning a family member of any of the Tendering and Non-Tendering Shareholders, Etc. (limited to individuals) or a “a person with a shareholding relationship, familial relationship, or other special relationship specified by Cabinet Order” in relation to any of the Tendering and Non-Tendering Shareholders, Etc. as prescribed in Article 27-2, Paragraph 7, Item 1 of the Act and Article 9 of the Enforcement Order; the same shall apply hereinafter) to, either directly or indirectly, make any proposals, solicit, provide any information, discuss, agree, or take any other actions with or between any third party whatsoever regarding the implementation of the Tender Offer or any other transaction that substantially competes with, contradicts, conflicts with, makes difficult, or has a significant adverse effect on the Tender Offer, or is likely to do so (in this paragraph, a

“Competing Transaction”). From the execution date of the Tender and Non-Tender Agreement until the completion of the Squeeze-Out Procedures, in the event that the Tendering and Non-Tendering Shareholders, Etc. receive a proposal for a Competing Transaction from any party other than the Offeror, or become aware of the existence of such a proposal, the party receiving such proposal bears the obligation to promptly notify the Offeror of such fact and the details of the proposal, and to engage in good faith discussions with the Offeror regarding the appropriate response thereto.

Under the Tender and Non-Tender Agreement, after the settlement of the Tender Offer, the Offeror and the Tendering and Non-Tendering Shareholders, Etc. have agreed to cause the Target Company to implement the necessary procedures for making the Offeror and Uchiyama International or the Tendering and Non-Tendering Shareholders the only shareholders of the Target Company (however, in the case where there is any remaining shareholder (except the Offeror) that holds a number of Target Company Shares exceeding the number of Target Company Shares held by Uchiyama International or the Tendering and Non-Tendering Shareholders as of the time immediately prior to when the Squeeze-Out Procedures become effective, then the aforementioned procedures will be implemented to make the Offeror the sole shareholder of the Target Company). The Tendering and Non-Tendering Shareholders, Etc. have also agreed to either (i) exercise their voting rights for all of the Non-Tendered Shares they hold in favor of proposals regarding the Squeeze-Out Procedures at the Extraordinary Shareholders’ Meeting, or (ii) cause the Tendering and Non-Tendering Shareholders, Etc. Related Parties to do the same.

During the period after the settlement of the Tender Offer until the Squeeze-Out Procedures become effective, the Tendering and Non-Tendering Shareholders, Etc. may themselves, or cause the Tendering and Non-Tendering Shareholders, Etc. Related Parties to, lend all of Target Company Shares they hold as of that time (provided, however, Restricted Stock may be exempt from such lending), either directly or indirectly, to Uchiyama International, via a method such as a purchase, etc. excluded from application (such share lending, the **“Share Lending Transaction (Uchiyama International)”**). However, it is stipulated that, at the time of carrying out such lending, if a purchase between family members does not constitute a purchase, etc. excluded from application, then, in lieu of the Share Lending Transaction (Uchiyama International), the Tendering and Non-Tendering Shareholders, Etc. may themselves, or cause the Tendering and Non-Tendering Shareholders, Etc. Related Parties to, lend the Target Company Shares they hold to either Uchiyama International or Santo via a method such as a purchase, etc. excluded from application (such share lending, the **“Share Lending Transaction (Uchiyama International/Santo)”**); collectively with the Share Lending Transaction (Uchiyama International), the **“Share Lending Transactions”**) (Note 1). Further, the Tendering and Non-Tendering Shareholders, Etc. have agreed to terminate the Share Lending Transactions after the Squeeze-Out Procedures become effective and return all of the shares lent through the Share Lending Transactions to the persons who originally lent them in the Share Lending Transactions.

In addition, under the Tender and Non-Tender Agreement, the Offeror and the Tendering and Non-Tendering Shareholders, Etc. have acknowledged that they will carry out a transaction following the termination of the Share Lending Transactions

in which shares of the Offeror or its parent company will be delivered to the Tendering and Non-Tendering Shareholders, Etc. via a method such as a merger or share exchange in exchange for the Offeror acquiring all of the Target Company Shares held by the Tendering and Non-Tendering Shareholders, Etc. (such transaction, the “**Restructuring Transaction**”).

In the Tender and Non-Tender Agreement, it is stipulated that in the case where there is any remaining shareholder (except the Offeror) that holds a number of Target Company Shares exceeding the number of Target Company Shares held by Uchiyama International or the Tendering and Non-Tendering Shareholders as of the time immediately prior to when the Squeeze-Out Procedures become effective, if the procedures necessary for making the Offeror the sole shareholder of the Target Company have been carried out and the Tendering and Non-Tendering Shareholders, Etc. desire to conduct a transaction, using money as capital, to acquire voting rights in the Offeror or its parent company equal to the voting rights that would have acquired by the Tendering and Non-Tendering Shareholders, Etc. in the Restructuring Transaction, the Offeror may conduct such transaction (under terms and conditions that do not contradict with the principle of uniformity of purchase conditions in tender offers).

In addition to the above, the Tender and Non-Tender Agreement also stipulates the representations and warranties (Note 2) (Note 3), the obligations of the Tendering and Non-Tendering Shareholders, Etc. (Note 4), indemnification provisions, grounds for cancellation of the agreement (Note 5), and general provisions.

Note 1 According to the founding family, Mr. Yusuke Uchiyama, Ms. Kuniko Uchiyama and Ms. Yuri Uchiyama are relatives of Mr. Uchiyama. In addition, Mr. Uchiyama owns more than 20% of the total voting rights of Uchiyama International, and Mr. Yusuke Uchiyama and Ms. Yuri Uchiyama each own shares more than 20% of the total voting rights of Santo.

Note 2 In the Tender and Non-Tender Agreement, the Tendering and Non-Tendering Shareholders, Etc. have made representations and warranties regarding the following: (i) the validity of their incorporation and existence; (ii) the existence of their power and authority necessary for the execution and performance of the Tender and Non-Tender Agreement; (iii) the validity and enforceability of the Tender and Non-Tender Agreement; (iv) the absence of any conflict with laws and regulations regarding the execution and performance of the Tender and Non-Tender Agreement; (v) the obtainment, etc. of permits and approvals necessary to execute and perform the Tender and Non-Tender Agreement; (vi) the rights to the Target Company Shares held by the Tendering and Non-Tendering Shareholders, Etc. and the Tendering and Non-Tendering Shareholders, Etc. Related Parties; and (vii) the absence of any relationship with antisocial forces.

Note 3 In the Tender and Non-Tender Agreement, the Offeror has made representations and warranties regarding the following: (i) the validity of its incorporation and existence; (ii) the existence of its power and authority necessary for the execution and performance of the Tender and Non-Tender Agreement; (iii) the validity and enforceability of the Tender and Non-Tender Agreement; (iv) the absence of any conflict with laws and

regulations regarding the execution and performance of the Tender and Non-Tender Agreement; (v) the obtainment, etc. of permits and approvals necessary to execute and perform the Tender and Non-Tender Agreement; (vi) the absence of any relationship with antisocial forces; and (vii) the prospects for securing the funds necessary for the Offeror to complete the Tender Offer and the Squeeze-Out Procedures.

Note 4 In summary, the Tendering and Non-Tendering Shareholders, Etc. have the following obligations under the Tender and Non-Tender Agreement: (i) not to transfer, etc. their Target Company Shares (excluding a disposal of shares through the Target Company's employee stock ownership plan and the gratis acquisition of Restricted Stock by the Target Company) during the period until either the later of (a) the date on which the Squeeze-Out Procedures become effective or (b) the date on which the Restructuring Transaction is completed (however, if neither date falls within two months of the earlier of the two dates, the date shall be the date falling two months after the earlier of the two dates.); (ii) not to exercise their rights to convene a general meeting of shareholders of the Target Company, their rights to propose an agenda item for or a resolution item at such meeting, their voting rights, or any other such shareholder rights during the period until the effective date of the Squeeze-Out Procedures; (iii) if a general meeting of shareholders of the Target Company is held during the period until the effective date of the Squeeze-Out Procedures and the Tendering and Non-Tendering Shareholders, Etc. are entitled to exercise their voting rights at such meeting, to exercise their voting rights in accordance with the instructions of the Offeror; and (iv) to cause the Tendering and Non-Tendering Shareholders, Etc. Related Parties to comply with the obligations set out in the preceding items (i) through (iii).

Note 5: It is stipulated that the Tender and Non-Tender Agreement may be terminated by either party if:

- (i) it is discovered that the other party is in material breach of the Tender and Non-Tender Agreement;
- (ii) a petition for the commencement of proceedings for bankruptcy, corporate reorganization, civil rehabilitation, special liquidation, or any other legal insolvency proceedings similar to the foregoing is filed against the other party;
- (iii) the Offeror has decided not to commence the Tender Offer, the Tender Offer is withdrawn pursuant to laws and regulations, or the total number of tendered share certificates, etc. in the Tender Offer does not meet the minimum number of share certificates, etc. to be purchased; or
- (iv) all or a part of the Tender Offer Agreement is not executed, or all or a part of the Tender Offer Agreement is cancelled or terminates for any other reason prior to the commencement of the Tender Offer.

2. Outline of the Tender Offer

(1) Outline of the Target Company

(i) Name	FUJITEC CO., LTD.
(ii) Address	591-1, Miyata-Cho, Hikone, Shiga
(iii) Name and Title of Representative Director	Masayoshi Harada, President and CEO
(iv) Businesses	Research and development, manufacturing, marketing, installation, and maintenance of elevators and escalators
(v) Capital	12,533 million yen
(vi) Date of Foundation	February 9, 1948
(vii) Major Shareholders and Ownership Ratio (as of September 30, 2025)	• The Master Trust Bank of Japan, Ltd. (Trust Account) – 9.91% • Uchiyama International Co., Ltd. – 6.46% • BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) (Standing proxy: MUFG Bank, Ltd.) – 4.32% • UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT (Standing proxy: Citibank, N.A., Tokyo Branch) – 4.19% • GOLDMAN SACHS INTERNATIONAL (Standing proxy: Goldman Sachs Securities Co., Ltd.) – 4.16% • Resona Bank, Limited – 3.95% • MOJAVE INVESTORS LTD. (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department) – 3.53% • BNP PARIBAS LONDON BRANCH FOR PRIME BROKERAGE CLEARANCE ACC FOR THIRD PARTY (Standing proxy: The Hongkong and Shanghai Banking Corporation Limited, Tokyo Branch) – 3.46% • OASIS JAPAN STRATEGIC FUND LTD. (Standing proxy: Citibank, N.A., Tokyo Branch) – 3.17% • GOLDMAN,SACHS & CO.REG (Standing proxy: Goldman Sachs Securities Co., Ltd.) – 3.15%
(viii) Relationships Between the Offeror and the Target Company	
Capital	The Offeror holds 100 Target Company Shares

Relationships	(ownership ratio: 0.00%).
Personnel Relationships	Not applicable
Business Relationships	Not applicable
Related Party Relationships	Not applicable

Note: “Major Shareholders and Ownership Ratio (as of September 30, 2025)” are based on the information stated in the “Status of the Major Shareholders” in the Target Company’s Semiannual Securities Report.

(2) Class of share certificates, etc. to be purchased

(A) Common stock

(B) Stock acquisition rights (the stock acquisition rights listed in (i) through **(iii) below are hereinafter collectively referred to as the “Stock Acquisition Rights”**; and the purchase price of per Stock Acquisition Right in the Tender Offer is hereinafter collectively referred to as the **“Stock Acquisition Right Price”**)

- (i) The stock acquisition rights issued pursuant to the resolution of the board of directors meeting of the Target Company held on November 8, 2013 (the **“First Series of Stock Acquisition Rights”**) (with an exercise period from November 26, 2013 to November 25, 2043)
- (ii) The stock acquisition rights issued pursuant to the resolution of the board of directors meeting of the Target Company held on August 7, 2014 (the **“Second Series of Stock Acquisition Rights”**) (with an exercise period from August 26, 2014 to August 25, 2044)
- (iii) The stock acquisition rights issued pursuant to the resolution of the board of directors meeting of the Target Company held on August 7, 2015 (the **“Third Series of Stock Acquisition Rights”**) (with an exercise period from August 26, 2015 to August 25, 2045)

(3) Schedule, etc.

(A) Schedule

Date of Decision	November 13, 2025 (Thursday)
Date of Public Notice of Commencement of the Tender Offer	November 14, 2025 (Friday) An electronic public notice will be given, and a notice to that effect will be published in the <i>Nihon Keizai Shimbun</i> . (URL of the electronic public notice: http://disclosure2.edinet-fsa.go.jp/)
Filing Date of the Tender Offer Registration Statement	November 14, 2025 (Friday)

- (B) Period of the tender offer as of the filing date
From November 14, 2025 (Friday) through December 15, 2025 (Monday) (21 business days)
- (C) Possibility of extension by request of the Target Company
In accordance with the provisions of Article 27-10, Paragraph 3 of the Act, if the Target Company submits the Target Company's position statement including a request for an extension of the Tender Offer Period, the Tender Offer Period will be until December 26, 2025 (Friday) (for a total of 30 business days).
- (4) Price of the tender offer
 - (A) 5,700 yen per share of common stock
 - (B) Stock acquisition rights:
 - (i) 5,699,000 yen per First Series of Stock Acquisition Right
 - (ii) 5,699,000 yen per Second Series of Stock Acquisition Right
 - (iii) 5,699,000 yen per First Series of Stock Acquisition Right
- (5) Basis for the calculation of the purchase price
 - (A) Basis of calculation
 - (i) Common stock
In determining the Tender Offer Price, the Offeror conducted discussions and negotiations regarding the Tender Offer Price with the Target Company based on the Target Company's disclosed financial information and the results of due diligence the Offeror conducted with respect to the Target Company and decided on July 29, 2025 on the Tender Offer Price of 5,700 yen.

As the Offeror has determined the Tender Offer Price by comprehensively taking into consideration the factors described above and upon discussions and negotiations with the Target Company, the Offeror has not obtained a share valuation report or fairness opinion from any third-party valuator.

The Tender Offer Price of 5,700 yen represents: (a) (i) a premium of 131.61% on 2,461 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of May 18, 2022 (which is when the share price of the Target Company would not be affected by the announcement regarding the launch of the campaign by Oasis), (ii) a premium of 110.33% on 2,710 yen, the simple average closing price for the preceding one-month period ending on that date, (iii) a premium of 99.44% on 2,858 yen, the simple average closing price for the preceding three-month period ending on that date, and (iv) a premium of 110.88% on 2,703 yen, the simple average closing price for the preceding six-month period ending on that date; (b) (i) a premium of 17.79% on 4,839 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of October 29, 2024 (which is when the share price of the Target Company would not be affected by the Speculative Report), (ii) a premium of 13.32% on 5,030 yen, the simple average closing price for the preceding one-month period ending on that date, (iii) a premium of 20.30% on 4,738 yen, the simple

average closing price for the preceding three-month period ending on that date, and (iv) a premium of 27.32% on 4,477 yen, the simple average closing price for the preceding six-month period ending on that date; and (c) (i) a discount of 7.60% on 6,169 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of July 28, 2025, which was two business days prior to the announcement date of the planned commencement of the Tender Offer (June 30, 2025), (ii) a discount of 5.00% on 6,000 yen, the simple average closing price for the preceding one-month period ending on that date, (iii) a discount of 3.26% on 5,892 yen, the simple average closing price for the preceding three-month period ending on that date, and (iv) a discount of 2.45% on 5,843 yen, the simple average closing price for the preceding six-month period ending on that date.

In addition, the Tender Offer Price of 5,700 yen represents a premium of 0.26% on 5,685 yen, the closing price of the Target Company Shares on the Prime Market of the Tokyo Stock Exchange as of November 12, 2025, which is the business day before today.

The Offeror acquired 100 Target Company Shares from an employee of the Target Company through an off-market transaction on July 28, 2025 for the purpose of making a request to the Target Company to inspect and copy the shareholder register. The purchase price was 5,700 yen per share, which is the same as the Tender Offer Price.

(ii) Stock acquisition rights

The exercise price per Target Company Share for each Stock Acquisition Right (1 yen) falls below the Tender Offer Price. The Offeror has thus decided to set the purchase price for the Stock Acquisition Rights at 5,699,000 yen, which is the amount obtained by multiplying the difference between the Tender Offer Price and the exercise price per Target Company Share for each Stock Acquisition Right (5,699 yen) by the number of shares underlying each Stock Acquisition Right (1,000 shares).

The terms of issuance for each of the Stock Acquisition Rights stipulate that the acquisition of Stock Acquisition Rights by transfer requires the approval of the board of directors of the Target Company, and the transfer of the Stock Acquisition Rights is also prohibited under the stock acquisition rights allotment agreements. In order to make the Stock Acquisition Rights transferrable, the Target Company resolved at its board of directors meeting held on July 29, 2025 that, subject to the successful completion of the Tender Offer, the transfer of the Stock Acquisition Rights by Stock Acquisition Right Holders to the Offeror by tendering the Stock Acquisition Rights held by the Stock Acquisition Right Holders in the Tender Offer will be comprehensively approved, and that the terms of the stock acquisition rights allotment agreements for the Stock Acquisition Rights will be amended to allow for the transfer of the Stock Acquisition Rights between the Stock Acquisition Right Holders who wish to make such transfer.

(B) Process of calculation

Please refer to “(B) Background, purpose, and decision-making process leading the Offeror to decide to conduct the Tender Offer” in “(2) Background, purpose, and

decision-making process leading to the decision to conduct the Tender Offer, and management policy following the Tender Offer” in “1. Purpose of the Tender Offer” above.

(6) Number of share certificates, etc. to be purchased

Class of share certificates, etc.	Number of shares to be purchased	Minimum number of shares to be purchased	Maximum number of shares to be purchased
Common stock	71,544,633 shares	45,518,941 shares	- (shares)
Total	71,544,633 shares	45,518,941 shares	- (shares)

Note 1: If the total number of Tendered Share Certificates, Etc. is less than the minimum number of shares to be purchased (45,518,941 shares), the Offeror will not purchase any of the Tendered Share Certificates, Etc. If the total number of Tendered Share Certificates, Etc. is equal to or exceeds the minimum number of shares to be purchased (45,518,941 shares), the Offeror will purchase all of the Tendered Shares Certificates, Etc.

Note 2: The number of shares to be purchased is stated as the maximum number of Target Company Shares to be acquired by the Offeror through the Tender Offer. This maximum number is equal to the sum (71,544,633 shares) of the Total Number of Shares (Fully Diluted Basis) (78,077,092 shares) less the number of Target Company Shares held by the Offeror (100 shares) and the number of Non-Tendered Shares (6,532,359 shares).

Note 3: Shares less than one unit are also subject to the Tender Offer. If a right to request a purchase of shares less than one unit is exercised by shareholders in accordance with the Companies Act, the Target Company may purchase its own shares less than one unit during the Tender Offer Period in accordance with procedures required by laws and regulations.

Note 4: The Offeror does not intend to acquire the treasury shares held by the Target Company through the Tender Offer.

Note 5: The Target Company Shares to be delivered upon the exercise of the Stock Acquisition Rights by the end of the Tender Offer Period are also subject to the Tender Offer.

(7) Changes to share ownership ratios due to the tender offer

Number of voting rights represented by share certificates, etc. held by the Offeror prior to the tender offer	1	Ownership ratio of share certificates, etc. prior to the tender offer: 0.00%
Number of voting rights represented by share certificates, etc. held by special related parties prior to the tender offer	78,439	Ownership ratio of share certificates, etc. prior to the tender offer: 10.05%
Number of voting rights represented by share certificates,	715,447	Ownership ratio of share certificates, etc. after the tender

etc. held by the Offeror after the tender offer		offer: 91.63%
Number of voting rights represented by share certificates, etc. held by special related parties after the tender offer	65,323	Ownership ratio of share certificates, etc. after the tender offer: 8.37%
Total number of voting rights of all shareholders, etc. of the Target Company	780,265	

Note 1: The “Number of voting rights represented by share certificates, etc. held by special related parties prior to the tender offer” and the “Number of voting rights represented by share certificates, etc. held by special related parties after the tender offer” are the total number of voting rights represented by the share certificates, etc. held by the special related parties (other than those excluded from being considered special related parties in accordance with Article 3, Paragraph 2, Item 1 of the Cabinet Office Ordinance on Disclosure Required for Tender Offer for Share Certificates, etc. by Person Other than Issuer (Ministry of Finance Ordinance No. 38 of 1990, as amended; the “**Cabinet Ordinance**”) with respect to the calculation of ownership ratio of share certificates, etc. under each Item of Article 27-2, Paragraph 1 of the Act).

Note 2: The “Number of voting rights represented by share certificates, etc. held by the Offeror after the tender offer” is the sum (715,447 voting rights) of the number of voting rights (715,446) represented by the number of shares to be purchased (71,544,633 shares) in the Tender Offer plus the “Number of voting rights represented by share certificates, etc. held by the Offeror prior to the tender offer” (one voting right).

Note 3: The “Total number of voting rights of all shareholders, etc. of the Target Company” is the number of voting rights of all shareholders as stated in the Target Company’s Semiannual Securities Report. However, since shares less than one unit and the Target Company Shares to be delivered upon the exercise of the Stock Acquisition Rights are also subject to purchase in the Tender Offer, when calculating the “Ownership ratio of share certificates, etc. prior to the tender offer” and the “Ownership ratio of share certificates, etc. after the tender offer,” the number of voting rights (780,770) represented by the Total Number of Shares (Fully Diluted Basis) (78,077,092 shares) is used as a denominator.

Note 4: The “Ownership ratio of share certificates, etc. prior to the tender offer” and the “ownership ratio of share certificates, etc. after the tender offer” have been rounded to two decimal places.

(8) Purchase price

407,804,408,100 yen

Note: The purchase price above has been calculated by multiplying the number of shares to be purchased in the Tender Offer (71,544,633 shares) by the Tender Offer Price (5,700 yen).

(9) Method of settlement

- (A) Name and address of head office of the financial instruments business operator, bank, etc. in charge of the settlement of the tender offer

SMBC Nikko Securities Inc.

3-3-1, Marunouchi, Chiyoda-ku, Tokyo

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

1-9-2, Otemachi, Chiyoda-ku, Tokyo

Mitsubishi UFJ eSmart Securities Co., Ltd. (sub-agent)

3-2-5, Kasumigaseki, Chiyoda-ku, Tokyo

- (B) Commencement date of settlement

December 22, 2025 (Monday)

Note: In accordance with the provisions of Article 27-10, Paragraph 3 of the Act, if the Target Company submits the Target Company's position statement including a request for an extension of the Tender Offer Period, the commencement date of settlement will be January 14, 2026 (Wednesday).

- (C) Method of settlement

In the case of tendering through SMBC Nikko Securities Inc.:

A notice regarding the purchase through the Tender Offer will be mailed to the address or location of each person who accepts the offer to purchase, or applies for the sale of, the share certificates, etc. in relation to the Tender Offer (meaning a shareholder or a holder of stock acquisition rights; each, a “**Tendering Shareholder, Etc.**”) (or of the standing proxy in the case of a foreign shareholder, etc.) without delay after the expiration of the Tender Offer Period. Delivery of such notice for any tendering through Nikko Easy Trade will be made electromagnetically.

The purchase will be settled in cash. SMBC Nikko Securities will remit the sales proceeds pertaining to the share certificates, etc. that have been purchased to the location designated by each Tendering Shareholder, Etc. (in the case of a foreign shareholder, etc., by its standing proxy) without delay after the commencement date of the settlement in accordance with the instructions of the Tendering Shareholder, Etc. (in the case of a foreign shareholder, etc., by its standing proxy).

In the case of tendering through Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. or Mitsubishi UFJ eSmart Securities Co., Ltd.:

A notice regarding the purchase through the Tender Offer will be mailed to the address or location of each Tendering Shareholder, Etc. (or of the standing proxy in the case of a foreign shareholder, etc.) without delay after the expiration of the Tender Offer Period. Delivery of such notice by Mitsubishi UFJ eSmart Securities will be made electromagnetically by displaying the notice on the website after logging in.

The purchase will be settled in cash. Mitsubishi UFJ Morgan Stanley Securities or Mitsubishi UFJ eSmart Securities will remit the sales proceeds pertaining to the share certificates, etc. that have been purchased to the location designated by each

Tendering Shareholder, Etc. (in the case of a foreign shareholder, etc., by its standing proxy) or pay such sales proceeds into the account of the Tendering Shareholder, Etc. with Mitsubishi UFJ Morgan Stanley Securities or Mitsubishi UFJ eSmart Securities through which the share certificates, etc. were tendered without delay after the commencement date of the settlement in accordance with the instructions of each Tendering Shareholder, Etc. (in the case of a foreign shareholder, etc., by its standing proxy).

(D) Method of return of share certificates, etc.

In the case of tendering through SMBC Nikko Securities Inc.:

If none of the Tendered Share Certificates, Etc. will be purchased under the terms set forth in “(A) Conditions set forth in each item of Article 27-13, Paragraph 4 of the Act and the details thereof” or “(B) Conditions of withdrawal, etc. of the tender offer, details thereof and method of disclosure of withdrawal, etc.” in “(10) Other conditions and methods of the tender offer” below, SMBC Nikko Securities will restore the share certificates, etc. that are to be returned to their original state at the time when they were tendered (i.e., the execution of the order for tendering such share certificates, etc. in the Tender Offer will be cancelled) on the business day that is two days after the last day of the Tender Offer Period (or the day of withdrawal, etc. if the Offeror withdraws the Tender Offer) in the account of each Tendering Shareholder, Etc. with SMBC Nikko Securities. For the Stock Acquisition Rights, SMBC Nikko Securities will send by mail or deliver the documents submitted at the time of tendering the stock acquisition rights to each Tendering Shareholder, Etc. (in the case of a holder of the stock acquisition rights who is a resident of a foreign country, to its standing proxy).

In the case of tendering through Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. or Mitsubishi UFJ eSmart Securities Co., Ltd.:

If none of the Tendered Share Certificates, Etc. will be purchased under the terms set forth in “(A) Conditions set forth in each item of Article 27-13, Paragraph 4 of the Act and the details thereof” or “(B) Conditions of withdrawal, etc. of the tender offer, details thereof and method of disclosure of withdrawal, etc.” in “(10) Other conditions and methods of the tender offer” below, the share certificates, etc. that are to be returned will be returned promptly after the business day that is two days after the last day of the Tender Offer Period (or the day of withdrawal, etc. if the Offeror withdraws the Tender Offer) by restoring the record to the status immediately preceding the tendering of those share certificates, etc. The Stock Acquisition Rights will be returned by delivering to each Tendering Shareholder, Etc., or by sending via mail to the address thereof, the documents that the Tendering Shareholder, Etc. submitted when tendering the Stock Acquisition Rights in accordance with the instruction of the relevant Tendering Shareholder, Etc.

(10) Other conditions and methods of the tender offer

(A) Conditions set forth in each item of Article 27-13, Paragraph 4 of the Act and the details thereof

If the total number of the Tendered Share Certificates, Etc. is less than the minimum number of shares to be purchased (45,518,941 shares), the Offeror will not purchase

any of the Tendered Share Certificates, Etc. If the total number of the Tendered Share Certificates, Etc. is equal to or exceeds the minimum number of shares to be purchased (45,518,941 shares), the Offeror will purchase all of the Tendered Share Certificates, Etc.

- (B) Conditions of withdrawal, etc. of the tender offer, details thereof, and method of disclosure of withdrawal, etc.

If any event listed in Article 14, Paragraph 1, Items (i)(a) through (i)(j), Items (i)(m) through (i)(s), and Items (iii)(a) through (iii)(h) and (iii)(j), and Article 14, Paragraph 2, Items (iii) through (vi) of the Enforcement Order occurs, the Offeror may withdraw the Tender Offer.

The “facts equivalent to those set forth in sub-items (a) through (i)” set out in Article 14, Paragraph 1, Item (iii)(j) of the Enforcement Order refers to the case (i) where any of the statutory disclosure documents submitted by the Target Company in the past is found to contain a false statement on a material fact or to omit a statement on a material fact that should have been stated or (ii) where any of the events listed in Article 14, Paragraph 1, Items (iii)(a) through (iii)(g) of the Enforcement Order occurs with respect to a material subsidiary of the Target Company. If the Offeror intends to withdraw the Tender Offer, the Offeror will give an electronic public notice and publish a notice to that effect in the *Nihon Keizai Shinbun*. However, if it is deemed difficult to give the public notice by the last day of the Tender Offer Period, the Offeror will make a public announcement by the method set out in Article 20 of the Cabinet Ordinance and give a public notice immediately after the announcement.

- (C) Conditions to reduce the price of the tender offer, details thereof, and method of disclosure of reduction

Under the provisions of Article 27-6, Paragraph 1, Item (i) of the Act, if the Target Company conducts any act set out in Article 13, Paragraph 1 of the Enforcement Order during the Tender Offer Period, the Offeror may reduce the price of the tender offer in accordance with the standards set out in the provisions of Article 19, Paragraph 1 of the Cabinet Ordinance.

If the Offeror intends to reduce the price of the tender offer, the Offeror will give an electronic public notice and publish a notice to that effect in the *Nihon Keizai Shinbun*. However, if it is deemed difficult to give the public notice by the last day of the Tender Offer Period, the Offeror will make a public announcement by the method set out in Article 20 of the Cabinet Ordinance and give public notice immediately after the announcement.

If the price of the tender offer is reduced, the Offeror will also purchase the Tendered Share Certificates, Etc. tendered on or before the date of the public notice at the reduced price of the tender offer.

- (D) Matters concerning rights of Tendering Shareholders, Etc. to terminate agreements

In the case of tendering through SMBC Nikko Securities Inc.:

A Tendering Shareholder, Etc. who intends to terminate the relevant agreement should complete the procedures by, among other means, delivering or sending to the party designated below a document stating that the Tendering Shareholder, Etc. intends to terminate the agreement regarding the Tender Offer (a “**Termination**

Notice”) by no later than 3:30 p.m. on the last day of the Tender Offer Period. (Please note that business hours and the hours during which securities transactions are handled differ by each branch, and therefore, each tendering shareholder is requested to confirm, in advance of taking the procedures, the business hours, etc. of the relevant branch.) However, if a Termination Notice is sent by mail, it will become effective on the condition that it reaches the person designated below by 3:30 p.m. on the last day of the Tender Offer Period. (Please note that business hours and the hours during which securities transactions are handled differ by each branch, and therefore, each tendering shareholder is requested to confirm, in advance of taking the procedures, the business hours, etc. of the relevant branch.)

When terminating an agreement under which share certificates, etc. were tendered through Nikko Easy Trade, please log in to Nikko Easy Trade and follow the methods displayed on the screen to complete the termination procedures by 3:30 p.m. on the last day of the Tender Offer Period.

Party authorized to receive the Termination Notice:

SMBC Nikko Securities Inc.

3-3-1, Marunouchi, Chiyoda-ku, Tokyo

(or any other domestic branch of SMBC Nikko Securities Inc.)

In the case of tendering through Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. or Mitsubishi UFJ eSmart Securities Co., Ltd.:

Each Tendering Shareholder, Etc. may, at any time during the Tender Offer Period, terminate the agreement for the Tender Offer. If an agreement is to be terminated with Mitsubishi UFJ Morgan Stanley Securities, the terminating Tendering Shareholder, Etc. will be requested to deliver or send their “Tender Offer Application Receipt” and a Termination Notice to the head office or domestic branch of Mitsubishi UFJ Morgan Stanley Securities that accepted the tendering of the share certificates, etc. by no later than 4:00 p.m. on the last day of the Tender Offer Period. The termination of the agreement will take effect when the Termination Notice is delivered to or reaches the party designated below. However, if a Termination Notice is sent by mail, it will become effective on the condition that it reaches the party designated below by 4:00 p.m. on the last day of the Tender Offer Period. If the Tendering Shareholder, Etc. has executed an online trade agreement, cancellation of the application for tendering can be processed online. When terminating an agreement under which share certificates, etc. were tendered through Mitsubishi UFJ eSmart Securities (the sub-agent), please follow the methods described on the “Tender Offer Bid (TOB)” page (<https://kabu.com/item/tob/>) on the sub-agent’s website (<https://kabu.com/>) and log in to complete the termination procedures by 4:00 p.m. on the last day of the Tender Offer Period.

Party authorized to receive the Termination Notice:

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

1-9-2, Otemachi, Chiyoda-ku, Tokyo

(or any other domestic branch of Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.)

Please note that the Offeror will never make a claim for payment of damages or penalties against a Tendering Shareholder, Etc. in connection with the termination of an agreement. In addition, all expenses required for the return of the Tendered Share Certificates, Etc., will be borne by the Offeror. If a Tendering Shareholder, Etc. requests to terminate an agreement, the Offeror will return the Tendered Share Certificates, Etc. promptly after the procedures for the request for termination are completed by the method described in “(D) Method of return of share certificates, etc.” in “(9) Method of settlement” above.

(E) Method of disclosure if the terms of purchase, etc. are changed

The Offeror may change the terms of purchase, etc. during the Tender Offer Period unless such change is prohibited under Article 27-6, Paragraph 1 of the Act or Article 13 of the Enforcement Order.

If the Offeror intends to change any terms of purchase, etc., the Offeror will give an electronic public notice regarding the change, etc. and publish a notice to that effect in the *Nihon Keizai Shinbun*. However, if it is deemed difficult to give the public notice by the last day of the Tender Offer Period, the Offeror will make a public announcement by the method set out in Article 20 of the Cabinet Ordinance and give a public notice immediately after the announcement.

If the terms of purchase, etc. are changed, the Offeror will also purchase the Tendered Share Certificates, Etc. tendered on or before the date of the public notice in accordance with the changed terms of purchase, etc.

(F) Method of disclosure if an amendment statement is filed

If the Offeror submits an amendment statement to the Director-General of the Kanto Local Finance Bureau (unless otherwise provided for in the proviso in Article 27-8, Paragraph 11 of the Act), the Offeror will immediately make a public announcement of the content of that amendment statement that is relevant to the content of the public notice of the commencement of the Tender Offer by the method set out in Article 20 of the Cabinet Ordinance. The Offeror will also immediately amend the explanatory statement of the Tender Offer and deliver the amended explanatory statement to the Tendering Shareholders, Etc. who have already received the previous explanatory statement. However, if the amendments are limited in scope, the Offeror may instead prepare and deliver to the Tendering Shareholders, Etc. a document stating the reason for the amendments, the matters amended, and the details thereof.

(G) Method of disclosure of results of the tender offer

The results of the Tender Offer will be made public on the day following the last day of the Tender Offer Period by the method set out in Article 9-4 of the Enforcement Order and Article 30-2 of the Cabinet Ordinance.

(H) Other matters

Although American Depositary Receipts (the “**ADRs**”) have been issued with

respect to the Target Company Shares, according to the Target Company, the Target Company was not involved in the issuance of the ADRs. The Offeror did not include the ADRs in the class of share certificates, etc. to be purchased in the Tender Offer. Any holder of ADRs who wishes to tender the ADRs in the Tender Offer will be requested to deliver the ADRs to the relevant depository that issued the ADRs in advance and receive the delivery of the Target Company Shares pertaining to the ADRs and then tender the delivered Target Company Shares in the Tender Offer.

- (11) Date of public notice of commencement of the tender offer

November 14, 2025 (Friday)

- (12) Tender offer agent

SMBC Nikko Securities Inc.

3-3-1, Marunouchi, Chiyoda-ku, Tokyo

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

1-9-2, Otemachi, Chiyoda-ku, Tokyo

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. has appointed the following sub-agent for the purpose of subcontracting part of its administrative work.

Mitsubishi UFJ eSmart Securities Co., Ltd. (sub-agent)

3-2-5, Kasumigaseki, Chiyoda-ku, Tokyo

3. Post-tender offer policy, etc. and future outlook

Please refer to “(D) Management policy after the Tender Offer” in “(2) Background, purpose, and decision-making process leading to the decision to conduct the Tender Offer, and management policy following the Tender Offer,” “(4) Policy for organizational restructuring after the Tender Offer (matters relating to a so-called “Two-Step Acquisition”),” and “(5) Expected delisting and reasons therefor” in “1. Purpose of the Tender Offer” above.

4. Other matters

Not applicable.

Regulations on Solicitation

- This press release is intended to provide information relating to the Tender Offer to the public and has not been prepared for the purpose of soliciting an offer to sell shares. If shareholders wish to sell their shares, they should first read the Tender Offer Explanation Statement concerning the Tender Offer for information on the means by which they may tender their shares in the Tender Offer. This press release shall neither be, nor constitute a part of, an offer to sell or purchase, or solicitation to sell or purchase, any securities in any jurisdiction in which offer or solicitation to sell or purchase may not be permitted, and neither this press release (or a part of this press release) nor its distribution shall be interpreted to constitute the basis of any agreement in relation to the Tender Offer, and this press release may not be relied upon at the time of entering into any such agreement.

US Regulations

- The Tender Offer shall be implemented in compliance with the procedures and information disclosure standards provided by the Financial Instruments and Exchange Act of Japan, which procedures and standards are not necessarily identical to the procedures and information disclosure standards applied in the United States. Specifically, Section 13(e) or Section 14(d) of the U.S. Securities Exchange Act of 1934 (as amended; “Securities Exchange Act”) or the rules promulgated under such Sections do not apply to the Tender Offer, and the Tender Offer is not necessarily in compliance with the procedures and standards thereunder. The financial information in this press release has been prepared based on Japanese generally accepted accounting principles and may not necessarily be directly comparable to financial statements of companies in the United States. In addition, shareholders may not be permitted to commence any legal procedures in courts outside the U.S. against non-U.S. corporations or their directors based on a breach of U.S. securities laws. Furthermore, U.S. courts are not necessarily granted jurisdiction over non-U.S. corporations or their directors.
- The financial advisors of the Offeror or the Target Company, and the tender offer agent and their respective affiliates may, within their ordinary course of business, purchase, or conduct any act toward the purchase of, the shares of the Target Company for their own account or for their customers’ accounts outside the Tender Offer prior to the commencement of, or during, the period of the Tender Offer in accordance with the requirements of Rule 14e-5(b) under the Securities Exchange Act to the extent permissible under the financial instruments and exchange laws and other applicable laws and regulations in Japan. If any information concerning such purchase is disclosed in Japan, the disclosure of such information will be made in the United States in a similar manner.
- The Offeror and its affiliates may purchase, or conduct any act toward the purchase of, the shares of the Target Company prior to the commencement of the Tender Offer in accordance with the requirements of Rule 14e-5(b) under the Securities Exchange Act to the extent permissible under the financial instruments and exchange laws and other applicable laws and regulations in Japan, and to the extent described in this press release. If any information concerning such purchase is disclosed in Japan, the disclosure of such information will be made in the United States in a similar manner.
- If shareholders exercise their right to demand purchase of shares less than one unit in accordance with the Companies Act, the Target Company may purchase its own shares during the tender offer period in accordance with legal procedures.
- All the procedures in connection with the Tender Offer shall be taken in the Japanese language. While a part or all of the documents in connection with the Tender Offer may

be prepared in English, the Japanese documents shall prevail in case of any discrepancies between Japanese documents and corresponding English documents.

- This press release contains “forward-looking statements” as defined in Section 27A of the U.S. Securities Act of 1933 (as amended) and Section 21E of the Securities Exchange Act. The actual results may be grossly different from the projections implied or expressly stated as “forward-looking statements” due to known or unknown risks, uncertainties or other factors. None of the Offeror, the Target Company, or any of their respective affiliates assures that such express or implied projections set forth herein as “forward-looking statements” will eventually prove to be correct. “Forward-looking statements” contained herein were prepared based on the information available to the Offeror as of the date of this press release and, unless required by laws and regulations, neither Offeror nor its related parties including related companies shall have the obligation to update or correct the statements made herein in order to reflect the future events or circumstances.

Other National Regulations

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