We will continue to proactively take on the challenge of new things with the aim to become a 100-year company.

Toshiyuki Murasawa
Director, Managing Executive Office, Division Manager, Corporate Planning Division

Promoting Sustainability Management
Since its founding in 1951, the KITZ Group has championed regional development in the places it does business and also pursued environmental conservation activities to fulfill its corporate social responsibility (CSR).

We are now in the midst of a great swell, with changes to the global environment never experienced in the past, and phenomenal advances in technology. To continue being a sustainable company under these conditions, we must sustainably grow and enhance corporate value, while at the same time solving social issues and creating social value. Managing these two essential dimensions in tandem are what is expected of us. We believe that this creation of shared value (CSV) is linked with the trust of society. This is what we see as sustainability management.

In the Long-term Management Vision unveiled in February 2022, we placed sustainability management at the core of our management strategy. To coincide with the Long-term Management Vision, we have formulated key sustainability management themes, and in December 2021, a Group-wide Sustainability Promotion Committee was established following a resolution by the Board of Directors. The committee will share priority themes and key performance indicators (KPIs) on a group-wide basis and manage progress toward the achievement of targets.

In our bid to become a 100-year company that achieves growth and development a decade from now, we will continue to actively pursue challenges rather than remaining content with the status quo. We will further evolve the fluid control technologies we have cultivated with valves and aspire to “Beyond New Heights” with a sense of speed and a willingness to take on challenges and build a “New Flow.” As a member of the global community, we will continue to be a company that strives boldly toward 2030 to help shape a society that can be left in the hands of future generations.

Basic Policy and Slogan on Sustainability
The Basic Policy on Sustainability is the keystone of sustainability management, and the Slogan on Sustainability is a guide for employees to recognize and embody the importance of what will change and what will be protected in a rapidly changing world.

● Basic Policy on Sustainability
To realize “KITZ’s Statement of Corporate Mission”, which expresses the KITZ Group’s corporate philosophy, we will work toward the following:
1. Strive to increase both corporate value and social value by delivering solutions to social challenges through our businesses
2. Be an enterprise that deserves society’s trust, through realizing efficient, fair, and transparent, highly ethical corporate management
3. Build unshakable relations of trust through dialogue with all stakeholders

● Slogan on Sustainability
Create the Future / Preserve the Future

Disseminating Sustainability Management and the SDGs Internally Running KITZ Group Sustainability Month 2022
Since FY2021, KITZ has run internal events to promote an understanding of sustainability management and the SDGs as well as provide an opportunity to think about them as their own. In FY2022, KITZ Group Sustainability Month 2022 took place in November. Based on the concept of “learning about sustainability in fun and exciting ways,” the committee members, openly recruited internally, spent four months from organizing ideas to making preparations and operating the event. The highlight of the Month, “Sustainability Site Bus Tours,” offered employees and their families chances to visit different facilities producing energy for in-house use, including a nearby hydroelectric power plant and hydrogen production facility. Another event to promote knowledge about the 17 SDGs was the “SDGs Quiz Stamp Rally!” Participants scanned QR codes on the SDGs icons placed at various locations around offices and plants and took quizzes about each goal, deepening their understanding in a fun way.

Through disseminating awareness of the SDGs internally, we will promote human resources development that enables each employee to link the company's sustainability management to their own work, and then think and act accordingly.

Sustainability Promotion Structure
● Group-wide Sustainability Promotion Committee
In December 2021, the KITZ Group established the Group-wide Sustainability Promotion Committee to promote integrated sustainability management throughout the Group. The committee shares the key themes and KPIs for sustainability management and exchanges information on issues and their measures at each company and section, thus managing progress toward the targets. The Board of Directors receives reports on the progress and results and deliberates on improvement measures as deemed necessary.

Slogan on Sustainability
Create the Future / Preserve the Future

The KITZ Group will continuously protect the earth's finite resources and people's lives and will work to realize a society in which we can preserve things for the next generation.

Create the Future
The KITZ Group will act and take on challenges without fear of change and create a new future aimed at realizing a recycling-based society which is friendly to the earth and people.

Sustainability
Preserve the Future
The KITZ Group will continuously protect the earth's finite resources and people's lives and will work to realize a society in which we can preserve things for the next generation.

In Focus
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Growth Strategies
Value Creation Story

In February 2022, the KITZ Group announced its Long-term Management Vision. At the same time, we established five key themes for sustainability management and quantitative targets up to FY2030. Each year, the Group-wide Sustainability Promotion Committee checks progress toward these targets.

**Environmental**

KITZ has declared carbon neutrality and resource recycling as one of its key themes for sustainability management and promotes CO2 emission reductions as well as efficient energy and resource usage in an effort to take on the challenge. We will further strengthen our Long-term Environmental Vision “3 ZERO” and disclose information in line with the TCFD recommendations. We are creating innovations with the key concepts of decarbonization and water resources, based on the fluid control technologies and material development that we have cultivated over many years.

For information about KITZ’s environmental engagement and supply chain management, see pages 43 and 42, respectively.

**Social**

In our Long-term Management Vision, we aim to ensure that each and every employee, regardless of gender, age, nationality, or culture, can work in high spirits at maximum performance as professionals. To that end, one of our key themes for sustainability management is continuous improvement in employee engagement. In addition, we work to develop sustainable systems that take into account human rights, the environment, labor, and other concerns not only internally but also in the supply chain.

For information about KITZ’s employee engagement, see page 50.

**Governance**

KITZ has declared “Do it True” as one of the elements in its Action Guide and engages in fair and equitable corporate activities to meet the expectations and trust of society. Moreover, to “be an enterprise that deserves society’s trust, through realizing efficient, fair, and transparent, highly ethical corporate management” as declared in the second item of our Basic Policy on Sustainability, we conduct management that emphasizes corporate governance, risk management, and compliance.

For information about KITZ’s governance, see page 42.

Environmental

The KITZ Group has established targets for environmental conservation on a global scale based on its Principle of Environmental Activities and Environmental Action Policy. The Group is making a united effort to achieve a sustainable society.

**KITZ Group Principle of Environmental Activities**

KITZ Group companies aspire to become operations worthy of society’s confidence through the supply of environmentally friendly products and services and promotion of environment-responsive corporate activities.

**KITZ Group Environmental Action Policy**

KITZ Group companies shall recognize environmental issues as an essential perspective of corporate management and every employee shall positively participate in the following activities:

1. Development and supply of environmentally friendly products and services
2. Effective use of resources
3. Promotion of reduction, reuse and recycle of waste
4. Prevention of environmental contamination

**Philosophy and Initiatives for Environment-Responsive Management**

KITZ will conduct activities in accordance with the aforementioned principle and action policy on the basis of achieving a balance between risk prevention and cost reduction. This balance is based on our philosophy that preventing environmental risks such as soil contamination through proactive environmental conservation activities minimizes potential future costs; and that we can reduce other costs and make a broad contribution to society by thoroughly reducing waste generated by our business activities.

**Long-term Environmental Vision**

It is because manufacturing that takes the environment and safety into account is essential that we formulated our Long-term Environmental Vision “3 ZERO” and tackle three key issues.

Under Net Zero CO2 Emissions, the first key issue, by having all domestic Group companies switch to renewable energy for their electricity by the end of FY2024, KITZ will work toward achieving the mid-term environmental goal of at least 90% CO2 reduction from 2013 levels by 2030, and the long-term environmental goal of becoming carbon neutral by 2050.

Under Zero Environmental Impact, the second key issue, we are working on three themes: effective use of water resources that are closely related to valves; reduction of waste

Enhancement of corporate business infrastructure (Group-wide environment-responsive management)

**Sustainability**

Philosophy and Initiatives for Environment-Responsive Management

Risk prevention Balanced Cost reduction

Enhancing management system

Streamlining action processes

Reducing environmentally hazardous substances

- Combating global warming
- Common issues (handling of waste and water)
- Care for local communities
- Prevention of future risk
Initiatives toward a Decarbonized Society

Switching to 100% CO2-free Electricity at Main Manufacturing Facilities in Japan

Starting in April 2022, KITZ has adopted CO2-free Shinshu Green Denki electricity and makes maximum use of the abundant water resources in Nagano Prefecture in Japan, where many of the KITZ Group’s manufacturing facilities are located. KITZ has also adopted CO2-free electricity utilizing the environmental value of hydroelectric and solar power (non-feed-in-tariff/non-fossil-fuel certified) at eight business sites in Japan. As a result, 100% of the electricity used at these sites is CO2-free. Going forward, we will continue to systematically introduce these changes to switch more of the electricity used by our main business sites in Japan to CO2-free electricity.

Conversion to LNG Fuels at Ina Plant

At the Ina Plant, Bunker A and LPG (liquefied petroleum gas) were previously used as energy for boilers and heaters. In October 2022, a storage tank for LNG (liquefied natural gas) was constructed in the plant, and fuel conversion started in January 2023.

By switching to CO2-free electricity and converting to LNG fuel, CO2 emissions by domestic Group companies in FY2022 amounted to 22,220t*, a CO2 reduction rate of 66.2% compared with FY2013 levels. KITZ will continue to reduce CO2 to achieve the targets of its Long-term Environmental Vision.

*Provisional figures as of March 30, 2023

Developing and Providing Environmentally Friendly Products and Services

Based on the KITZ Group Environmental Action Policy, we focus on the development of eco-friendly products aimed at environmental innovation while enhancing Group synergy. In addition to implementing evaluations from the technological development phases in accordance with the Guidelines for Environmental Impact Reduction Evaluation Standards, we carry out score-based evaluations of technological development activity items (material development, process development, design development) in terms of environmental impact reduction as well as the necessary quality, functionality, and economic rationalization. In the future, we will build mechanisms to consider CO2 reductions during evaluations in the technological development phase.

Environmental News

KITZ Concludes Basic Agreement on Green Hydrogen with Yamanashi Prefecture

KITZ signed a basic agreement with Yamanashi Prefecture to collaborate on the use and the wide adoption of green hydrogen as part of demonstration and research into a P2G system® in order to develop a hydrogen society.

Under the agreement, green hydrogen produced with a P2G system at the Komekurayama P2G Demo Site (Kofu City), which is a NEDO-commissioned project, is transported to the Nagasaka Plant and used as fuel for fuel cell-driven forklifts and other equipment at a hydrogen station located in the plant.

A technology using electricity from renewable energy, etc., to produce hydrogen through water electrolysis.

Expansion of Solar Power Generating System at Thai Production Site

Group company KITZ (Thailand) Ltd. has expanded its solar power generating system as an effort to achieve Net Zero CO2 emissions, and began operation in September 2022. Solar panels have been installed at the main Bangplee Plant since 2016, but the latest expansion of 2,112 panels brought the total to 3,612 panels.

The power generated by the solar panels accounts for 10.3% of the average monthly power usage at the Bangplee Plant in 2021, with CO2 emissions reductions equivalent to 753 tons* annually.

*Estimated by KITZ based on Japanese standards
Sustainability

Growth Strategies

TCFD Recommendations

In order to phase in the disclosure of information about the financial impact of climate change, KITZ indicated its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in December 2021. Future scenarios were formulated in line with the recommendations to analyze the impact of climate change on KITZ. The following summary has been disclosed in accordance with the four categories in the TCFD recommendations (governance, strategy, risk management, and metrics and targets).

- Governance
  The Management Conference made up of executive officers confirms the progress and results of major items in our Long-term Environmental Vision, and makes decisions regarding direction, issues, and necessary matters. Matters of particular importance are referred to the Board of Directors for deliberation and decision. In addition, at the Group-wide Sustainability Promotion Committee meetings held twice a year, key themes and KPIs related to sustainability management including climate change are shared, and issues and measures to deal with them are implemented.

- Risk Management
  We are taking action to continually reduce climate change risks based on the KITZ Group’s basic policy and evaluation standards for risk evaluation.

  We follow a process where potential risks, including climate change risks in the business activities of the Group companies, are identified, with the Board of Directors deliberating over and making decisions regarding response policies. Please refer to the website for details about our response to climate change disclosures consistent with the TCFD recommendations.

- Metrics and Targets
  Under Strategic Pillar (1), we promote our Long-term Environmental Vision “3 ZERO” with the aim of reducing our CO2 emissions by at least 90% compared with FY2013 levels by FY2030, and achieving carbon neutrality by FY2050. Please visit the website for more information.

**Strategic Pillars**

- **Transition Risks**
  Technology: Increased costs of conversion and transition to Reid control technologies and materials that achieve low-carbon performance
  Financial Impact: Small
  Market: Decline in demand for valves due to a shrinking market in fossil fuel-related fields
  Financial Impact: Small

- **Physical Risks**
  Acute: Stagnation in the supply chain due to an increase in natural disasters
  Financial Impact: Small to Moderate
  Chronic: Increased costs from the operation of air conditioning and cooling equipment due to average temperature increases
  Financial Impact: Small

- **Opportunities**
  Products and Services: Development of valves for the supply chains of hydrogen, NGL, etc.
  Financial Impact: Large
  Development of valve business for LNG plants
  Financial Impact: Large

- **Expected financial impact is categorized as "small," "moderate" or "large"**

**Base Year**

K105 tons

**Target Year**

Scenarios (Global, Japan, within KITZ)

Typhoon, heavy rain, flood, heavy snow, fire

**Increase (%)**

10% to 40%

**Scope 3 (indirect) CO2eq**

LPG, LNG, etc.

**Relative target**

As of FY2013

**Absolute* target**

Fy2030

**Computing Method**

*Expected financial impact is categorized as "small," "moderate" or "large" based on the stated nature of initiatives.
Diversity and Inclusion Initiatives

KITZ promotes diversity and inclusion as an important management strategy. We have declared targets for the percentage of female employees and percentage of female managers to be achieved by FY2030. We are pursuing specific initiatives aimed at achieving these targets.

- Non-consolidated basis

LGBTQ Inclusion

KITZ respects diversity in gender identities, sexual orientations, and values. To develop a comfortable environment that allows each employee to fully demonstrate their abilities in their own way, we are striving to foster a corporate culture that is understanding and accepting of sexual diversity among all Group employees. We have started activities to make improvements to our systems and environments for LGBTQ employees and to raise awareness of LGBTQ issues among managers. We have started activities to make improvements to our systems and environments for LGBTQ employees and to raise awareness of LGBTQ issues among all Group employees. We are working to develop a range of systems to allow each employee to fully demonstrate their abilities and make improvements to our systems and environments for LGBTQ employees.

Conducting Briefing Sessions on Childcare Leave

KITZ has worked to develop a range of systems to allow employees to continue working with peace of mind. The KITZ Group has set targets to enhance work-life balance, support employees with childcare and family care responsibilities, and promote health and productivity management through these efforts. We will develop an environment in which employees can achieve harmony between work and private life.

- Non-consolidated basis

Promoting a Healthy Work-Life Balance

To ensure that employees can continue working with peace of mind, the KITZ Group has set targets to enhance work-life balance, support employees with childcare and family care responsibilities, and promote health and productivity management. Through these efforts, we will develop an environment in which employees can achieve harmony between work and private life.

- Non-consolidated basis

Health and Safety Activities

We promote efforts to ensure zero accidents based on the KITZ Group Safety and Health Fundamental Philosophy and the Safety and Health Fundamental Policies. We have established safety and health committees and we bolster efforts to prevent injuries and illness, promote the development of comfortable workplace environments, engage in healthcare and work to prevent traffic accidents.

KITZ Group Safety and Health Fundamental Philosophy

KITZ places the highest priority on safety and health in all of its activities based on the principle of showing respect for people. Group companies conduct extensive safety and health programs with the goal of zero accidents.

KITZ Group Safety and Health Fundamental Policies

The company will address safety from two directions: "Enhancement of safety activities" and "Systematic incorporation of prevention measures in production lines" and "Promotion of volunteer activities at workplaces (bottom-up approach via small group activities)." Through this two-pronged approach, the company will encourage a change in every employee's mindset and increase employees' awareness with regard to safety, thereby reforming the corporate culture.

KITZ has formulated the following key actions as measures for employee safety and health with the aim of taking preventive steps for safety and improving safety awareness.

- Develop a management system (comply with safety and health related laws and regulations)
- Implement safety measures for machines, equipment and people (prevent similar accidents)
- Create a workplace culture (promote zero accidents)

Enhancement of Health and Safety Management Systems

To promote occupational health and safety management compliance with international standards, in January 2022, KITZ obtained certification under the ISO 45001 standard for Occupational Health and Safety Management Systems for plants in Nagasaki, Ina, and Chino, followed by certification for all production sites in Japan in November 2022.

Education on Health and Safety

With the aim of eliminating occupational accidents, we conducted tiered health and safety training delivered by occupational health and safety consultants. The training is divided into content for employees with limited experience, newly appointed managers and supervisors, and veteran employees who are familiar with the workplace. The training is designed to underscore the importance of safety management and foster a strong awareness of safety.

Reciprocal Audits by Group Companies

Mutual audits regarding the environment, health, and safety of KITZ’s eight Group domestic companies are conducted. Audits are carried out to identify and assess risks, and briefing sessions are held for the officer and the managers of each site. These efforts lead to activities that reduce the spread of and eliminate risks.

In addition, to cultivate personnel who will be responsible for the environment and safety in the future, we conduct training related to the environment, health, and safety.

Health Management

KITZ has been certified as a Health & Productivity Management Outstanding Organization, which is conferred by the Ministry of Economy, Trade and Industry to companies engaging in outstanding activities in health and productivity management activities.

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Diverse Human Resources in the KITZ Group

We introduce how employees work to create value at their own posts.

We aim to supply KITZ products to realize a carbon neutral society.

Longtian Piao
Hydrogen Supply & Unit Group, Hydrogen Division, KITZ Corporation

I am responsible for work that covers everything from the development of hydrogen-related products and technology proposals to product delivery. In the course of following one project through to completion, I have accumulated a wide range of experience, and each time I realize that I have achieved personal growth. In the future, I will aim to supply KITZ products across the entire hydrogen supply chain to help realize a carbon neutral society.

I try to convey my experience to other employees for their own development.

Maria Luisa Ribas Steegmann
Managing Director & President
KITZ Corporation of Europe, S.A.

I feel especially pleased when our team manages to overcome a major challenge to help other people so we can satisfy the needs of a customer. The trust placed in me to put me in charge of the management of one of its companies has helped me to grow professionally and improve in other areas during the past 15 years, and I try to convey my experience also to other employees for their own development.

I hadn’t even imagined being posted overseas, and with every new experience I feel personal growth.

Tomoya Nakagami
Production Control Department Section Chief
KITZ Corporation of Taiwan

When I joined KITZ, working overseas was the last thing I expected. But when I actually began working in Taiwan, I had opportunities to experience many new things, and each time I gained a sense of personal growth. Moving forward, I will keep working to maintain a broad view of the world.

We will adapt to the increasingly diverse roles expected of an accounting department.

Yoshie Suzuki
Manager of Business Transformation and New Business, Corporate Finance Division, KITZ Corporation

Times have changed from the role of accounting as a safe keeper. I hope to respond to the diversification of the roles now expected of an accounting department, including data analysis and support for management decisions, along with taking on the challenge of reforming workstyles in the back office.

I feel happy to be facing new challenges together with fellow KITZ Group colleagues.

Takashi Takagi
Managing Director
KITZ Valve & Actuation (Thailand) Co., Ltd.

I feel happy to be facing new challenges together with fellow colleagues who share the same common philosophy: the KITZ Statement of Corporate Mission. Looking ahead, we will continue to engage in new challenges in order to enable us to evolve into a stronger company in the global marketplace, and to contribute to society through our activities.

I hope to fulfill my role with an employee-first spirit.

Yuka Yoshihara
Plant General Affairs and Accounting Section, Administrative Department, KITZ SCT Corporation

In addition to general affairs, accounting, and human resource management duties, I am the contact point for consultations with employees, and I feel the need to acquire a wide range of knowledge in this role. I hope to embrace a mindset of compassion and gratitude with an employee-first attitude while fulfilling a role as a bridge between employees and the company.

I want to connect KITZ with customers from the standpoint of sales administration.

Naoki Kira
Manager, Digital Transformation Promotion Group, Production Planning Department, Product Business Unit, Flow Control Business Unit, KITZ Corporation

Employees are now working together on activities aimed at the company’s digital transformation, and I am responsible for promoting this at our plants. Although I am still short on experience, being entrusted with this role of responsibility gives me a sense of growth and motivation on a regular basis. I will continue to work hard to make KITZ better for customers, employees and society.

I listen to requests from customers and sales companies and support our global sales structure.

Rika Miyasawa
Sales Company Support Group, International Business Development Department, Flow Control Business Unit, KITZ Corporation

From Japan, I support KITZ’s overseas sales companies in managing their sales activities locally and independently. I make a point of sharing the requests from sales companies and their customers and aligning them with the direction we need to take in the future. I hope to keep contributing to the global sales of KITZ products.

I feel proud to be improving people’s lives.

Marina Tedesco
Chemical Engineer, Environmental Department
Metalurgica Golden Arts Ltda.

I work to improve each process and consider the environment in the areas of chemical engineering, environmental management, and occupational safety. Through involvement with sustainability management, I can contribute to the mission of improving the quality of life for future generations, and I feel proud to work in the KITZ Group.

I want to help a “culture of learning about technology” take root through technical training for salespeople.

Masanao Takakusa
Manager, Sales Engineering Department, Flow Control Business Unit, KITZ Corporation

Through involvement in employee training related to technology, I feel that I have improved my own knowledge and understanding, and when I receive words of thanks for providing technical support, it fills me with happiness. I hope to instill a “culture of learning about technology” through the technical training curriculum for salespeople.

I want to establish quality assurance practices that are trusted by customers.

Kumi Shimizu
Manager, QA Operational Improvement Group, Quality Assurance Department, Customer Satisfaction Division, KITZ Corporation

I carry out business improvement activities that observe compliance requirements and combine practical experience with business transformation. With the goal of establishing quality assurance operations that are trusted by customers, I want to develop an organization that can go about its tasks with enthusiasm.
Social Contribution Activities

KITZ focuses its various social contribution activities on areas including regional development (regional contribution), environment preservation, social and international contribution, and culture development.

Participation in the Multi-Organizational Disaster Relief Drill
Environmental Solutions Division participated in the 2022 Multi-Organizational Disaster Relief Drill (organized by Peace Winds Japan) conducted in Aki District, Kochi Prefecture, in December 2022, as part of KITZ Water Solutions’ activities.

At the water supply area of a field hospital set up on the banks of a river, Aqua Rescue portable membrane filtration device by Shimizu Alloy Mfg. were installed to supply water for general use such as showers, saunas and hand washing. In addition, using KITZ Micro Filter’s Super Delios portable water purifiers that can be easily carried around, we purified water taken from the river and promoted that the water could be used to clean wounds or as drinking water. Participants offered feedback, including “Having Aqua Rescue would offer peace of mind because we would be able to secure sufficient amounts of water for daily use in shelters at evacuation points.”

Comprehensive Partnership Agreement with Chino City and the Graduate School of Project Design to Achieve a “City Chosen by Young People”
In July 2022, KITZ Corporation, together with Chino City, Nagano Prefecture, and Advanced Academic Agency, The Graduate School of Project Design signed an agreement on comprehensive cooperation to realize a “city chosen by young people” based on 2nd Chino City Comprehensive Strategy for Regional Development. To coincide with the agreement, “Project Research into a City Chosen by Young People” through collaboration between industry, academia, and government was launched. Ten researchers, including three from KITZ, worked on a business concept to realize Chino as a livable future city through collaboration between industry, academia, and government.

Support for Kitazawa Museum of Art
KITZ supports the activities of the Kitazawa Museum of Art located on the shores of Lake Suwa. KITZ founder Toshio Kitazawa established the museum in 1983 as an incorporated foundation with the aim of contributing to the promotion and development of the regional culture. The museum became a public interest incorporated foundation in 2013 and observed its 40th anniversary in May 2023. The Kitazawa Museum of Art permanently displays excellent pieces of artwork, including some of the world’s best French glassworks made during the art nouveau era at the end of the 19th century and modern Japanese paintings. These works are highly acclaimed both in Japan and overseas.

In Focus

Yui Susaki
Gold medalist in the women’s freestyle 50 kilograms wrestling competition at the Tokyo 2020 Olympics

Yui Susaki took up wrestling at the age of seven under the influence of her father, who had experience with the sport. In her second year of junior high school, she entered JOC Elite Academy. She achieved victory at the Tokyo 2020 Olympic Games competing while a student of Waseda University. In April 2022, she joined KITZ Corporation. The following is a summary of her achievements since joining.

2022
June: Competed at the Meiji Cup All Japan Invitational Championships
September: Won the World Championships in September
October: Won the U23 World Championships
December: Won Emperor’s Cup All Japan Championships

With her victory at the U23 World Championships, she achieved a world-first “grand slam,” a clean sweep of five tournaments, including the Olympics.

2023
February: Won the UWW Ranking Series Zagreb Open
She is currently ranked No.1 in the world. (as of March 31, 2023)

Upcoming Schedule
She is expected to compete at the Meiji Cup All Japan Institutional Championships in June to earn the right to represent Japan at the Paris 2024 Olympic Games.

Relationships with Local Communities:
Promoting Sports in Communities with KITZ Business Locations

Ventforet Kofu
KITZ supports the training academy for (U-18) developing future players as a uniform sponsor.

Matsumoto Yamaga F.C.
In addition to supporting the Academy development organization (Ladies U-15) as a uniform sponsor, KITZ also displays a stadium banner with its company name in the wheelchair seats on the back-stand side of Sunpro Alwin stadium, which is the team’s home-ground.

VC Nagano Tridents
KITZ’s logo has been displayed on the back (leg) of the team’s uniform and on training attire. Horizontal banners are also displayed at away match venues.
Stakeholder Engagement

KITZ engages in the timely, appropriate, and fair disclosure of information with all shareholders and investors, as well as with other stakeholders including customers, business partners, employees, and society. During the fiscal year under review (FY2022), we were impacted by the COVID-19 pandemic and accordingly, responded by proactively creating opportunities for dialogue utilizing online solutions. We feed back opinions and requests obtained by constructive communication to the management team, and reflect the outcomes in efforts to improve the efficiency and transparency of management.

Dialogue with Shareholders
We seek to disclose information at an early stage, wherein we send the notice of the ordinary general meeting of shareholders earlier than the legal requirement, and the contents are posted on the website prior to sending. The English version can also be read on the website. We are preparing a system that enables our shareholders to exercise voting rights online for their convenience.

Dialogue with Investors
We hold financial results presentations for institutional investors and analysts on a quarterly basis. The president or executive officer explains the achievements and the medium and long-term strategy. Additionally, for the purpose of getting more people interested in becoming a KITZ shareholder, we have taken part in online IR events for individual investors.

Dialogue with Employees
The management team including the president regularly visits manufacturing sites and promotes better understanding through communication with employees. We stream video of internal results presentations and messages from management via our intranet portal so that employees at offices in Japan and overseas as well as those employees working from home can participate.

KITZ continues to conduct events promoting dialogue between top management and employees to help instill the Long-term Management Vision.

Dialogue with Business Partners
A meeting of presidents of domestic general distributors is held annually, in which we promote mutual understanding and further deepen our partnership with distributors.

While these meetings were postponed due to the COVID-19 pandemic, in July 2022, an “Appreciation Gathering” was held to mark our 70th anniversary.

Governance

The KITZ Group understands the effective functioning of corporate governance to help fulfill our corporate social responsibility and contribute to increasing management efficiency and transparency, as well as sustained increases in corporate value. For this reason, we aim to realize effective corporate governance through maintenance and continuous operation of top management and business execution systems capable of responding to changing business conditions in swift and appropriate ways while also rewarding the trust of all stakeholders and fulfilling our social missions and responsibility.

Organizational Design
KITZ employs as its organizational design for corporate governance the structure of a company with an Audit & Supervisory Board, under which authority and responsibility for decision-making on important matters concerning business administration and for oversight of business execution are centered in the Board of Directors and the Audit & Supervisory Board, and its members provide highly effective oversight of the Board of Directors from independent and objective perspectives, thus ensuring the effectiveness of corporate governance. Additionally, an executive officer system has been adopted to facilitate swift decision-making regarding business execution.

Board of Directors and Directors
The Board of Directors comprises seven members. Four of these members, which makeup the majority of the board, are independent outside directors to enhance the management oversight functions. In addition, to ensure diversity on the Board of Directors, one female director (outside director) has been appointed.

Audit & Supervisory Board and its Members
The Audit & Supervisory Board comprises five members, three of whom are outside (independent) Audit & Supervisory Board members in order to facilitate highly effective auditing and strengthen oversight functions. In addition, to ensure diversity on the Audit & Supervisory Board, one female Audit & Supervisory Board member (outside Audit & Supervisory Board member) has been appointed.

Composition of Directors and Audit & Supervisory Board Members (as of end of March 2023)
Ensuring the Effectiveness of the Board of Directors
To improve the effectiveness of the functions of the Board of Directors, a questionnaire survey on the effectiveness of the Board of Directors is conducted among directors and auditors each year. In the questionnaire survey conducted in February 2023, formulation and implementation of management strategy, sustainability initiatives, constitution of the Board of Directors, appointment and compensation of directors and officers, audits, outside directors, vitalization of discussion at Board meetings, and response to shareholders, investors, and other stakeholders were asked. Feedback regarding discussions at Board meetings was also collected. The result of the evaluation says that the effectiveness of the Board of Directors is ensured in general. Constructive feedback was also obtained regarding enhanced employee engagement, business portfolio management, improvements to the price-book value ratio, and other matters. In light of these evaluation results, the Board of Directors will share these issues and consider improvement measures in an effort to ensure greater effectiveness.

Executive Officer System and the Management Conference
The Group employs an executive officer system for cross-functional business execution regarding Group companies in Japan and around the world to focus the Group’s comprehensive strengths on corporate strategy. Thirteen executive officers, including those serving concurrently as executive directors, are appointed. In addition, the Management Conference consisting of executive officers, meets monthly for broad-ranging discussions of important management topics and decides on important matters related to business execution.

Establishment of Various Committees
To enhance the effectiveness of the internal control system operation, KITZ operates various dedicated committees. Through these committees, KITZ implements necessary controls such as evaluation, check and balance, and improvements on important matters related to appropriate and lawful decision-making in Group management.

Executive Compensation
KITZ’s policy regarding the details of compensation given to individual directors is to determine compensation amounts consistent with business performance while also taking into account factors such as compensation levels at other companies, the main objective of which is to increase motivation toward achieving the Long-term Management Vision and Medium-term Management Plan, and enhancing the corporate value of the KITZ Group.

As for the structure of compensation, it comprises monetary compensation in the form of “base compensation” and “performance-linked compensation (bonuses),” and non-monetary compensation in the form of “performance linked stock-based compensation.”

Base compensation is paid as a fixed amount and is set based on the position and responsibilities of each director. Performance-linked compensation (bonuses) is paid out of an amount equivalent to 1% of net income attributable to owners of the parent (the total amount of bonuses) when certain requirements are met, and is paid based on the position and individual performance target achievement level for each director.

Performance-linked stock-based compensation involves a portion of compensation being granted as stock in the Company based on an amount calculated according to the position of each director and performance indicators, with the aim of increasing the awareness of contribution to KITZ’s medium to long-term business performance and improved corporate value, and promoting greater sharing of value between directors and shareholders.

Outside directors are only paid base compensation, in light of the fact that they are in positions independent from the execution of business.

Each fiscal year, the Board of Directors determines details including the compensation of individual directors based on deliberations and reports from the Compensation Committee in order to ensure the objectivity and transparency of executive compensation.

Also note that the compensation of Audit & Supervisory Board members comprises only base compensation as fixed amounts, and the payment amounts are determined through discussions by the Audit & Supervisory Board.

Total amounts of compensation for directors and Audit & Supervisory Board members concerning the fiscal year ended December 2022

<table>
<thead>
<tr>
<th>Classification</th>
<th>Number of members</th>
<th>Total amounts of compensation (Millions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors (including outside directors)</td>
<td>14</td>
<td>1,760</td>
</tr>
<tr>
<td>Executive Compensation</td>
<td>140</td>
<td>1,660</td>
</tr>
<tr>
<td>Performance-linked compensation (bonuses)</td>
<td>76</td>
<td>18</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td>215</td>
<td>32</td>
</tr>
</tbody>
</table>

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<tr>
<td>Total (for outside directors)</td>
<td>15</td>
</tr>
<tr>
<td>Amounts related to Audit &amp; Supervisory Board members (outside Audit &amp; Supervisory Board members)</td>
<td>6</td>
</tr>
</tbody>
</table>

* Amounts recorded as the accrued bonuses to directors and accrued stock-based benefits to directors and officers stock benefits in the fiscal year ended December 2022 are listed.

Sale and Reduction of Cross-Shareholdings
KITZ basic policy is to not maintain cross-shareholdings for the purposes of securing stable shareholders.

In addition, the Board of Directors annually verifies and reviews cross-shareholdings from the perspectives of both economic rationality (quantitative perspectives) and the qualitative significance of such holdings, and share issues judged not to satisfy the Policy on Cross-Shareholdings are sold.

Internal Control System
To establish sound and strong Group management foundations, KITZ has established a Basic Policy on Internal Control. KITZ has built and currently operates an internal control system in accordance with laws and regulations.

In addition, the Internal Audit Office conducts business audits and internal control audits of KITZ and the KITZ Group companies, as well as monitoring the group-wide state of internal control and appropriateness of business processes. The results of the audits are communicated to the president, Audit & Supervisory Board members, and related sections, and follow-up is conducted regarding corrective measures.
These are reviewed closely by the Internal Control Committee and reported to the Board of Directors periodically. In addition, we identify the inherent risks by conducting audits regarding the serious risks that each Group company is facing. We also provide support for improving operations and building structures for legal and regulatory compliance to avoid and mitigate risks.

Promotion of Compliance Management
KITZ recognizes compliance management as a fundamental and essential condition of continued corporate growth. This is expressed in the topmost element of the Action Guide for the realization of KITZ’ Statement of Corporate Mission, which expresses the Group’s corporate philosophy: “Do it True.”

Initiatives Related to Promotion of Compliance Management
The C&C Control Committee at KITZ and each Group company deliberates on the following matters related to promotion of compliance, formulates necessary policies, and implements specific measures.

1. Formulation of basic policies on development and operation of the compliance promotion program
2. Formulation of basic policies on preparation and maintenance of the Compliance Guidebook
3. Formulation of basic policies on implementing compliance education
4. Responding to any compliance violations that have occurred (including investigation of related facts, investigation of their causes, formulation and implementation of measures to prevent their recurrence, and checking on the countermeasures implemented)
5. Establishment, amendment, and abolition of rules and regulations necessary for compliance promotion
6. Other necessary matters related to compliance promotion

Whistleblowing System (Compliance Helpline)
To promote compliance management, KITZ and each Group company have established compliance helplines as a contact point for reporting and consultation concerning information about any acts in violation of laws, regulations, or compliance identified by management or employees. The management and employees of KITZ and each Group company may use their own companies’ compliance helplines, compliance helplines set up by outside law firms, and the compliance helpline of the parent company, KITZ. We secure a structure that the management and employees can use with peace of mind, by setting up multiple routes for consultation and reporting. Each compliance helpline is managed and operated by the C&C Control Committee of the Company or the Group company. Reports and consultations received are investigated swiftly while strictly protecting the confidentiality of the reporting party, and timely and appropriate corrective measures are implemented in response.

Compliance Education
KITZ distributes a group-wide Compliance Guidebook to the management and employees of KITZ and Group companies. The guidebook describes the thinking of Group top management regarding compliance management, the importance of compliance management, the compliance promotion structure, the compliance code of conduct, the whistleblowing system, and other matters related to compliance. In FY2022, the guidebook was revised to enhance descriptions of social issues such as human rights, labor, the environment, and anti-corruption. The revised edition was translated into the languages of each country in which the KITZ Group operates and thoroughly informed throughout the Group. Japanese and English editions were also published on the KITZ website.

We also hold seminars on compliance education systematically each year and individual seminars focusing on the details of the operations of each section when so requested by a section of KITZ or a Group company. Furthermore, we also strive proactively to foster a culture of compliance, raise awareness, and convey related knowledge through various other means, such as preparing and distributing educational and awareness-raising tools and, recently, deployment of digital content using online tools.

Compliance Survey
To check the degree to which compliance management has taken root in KITZ and each Group company and visualize potential compliance risks, KITZ surveys employees on compliance. The risks identified through this survey are utilized in such efforts as business process improvements and employee education in accordance with their degrees of importance.

Risk Management
To control various risks that could have severe impacts on corporate management, KITZ carries out risk management in KITZ and each Group company.

Compliance Survey
To check the degree to which compliance management has taken root in KITZ and each Group company, KITZ and Group company based on basic policies decided on by the committee under the supervision of the Board of Directors.

Risk Analysis and Evaluation
In the KITZ Group, the importance of anticipated risks related to business activities (totalling 128 risk items) is judged quantitatively along the two axes of their frequency of occurrence and their impact on management based on the basic policy and evaluation standards for risk evaluation formulated by the C&C Control Committee. Specifically, risks are graded by each evaluation item under the standards for determining their frequency of occurrence and their impact (consisting of the items of human injury, physical damage, liability, loss of profit, loss of trust, and environmental damage), and each is grouped into one of the four zones of high-damage/high-frequency, low-damage/high-frequency, high-damage/low-frequency, or low-damage/low-frequency based on a four-quadrant risk-mapping scale.

Risk Management Implementation Flow
Based on the results of risk evaluation by each organization and through the Management Conference, the KITZ Group identifies important risks and key risks that have a particularly high possibility of significantly impacting management among the important risks, chooses whether to address each risk through avoidance, transfer, mitigation, or retention in light of its importance, and drafts and implements necessary countermeasures under the responsibility of the individual executive officers and Group company presidents.

In particular, in recent years, the Group has been identifying and taking action flexibly on key risks in accordance with social conditions, such as control measures for supply chains in light of geopolitical risks as well as information security risks.

Important risks and key risks thus identified, and countermeasures drafted for them, are shared with the Internal Audit Office. The Internal Audit Office evaluates the state of development and operation of risk management from an independent perspective through means that include checking on the progress and results of related countermeasures through business auditing and other activities.

In addition, based on reports on such matters as priority risks identified in the Management Conference and countermeasures drafted for them, as well as the results of evaluation by the Internal Audit Office, the Board of Directors carries out necessary deliberation and checks on the ultimate results of implementing countermeasures, among other activities involved in final decision-making on and oversight of risk management in the Group.

Information Security and Personal Information Protection
To minimize the impact of cyber-attacks or information leakage from insiders on business continuity, the KITZ Group has considered information security governance as a key management issue. Accordingly, we have formulated KITZ Group Information Security and Personal Information Protection Policy, established an Information Security and Personal Information Protection Committee, and undertaken various measures for information security and personal information protection.
### Board of Directors, Corporate Auditors and Executive Officers (as of March 31, 2023)

#### Directors

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Career Highlights</th>
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<tr>
<td>Yukinori Hotta</td>
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### Reasons for Appointment of Directors and Skills Matrix

<table>
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<tr>
<th>Name</th>
<th>Reason for Appointment</th>
<th>Years in Office</th>
<th>Attendance Status for FY2022</th>
<th>Main specialized knowledge/areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chairman</strong> Yauko Hotta</td>
<td>Provided global and local management oversight, focusing on key strategies including the management of the Board of Directors and strengthening of corporate governance. The Company has judged that the use of his extensive experience and insights will contribute to strengthening the important decision-making and management supervision functions of the Board of Directors, and ultimately to enhancing the corporate value of the Group.</td>
<td>15 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>President</strong> Makoto Kihara</td>
<td>Involved in sales and production in the Valve Manufacturing Business, and later served as Executive Officer in charge of corporate planning and CEO &amp; Managing Director of an overseas Group company. In addition, as Executive Officer in charge of the Valve Manufacturing Business, he boldly promoted the formulation and execution of Valve Manufacturing Business strategy, and as President and Chief Executive Officer has been at the forefront of the overall management of the Group. The Company has judged that the use of his extensive experience and insight will contribute to strengthening the important decision-making and management supervision functions of the Board of Directors, and ultimately to enhancing the corporate value of the Group.</td>
<td>3 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>Managing Executive Officer</strong></td>
<td>Toshiohiko Marusawa was involved with duties including the Group companies’ business administration divisions, and served as Executive Officer in charge of the corporate planning and administration divisions, as director of a domestic Group company. In addition to planning and executing the Group business and human resource strategies for globalization, he has boldly promoted the strengthening of corporate governance and sustainability management. The Company has judged that the use of his extensive experience and insight will contribute to strengthening the important decision-making and management supervision functions of the Board of Directors, and ultimately to enhancing the corporate value of the Group.</td>
<td>6 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>Outside Director</strong> Kazuyuki Matsumoto</td>
<td>Long active as a manager of Nabisco Corporation, and in addition to extensive experience as a corporate manager he has broad and high-level insights into technological development, marketing and other areas. The Company has judged that he will be able to fulfill the role of overseeing and providing appropriate advice from an objective and fair standpoint by utilizing his experience.</td>
<td>9 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>Outside Director</strong> Minoru Amoh</td>
<td>Was long active as a manager of DuPont Kabushiki Kaisha and has broad and high-level insights into corporate management, global business development, technological development and other areas. The Company has judged that he will be able to fulfill the role of overseeing and providing appropriate advice from an objective and fair standpoint by utilizing his experience.</td>
<td>7 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
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<tr>
<td><strong>Outside Director</strong> Tatsuhiko Tabai</td>
<td>Having held branch general manager’s positions at overseas branches of a financial institution, Yukata Fujimura was active as Executive Officer in charge of Finance, HR and group strategy at OMRON Corporation, and has broad and high-level insights into business administration from a global perspective, financial strategy, governance and so on. The Company has judged that he will be able to fulfill the role of overseeing and providing appropriate advice from an objective and fair standpoint by utilizing his experience.</td>
<td>5 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>Outside Director</strong> Yuko Kikuma</td>
<td>Yuko Kikuma has been active as a representative attorney (managing partner) of a law firm and has broad, high-level insights into corporate legal affairs, including dispute resolution in various types of litigation, labor, compliance, risk management and governance, as well as other specialized fields. The Company has judged that she will be able to fulfill the role of overseeing and providing appropriate advice from an objective and fair standpoint by utilizing her experience.</td>
<td>3 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
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</tbody>
</table>

* The main areas in which each director is expected to demonstrate specialized knowledge based on past experience are indicated with up to three marks. This does not indicate all knowledge and experience that each director possesses.

### Reason for Appointment of Audit & Supervisory Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Reason for Appointment</th>
<th>Years in Office</th>
<th>Attendance Status for FY2022</th>
<th>Main specialized knowledge/areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standing Audit &amp; Supervisory Board Member</strong> Masahiro Kondo</td>
<td>He has been involved in management of the Company as a director in charge of the corporate administration areas which bring the Group companies together and has sought to strengthen management infrastructure and has built and pushed for the strengthening of the Group’s risk management system. The Company has judged that he will be able to fulfill the role of reflecting his knowledge and experience in business management, labor, accounting, and finance in the audits of the Company.</td>
<td>6 years 9 months</td>
<td>15/15 times</td>
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<tr>
<td><strong>Standing Audit &amp; Supervisory Board Member</strong> Taro Kitamura</td>
<td>He has many years of experience in managing the Company’s accounting and financial operations. As an executive officer in charge of corporate administrative divisions that oversee Group companies, he has developed the Company’s internal control system, strengthened its internal audit function and promoted the building of its risk management system. The Company has judged that he will be able to reflect his knowledge and experience in risk management as well as in accounting and finance in the audits of the Company.</td>
<td>5 years 9 months</td>
<td>15/15 times</td>
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<tr>
<td><strong>Outside Audit &amp; Supervisory Board Member</strong> Tatsuo Kitamoto</td>
<td>He served as Chief Financial Officer and executive officer in charge of finance as well as a corporate auditor for Mitsui Mining &amp; Smelting Co., Ltd. for many years, and has accumulated advanced and wide-ranging insights into finance and accounting. The Company has judged that he will be able to fulfill an appropriate role, including using his knowledge to provide precise and useful comments at meetings of the Board of Directors and Audit &amp; Supervisory Board.</td>
<td>7 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>Outside Audit &amp; Supervisory Board Member</strong> Shuhei Sakuno</td>
<td>He served for many years as the executive officer in charge of corporate administration at Yokogawa Electric Corporation, and possesses advanced and wide-ranging insights into finance and accounting, internal control, risk management and the development of internal audit systems. The Company has judged that he will be able to fulfill an appropriate role, including using his knowledge to provide precise and useful comments at meetings of the Board of Directors and Audit &amp; Supervisory Board.</td>
<td>5 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
<tr>
<td><strong>Outside Audit &amp; Supervisory Board Member</strong> Ayako Kobayashi</td>
<td>She has been active as an attorney for many years and possesses advanced and wide-ranging insights into corporate legal affairs including resolution of disputes including various litigation, compliance, risk management and governance. The Company has judged that she will be able to fulfill an appropriate role, including using her knowledge to provide precise and useful comments at meetings of the Board of Directors and Audit &amp; Supervisory Board.</td>
<td>3 years 9 months</td>
<td>15/15 times</td>
<td>○ ○ ○</td>
</tr>
</tbody>
</table>
Executive Officers

President and Chief Executive Officer
Makoto Kohno
Managing Executive Officer
Toshiyuki Murasawa

Makoto Kohno
Born: August 6, 1961
Mar. 2004 Joined KITZ
Apr. 2004 General Manager, Product Planning Department, Production Division
Apr. 2012 Deputy Division Manager, Production Division
Apr. 2013 Executive Officer, Division Manager, Production Division
Apr. 2017 Executive Officer, Division Manager, Production Division, Change of KFKWCS Center (present position)

Makoto Kohno
Yukinari Koide
Born: January 15, 1959
Mar. 1990 Joined KITZ
Jul. 2002 Plant Manager, Sonoyama Plant, Production Division
Apr. 2008 Director and Chief Executive Officer, KITZ Micro Filter Corporation
Apr. 2011 Executive Officer, Division Manager, Engineering Division
Jan. 2012 Deputy Executive Officer, Division Manager, Engineering Division
Apr. 2015 Executive Officer, Division Manager, Engineering Division
Feb. 2018 Division Manager, Engineering Division
Apr. 2017 Executive Officer, Division Manager, Engineering Division
Apr. 2019 Executive Officer, Division Manager, Engineering Division
Jan. 2022 Executive Officer, General Manager, New Business Development Office, In-charge of Environmental Solutions Division (present position)

Takahito Hirashima
Born: September 19, 1959
Mar. 1982 Joined KITZ
Jul. 2002 Plant Manager, Sonoyama Plant, Production Division
Apr. 2008 Director and Chief Executive Officer, KITZ Micro Filter Corporation
Apr. 2011 Executive Officer, Division Manager, Engineering Division
Jan. 2012 Deputy Executive Officer, Division Manager, Engineering Division
Apr. 2015 Executive Officer, Division Manager, Engineering Division
Feb. 2018 Division Manager, Engineering Division
Apr. 2017 Executive Officer, Division Manager, Engineering Division
Apr. 2019 Executive Officer, Division Manager, Engineering Division
Jan. 2022 Executive Officer, General Manager, New Business Development Office, In-charge of Environmental Solutions Division (present position)

Kazunori Okimura
Born: September 5, 1959
Mar. 1982 Joined KITZ
Apr. 2008 Director and Chief Executive Officer, KITZ Micro Filter Corporation
Apr. 2011 Executive Officer, Division Manager, Engineering Division
Jan. 2012 Deputy Executive Officer, Division Manager, Engineering Division
Apr. 2015 Executive Officer, Division Manager, Engineering Division
Feb. 2018 Division Manager, Engineering Division
Apr. 2017 Executive Officer, Division Manager, Engineering Division
Apr. 2019 Executive Officer, Division Manager, Engineering Division
Jan. 2022 Executive Officer, General Manager, New Business Development Office, In-charge of Environmental Solutions Division (present position)

Kenji Kato
Born: January 21, 1962
Mar. 1991 Joined KITZ
Apr. 1991 General Manager, Legal Department
Apr. 2003 Director, Matsushita Industrial Corp. Sdn. Bhd.
Apr. 2015 Manager, Human Resources Department, Corporate Administration Division
Jan. 2022 Executive Officer, Division Manager, General Affairs and Corporate Administration Division (present position)

Kenji Kato
Yasunori Sugita
Born: May 4, 1974
Apr. 1997 Joined KITZ
Apr. 2008 KITZ Corporation of Europe, S. A. Director
Apr. 2014 Manager, Quarter-Turn Valve Business Promotion Office, Flow Control Business Unit
Jan. 2018 Metaldyne Golden Ltd. Director, Chairman
Jan. 2022 Executive Officer, General Manager, Business Promotions Center, Flow Control Business Unit
Jan. 2023 Executive Officer, General Manager, Business Promotions Center, In-charge of Hydrogen Division (present position)

Shuji Takei
Born: September 14, 1968
Apr. 1991 Joined KITZ
Apr. 1991 General Manager, Legal Department
Apr. 2015 Manager, Human Resources Department, Corporate Administration Division
Jan. 2022 Executive Officer, Division Manager, General Affairs and Corporate Administration Division (present position)

Yasunori Sugita
Kazunori Okimura
Born: May 4, 1974
Apr. 1997 Joined KITZ
Apr. 2008 KITZ Corporation of Europe, S. A. Director
Apr. 2014 Manager, Quarter-Turn Valve Business Promotion Office, Flow Control Business Unit
Jan. 2018 Metaldyne Golden Ltd. Director, Chairman
Jan. 2022 Executive Officer, General Manager, Business Promotions Center, Flow Control Business Unit
Jan. 2023 Executive Officer, General Manager, Business Promotions Center, In-charge of Hydrogen Division (present position)

Kenichi Bessho
Born: October 27, 1964
Apr. 1988 Joined Panasonic Corporation
Apr. 2003 Director, Panasonic Industrial Co., Ltd. Digital Imaging
Apr. 2017 President and Representative Director, Panasonic Finance Solutions Co., Ltd.
Oct. 2020 Joined KITZ
Apr. 2021 Manager, Accounting Supervisory Department, Corporate Administration Division
Jan. 2022 Deputy Division Manager, Corporate Finance Division
Jan. 2023 Executive Officer, Division Manager, Corporate Finance Division (present position)

Kosuke Hasumi
Born: April 27, 1964
Apr. 1989 Joined KITZ
Apr. 2003 Director, Technical Planning Department, Corporate Administration Division
Jan. 2022 Deputy Division Manager, Corporate Finance Division
Jan. 2023 Executive Officer, Division Manager, Corporate Finance Division (present position)

Kosuke Hasumi
Kenji Kato
Born: January 21, 1962
Mar. 1991 Joined KITZ
Apr. 1991 General Manager, Legal Department
Apr. 2003 Director, Matsushita Industrial Corp. Sdn. Bhd.
Apr. 2015 Manager, Human Resources Department, Corporate Administration Division
Jan. 2022 Executive Officer, Division Manager, General Affairs and Corporate Administration Division (present position)

Kenji Kato
Takashi Ishijima
Born: October 1, 1967
Apr. 1998 Joined Nissan Motor Co., Ltd.
Apr. 2011 Chief IT Architect, Enterprise Architecture Department, Global IT Headquarters
Apr. 2017 Chief IT Architect, IT Architecture and Production Service Department, Global IT Headquarters
Sep. 2018 Joined KITZ
Apr. 2020 Deputy Division Manager, IT Control Division
Mar. 2021 Executive Officer, Division Manager, IT Division (present position)

Takashi Ishijima
Kazunori Okimura
Born: October 27, 1964
Apr. 1988 Joined Panasonic Corporation
Apr. 2003 Director, Panasonic Industrial Co., Ltd. Digital Imaging
Apr. 2017 President and Representative Director, Panasonic Finance Solutions Co., Ltd.
Oct. 2020 Joined KITZ
Apr. 2021 Manager, Accounting Supervisory Department, Corporate Administration Division
Jan. 2022 Deputy Division Manager, Corporate Finance Division
Jan. 2023 Executive Officer, Division Manager, Corporate Finance Division (present position)

Kazunori Okimura
Shuji Takei
Born: September 14, 1968
Apr. 1991 Joined KITZ
Apr. 1991 General Manager, Legal Department
Apr. 2015 Manager, Human Resources Department, Corporate Administration Division
Jan. 2022 Executive Officer, Division Manager, General Affairs and Corporate Administration Division (present position)

Takashi Ishijima
Kenji Kato
Born: October 1, 1967
Apr. 1998 Joined Nissan Motor Co., Ltd.
Apr. 2011 Chief IT Architect, Enterprise Architecture Department, Global IT Headquarters
Apr. 2017 Chief IT Architect, IT Architecture and Production Service Department, Global IT Headquarters
Sep. 2018 Joined KITZ
Apr. 2020 Deputy Division Manager, IT Control Division
Mar. 2021 Executive Officer, Division Manager, IT Division (present position)

Yasunori Sugita
Kenji Kato
Born: January 21, 1962
Mar. 1991 Joined KITZ
Apr. 1991 General Manager, Legal Department
Apr. 2003 Director, Matsushita Industrial Corp. Sdn. Bhd.
Apr. 2015 Manager, Human Resources Department, Corporate Administration Division
Jan. 2022 Executive Officer, Division Manager, General Affairs and Corporate Administration Division (present position)

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Born: October 1, 1967
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Jan. 2022 Executive Officer, General Manager, Business Promotions Center, Flow Control Business Unit
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Apr. 1998 Joined Nissan Motor Co., Ltd.
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Mar. 2021 Executive Officer, Division Manager, IT Division (present position)

Yasunori Sugita
Kenji Kato
Born: January 21, 1962
Mar. 1991 Joined KITZ
Apr. 1991 General Manager, Legal Department
Apr. 2003 Director, Matsushita Industrial Corp. Sdn. Bhd.
Apr. 2015 Manager, Human Resources Department, Corporate Administration Division
Jan. 2022 Executive Officer, Division Manager, General Affairs and Corporate Administration Division (present position)
Kazuyuki Matsumoto  Outside Director

Messages from Outside Directors

KITZ appoints outside directors who have extensive experience and insight regarding corporate management to further enhance its corporate governance. Of the seven company directors, four of them, more than half, have been outside directors since June 2020.

Enhance corporate value by achieving the Long-term Management Vision!
Kazuyuki Matsumoto  Outside Director

Already a year has passed since the excellent Long-term Management Vision and Medium-term Management Plan were announced. As the systems to implement them and the necessary investments have also been given full consideration, let’s achieve the Long-term Management Vision for 2030 and enhance the corporate value of the KITZ Group. I also encourage the Group to fully consider the technology roadmap, place a greater emphasis on the customer perspective while regularly revising it, and steadily implement technologies and production innovations to deliver solutions.

I will contribute to sustainable growth to enhance corporate value.
Minoru Amoh  Outside Director

I believe that an outside director has important roles to play in offering differing opinions and approaches, driving tough decision-making, and contributing to the selection of successors for important positions. To ensure these roles function effectively, it is important to closely communicate with inside and outside officers, understand the logic behind actions on the execution side, and have a good knowledge of the corporate culture. To enhance corporate value, which is the greatest responsibility of a company, I will be involved in medium to long-term strategy and contribute to sustainable growth.

KITZ is currently in the process of establishing global management foundations and is striving to harness world-class technologies and production innovations to deliver solutions to customers while pursuing sustainable management, adapting to energy shifts and a recycling-oriented society, and establishing a solid position in growth markets. KITZ is also working to visualize global supply chains, invest in labor savings, and boost labor productivity while pursuing workforce reforms and striving to become a company where employees can work in better health and safety.

KITZ is also promoting a structure of company officers that takes into account diversity, specialization, and overall balance, important elements for further enhancing corporate governance, and at the same time is thoroughly implementing risk management and global compliance and making every effort to ensure management transparency.

I will continue to take on challenges.
Yutaka Fujiwara  Outside Director

In FY2022, business performance rebounded, and ROE, an indicator of capital efficiency, also returned to a level above 8% expected by the market.

In April 2022, KITZ moved to the Prime Market of the Tokyo Stock Exchange. About a year and a half since then, while still having some way to go, KITZ has made steady strides to becoming a company befitting the Prime Market, namely a company committed to achieving sustainable growth and improving corporate value over the medium to long term as well as maintaining appropriate levels of market capitalization (liquidity) to be investment instruments for many institutional investors.

To continue improving ROE going forward, KITZ has been working not only to expand its business but also to revise unprofitable products, slim down its assets, and improve capital efficiency from the front lines up with the adoption of ROIC.

At the same time, KITZ has been making company-wide efforts to create a company that fulfills the dreams of employees and all stakeholders, one that is friendly to the environment and respects diversity. As a member of the Board of Directors, I also hope to be actively involved in taking on these challenges.

An organization in which each person can shine
Yukino Kikuma  Outside Director

As work isn’t something you can do alone but a team effort, it naturally demands cooperation. But if that is taken to mean that “people should be malleable,” an organization will not grow. Always looking to hire people with the potential to surpass you and steadily giving opportunities to that junior talent is essential for sustainable growth.

KITZ regularly reports on the progress of its talent management system. This shows what management wants each employee to experience at any given time and where it wants them to end up. While KITZ has not yet produced a female officer internally, the progress of female employees succeeding in each department can be monitored through these reporting sessions.

However, the results of KITZ’s employment engagement survey showed some room for improvement in terms of positive attitudes toward work and expectations of the organization. There may be a disconnect between what senior management wants and how that is received by employees. I believe it will be necessary to pursue further reforms in order to properly accept honest feedback from employees, develop an environment in which each employee can fully realize their potential, and offer a fulfilling work experience for those who have chosen to work at the KITZ Group.