Doing Our Part Today
Creating the Future

Dependable supply of water to any location.
Uninterrupted supply of oil and gas.
Precision control systems for clean environments.

The KITZ Group helps enrich our world by producing precision valves to control the flow of water, air, oil and gas, all the fluids we need to sustain our industries, our communities and life itself.

KITZ professionals are in a constant state of challenge, designing and directing the science of fluid flow control to provide products and services that exceed customer expectations, to create innovations that will encompass new fields and new applications throughout the world and to help conduct the flow of civilization into the future.
The KITZ Group published Corporate Report 2017 to provide its shareholders, investors and other stakeholders with information about the Group’s initiatives toward sustainable growth. The report focuses on value creation in the short, medium and long term based on the framework presented by the International Integrated Reporting Council (IIRC).

Cautionary Note Regarding Forward-Looking Statements
This report contains forward-looking statements concerning future plans, measures and other matters that the Company believes are reasonable assumptions based on information that is currently available. These statements contain a number of risks and uncertainties. Therefore, actual results may differ materially from our expectations due to various reasons.
The KITZ Group’s Value Creation Process

Based on sound and highly transparent management, the KITZ Group strives to continuously enhance its corporate value through the manufacture and sales of valves utilizing the Group's strengths. Through these efforts, the Group shall contribute to its shareholders, investors, customers, business partners and employees and to society in various ways and help to create a prosperous society.
キッツ宣言
KITZ’ Statement of Corporate Mission

キッツは、創造的かつ質の高い商品・サービスで企業価値の持続的な向上を目指し、ゆたかな社会づくりに貢献します。

To contribute to the global prosperity, KITZ is dedicated to continually enriching its corporate value by offering originality and quality in all products and services.

行動指針
Action Guide

Do it KITZ Way

■ Do it True（誠実・真実）
■ Do it Now（スピード・タイムリー）
■ Do it New（創造力・チャレンジ）

Value Delivery

Corporate governance that realizes sound and highly transparent management

Pages 37-50

Education system that develops a motivated corporate culture

Pages 33-36

Creation of a comfortable living environment through support for the stable supply of water and energy

Customer/supplier confidence and coexistence with local communities

Development of global human resources and creation of a corporate culture in which employees are always motivated

Business activities that minimize the impact on the environment and strengthening of the environmental management system

Continuous enhancement of shareholder value
The Kitazawa Factory (now KITZ Corporation) was founded in 1951 when Japan was in the transition period from the chaotic aftermath of the postwar era to the approaching era of high growth. Guided by the founding principle of Toshio Kitazawa (1917-1997), the Company positioned integrated production as the basis of its operations, in which all processes are carried out under one roof, from materials to finished products and from casting through machining, assembly, inspection and shipment. Furthermore, the Company has built a structure that provides customers with meticulous service and post-sale follow-up. This insistence on “better quality” has been upheld and passed down as the cornerstone of the KITZ Group’s activities. The Group has grown to become one of the world’s pre-eminent corporate groups, developing a solid position as an all-round valve manufacturer that provides a wide variety of products to multiple fields.
Kimio Kobayashi was appointed as President.
Purchased the semiconductor related business from the former Benkan Group.

Yasuyuki Hotta was appointed as President.
Perrin GmbH, a ball valve manufacturer in Germany, joined the KITZ Group.

KEEPALOY environmentally friendly lead-free dezincification-resistant brass bars are developed and announced.

Toyo Valve Co., Ltd., another well-known Japanese valve manufacturer, joined the KITZ Group.

Indian industrial valve manufacturer Micro Pneumatics Pvt. Ltd. joined the KITZ Group.
Brazilian industrial ball valve manufacturer Metalúrgica Golden Art’s Ltda. joined the KITZ Group.
Looking at the KITZ Group by Numbers (as of March 31, 2017)

Net Sales

114.1 Billion Yen

In the fiscal year ended March 31, 2017, in terms of net sales the valve manufacturing business accounted for 80.4%, the brass bar manufacturing business made up 17.0% and Other comprised 2.6%. In the future as well, KITZ will aim for further growth as an all-round manufacturer of fluid control devices centering on valves.

* For detailed information, please refer to the Message from the President on page 9.

Overseas Sales Ratio

29.7%

The KITZ Group carries out its business in Japan as well as globally and provides products and services in countries and regions around the world. To further expand overseas sales, KITZ is working to strengthen its global sales network and system.

Operating Income

8.9 Billion Yen

KITZ strives to expand sales by quickly developing and launching a product lineup needed by customers in addition to existing products. KITZ also aims for sustainable growth in profits by reducing manufacturing costs through global procurement, in-house manufacture and increasing productivity.
While aiming for a sustainable growth in profits, KITZ is also striving to further raise ROE. These efforts included the acquisition of 2,298,500 treasury shares from June through July 2016 and 3,180,800 treasury shares from February through March 2017.

In 1984, the KITZ Group established KITZ Corporation of America, a sales company in the United States, as its first overseas base. We currently have production and sales bases in 12 countries around the world as we build a global network.

Numerous employees take childcare leave and then return to their workplaces. Additionally, we are progressing with initiatives to create friendly working environments for each and every employee. These efforts include implementing shorter working hours and allowing employees to take paid holiday leave in hourly increments for child-rearing.

*Indicates the cumulative total number of employees taking childcare leave since 1995.
Financial Results for the Year Ended March 31, 2017 (FY2016)
Consolidated net sales in FY2016 decreased ¥3,177 million from the previous fiscal year to ¥114,101 million. In the valve manufacturing business, net sales decreased ¥1,812 million compared with the previous year to ¥91,766 million. In the domestic market, we posted higher sales thanks to an increase in deliveries for periodic maintenance projects at existing plants and to favorable sales for semiconductor manufacturing equipment. In overseas markets, however, sales were affected by curtailments in capital investments due to sluggish crude oil prices and the impact of the appreciation of the yen.

In the brass bar manufacturing business, net sales decreased ¥1,224 million from the previous year to ¥19,333 million. During the fiscal year, the copper market, which affects sales prices, declined from the previous year and sales volume also decreased. Net sales in the other segment (service-related business) decreased ¥139 million compared with the previous year to ¥3,002 million.

In contrast, operating income increased sharply. Segment operating income in the valve manufacturing business increased ¥1,059 million compared with the previous year to ¥11,444 million, owing to the effects of reduced production costs as well as to low raw materials prices and a reduction in procurement costs for products manufactured overseas due to

One Year in the KITZ Group

Announced the third phase of the Medium-Term Management Plan (FY2016-FY2018) and the revision of targets of the KITZ Global Vision 2020 long-term management plan.

KITZ Metal Works Corporation (brass bar manufacturing) constructed and commenced production at a new forging plant.

Published the integrated report Corporate Report 2016.

Acquired 2,298,500 treasury shares in accordance with the basic policies of the third phase of the Medium-Term Management Plan.

Established KITZ Corporation of Korea, a sales subsidiary in Korea.

The KITZ Group exhibited for the first time at Rio Oil & Gas Expo held in Brazil.

Yasuyuki Hotta
President and CEO

Aiming to enhance our corporate value by mobilizing the full potential of the KITZ Group
the appreciation of the yen.

Segment operating income in brass bar manufacturing amounted to ¥831 million, marking a return to the black after an operating loss of ¥16 million in the previous year. This turnaround was due to increased productivity resulting from improvements on production lines in addition to securing a constant profit margin as the copper market trended stably. Operating income in the other segment (service-related business) decreased ¥15 million compared with the previous fiscal year. Overall consolidated operating income increased ¥1,683 million compared with the previous year to ¥8,929 million and ordinary income increased ¥1,498 million from the previous fiscal year to ¥8,799 million.

During the fiscal year, we sold a portion of our cross-held stocks and recorded extraordinary income of ¥2,097 million. Alternatively, we recorded an extraordinary loss of ¥3,756 million due to the transfer to a third party of trust beneficiary rights set up for Head Office real estate for the purpose of achieving sound finances. Regarding corporate taxes, we posted refunded taxes of ¥622 million following the conclusion of a Japan-U.S. mutual agreement concerning ¥716 million recorded in FY2013 as a prior period tax adjustment for a transfer pricing arrangement as a result of a tax audit. Due to these factors, net income attributable to owners of the parent increased ¥484 million from the previous year to ¥5,400 million.

Progress of the Third Phase of the Medium-Term Management Plan and the FY2017 Management Plan

We have set the numerical targets of net sales of ¥120,000 million and operating income of ¥10,000 million for FY2018, the final year of the management plan. For the third phase of the management plan that commenced in FY2016, we factored in expectations of sluggish crude oil prices and prolonged stagnation in the economies of China and emerging countries. In view of this outlook, we have shifted our orientation from the expansion of our business scale to steady profit growth. In FY2016, despite lower revenues, we posted a large increase in operating income. Both sales and profits also exceeded the first-year numerical targets of the third phase of the Medium-Term Management Plan.

Looking ahead to FY2017, there are no signs of improvement in overseas markets. In the domestic market, despite an expected upswing in demand for redevelopment projects in the Tokyo metropolitan area starting in the last half of the fiscal year, there is little likelihood of a favorable change of the business environment.

Over the past several years we have sustained profit increases even amid persistently harsh circumstances where achieving growth in sales is difficult. Operating income for FY2016 has approached our FY2017 initial target for the third phase of the Medium-Term Management Plan. In FY2017, we will strive to attain the operating income target for FY2018, one year ahead of schedule. The raw materials market is trending upward and this pushes down profits in our valve manufacturing business. Nevertheless, we aim to achieve operating income of ¥10,000 million through price revisions (price increases) in the domestic market for some of our products in May 2017 and by working to realize further manufacturing cost reductions.
Toward the Attainment of “KITZ Global Vision 2020” Long-Term Management Plan

Under the “KITZ Global Vision 2020” Long-Term Management Plan, we have set the target of attaining record-high operating income of ¥12,500 million (surpassing the previous high of ¥11,615 million in FY2007) in FY2020. To achieve this target we have designated building facility, petrochemistry and general chemistry, and clean energy (hydrogen and LNG), which are fields where we can leverage our strengths, as focused market fields and will concentrate the allocation of resources on these fields.

To expand sales in an environment where increasing sales of existing products is difficult, KITZ must quickly introduce new products needed by customers. For this purpose, in April 2016 we established the Product Management Center (PMC) as a new organization. Within PMC, we established business promotion departments to handle the respective three focused market fields. As the execution organization for product management, PMC will carry out activities that include quickly and expeditiously performing functions from market surveys to development and launch of product lines based on strategies for each of the focused markets. PMC will pursue a policy of vigorously promoting the development of new products matched to customer needs. In April 2017, we established the Future Business (FB) Planning Department within PMC. This new department will undertake medium- and long-range marketing, new product planning and R&D that encompasses basic research. The department will consider how we can enter fields expected to grow in the future by leveraging the KITZ Group's strengths and incorporating other new elements. Looking ahead, we are hoping to introduce KITZ's human capital and other resources not only in high-quality manufacturing, which is our forte, but also for initiatives focused on providing solutions and services.

In the brass bar manufacturing business as well, we constructed a new forging plant at KITZ Metal Works Corporation to integrate the KITZ Group's brass cutting/forging processes. The new plant commenced operation in May 2016.

To further enhance production efficiency, we are promoting the renovation of aging existing facilities and are consolidating production lines. Although this means we will be making large-scale capital investments spanning multiple years, we will steadily progress with these projects from a medium- and long-term perspective.
Enhancing Corporate Governance
KITZ’s corporate philosophy is pursuing sustainable improvement of its corporate value by providing creative and high-quality products and services. As a company having social responsibility, the Company works to achieve management in consideration of all its stakeholders. To achieve sound and highly transparent management, the Company takes a variety of steps to enhance its corporate governance.

In FY2016, the Board of Directors conducted a survey of Directors and Audit & Supervisory Board Members on the effectiveness of the Board of Directors and discussed issues to improve effectiveness based on the results of the survey. KITZ also established the Executive Compensation Committee, which consists of a majority of Outside Directors and discusses policies and details concerning executive compensation, and the Nomination Committee, which also has a majority of Outside Directors and selects candidates for Director, Auditor and Executive Officer from diverse perspectives.

With the aim of raising awareness for contributing to medium- and long-term improvements in business results and an increase in corporate value, in FY2016 we introduced a stock compensation plan for Directors (excluding Outside Directors) and Executive Officers.

In June 2017, KITZ added one Outside Director and as a result the six-person Board of Directors now includes three Outside Directors. KITZ has formulated the “Criteria for Determining the Independence of Outside Directors.” All Outside Directors satisfy the independence criteria prescribed and also satisfy the criteria of the “Independence Standards for Outside Directors” prescribed by the Tokyo Stock Exchange. The Company registers its independent directors with the Tokyo Stock Exchange.

Evolving to Become a Truly Global Company
Having commenced operations in 1951 as the Kitazawa Factory, KITZ marked a notable milestone in 2016 when it celebrated its 65th anniversary. The Company set sail with just 12 employees and its operation resembled a town workshop rather than a company. Today, KITZ has grown to become a corporate group with 33 subsidiaries and over 4,500 employees. The Company has also actively moved forward with wide-ranging globalization with bases in 12 countries, and its employees outside Japan account for more than 50% of the employees in the entire Group. In working toward “evolving to become a truly global company,” KITZ is striving to cultivate human resources capable of thinking with a global viewpoint while creating an environment that enables each employee to demonstrate his or her abilities to the maximum extent possible, irrespective of gender, age and nationality. Additionally, KITZ believes that promoting the active participation of women is essential for ensuring its ongoing and ever-evolving existence for many years into the future. Acting on this belief, KITZ is establishing personnel systems that enable women to build careers as company employees who work with a sense of fulfillment as they execute their job responsibilities while choosing and pursuing diverse lifestyles in accordance with changes in various stages of their personal lives, including child care.

Toward a New Chapter in Our History
During the past year when we marked the milestone of our 65th anniversary, we held commemorative events at our all business sites in Japan. These events enabled employees to reflect back on the course of the Company’s history from the time of our founding to the present and to consider the pursuit of a new growth trajectory while also allowing employees to deepen their sense of mutual solidarity and strengthen communications. As a result, everyone got off to a fresh start bound by a single spirit as we stride toward our 70th anniversary, which is our next milestone, as well as toward 10 and 20 years into the future.

We will cherish our 65-year history and continue to achieve growth as we write a new chapter in KITZ’s history. In working toward our objectives, I ask for your continued support.
Reforms in the Business Structure and Concentration of Management Resources

Amid the ongoing globalization of business competition, the KITZ Group decided to concentrate management resources on the valve manufacturing business and the business of manufacturing brass bars, a valve material, and has proceeded with the restructuring of its businesses.

In recent years, the KITZ Group has transferred the fitness business and the insurance agency business to external parties and reorganized its production bases in Japan. At the same time, the Group has acquired valve manufacturers in India and Brazil through M&A. We are currently striving to reduce manufacturing costs, develop overseas markets and carry out production at optimal sites. Moreover, in working to expand its filter business, the Group is also focusing on growing its business in peripheral fields of its main businesses. These efforts included acquisition of a Korean manufacturer of hollow fiber membranes.

The KITZ Group has adopted the basic policy of limiting capital investment and funds for M&A activities within the scope of cash flows provided from operating activities. However, we will also consider the optimal financing method for large-scale M&A activities. In FY2016, the KITZ Group could cover capital expenditures of the valve manufacturing business and brass bar manufacturing business, the development cost of the product lifecycle management system and core system through cash flows provided from operating activities for a single year.

Building a Global Business Management Structure

The KITZ Group is working to build a global production and sales network under the banner “evolving to become a truly global company” as articulated in the KITZ Global Vision 2020 long-term management plan. In recent years, KITZ has developed multi-functional overseas bases while actively pursuing overseas M&A. Under these circumstances, strengthening the business management of overseas Group companies is becoming an increasingly crucial issue. Accordingly, we will promote the further “visualization” of business conditions and issues at each company, strengthening and assuring the stability of our consolidated financial structure, ascertaining and preparing to respond to future risk, and strengthening the Group’s internal fund management.

Fund Efficiency Improvement and Financing

KITZ Group companies manage their surplus funds on a daily basis within the Group through the Cash Management System (CMS) in Japan. The Company and Group companies overseas are putting surplus funds to practical use in the same currency and managing funds in ways that keep credits and debts in balance, in principle.

The Company is also focusing on the cutback of funds on hand to reduce interest-bearing liabilities. The Company has signed a specified line of credit (commitment line) agreement for short-term borrowings totaling ¥4,000 million with its respective relationship banks to prepare for unexpected demand for funds.

Regarding the procurement of medium- and long-term funds, the Company is maintaining good relationships with the respective banks where it holds accounts. In September 2015, the Company procured funds from capital markets when it issued corporate bonds for public subscription amounting to ¥10,000 million (redeemable in seven years) on the third occasion (acquired an A- rating from Rating and Investment

Message from the CFO

We will work toward sustainable profit growth and the improvement of capital efficiency, aiming to create a stronger financial standing and the enhancement of shareholder returns.

Kenji Katsuragi
Executive Officer and Deputy Division Manager, Corporate Administration Division
Information, Inc. (R&I)). In preparation for bond issuances in the future, in October 2016 the Company made a registration for a total issuance limit of ¥20,000 million for the issue of new corporate bonds and acquired the same A- rating from R&I. To further raise trust as a long-term issuer, we have obtained a rating from Japan Credit Rating Agency, Ltd. (JCR) and in June 2017 this rating was raised from the previous A- to A.

**Sound Financial Standing**

The KITZ Group considers it essential to strengthen its financial standing to execute new growth strategies for enhancing corporate value and preparing for losses, such as goodwill impairment incurred due to large-scale M&A, damage resulting from a major natural disaster and geopolitical risks. For these purposes, the Group will work to increase shareholders’ equity by continuing to retain reasonable profits.

Consolidated shareholders’ equity at the end of March 2017 excluding non-controlling interests amounted to ¥71,046 million, up ¥170 million from the end of the previous fiscal year. The equity ratio incorporating total accumulated other comprehensive income came to 61.9%.

In accordance with the Corporate Governance Code, we re-evaluated the significance of our shareholdings and sold a portion or all of our 29 investment securities holdings and by doing so recorded extraordinary income of ¥2,097 million. On the other hand, we recorded an extraordinary loss (impairment loss) of ¥3,598 million. This was due to the issue and transfer of trust beneficiary rights for and the lease back of Head Office real estate to eliminate the divergence between book value and market value with the aim of achieving sound finances.

**Enhancing Shareholder Returns**

The Company positions returning profits to shareholders as one of its highest priorities. The Company considers that a dividend payout ratio of about 25% of net income attributable to owners of the parent as a desirable level for cash dividends with consideration given to their consistency and stability. The Company paid ¥13 per share as cash dividends for the year ended March 2017. The dividend payout ratio came to 25.3%. The Company has aimed for a consolidated total return ratio of around one third of net income attributable to owners of the parent. However, in the third phase of its medium-term management plan the Company intends to return more profits to shareholders by acquiring treasury stock more aggressively. Based on this policy, the Company acquired 2,298,500 shares of treasury stock from June through July 2016. Furthermore, in February 2017, the Company decided to acquire 5 million treasury shares (with an upper limit of ¥3,500 million) using funds from the sale of cross-held stocks and completed the acquisition of 3,180,800 shares of treasury stock by the end of March 2017. As a result, the consolidated total return ratio was 92.5%.

The Company also recognizes return on equity (ROE) as one of the key management indexes. The Company will work to maintain profit growth by improving management efficiency through the concentration of management resources and expanding businesses. At the same time, the Company will make efforts such as the acquisition of treasury stock. The Company has resolved to address the improvement of capital efficiency, aiming to raise ROE from the current level of 7.3% to 9% in FY2020 and to 10% in the near future.

### Consolidated Total Return Ratio

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### Dividend Yield

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Business Summary and Strategy
Challenging New Possibilities

The KITZ Group takes on the challenge of new possibilities such as the development of environmentally friendly products. KITZ actively strives to achieve further growth by cultivating new markets.

Toward the Realization of a Clean Energy Society
Under the third phase of the Medium-Term Management Plan, KITZ has positioned clean energy (hydrogen and LNG) as one of focused market fields.

KITZ has already been supplying products to LNG markets for 30 years and has a record of numerous achievements, mainly in the domestic market. Looking ahead, KITZ foresees growth in these fields centered on Asian markets and believes that developing products compatible with standards in each area will become essential. KITZ will strengthen its technology development with a view also toward mass production.

In products for hydrogen-related markets, KITZ developed Japan’s first super high-pressure ball valves for hydrogen stations and launched sales five years ago. KITZ anticipates that in the future it will supply valves for the entire hydrogen energy supply chain that ranges from manufacturing plants to transportation, terminals and hydrogen stations. For this reason, KITZ is working to develop various products including valves for liquefied hydrogen. Valves for LNG-related uses must be able to withstand low temperatures of minus 196°C. Valves for liquefied hydrogen are required to meet even more stringent conditions and must be able to withstand temperatures as low as minus 253°C. KITZ is leveraging the know-how cultivated in valves for LNG use and is proceeding with development so that it can supply valves for liquefied hydrogen as quickly as possible.

KITZ will contribute to the realization of a clean energy society by supplying highly functional high-quality valves.

Further Expanding Sales by Establishing a Multifunctional Base in China
KITZ Corporation of Shanghai, a Group company in China, carries out sales with bases in Shanghai, Beijing, Shenzhen and Chongqing. To further expand sales in the Chinese domestic market, it established a branch in Changshu city, Jiangsu Province, northwest of Shanghai that commenced operation in January 2017. It will serve as a multifunctional base that executes such functions as new product development, production, quality assurance, technical service and logistics service.

In the future, the new base will acquire various certifications, including fire-fighting certification. It will also strengthen its sales capabilities and improve its services.
What are Valves?

Valves are a general term for fluid control devices that have the function of flowing and stopping fluids (water, air, oil, gas, etc.) in pipes and controlling the flow.

The origin of valves dates back to woodcocks that were excavated from ancient Egyptian ruins dating from around 1000 BC. Around the mid-1800s, when boilers for spinning were imported, metal valves were used for the first time in Japan. At the start of the Meiji era, when water service and town gas service commenced, valve manufacture began in Japan.

Today, valves are connected with diverse pipes in a wide range of fields from those close to our daily life, such as water and sewage, hot-water supply, gas and air conditioning, to the production processes in industrial fields, such as oil, chemical and pharmaceutical products and food. Valves play an extremely important role. Although we are rarely aware of their existence in our daily life, valves strongly support our life behind the scenes.

As an All-Round Valve Manufacturer

The reason why the KITZ Group has become a world-leading corporate group is that we have established a position as an all-round valve manufacturer that provides diverse products in every field. Many manufacturers specialize in limited fields or produce and sell products by narrowing down materials and shapes, whereas the KITZ Group provides a lineup of products in a variety of shapes using various materials, such as bronze, brass, stainless steel, cast iron and carbon steel, and provides products globally to areas from the fields of our lives to industrial fields. These products are produced in an integrated production system, starting from materials. The KITZ brand is well established for its reliability.

FY2016 Results and FY2017 Targets

In valves for building facilities in the domestic market, there were no signs of any major recovery in demand. In industrial-use valves, despite curtailments in capital investments over the past several years, we have performed relatively well thanks in part to deliveries for major periodic maintenance projects. In overseas markets, harsh conditions are persisting due to sluggish crude oil and other resources prices since 2016, a steep decline in resources-related projects and the continuing sharp appreciation of the yen. On the other hand, at the profit level, we have progressed with the reduction of production costs and have also benefited from low raw materials prices. As a result of these factors, although net sales in the valve manufacturing business dipped 1.9% from the previous year to ¥91,766 million, segment operating income increased sharply, rising 10.2% from the previous year to ¥11,444 million.
Looking ahead to FY2017, although there are no signs of improvement in overseas markets, in the domestic market demand is rising for valves for building facilities for redevelopment projects in the Tokyo metropolitan area. Additionally, there are expectations that the construction of facilities for the 2020 Tokyo Olympic and Paralympic Games is about to finally move into full swing. That said, the peak of these deliveries will likely be from the next fiscal year onward. At any rate, it will be difficult to achieve a growth in sales in FY2017 on the back of an economic expansion. Under these harsh circumstances, it is important to introduce new products needed by customers as quickly as possible. We intend to establish a structure enabling us to make timely proposals of new products in fields where until now we have been unable to aggressively make inroads or where we have been weak. We will proactively move ahead to develop new products that contribute to sales expansion.

On the other hand, an increase in raw materials prices pushes down profit in our valve manufacturing business. Nevertheless, we aim to achieve FY2017 segment targets of net sales of ¥94,000 million and operating income of ¥13,000 million through price revisions (price increases) for some of our products implemented in the domestic market in May 2017 as well as by further reducing manufacturing costs through global procurement, in-house manufacture and increasing productivity while accelerating the elimination and consolidation of the product lineup and the standardization of parts.

**Toward Medium- and Long-Term Growth**

As part of our area strategy, in August 2016 we established KITZ Corporation of Korea as a sales subsidiary in Seoul, Korea. Meanwhile, in June 2016, KITZ Corporation of Asia Pacific Pte. Ltd., our regional headquarters for the ASEAN member countries, opened a representative office in Ho Chi Minh City, Vietnam. In this manner, we achieved progress in strengthening our marketing functions in various geographic areas. We are also striving to further enhance our overseas bases. In line with these efforts, KITZ Corporation of Shanghai, a sales subsidiary in China, established a branch to serve as a multi-functional base that carries out such functions as new product development, production, quality assurance, technical service and logistics service.

In December 2016, to strengthen the competitiveness of the filter business (water purifiers, precision filters), Filcore Co., Ltd., a Korean manufacturer of hollow fiber membranes joined in the group. KITZ SCT Corporation (semiconductors), which manufactures and sells valves and fittings to semiconductor fields, where conditions are favorable, constructed a new dedicated plant for system products. The new plant commenced operation in June 2017.

The KITZ Group will respond to a wide range of customer needs and accelerate business in growth fields within their respective business domains.
Water: The Source of Life
—— Bringing Renewed Confidence to Water Usage ——

Water is the source of life and essential for sustaining all lives on the earth. The KITZ Group helps to make people’s daily lives more comfortable by supporting stabilized water supply through its safety-conscious products and services.

Evolution of Water Treatment Technology
The KITZ Group’s history began with water products. Since we started producing bronze valves, we have been supplying water service valves that control distribution of water to homes, buildings and industrial facilities. Our products are now installed in waterworks, water reservoirs, sewage plants and water pipelines as well as millions of homes.

Working toward Solving Water-Related Issues
Today, we work actively on the development of environmentally friendly technologies, such as surface treatment technology to prevent elution of nickel and lead from valves, and lead-free copper alloy materials, and meet the international standards for water quality.

The KITZ Group is seeking new solutions for various water-related problems by harnessing the Group’s combined capabilities, utilizing every group member’s experience, know-how, technologies, products and services.
Valves for water supply systems
Made of special chemical ingredients to minimize or eliminate lead elution into tap water for protection of human health.

Tap water filters for home use
Hollow fiber membranes purify tap water. Available in the tabletop type and the under-sink type.

Valves for water heaters
Designed for easy installation on compact, space-saving type for water heaters.

Water conditioners for commercial applications
Unique water conditioners sterilize bacteria and decompose organic materials to chemically improve water quality for application to swimming pools, hot springs, fish farms and metal plating processes where water needs to be recycled.

Valves for sewage plants
An extensive lineup of valves including gate valves and ball check valves that are essential for treatment of sewage water.

To Our Stakeholders
Business Summary and Strategy

Human Resources ESG of the KITZ Group Data Section
Oil and Gas: The Valuable Energy Resources for Industry-Running
—— Providing Oil and Gas to Users in an Endless Stream ——

The KITZ Group provides a wide scope of products that play a key role in maintaining the flow of oil and gas—essential energy resources—to oil refineries, petrochemical plants, chemical plants and innumerable other industrial processes through oil and gas pipelines, loading/off-loading terminals and other modes of transportation.

Controlling the Flow of Fluids in Extreme Harsh Environments
For handling oil and gas, valves must be able to withstand severe conditions like extremely high temperatures and pressure with no possibility of failure. Before introducing any new product, the KITZ Group repeats stringent laboratory tests, analyses and evaluations based on actual on-site service environments. Only those products that have passed such verification procedures are added to our product lineup. The KITZ Group’s steel valves are in great demand for their reliability in the Middle East as well as along the U.S. Gulf Coast, where many of the world’s largest petrochemical processing plants are being operated. Many of our cryogenic service valves are installed at LNG loading/off-loading terminal processes in many locations, while fully-welded design ball valves efficiently serve natural gas transportation.

Product Development for a Clean Energy Society
The KITZ Group is also investing its resources in the development of environmentally friendly products. We were the first in Japan to develop ball valves for hydrogen stations that feed high-pressure hydrogen gas to fuel cell vehicles (FCVs), an important part of the next-generation transportation media.

- **Metal seated ball valves**
  Specifically prepared for severe service plant operations handling high temperature, highly corrosive fluids.

- **Carbon steel valves**
  Reputed well due to high cost performance and availability of a variety of materials including low and high alloy steel for high temperature, high pressure services.

- **Three-piece trunnion mounted ball valves**
  Introduced for a broad range of applications in petrochemical processing and chemical plants where periodic valve maintenance is essential.

- **Stainless steel valves**
  Available with various alloy steel including super duplex stainless steel. In recent years, their market has been expanded to light industry and building construction business, thanks to their high cost performance.

- **Automated valves**
  Pneumatic and electric actuators mounted gate, globe, ball and butterfly valves for automated operation.

- **Actuated compact ball valves**
  Designed for pneumatic or electric operation of compact ball valves for small-sized in-process piping systems for light industries.

- **Oil refineries and petrochemical plants**

Crude oil and natural gas excavation locations

Liquefied natural gas
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To Our Stakeholders
KITZ—A Reliable Brand

The KITZ Group provides a full lineup of products, and its quality is highly regarded by customers in Japan and overseas. Our 11 brands have a presence in virtually all markets and fields centered on the KITZ brand.

A “CHRYSANTHEMUM-HANDLE®” is a symbol of KITZ, the brand of valve reliability. Created in cooperation with Mr. Sori Yanagi (1915-2011), a prominent Japanese industrial designer. Pursues the ease of holding from the perspective of ergonomics. Because the shape of the finger-holds embodies plumpness that is reminiscent of large chrysanthemum petals, it is nicknamed the “chrysanthemum handle.” It was employed for the design of the handle for bronze valves in September 1980 and has gradually been applied to other products.
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Research and Development System Creating High Added Value

In order to meet the diverse needs of the times, we take immense pride in producing fluid control devices delivering safety, durability and reliability.

R&D Concept
KITZ’s Product Development Department is proactive in its approach to R&D activities in line with its action guideline to “continuously provide customers with impressive and creative products, strengthen its technology structure and constantly improve corporate value.”

■ Core technologies
We integrate state-of-the-art process technologies in the fields of material and process engineering that serves as the core of our R&D operations.

■ Solution provider
We strengthen our corporate structure to become a source of technology-based ideas that can solve customers’ problems.

■ Speed
We take the lead from the competition by identifying and completing R&D objectives ahead of the curve.

Ceaseless Advancement of Product Development — From General Purpose to Specialty and Value-Added Systems
KITZ Corporation started operations from manufacturing general-purpose valves. Over the years, KITZ has continually gone a step ahead of the needs of emerging markets and developed high value-added products, advancing from manually operated shut-off valves to automated control valves, and from single valves to complex modular products. In addition, KITZ works actively on technological development that has less impact on people and the global environment such as engineering methods, development of materials and material procurement. For the development of materials, in particular, we focus on product development including lead-free copper alloy and European RoHS Directive-compliant materials to meet the increasing demands of society regarding the environment and safety.

In order to respond to the diverse needs of the times, each engineer strives to improve his or her skills and will continue taking on the challenge of value creation on a daily basis. This enables the KITZ Group to take tremendous pride in creating fluid control devices that deliver excellent safety, durability and reliability.

Expansion of product lineup
PFA lined butterfly valves
Butterfly valves for chemical process whose fluid contact area is lined with high-grade PFA, having a unique sealing mechanism both features of which enable the valves to have an excellent anti-chlorine permeation performance and a reliable sealing function.

Development of new materials
<Lead-free valves for North America>
Valves developed jointly with KITZ Metal Works Corporation. They are made of lead-free brass materials for new corrosion resistance and achieve both high recyclability and excellent cutting performance.

High precision high performance technology
<KITZ Micro Filter’s hollow fiber membrane filters for chemical solutions>
Offering nano-filtration service to pharmaceutical plants to maintain parity with constantly evolving semiconductor manufacturing technology.
Earning the Trust of Users Globally with World-Class Valve Technologies

While maintaining its position as the industry leader, KITZ is guided by a market-driven approach to constantly provide customers with innovative, high-quality products. The KITZ Group works in unison to cultivate product development and production technologies that achieve high functionality and ultra-precision and nurtures the seeds of these technologies in today’s diversified business fields.

Unique R&D System That Continuously Creates High Value-Added Products

The driving forces underpinning KITZ’S R&D activities are our advanced testing, analysis and measurement technologies carried out at our laboratories. The quality of all our products is controlled through rigorous in-house laboratory testing and analysis, and only those products that satisfy stringent criteria are made available to customers.

- **Laboratory tests and analyses simulating user’s on-site operation conditions**

  **Flow rate test**
  Evaluating differential pressures of fluids flowing in a piping system simulating on-site service conditions.

  **Bending test**
  In recent years, pipe connection has required earthquake resistance and light weight. Concentrated stress added in the process of the system is assessed for the valve connection section to ensure quality.

  **Cryogenic test**
  Liquefied natural gas (LNG) is an environmentally friendly clean energy, and liquefied plants for LNG have been constructed all over the world. Because it is a low-temperature fluid, we conduct tests to reproduce the low temperature conditions and make every effort to continuously improve quality so as to demonstrate its precise fluid flow control capabilities.

  **Fire test**
  We verify as to whether valve functions can be maintained, even if a fire occurs and the valve seal materials are burned out completely, and reflect these findings in the basic design structure of products.

  **Blow-off test**
  Significant force is applied for high temperature and high pressure fluid flow control when valves are opened and closed. We verify the durability to ensure that valves can operate properly even under the conditions of application limits and ensure high quality.

  **Simulation analyses technology**
  We actively introduce various simulation analyses technologies, which are ever advancing, and perform prior verification of product functions and establish the casting method that has fewer defects. Accordingly, we contribute significantly to improving product reliability and reducing the development period.
Production Systems That Assure High-Quality Products

The KITZ Group’s manufacturing is based on the concept of delivering products when necessary and in the quantities required with better quality.

Integrated Production System That Provides Quality Control Starting from Castings
Based on integrated production, the KITZ Group positions castings (forge and foundry materials) that are valve materials as the core technology and produces them internally from castings. We have established an integrated production system in which our Group has its own casting facilities for the main valve materials such as bronze, casting iron, ductile, stainless steel and casting steel, thus putting in place a quality assurance system starting from materials. We also provide a wide variety of products in small quantities.

Production Method Based on KICS
What supports manufacturing operations based on the market-oriented concept is the production method according to the KITZ Innovative and Challenging System (KICS). KICS provides a mechanism of sending only good products to the subsequent process by producing each product one by one in the sequence of processes at the exact timing with which it can be sold. It also achieves the elimination of stagnation and waste in a series of processes from order receipt to production and delivery. Moreover, we strive to further reduce delivery times and reinforce production lines continuously by thoroughly implementing standard work and improving processes.

Initiatives for Cost Reductions
Under the third phase of the Medium-Term Management Plan, KITZ focuses on two policies, namely “Additional cost reduction by global procurement, in-house manufacture and increasing productivity” and “Aggressively make capital investments that generate profits.” In accordance with these policies, in FY2016 KITZ increased production capabilities by newly introducing processing facilities. KITZ also raised productivity by promoting labor-saving operations and by introducing two painting robots. In the future as well, we will proactively make capital investments that generate profits. Also, as a new initiative, KITZ is promoting the elimination and consolidation of the product lineup and the standardization of parts.

Stainless Steel Valve Manufacturing Process

1. Melting
   Raw materials are melted in high-frequency electric furnaces.

2. Ladling
   Melted metal is ladled for pouring.

3. Pouring
   Melted metal is poured into a casting mold. The melted metal flows into the cavity between the upper mold, the lower mold and the core.

4. Heat treatment (solution heat treatment)
   Raw materials are quenched after having been heated up to 1,100°C. This process forms a uniform metallic structure and makes mechanical properties such as tensile strength and elongation higher.

5. Heat treatment

6. Cutting

7. Cooling

Painting robots introduced to Ina Plant
KIZT Brand is Backed by Quality Management Systems

KITZ Corporation recognized the importance of conformance to the international standard on quality management systems earlier than anyone in the industry. In November 1989, KITZ became the first Japanese company to earn ISO 9001 certification. At present, all domestic and international production bases in the KITZ Group have been certified to this standard. In July 2001, KITZ Corporation was also certified, for the first time in the valve industry in Japan, in accordance with the Pressure Equipment Directive 97/23/EC (PED) for CE marking required for European markets. KITZ plants in Taiwan, Thailand and China also have now obtained certification regarding PED as well.

In Japan, KITZ Corporation is approved by the Ministry of Economy, Trade and Industry as an authorized gas tester under the High Pressure Gas Safety Act. It supplies Japan Industrial Standards (JIS) certified products and complies with standards of the Japan Water Works Association. KITZ Corporation is also certified to display the API Monogram of the American Petroleum Institute Production Department.

Global Production Network: Manufacturing Facilities Located in Optimum Locations

The KITZ Group is building a structure for undertaking production in the most suitable locations for its operations around the world.

Under this structure, we produce high value-added products in Japan, while Japan also plays a crucial role as the command center for our global manufacturing activities. The KITZ Group now has international factories in Thailand, Taiwan, China, India, Spain, Germany and Brazil.

Acid pickling

Pickling castings in acid solution removes impurities such as oxidized scales on the casting surface caused by heat treatment and shot blasting. At the same time, a protective film is formed on the casting surface for higher corrosion resistance.

Machining

Castings are cut, drilled and processed with machines.

Assembly

Various parts and components are assembled to complete valves.

Pressure tests

Valves are pressurized with air and/or water and operated to verify that they satisfy the quality requirement.

Shipment

After coating and product protection measures are taken, satisfactorily tested products are gathered on a shipping platform under strict control and shipped in a timely manner to each designated destination.
Extensive and Strong Sales Network

Since its foundation, the KITZ Group has established a strong sales network covering all of Japan. Today, we are working on the development of a global sales network in order to meet customers’ requests with regard to quality, price, delivery and service.

Full Distribution System
We have developed a sales structure to respond to customer requests immediately through a strong distributors’ network covering all of Japan. These distributors and KITZ are connected via dedicated lines and the Internet. As a result, information on market demand is fed back directly to the production site, and this also achieves marked improvements in business efficiency and the acceleration of business. We have also adopted a pull production system, a system for setting a standard volume of distributor inventory for each product and replenishing the quantity shipped on a daily basis to maintain the inventory at a certain level. With this, distributors do not need to monitor the inventory volume of products for which standard inventory is set and can meet needs for rapid delivery.

Comprehensive After-Sales Service
KITZ Engineering Service Co., Ltd. (KESCO), our Group company, is in charge of after-sales service for products.

Repairs and life extension of aging plants have been promoted at the existing plants in Japan in recent years, and there is an increasing awareness of maintenance. In this situation, KESCO serves as a maintenance department for KITZ and responds to diverse needs by taking advantage of KITZ’s sales network and various data. Additionally, it performs maintenance on valves and actuators of other domestic and overseas manufacturers. The company also provides efficient, comprehensive maintenance service in locations nationwide in cooperation with the service center and subcontractors.

In addition to valve maintenance, KESCO provides technical consultations and analysis of specifications regarding fluid control, valve automation and remodeling and dispatches routine repair managers and other engineers to plants.
Developing and Strengthening Our Supply System

Prioritizing Key Regions and Important Countries

The KITZ market covers the entire globe, with priority given to the regions that have the greatest demand for KITZ products. Beyond the home market in Japan, our priority market zones are centered in the three key market regions of Europe, the Americas and ASEAN nations, and the two important countries of China and India.

Globally, we have established regional headquarters that provide the functions of sales, marketing, engineering, stock, maintenance and service for each area, and conduct business close to the region and provide products and services to satisfy local customers’ needs.

In addition to the representative offices in India and UAE, we have established sales bases in China, Korea, Singapore, Thailand, the United States, Germany, Spain and Brazil and have developed global sales networks. In order to respond to individual requests from customers, we are endeavoring to develop the KITZ Official Modification Shop network for the modification and repair of valves.

Three Regional Headquarters

Europe
We set up KITZ Europe GmbH in Niddereau, Germany, to implement our production and sales strategies focused on the European region as well as the Middle East and the CIS.

Americas
Located in the state of Texas in the United States, KITZ Corporation of America carries out marketing and sales activities in North America as well as in Central and South American countries.

ASEAN
We operate KITZ Corporation of Asia Pacific Pte. Ltd. in Singapore as our marketing and sales promotion center for the ASEAN member countries.

Opening Two Bases in Asia

• KITZ Corporation of Korea
Originally established in September 2013 as a representative office in Seoul, KITZ Corporation of Korea transitioned to being a full-fledged sales base in August 2016. By doing so, the company will expand and upgrade its distributor network in the South Korean market and strengthen its sales activities targeting plant engineering companies. At the same time, the company will support efforts by KITZ Group companies to expand sales in the semiconductor-related market.

• KITZ Corporation of Asia Pacific Pte. Ltd.
Vietnam Representative Office
In ASEAN countries, we operate sales companies in Singapore and Thailand. In June 2016, KITZ Corporation of Asia Pacific Pte. Ltd., our regional headquarters in this area, opened a representative office in Vietnam, where major growth is expected in the future.

Makoto Kohno
CEO & Managing Director
KITZ Corporation of Asia Pacific Pte. Ltd.

Tetsunori Yamamoto
Chairman
KITZ Europe GmbH

James Walther
President
KITZ Corporation of America

Sales and marketing bases in Asia and ASEAN countries

KITZ Corporation
KITZ Corporation of Korea
KITZ Corporation of Shanghai
KITZ Corporation of Asia Pacific Pte. Ltd.
Vietnam Representative Office
KITZ Valve & Actuation (Thailand) Co., Ltd.
KITZ Corporation of Asia Pacific Pte. Ltd.
KITZ Valve & Actuation Singapore Pte. Ltd.
As a Leading Company in the Valve Industry

As a leading company in the valve industry, KITZ has cultivated advanced technology and a wealth of experience over the course of many years. KITZ utilizes these to provide a wide range of services regarding valves to meet the diverse needs of customers.

Valve Technical Training for Customers
The KITZ Training Center was established in 1981 as Japan’s only permanent training center for valve technology, and it has been used by many people since then. In recent years, the industries using valves have experienced the significant advancement of new technology responding to more stringent environmental and safety standards, as well as automation technology to provide more advanced functions and save labor, and changes are occurring at an unprecedented speed. As training programs to support these advanced technologies, we provide a basic course for valves and a basic course for automated valves.

A number of attendees take these courses, including persons from trading companies handling valves, contractors, users, device manufacturers, plant-related companies and students. We help them enhance their skills through practical training on valve disassembly and assembly and pipes, and through lectures by engineers who have extensive practical experience.

Valve Meister System
KITZ introduced the Valve Meister System for certifying sales representatives who have reached a certain level of skills and knowledge regarding automated valves and metal materials for valves as Valve Meisters in FY2014. In order to become Valve Meisters, sales representatives must undergo technical education and training based on practices for about one year. Those who pass the certification test are awarded the title of Valve Meister.

Valve Meisters aim to serve as concierges who respond to requests for consultations from customers, propose specific solutions and who can solve various issues together with customers.

Customer Satisfaction Survey
To provide better products and services, KITZ has conducted a customer satisfaction survey targeting more than 1,000 companies annually since 1997. Based on the results of the responses collected from customers and analyzed, we work toward additional improvements to further enhance customer satisfaction.
Brass bars are widely used for machines, construction materials and other items.

**Widely Selling Brass Bars**
KITZ Metal Works Corporation conducts the wrought copper and copper alloy products business and serves as a supply base to provide brass bars to valve business operations, a major area of the KITZ Group. In addition, it manufactures and sells high-quality brass bars that are widely used as materials for faucet metal fittings and components for gas equipment and home appliance products. KITZ Metal Works increases the efficiency of the information flow from order receipt to delivery and achieves high quality and short delivery times.

**Development of Environmentally Friendly New Materials**
KITZ Metal Works actively works on the development and sales of new materials that are friendly to people and the environment, and meets regulations by utilizing the alloy technology that it has cultivated for many years. They include dezincification corrosion-resistant brass bars, lead-free brass bars and cadmium-free brass bars. In recent years, responding to the revised U.S. Safe Drinking Water Act, it developed the lead-free brass bar KEEPALLOY II (XA metal and XC metal) featuring improved recyclability and superior corrosion resistance, and launched sales.

**Further Enhancing Efficiency**
In July 2015, Hokutoh Giken Kogyo Corporation, a manufacturer of cutting and machined products for brass bars, joined the KITZ Group. Moreover, a new plant began operation in May 2016 to promote the integration of the KITZ Group’s brass cutting/forging processes into KITZ Metal Works to enhance the efficiency of the manufacturing process and increase earnings.

Also, KITZ Metal Works will eliminate and consolidate its brass bar production lines at existing plants over multiple years as it aims to further enhance the efficiency of business.

**Hotel Beniya is also a KITZ Group Company**
Suwa city, Nagano, is the birthplace of KITZ founder Toshio Kitazawa. Many of the offices and plants of the KITZ Group are located in the Suwa region today.

Hotel Beniya is a resort hotel where visitors can enjoy a variety of hot springs in the grand nature of Shinshu overlooking Lake Suwa. The hotel is not only used by tourists but also by local residents as a place for relaxation.
We develop human resources who are able to compete worldwide and foster a corporate culture that keeps employees highly motivated.

Desired Personnel

“Do it True” (referring to sincerity and the truth) is the first action guide at KITZ. Being sincere, being serious and complying with the rules and morals of society are the values that the KITZ Group considers to be the most important. We also consider these values to be the essence of KITZ’s outstanding corporate culture. The action guides that follow these are “Do it Now” (referring to speed and timeliness) and “Do it New” (referring to creative ability and challenges). We need ideas outside KITZ conventions and the ability to act to develop businesses faster than ever before and to meet market demands that are changing with breathtaking speed. We aim to be a professional group that boldly takes on new challenges and where employees can deploy their own latent creative powers.

For Competing Globally

Since the establishment of a sales subsidiary in the United States in 1984, KITZ has developed its business globally by successively setting up production bases and sales bases overseas while adding valve manufacturers in Spain, Germany, India and Brazil to the KITZ Group through M&A. At present, the KITZ Group operates bases in 12 countries worldwide. Employees working in countries other than Japan (including those on loan) account for 55.9% of the Group’s total workforce (as of March 31, 2017).

To undertake our global business with unprecedented speed, it will become increasingly important to understand a variety of cultures and diversity and to mutually collaborate with a diversity of people while working toward a single goal. We will promote the development of human resources who can think and act based on a broad perspective and who are able to compete globally.
Approaches to Diversity
Companies need human resources with diverse personalities who can perceive various customer demands in order to amass such demands. From this point on, companies must also build systems for accepting diverse human resources, preparing a working environment in which each of them can display their strengths and enabling all employees to work energetically. We believe that we can enable employees to flourish in their jobs, feeling a sense of worth and pride, by extending this way of thinking.

KITZ is advancing the following initiatives to develop an environment that enables each employee to demonstrate his or her abilities to the maximum extent possible, irrespective of gender, age and nationality.

Human Resources Development
KITZ approaches training for its employees with “displaying human resources competence” and “displaying organizational capacity” as dual targets. KITZ is improving its programs for human resources development, such as programs for professional education based on duties and job classifications and programs for educating specially selected employees, with hierarchical education as a pillar. In addition, KITZ is developing a corporate culture that enables its employees to keep their motivation high by operating a target system for challenges and linking their development to their evaluation and treatment.

There is a saying that “companies depend on people.” In our view, reforms and the unquestionable social value of companies depend entirely on the actions, way of thinking and way of living of each of their employees.

Basic Training of Young Employees
Following the Company entrance ceremony in April, newly hired graduates participate in a two-week introductory training course at the Head Office and the training center on proper etiquette as adult members of society and on job fundamentals. After this, they acquire fundamental knowledge about valves and learn about basic thinking and behavior as KITZ employees at new employee training, including practical training at plants, that is held up until the end of June. Employees hired for technical positions then learn about the basics of design, machine work and casting over a one-year period. They are officially assigned to positions when they have sufficiently acquired the fundamentals of monozukuri (manufacturing).

Additionally, we also focus on providing language education to specially selected young employees. We are making efforts to improve their language skills with the aim of realizing smooth communications for overseas technical guidance and business meetings as well as presentations at academic conferences.

Work-Life Balance
KITZ is striving to enhance the work-life balance to enable each employee to work with high motivation and a sense of fulfillment. Each individual can build careers as company employees who execute their job responsibilities while fully deploying their capabilities. They can choose a diverse and flexible working style in accordance with changes in various stages of their personal lives, such as having to provide child care or nursing care.

KITZ is promoting initiatives to create friendly working environments for employees to achieve a balance between work and family life and have a true sense of enrichment in their lives. These efforts include the introduction of shorter working hours for providing child care and nursing care and allowing employees to take paid holiday leave in hourly increments as well as adopting schemes enabling accumulated paid holidays to be applied to childcare leave and nursing care leave.

KITZ Corporation’s rate of employee turnover for personal reasons is in the 1% range and the Company’s employee retention rate is at a high level. We believe this is one indicator that clearly highlights KITZ’s friendly working environment.
Diverse Human Resources in the KITZ Group
We introduce how employees work creating value at their own posts.

KITZ provides us with opportunities to work on a global scale.

Roderick Andal Perez
Engineering Group, Customer Engineering Department
KITZ Corporation

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 reaffirmed my awareness of the importance of “human resources” for companies.

Yukiko Okabe
Manager of Human Resource Development Group
General Administration and Human Resource Department
KITZ Corporation

I am inheriting a 65-year history and aspirations with a tremendous sense of responsibility

Hiroshi Nozawa
Managing Director
KITZ Valve & Actuation (Thailand) Co., Ltd.

I find my job rewarding when improvements can be observed.

Junya Minami
Stainless Steel Production Department, Nagasaka Plant
KITZ Corporation

I hope to keep improving my language skills and take on a job where English ability is required.

Marie Ueno
Project Sales Office 2, Project Sales Department
KITZ Corporation

All KITZ employees work hard and respect each other. I can work comfortably every day thanks to my friendly colleagues and good environment. Working for KITZ also means that we can have an opportunity to take an active role globally.

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 10 years, and I try to convey my experience also to other employees for their own development.

By being reassigned to the Human Resource Department, I reaffirmed my awareness of the importance of “human resources” for companies. In performing my day-to-day tasks, I always think about what we can do as a company and what we need to do for employees so that KITZ becomes a company where each of our diverse human resources can shine even brighter.

When I joined the Company, KITZ was already firmly positioned as a top manufacturer of valves in Japan. We are currently inheriting a 65-year history as well as the aspirations since our establishment. I have crossed the ocean and have been charged with a tremendous sense of responsibility to enable this history to be passed on to future generations and connect it to the world. Taking on challenges while representing the Company is a great pleasure in working for KITZ.

My job is to make improvements to raise production efficiency. I find my job rewarding when improvements can be observed, for example, shortening the manufacturing process per product.

I find a sense of satisfaction when receiving an order and delivering the product without any problems after a prolonged discussion on the specifications with the client. I hope to keep on improving my language skills and take on a job where English ability is required.
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I intend to accumulate additional experience in casting here in Brazil and further raise my skills.

Yoshiki Sato
Chief Production Engineer, MTA Foundry Factory
Metalúrgica Golden Art's Ltda.

I have a sense of satisfaction in serving as a bridge between two different cultures.

Shizuka Mita
Chief Accounting Officer
KITZ Corporation of America

Since joining the Company, I have been involved in casting, which represents the heart of manufacturing of valves. I assumed my post here one year ago and am in charge of the foundry at Metalúrgica Golden Art’s, Ltda., a valve manufacturer in Brazil that joined the Group in 2015 through M&A. I plan to accumulate additional experience here and acquire skills that will enable me to contribute to the KITZ Group.

I oversee all administrative, accounting and inventory-related functions. My position is very interesting as it involves so many different areas. I am often asked to assist with communication between KITZ Japan and KCA management. It is extremely important to understand one another correctly. I find this the most challenging and rewarding part of my job. Successfully coping with the economic and social challenges has also been very satisfying.

I would like to continue fulfilling the role of connecting people with people.

Makiko Shimoyama
General Affairs and Accounting Section, Management Department
KITZ SCT Corporation

I will always have an unquenchable curiosity about valves.

Tomoharu Ishii
Product Management Center
Manager of PCA Marketing Department
KITZ Corporation

I took childcare leave and then returned to my workplace. I have been blessed with an understanding boss and colleagues and am able to enjoy my job while achieving a balance between child-rearing and work. In the future as well, I would like to fulfill the role of connecting people with people while never forgetting my “feeling of gratitude”, “the desire to improve myself” and a “happy face.”

I am involved in formulating strategies for capturing focused market fields and introducing new products. I make my best day-to-day efforts so that numerous parties and people related to KITZ, from partner companies and suppliers to end users, can feel a sense of joy. Valves are used in variety of industries and many kinds of technology are required for production. I will always have an unquenchable curiosity about valves.

Just one and a half years after joining the company, I was placed solely in charge of a Taiwanese client. “Do whatever you can do” are unforgettable words that my supervisor said at that time. Our competitors exist all over the world. I work toward becoming a world-class salesperson who is more creative than those in competitive manufacturers around the world.

The more motivated you become, the more you can expand your own potential.

Sachiko Shiroki
Project Engineering Group 1, Project Engineering Department
KITZ Corporation

At KITZ, we do not have a negative way of thinking such as “women should act like women.” As long as you have the motivation, you can play an important role regardless of age and gender. I want to further expand my potential and use my skills to make a contribution to society.

I still cannot forget my supervisor’s words: “Do whatever you can do.”

Yuuki Ishihara
Department of Overseas Operation
KITZ Corporation

I will always have an unquenchable curiosity about valves.

Sachiko Shiroki
Project Engineering Group 1, Project Engineering Department
KITZ Corporation

The more motivated you become, the more you can expand your own potential.

Sachiko Shiroki
Project Engineering Group 1, Project Engineering Department
KITZ Corporation

At KITZ, we do not have a negative way of thinking such as “women should act like women.” As long as you have the motivation, you can play an important role regardless of age and gender. I want to further expand my potential and use my skills to make a contribution to society.
ESG of the KITZ Group

* ESG: Environment, Social and Governance
Board of Directors, Corporate Auditors and Executive Officers  (as of June 27, 2017)

Directors

**President**  
Yasuyuki Hotta  
Born: June 18, 1955

- Mar. 1978  Joined KITZ
- Jan. 1997  Branch Manager, Chubu Branch, Sales Division
- Apr. 2001  Plant Manager, Nagasaka Plant
- Oct. 2001  Managing Executive Director, KITZ SCT Corporation
- Jun. 2004  Representative Director and President, KITZ SCT Corporation
- Apr. 2006  Managing Executive Officer, General Manager, Flow Control Business Division
- Apr. 2007  Senior Executive Officer, General Manager, Flow Control Business Division
- Jun. 2008  Director, Senior Executive Officer, General Manager, Flow Control Business Division
- Apr. 2009  President and Chief Executive Officer (present position)

**Director**  
Toshiaki Natori  
Born: January 20, 1957

- Mar. 1980  Joined KITZ
- Oct. 1999  Plant Manager, Chino Plant, Production Division
- Apr. 2004  Managing Executive Director, KITZ Metal Works Corporation
- Jul. 2009  Representative Director and President, KITZ Metal Works Corporation
- Apr. 2010  Executive Officer, Division Manager, Production Division
- Jun. 2011  Director, Executive Officer, Division Manager, Production Division
- Apr. 2013  Director, Managing Executive Officer, Unit General Manager, Flow Control Business Unit
- Apr. 2014  Director, Senior Executive Officer, Unit General Manager, Flow Control Business Unit (present position)

**Director**  
Toshiyuki Murasawa  
Born: February 9, 1959

- Mar. 1981  Joined KITZ
- Apr. 2001  General Manager, Corporate Planning Department
- Apr. 2009  Executive Officer, General Manager, Corporate Planning Department
- Oct. 2011  Executive Officer, Division Manager, Corporate Planning Division
- Jun. 2016  Director, Executive Officer, Division Manager, Corporate Administration Division (present position)

**Outside Director**  
Kazuyuki Matsumoto  
Born: September 21, 1945

- Apr. 1970  Joined Teijin Seiki Co., Ltd. (currently Nabtesco Corporation)
- Jun. 2001  Director, Teijin Seiki Co., Ltd.
- Sep. 2003  Executive Officer, Nabtesco Corporation
- Jun. 2004  Director, Nabtesco Corporation
- Jun. 2005  Representative Director, President & CEO, Nabtesco Corporation
- Jun. 2011  Chairman, Nabtesco Corporation
- Jun. 2013  Advisor, Nabtesco Corporation, Outside Director, TOPCON CORPORATION (present position), Director of KITZ (present position)

**Outside Director**  
Minoru Amoh  
Born: December 9, 1951

- Apr. 1979  Joined Du Pont Far East, Inc. Japan Representative Office (currently DuPont Kabushiki Kaisha)
- Mar. 2000  Director, DuPont Kabushiki Kaisha
- Mar. 2002  Managing Executive Director, DuPont Kabushiki Kaisha
- Mar. 2004  Senior Executive Director, Regional Director, Asia-Pacific Region, Engineering Polymer Business Division, DuPont Kabushiki Kaisha
- Jul. 2005  Director, Vice President, DuPont Kabushiki Kaisha
- Sep. 2006  Representative Director, President, DuPont Kabushiki Kaisha
- Jan. 2013  Representative Director, Chairman, DuPont Kabushiki Kaisha, President, DuPont Asia Pacific Limited
- Sep. 2014  Honorary Chairman, DuPont Kabushiki Kaisha
- Jun. 2015  Director of KITZ (present position)
- Mar. 2016  Statutory Auditor, Otsuka Chemical Co., Ltd. (present position)

**Outside Director**  
Yutaka Fujiwara  
Born: April 20, 1951

- Apr. 1974  Joined MODEC, Inc.
- Apr. 1987  Joined The Yasuda Trust & Banking Co., Ltd. (currently Mizuho Trust & Banking Co., Ltd.)
- Jun. 1996  General Manager, Chicago Branch, Yasuda Trust & Banking Co., Ltd.
- Aug. 1998  Joined OMRON Corporation
- Jun. 2005  Executive Officer, General Manager, Financial IR Department, OMRON Corporation
- Mar. 2007  Executive Officer, General Manager, Group Strategy Department, OMRON Corporation
- Dec. 2008  Managing Officer, General Manager, IR & Corporate Information Department, OMRON Corporation
- Jun. 2013  Outside Director, Nabtesco Corporation (present position)
- Jun. 2017  Director of KITZ (present position)
### Reasons for Appointment of Directors and Audit & Supervisory Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Term of Office</th>
<th>Reason for Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Director</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tsuyoshi Hotta</td>
<td>10 years</td>
<td>Yosuke Hotta was named President and Chief Executive Officer of the Company in 2008. He has shown strong leadership as the top executive and has pushed strengthening the globalization and corporate governance of the KITZ Group.</td>
</tr>
<tr>
<td>Toshiaki Natori</td>
<td>6 years</td>
<td>Toshiaki Natori has been the Executive Officer in charge of production areas and President of a Group company. He has supervised valve manufacturing business from 2011. It was decided that his knowledge and experience will also contribute to increasing the value of the KITZ Group.</td>
</tr>
<tr>
<td>Toshiyuki Murasawa</td>
<td>1 year</td>
<td>Toshiyuki Murasawa has been the Executive Officer in charge of the corporate planning area and Director of a Group Company, devising business strategy plans, and has pulled management of the Group together into a unified whole. It was decided that his knowledge and experience also will contribute to increasing the value of the KITZ Group.</td>
</tr>
<tr>
<td>Kazuyuki Matsumoto</td>
<td>4 years</td>
<td>Kazuyuki Matsumoto has long been active as an executive of Nabetesco Corporation and, in addition to having rich experience as a corporate executive, has broad insights on technical strategies. It was decided that he also will contribute to increasing the value of the KITZ Group.</td>
</tr>
<tr>
<td>Minoru Amoh</td>
<td>2 years</td>
<td>Minoru Amoh has long been active as an executive of DuPont K.K., which has businesses around the world, and has high principles based on his abundant corporate management experience. It was decided that he also will contribute to increasing the value of the KITZ Group.</td>
</tr>
<tr>
<td>Yutaka Fujiwara</td>
<td>Newly appointed</td>
<td>Yutaka Fujiwara has a wealth of knowledge as an executive officer in charge of finance and IR departments at listed companies that include financial institutions. He has a high level of knowledge of corporate management with global perspectives due to his experience from being posted overseas. Therefore, it was decided that he also will contribute to increasing the value of the KITZ Group.</td>
</tr>
<tr>
<td><strong>Outside</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masahiko Kondo</td>
<td>1 year</td>
<td>Masahiko Kondo is involved in management of the Company as a Director in charge of the corporate administration areas which bring the Group companies together and has pushed for strengthening management infrastructure and has built and pushed for the strengthening of the Group’s risk management system. It was decided and is expected that his knowledge and experience in business management, labor, accounting and finance will be reflected in the audits of the Company.</td>
</tr>
<tr>
<td>Taro Kimura</td>
<td>Newly appointed</td>
<td>Taro Kimura 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 developed the Company’s internal control system, strengthened its internal audit function and promoted the building of its risk management system. It was decided and is expected that his knowledge and experience in risk management as well as in accounting and finance will be reflected in the audits of the Company.</td>
</tr>
<tr>
<td>Tatsuhiko Takai</td>
<td>2 years</td>
<td>Tatsuhiko Takai took charge of accounting operations for Mitsui Mining &amp; Smelting Co., Ltd. for many years and successfully assumed the position of Chief Financial Officer, etc., having accumulated a considerable amount of knowledge in finance and accounting. It was also decided that his extensive experience as a Standing Audit &amp; Supervisory Board Member of the said company will be reflected in the audits of the Company.</td>
</tr>
<tr>
<td>Shuhei Sakuno</td>
<td>Newly appointed</td>
<td>Shuhei Sakuno has broad experience in corporate administration operations that supervise the Yokogawa Electric Corporation group companies and possesses a considerable amount of knowledge in finance and accounting operations. He also possesses knowledge related to corporate governance acquired through his experience in developing internal control, risk management and internal audit systems. Therefore, it was decided that his extensive experience will be reflected in the audits of the Company.</td>
</tr>
</tbody>
</table>
Executive Officers

President and Chief Executive Officer
Yasuyuki Hotta
Toshiaki Natori
Toshiyuki Murasawa

Executive Officer
Kazuhiko Shimodaira
Born: May 31, 1953
Mar. 1977 Joined KITZ
Nov. 1999 General Manager, Legal and Intellectual Property Department, Management Division
Apr. 2009 Executive Officer, General Manager, Legal and Intellectual Property Department, Management Division
Apr. 2011 Executive Officer, General Manager, Legal Department (present position)

Executive Officer
Tetsuo Sakane
Born: July 23, 1955
Mar. 1980 Joined KITZ
Apr. 2001 Branch Manager, Chugoku Branch, General-purpose Valve Division
Apr. 2011 Branch Manager, Osaka Branch, Sales Division
Apr. 2014 Executive Officer, Division Manager, Domestic Sales Division (present position)

Executive Officer
Yoriyuki Koyama
Born: March 9, 1959
Mar. 1984 Joined KITZ
Apr. 2007 General Manager, Production Engineering Department, Production Division
Oct. 2008 General Manager, SC Manufacturing Department, Production Division
Apr. 2013 General Manager, Production Engineering Center, Production Division
Apr. 2015 Executive Officer, Division Manager, Customer Support Division (present position)

Executive Officer
Kenji Katsuura
Born: October 31, 1956
Jun. 1999 Finance Director, Panasonic Australia Pty Ltd.
May. 2006 Group Manager, Overseas Department System Group, Panasonic Corporation
Jan. 2008 Vice President, Panasonic Consumer Electronic Company, a division of Panasonic North America Corp.
Oct. 2009 Auditor, Audit Department, Panasonic Corporation
Apr. 2011 General Manager, Overseas Finance Center, Panasonic Corporation
Jan. 2012 Director, CFO, Panasonic Europe Ltd.
Aug. 2016 Joined KITZ
Apr. 2017 Executive Officer, Deputy Division Manager, Corporate Administration Division (present position)

Executive Officer
Takahito Hirashima
Born: September 10, 1959
Mar. 1985 Joined KITZ
Jul. 2002 Plant Manager, Suwa Plant, Production Division
Apr. 2004 Director, KITZ Micro Filter Corporation
Apr. 2006 President and Chief Executive Officer, KITZ Micro Filter Corporation
Apr. 2011 Executive Officer, Division Manager, Engineering Division
Jun. 2012 Director, Executive Officer, Division Manager, Engineering Division
Apr. 2017 Executive Officer, Division Manager, Engineering Division (present position)

Executive Officer
Kazuhiko Hirabayashi
Born: August 6, 1959
Mar. 1982 Joined KITZ
Apr. 2004 General Manager, Production Planning Department, Production Division
Apr. 2012 Deputy Division Manager, Production Division
Apr. 2013 Executive Officer, Division Manager, Production Division (present position)

Executive Officer
Yukinari Koide
Born: January 15, 1959
Mar. 1982 Joined KITZ
Aug. 1999 Managing Director, Miyoshi Valve Co., Ltd.
Dec. 2004 Branch Manager, Chubu Branch, Domestic Sales Division
Apr. 2008 General Manager, Sales Planning Department, Domestic Sales Division
Apr. 2013 General Manager, Business Planning Department, Flow Control Business Unit
Apr. 2015 Executive Officer, Division Manager, IT Control Division (present position)

Executive Officer
Hitoshi Kurihara
Born: December 14, 1957
Mar. 1981 Joined KITZ
Mar. 1998 Branch Manager, Chugoku Branch, Commercial Valve Division
Apr. 2001 Branch Manager, Tokyo Branch, Commercial Valve Division
Apr. 2005 Executive Officer, Division Manager, Domestic Sales Division
Jun. 2012 Director, Executive Officer, Division Manager, Sales Division
Apr. 2014 Chairman, KITZ Corporation of Asia Pacific Pte. Ltd.
Apr. 2017 Executive Officer, Division Manager, Corporate Planning Division (present position)

Executive Officer
Masaru Takusagawa
Born: October 4, 1962
Mar. 1991 Joined KITZ
Apr. 2004 General Manager, Development Department 3, Engineering Division
Apr. 2007 General Manager, Research Department, Engineering Division
Apr. 2008 General Manager, Engineering Department 2, Engineering Division
Apr. 2010 General Manager, Product Development Department, Engineering Division
Apr. 2015 General Manager, Production Engineering Center, Production Division
Apr. 2017 Executive Officer, Division Manager, Product Management Center (present position)
Corporate Governance

Basic Policy
KITZ’s corporate philosophy is pursuing the sustainable improvement of its corporate value by providing creative and high-quality products and services. As a company having social responsibility, the Company works to achieve management in consideration of its shareholders and all other stakeholders.

Moreover, the Company works to realize management that is prompt, efficient, sound and highly transparent and strives to strengthen compliance by taking various measures to enhance its corporate governance.

Board of Directors, Directors
KITZ’s Board of Directors assumes fiduciary responsibility to shareholders and discusses and makes decisions on major management issues, including management policy, medium-to long-term management plans and business plans for each fiscal year, aiming to achieve the sustainable growth of the KITZ Group and a medium-to long-term improvement in its corporate value. The Board of Directors supervises business execution and is responsible for building the entire Group’s internal control system.

The Board of Directors consists of six members: three Executive Directors and three Outside Directors. In principle, a meeting of the Board of Directors is held every month, where the members discuss issues prescribed in the Rules of the Board of Directors and make resolutions. The members conduct vigorous discussions on other important management issues as well. To facilitate decision-making and clarify executive responsibilities, the term of office of the Directors is one year.

The Outside Directors have a great deal of experience in corporate management and a broad range of knowledge. They participate in the Board of Directors’ business decisions. They provide appropriate advice for the Company’s business judgments and supervise the execution of operations.

Each year, the Board of Directors conducts a survey of Directors and Audit & Supervisory Board Members on the effectiveness of the Board of Directors and is constructively discussing issues to improve the effectiveness based on the results of the survey.

Audit & Supervisory Board and Its Members
KITZ’s Audit & Supervisory Board supervises the process of the Directors’ decision-making and the performance of their duties in accordance with the Audit & Supervisory Board Members’ auditing standards and auditing plans created by the Audit & Supervisory Board under laws and regulations, the Articles of Incorporation and internal regulations. The board receives quarterly reports from the Accounting Auditor about the results of accounting audits. To promote collaboration among the three audits consisting of the internal audit, the Accounting audit and the Audit & Supervisory Board audit, the outside accounting auditor, the Audit & Supervisory Board Members and the internal audit departments regularly convene the “Three Party Audit Meeting” and provide reports and exchange opinions for frequent and direct collaboration. Also, the “Four-Party Audit and Supervision Meeting” has been put in place, with independent Outside Directors along with the above three parties and is regularly convened to ensure collaboration.

The Audit & Supervisory Board Members attend the meetings of the Board of Directors and monitor and examine the status of the Board of Directors’ decision-making and respective Director’s performance of their obligation to supervise. They attend also other important meetings and visit offices and subsidiaries to carry out audits. They supervise the Directors’ performance of their duties by obtaining information from the Directors, Executive Officers and employees.

The Audit & Supervisory Board consists of four Audit & Supervisory Board Members: two full-time members and two outside members. In principle, a meeting of the Audit & Supervisory Board is held every month.

The Outside Audit & Supervisory Board Members have a great deal of experience in corporate management and a broad range of knowledge. They carry out audits from a neutral and objective perspective to enhance the soundness of management. At least one Audit & Supervisory Board Member who has strong expertise about finance and accounting is to be appointed.

To support the Audit & Supervisory Board Members’ performance of their duties, the Audit & Supervisory Board has established The Auditors Board Office, whose full-time staff gather information and conduct surveys in accordance with the directions of the Audit & Supervisory Board Members and cooperate with the Accounting Auditor and the Internal Audit Office.

Management Conference, Executive Officers
In principle, KITZ holds a meeting of the Management Conference consisting of Executive Officers (including Executive Directors) every month to determine policies on major management issues through strategic and multilateral discussions. KITZ is reviewing its standards for proposals to the Board of Directors and is transferring authority to the Executive Officers so that the Board of Directors can focus on the discussion of major issues relating to general management, including management policy and business plans.

Appointments of Directors, Audit & Supervisory Board Members and Executive Officers
Candidates for appointments as Directors, Audit & Supervisory Board Members and Executive Officers are selected by the Nomination Committee (advisory body to the Board of
Directors), which consists of a majority of Outside Directors, from diverse perspectives that include character, ability, judgement, experience, expertise, achievements, fairness and age. Based on submitted reports, candidates are selected by the Board of Directors. If Audit & Supervisory Board Member candidates are appointed, the Audit & Supervisory Board needs to agree on them.

Independence of Outside Directors
The Board of Directors has formulated the “Criteria for Determining the Independence of Outside Directors.” All KITZ’s Outside Directors and Outside Audit & Supervisory Board Members satisfy the criteria. Also, KITZ’s Outside Directors and Outside Audit & Supervisory Board Members all satisfy the independence criteria prescribed by the Tokyo Stock Exchange. The Company registers its independent officers with the Tokyo Stock Exchange.

Compensation for Directors and Executive Officers
KITZ introduced a performance-based stock compensation plan for Directors (excluding Outside Directors) and Executive Officers. Under this plan, compensation for Directors and Executive Officers is based on so-called “stock compensation” whereby shares in the Company are granted as part of traditional monthly remuneration and bonuses in accordance with business performance. This is aimed at making the correlation between the remuneration of Directors and Executive Officers and KITZ’s stock value more clear and raising awareness of contributions to an improvement in results in the medium to long term and an increase in KITZ’s corporate value. Bonuses shall be paid if certain conditions prescribed in internal regulations are met and reasonable profits are earned. The source of bonuses is around 1% of net income attributable to owners of the parent. The Executive Compensation Committee (an advisory body to Representative Directors) has also been established, which consists of a majority of Outside Directors who discuss policies and details concerning executive compensation and report to the Representative Directors when necessary.

Matrix and History of Corporate Governance

<table>
<thead>
<tr>
<th>1990</th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separation of supervision and execution</td>
<td>28 members of the Board of Directors as prescribed by the Articles of Incorporation</td>
<td>1999 Decreased to 12</td>
</tr>
<tr>
<td></td>
<td>1999 Introduced the Executive Officer System</td>
<td></td>
</tr>
<tr>
<td>Number of Outside Directors</td>
<td>2001 One</td>
<td>2011 Two</td>
</tr>
<tr>
<td>Number of Outside Audit &amp; Supervisory Board Members</td>
<td>One</td>
<td>Two</td>
</tr>
<tr>
<td></td>
<td>2011 Two</td>
<td></td>
</tr>
<tr>
<td>Operation of the Board of Directors</td>
<td>2000 Two</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advisory Committees</td>
<td>1999 Established the Investment and Loans Review Committee</td>
<td>2002 Established the C&amp;C Control Committee</td>
</tr>
<tr>
<td></td>
<td>2007 Established the Executive Compensation Committee</td>
<td>2017 Established the Nomination Committee</td>
</tr>
<tr>
<td>Compensation System</td>
<td>2004 Abolished the system for retirement bonuses for Executive Officers</td>
<td></td>
</tr>
<tr>
<td>Corporate philosophy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2016 Introduced a performance-based stock compensation plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2016 Published the integrated report Corporate Report 2016</td>
<td></td>
</tr>
</tbody>
</table>

*C&C: Crisis & Compliance*
The important roles of outside directors are to offer different perspectives and ways of thinking, provide an impetus to difficult decision-making and contribute to the selection of successors to key positions from the perspective of human resources development. I believe the essential points in operational management for ensuring that outside directors function effectively are to provide large volumes of information, make explanations in advance of board meetings, create opportunities for direct dialogue with management members at informal venues such as dinner meetings, secure venues for exchanging opinions about medium- and long-term strategies, and create numerous opportunities to visit manufacturing plants and branches. Also, I believe one of the important points in selecting the agenda of the board meeting is whether outside directors can provide added value or not.

In 2015, I assumed the duties as an Outside Director of KITZ. Through my involvement with the Board of Directors and observations of manufacturing plants, I have a strong sense that KITZ places great value on the Company's permanence. As common traits, long-established companies focus on customer preferences, enhance and leverage their own strengths, and maintain their immutable essence while adopting to change. With this in mind, as an Outside Director I think it is important to offer frank opinions based on diverse viewpoints from two different sides similar to an accelerator and a brake. By doing so, I would like to support KITZ’s growth with sustainable profits and its further evolution into a global company.

Fortunately, KITZ’s business fields of “water” and “energy” are expected to grow. Also, in governance as well, KITZ is seriously responding to outside opinions and disclosing information. In the future, I believe it will be important to place value on contacts outside the Company, to be aware of the real problems faced by customers, to propose original solutions on a trial-and-error basis, and to work with customers to raise the degree of perfection of these solutions. I believe it will also be important to make sure the company’s purposes for undertaking business and for whom the business is being undertaken. Other key points are to build a team that operates based on honest relationships of mutual trust and respect through dialogue, to prioritize and try to use management resources efficiently and to normalize extensive and speedy communication of information, including negative information, in a transparent environment.

I am hoping that KITZ commits itself further to making decisions and acting in accordance with the KITZ' Statement of Corporate Mission and its Guidelines for Action, on which KITZ places enormous value.

I would like to support KITZ’s growth with sustainable profits and its further evolution into a global company.

Corporate governance has two aims, namely preventing misconduct and strengthening a company’s profitability. In this age of drastic change where it is said that “a company’s lifespan is 30 years,” KITZ marked its 65th anniversary in 2016 and I have the sense that KITZ places great value on the Company’s permanence. As common traits, long-established companies focus on customer preferences, enhance and leverage their own strengths, and maintain their immutable essence while adopting to change. With this in mind, as an Outside Director I believe it is important to offer frank opinions based on diverse viewpoints from two different sides similar to an accelerator and a brake. By doing so, I would like to support KITZ’s growth with sustainable profits and its further evolution into a global company.

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I am hoping that KITZ commits itself further to making decisions and acting in accordance with the KITZ’ Statement of Corporate Mission and its Guidelines for Action, on which KITZ places enormous value.

I will continue to make my utmost efforts as an Outside Director to earn the trust of all stakeholders.

The important roles of outside directors are to offer different perspectives and ways of thinking, provide an impetus to difficult decision-making and contribute to the selection of successors to key positions from the perspective of human resources development. I believe the essential points in operational management for ensuring that outside directors function effectively are to provide large volumes of information, make explanations in advance of board meetings, create opportunities for direct dialogue with management members at informal venues such as dinner meetings, secure venues for exchanging opinions about medium- and long-term strategies, and create numerous opportunities to visit manufacturing plants and branches. Also, I believe one of the important points in selecting the agenda of the board meeting is whether outside directors can provide added value or not.

In 2015, I assumed the duties as an Outside Director of KITZ. Through my involvement with the Board of Directors and observations of manufacturing plants, I have a strong sense that KITZ is sincerely building an extremely solid governance system and is assuring the transparency and objectivity of its management. In its medium- and long-term strategies, I commend KITZ’s efforts to actively ascertain changes in the market, pursue sustainable growth and achieve continuous improvements in corporate value.

Recently, movements toward corporate governance reforms are gathering pace. Let me stress three important points in undertaking these reforms. The first is to respect basic rules concerning the nomination of directors and executive officers. The second is to ensure “security protection”. The third is to select multiple outside directors. Applicable examples of these points in terms of nominating outside directors are ensuring that the company president and chairman do not have any personal friendly relationships with the candidate, nominating the candidate who is not persistent about compensation and protecting one’s self-interests, and assuring that the candidate has previous experience as an outside director.

I will continue to make my utmost efforts as an Outside Director to earn the trust of all stakeholders.
Internal Control System

Basic Policy
KITZ believes that building an appropriate internal control system is the basic condition for meeting the expectations and trust of its shareholders and all the other stakeholders and the important responsibility of the Board of Directors. Under the basic policy the entire Group works to develop and operate the internal control system.

Development and Operation of Internal Controls
To improve the transparency of financial standing and management under the Financial Instruments and Exchange Act, KITZ and the Group companies have each division to make a self inspection of internal controls and conduct internal audits about the status of the building of an internal control system to establish and operate internal controls.

Promotion of Compliance and Risk Management

Promotion of Compliance
KITZ believes that compliance management is a basic and essential condition for the company to develop sustainably. KITZ has established KITZ' Statement of Corporate Mission, which describes its corporate philosophy. The top line of its guidelines for action says “Do it True.” The Company takes steps to raise awareness of compliance and improve knowledge about compliance.

Risk Management
KITZ believes that controlling a variety of risks associated with corporate activities is a significant challenge for management. The entire Group works to determine and analyze a variety of risks in business activities appropriately, considers initiatives to prevent and control the emergence of risk and carries out the initiatives. The Group also works to develop a system to respond to crises promptly and appropriately.

C&C Control Committee
In 2002, KITZ established a C&C (Crisis & Compliance) Control Committee. The committee formulates policies and takes steps for the prevention of the occurrence of management risk, response to crises and thorough compliance management.

Compliance Education
For thorough compliance management, KITZ has created a Compliance Guidebook, which is commonly used within the Group. The guidebook describes the importance of compliance management, basic policy, the code of conduct related to compliance, a whistle-blower hotline, compliance education and disciplinary action to violators. Guidebooks are distributed to the officers and employees of KITZ and the Group companies.

To raise awareness of compliance and improve knowledge about compliance, the Company plans educational seminars about laws and regulations and legal affairs every year.

Establishment of a Whistle-Blower Hotline
To gather internal information that cannot be obtained through the ordinary internal control system and compliance system, KITZ has established and operates a whistle-blower hotline. Through the hotline, the Compliance Information Desk (internally referred to as “CID”) receives information on violations of the code of compliance, including compliance with laws and regulations, from the officers and employees of KITZ and its Group companies.

Besides each Group company, KITZ and its corporate lawyer’s office each has a CID, which can be commonly used within the Group. When the CID receives information, the confidentiality of the informer is protected, and the C&C Control Committee chaired by the president of each Group company will take appropriate steps promptly.

Protection of Personal Information
In December 2004, KITZ established its personal information protection policy and started to take measures to protect personal information. The Company carefully manages personal information.
Environmental Activities

KITZ undertakes initiatives for the conservation of the environment in accordance with the KITZ Group Principle of Environmental Activities and the Environmental Action Policy.

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 Companies: 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

Development and Supply of Environmentally Friendly Products and Services

KITZ has formulated its own independent environmentally friendly development policies and environmental impact reduction guidelines and works to develop products that minimize environmental impacts based on medium- and long-term perspectives.

Highly Corrosion-Resistant Alloy Steel Valves for Seawater Desalination Plant

These highly corrosion-resistant alloy steel valves utilize a dual-phase alloy (Super Duplex material (SDPV)). Offering superior corrosion resistance compared with aluminum bronze alloys that were widely used as conventional products, these valves are being used at seawater desalination plants in Japan and overseas.

Compact Water Purifier for Water Works — Water Purification Equipment Contributing to the Use of Water in Mountainous Areas

This water purifier deploys a membrane filtration method that utilizes long-term stable filtration performance capabilities and makes clogging unlikely. The purifier reliably removes impurities and protozoa such as chlorine-resistant cryptosporidium. It comes with a compact design and users can choose from a variety of models in accordance with the quantity of water to be treated and the raw water quality. The equipment can also respond to needs for unattended and automated operation and offers optimal effects in improving water quality in mountainous regions.

Effective Use of Resources

The main materials of valves are metals, which are natural resources. KITZ utilizes used scrap metal as part of raw materials for valves. KITZ also strives to recycle scrap and cutting chips generated in the production process by utilizing the know-how it has accumulated over many years. In addition, for casting sand to be used in the casting process, chunks are crushed, sorted and processed in the sand process for recycling. If casting sand is used repeatedly and becomes smaller than the standard particle diameter, it will become waste. However, casting sand that is disposed of will be used as auxiliary materials for cement. In this way, KITZ aims to achieve coexistence with the global environment and promotes the effective use of limited resources.

Flow Chart of Recycling and Reuse in Production Process of Cast Iron Valves

Reduction of Waste, Promotion of Recycling and Reuse

We are working to properly dispose of materials that we are unable to reduce (no generation or bringing in of waste), reuse (recyclable waste materials are returned to the production lines for reuse) or recycle (sort and recycle as resources). By thoroughly sorting waste material and recycling it as valuable resources, we are curbing the amount of waste materials generated.

In its production divisions, based on surveys and analyses...
of the volume of waste generated, KITZ is promoting efforts to reduce and reuse industrial waste materials, which consist mostly of waste materials generated by the KITZ Group's production activities. Moreover, the Waste Material Management System, which manages the KITZ Group's environment and safety-related information, enables KITZ to ascertain on a timely basis the entire waste-handling process, from the generation of waste to final disposal, and allows this information to be shared within the Group. For its waste handling system, KITZ has established a framework under which the waste disposal route is determined in advance and waste cannot be processed using any route other than the route specified in the consignment agreements.

Prevention of Environmental Contamination
Metal resources and casting sand, which are raw materials of valves, contain many Pollutant Release and Transfer Register (PRTR) target substances* such as lead, manganese, chrome, nickel and chromium oxide. The main types of substances discharged into the atmosphere are xylene and toluene from paints, thinners and stored gasoline while the main substance transferred externally is chromium oxide contained in casting sand.

To prevent environmental contamination caused by dangerous and toxic substances contained in chemical products, in addition to preventing contamination from PRTR target substances*, KITZ built the Chemical Substance Management System in 2000. KITZ is working to identify chemical products containing toxic substances and to use alternative substances as it strives to improve the safety of its valve products and reduce environmental impacts.

* These are substances recognized as being persistent in the environment over a wide area and that meet one of the following conditions that include "being harmful to human health and ecosystems," "chemical substances that may easily form hazardous chemical substances through a naturally occurring chemical transformation" and "ozone layer destroying substances."

Greening of Logistics
To achieve environmentally friendly logistics, the KITZ Group companies mutually cooperate with transportation companies to carry out "joint deliveries," which entails collection and delivery freight jointly, and "integrated deliveries," which entails efficient transportation by loading different cargo outward and upon return. Through this approach, the KITZ Group is reducing CO₂ emissions in its logistics operations. As specific approaches, KITZ delivers procured parts and materials upon return after deliveries of products to customers by using exclusive joint delivery with Group companies or the logistics network of transportation companies. Additionally, we are establishing delivery and procurement networks with high transport efficiency in the vicinity of our production plants. By taking these measures, we are reducing the duplication of transportation distances on main transport routes and improving the loading ratio.

As another important issue, stretch film used to prevent load shifting during the delivery of products and components becomes waste material upon reaching the shipping destination. KITZ is now concurrently using nets that can be used repeatedly for these deliveries. While performing various verifications for load shifting and other matters, KITZ is working to reduce the amount of its stretch film usage.

Moreover, KITZ also carries out transport utilizing returnable shipping boxes for some of its products and by doing so is reducing waste.

To reduce environmental impacts, KITZ will promote efforts to further reduce CO₂ emissions and minimize shipping supplies.
Communication with Our Stakeholders

KITZ provides opportunities for direct communication through activities to build relationships of mutual trust with shareholders and investors, as well as with other stakeholders including customers, business partners, employees and society. We feed back information obtained by constructive communication to the management team, and reflect the outcomes in efforts to improve the efficiency and transparency of management.

With Shareholders

We seek to disclose information at an early stage, wherein we send the notice of the annual general meeting of shareholders around one week 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.

With Individual Investors

For the purpose of getting more people interested in becoming a KITZ shareholder, we hold briefings for individual investors multiple times a year. In addition, we are striving to improve the shareholder special benefit plan as well as to provide information on a timely basis both on the website and in the shareholder report.

With Institutional Investors

We hold results briefings for institutional investors and analysts on a quarterly basis. The president explains the achievements and the medium- and long-term strategy.
With Customers

To introduce the KITZ Group’s products to a wider audience, we proactively exhibit at domestic and foreign trade shows and answer questions from customers who visit our booth.

With Business Partners

The meeting of presidents of domestic general distributors is held annually. We promote mutual understanding and further deepen our partnership with distributors.

With Employees

The management team including the president regularly visits manufacturing sites and promotes better understanding through communication with employees there.

We also hold internal IR briefings at our domestic branches and plants. We provide easy-to-understand explanations about our business results and medium- and long-term strategies.

With the Local Community

Suwa city, in Nagano Prefecture, is the hometown of KITZ founder Toshio Kitazawa, and many of the offices and plants of the KITZ Group are located in the Suwa region today. KITZ supports the Suwa Lake Marathon every year, where about 8,000 runners gather from all over the country. At the opening ceremony for the 28th marathon held in October 2016, President Yasuyuki Hotta gave the opening remarks as a representative of the sponsors.
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.

Regional Development (Regional Contribution) and Environmental Preservation

Project for Regenerating Kujukuri Coastal Forest Preserve

In collaboration with the NPO Life Style Research Institute of Forests, we work on regenerating the forest preserve at Hasunuma Tonoshita coastal area (Kujukuri coastal area) in Sammu city, Chiba Prefecture, which was damaged by the tsunami caused by the Great East Japan Earthquake.

Regeneration of a Satoyama – Oomurasaki Forest

In an effort to regenerate a Satoyama (undeveloped village forest) to serve as a habitat for the giant purple Oomurasaki butterfly, Japan’s national butterfly and the symbol of Hokuto city, Yamanashi Prefecture, where the Nagasaka Plant is located, we participate in tree-planting activities sponsored by the NPO Oomurasaki Center.

Provision of Chino Plant as a Shelter in the Event of Disaster

KITZ has concluded an agreement on refugee support in the event of a disaster with Chino city, Nagano Prefecture. When a natural disaster occurs, we provide the company cafeteria at the Chino Plant as a temporary refuge for citizens.
Social and International Contribution

Support for the Japan Para-Alpine Ski Team

KITZ is an official sponsor of the Alpine ski team, Ski Association of Japan for the Disabled. The purposes of this activity are to develop players that can excel in world-class events, including the Paralympics and the World Cup, and to help people with disabilities overcome their challenges and participate in society through skiing.

Photo by Hiro YAKUSHI

Introduction of TABLE FOR TWO program

Our company cafeterias have introduced an activity that simultaneously seeks to eliminate hunger in developing countries and obesity and lifestyle-related diseases in developed countries. Each time an employee eats a meal from our healthy menu, we donate 20 yen out of the cost paid by an employee that is included in the price of the meal to support school lunch projects in developing countries in Africa.

Photo: TABLE FOR TWO

Culture Development

Support for Kitazawa Museum of Art

KITZ supports the activities of the Kitazawa Museum of Art located on the shores of Lake Suwa. 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 19th century and modern Japanese paintings. These works are highly acclaimed both in Japan and overseas.
## Financial Data

### For the Year

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<thead>
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<th></th>
<th>FY2006</th>
<th>FY2007</th>
<th>FY2008</th>
<th>FY2009</th>
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### At Year-End

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### Per Share Data

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### Financial Indicators (%)

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Financial Data

**EPS**

(Yen)

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<td>10.1</td>
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<td>9.8</td>
<td>9.6</td>
<td>9.4</td>
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**BPS**

(Yen)

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<td>15.5</td>
<td>16.0</td>
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**Total Assets / ROA**

(%) (Yen)

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<tbody>
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<td>10.1</td>
<td>10.3</td>
<td>10.7</td>
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<td>10.2</td>
<td>10.0</td>
<td>9.8</td>
<td>9.6</td>
<td>9.4</td>
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**Cash Dividends Per Share / Payout Ratio**

(%) (Yen)

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<td>13.5</td>
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<td>15.5</td>
<td>16.0</td>
<td>16.5</td>
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**Free Cash Flows**

(Millions of yen)

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<td>7,155</td>
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**Equity Ratio**

(%) (Yen)

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## Consolidated Balance Sheets

(Millions of yen)

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<td>Cash in hand and in banks</td>
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<td>14,649</td>
<td>18,181</td>
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<tr>
<td>Notes, accounts receivable–trade</td>
<td>21,417</td>
<td>18,832</td>
<td>18,620</td>
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<tr>
<td>Electronically recorded monetary claims</td>
<td>5,044</td>
<td>6,657</td>
<td>7,272</td>
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<tr>
<td>Merchandise and finished goods</td>
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<td>9,291</td>
<td>8,283</td>
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<tr>
<td>Work in process</td>
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<td>4,532</td>
<td>4,692</td>
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<td>Raw materials and supplies</td>
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<td>Other</td>
<td>1,370</td>
<td>1,442</td>
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<tr>
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<td>(68)</td>
<td>(68)</td>
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<tr>
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<td>63,501</td>
<td>67,972</td>
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<td></td>
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<tr>
<td>Property, plant and equipment</td>
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<td>Tools, furniture and fixtures</td>
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<td>5,222</td>
<td>5,274</td>
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<td>1,064</td>
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<td>Other</td>
<td>237</td>
<td>233</td>
<td>251</td>
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<tr>
<td><strong>Total property, plant and equipment</strong></td>
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<td>38,788</td>
<td>34,722</td>
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<td><strong>Intangible assets</strong></td>
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<td><strong>Investments and other assets</strong></td>
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<td>Investments in securities</td>
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<td>Retirement benefit assets</td>
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<td>Deferred income tax assets</td>
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<td>Other</td>
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<td>Less: Allowance for doubtful accounts</td>
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<td>(3)</td>
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<td><strong>Total investments and other assets</strong></td>
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<table>
<thead>
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<th>Liabilities</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
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<tbody>
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<td>Accounts payable–trade</td>
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<td>6,405</td>
<td>6,138</td>
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<td>904</td>
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<td>Current portion of long-term debt</td>
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<td>1,459</td>
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<td>Consumption tax payable</td>
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<td>553</td>
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<td>Accrued bonuses to employees</td>
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<td>1,697</td>
<td>2,068</td>
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<td>Accrued bonuses to directors and corporate auditors</td>
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<td>169</td>
<td>163</td>
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<td>Other</td>
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<td>12,680</td>
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<td>6,714</td>
<td>6,410</td>
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<td>Deferred income tax liabilities</td>
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<td>1,164</td>
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<tr>
<td>Accrued retirement benefits to directors, corporate</td>
<td>309</td>
<td>282</td>
<td>352</td>
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<tr>
<td>Allowance for stock benefit for directors, corporate</td>
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<td>36</td>
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<tr>
<td>Retirement benefit liabilities</td>
<td>295</td>
<td>344</td>
<td>413</td>
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<tr>
<td>Asset retirement obligations</td>
<td>463</td>
<td>424</td>
<td>441</td>
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<td>Other</td>
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<td><strong>Total long-term liabilities</strong></td>
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<td><strong>Total liabilities</strong></td>
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<tr>
<td><strong>Net assets</strong></td>
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<tr>
<td><strong>Shareholders’ equity</strong></td>
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<tr>
<td>Common stock</td>
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<td>21,207</td>
<td>21,207</td>
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<tr>
<td>Capital surplus</td>
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<td>5,743</td>
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<td>Retained earnings</td>
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<td>Treasury stock</td>
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<td>(5,042)</td>
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<td><strong>Total shareholders’ equity</strong></td>
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<tr>
<td><strong>Accumulated other comprehensive income</strong></td>
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<tr>
<td>Net unrealized gains on other securities</td>
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<td>2,745</td>
<td>1,972</td>
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<td>Cumulative adjustments related to retirement benefits</td>
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<td><strong>Total accumulated other comprehensive income</strong></td>
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<td>4,194</td>
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<tr>
<td><strong>Non-controlling interests</strong></td>
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<td>1,027</td>
<td>1,161</td>
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<td><strong>Total net assets</strong></td>
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<td>76,096</td>
<td>74,892</td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>115,790</td>
<td>119,422</td>
<td>119,148</td>
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</table>
### Consolidated Statements of Income

<table>
<thead>
<tr>
<th></th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>117,036</td>
<td>117,278</td>
<td>114,101</td>
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<td><strong>Cost of sales</strong></td>
<td>88,662</td>
<td>87,356</td>
<td>82,405</td>
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<td><strong>Gross profit</strong></td>
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<td>29,922</td>
<td>31,696</td>
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<td><strong>Selling, general and administrative expenses</strong></td>
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<td>22,676</td>
<td>22,767</td>
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<td><strong>Operating income</strong></td>
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<td>7,245</td>
<td>8,929</td>
</tr>
<tr>
<td><strong>Non-operating income</strong></td>
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<tr>
<td>Interest income</td>
<td>25</td>
<td>39</td>
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<tr>
<td>Dividend income</td>
<td>155</td>
<td>179</td>
<td>211</td>
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<tr>
<td>Insurance income</td>
<td>177</td>
<td>131</td>
<td>133</td>
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<tr>
<td>Settlement money received</td>
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<tr>
<td>Exchange gains</td>
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<td>82</td>
<td>—</td>
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<tr>
<td>Other</td>
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<td>Total non-operating income</td>
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<td>891</td>
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<td><strong>Non-operating expenses</strong></td>
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<td>Interest expenses</td>
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<td>Sales discount</td>
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<td>Losses on sales of notes receivable</td>
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<td>23</td>
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<tr>
<td>Exchange losses</td>
<td>—</td>
<td>—</td>
<td>19</td>
</tr>
<tr>
<td>Other</td>
<td>107</td>
<td>206</td>
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<td>Total non-operating expenses</td>
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<td>836</td>
<td>898</td>
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<tr>
<td><strong>Ordinary income</strong></td>
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<td>7,300</td>
<td>8,799</td>
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<td><strong>Extraordinary income</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Gains on sales of property, plant and equipment</td>
<td>34</td>
<td>85</td>
<td>14</td>
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<tr>
<td>Gains on sales of investment securities</td>
<td>—</td>
<td>75</td>
<td>2,097</td>
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<tr>
<td>Gain on sales of shares of affiliated companies</td>
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<td>—</td>
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<tr>
<td>Gains on business transfer</td>
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<td>Other</td>
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<tr>
<td>Total extraordinary income</td>
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<td>2,152</td>
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<tr>
<td><strong>Extraordinary loss</strong></td>
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<tr>
<td>Losses on sales or disposal of property, plant and equipment</td>
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<td>119</td>
<td>141</td>
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<tr>
<td>Impairment loss</td>
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<td>—</td>
<td>3,756</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>31</td>
<td>27</td>
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<tr>
<td>Total extraordinary loss</td>
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<td>151</td>
<td>3,925</td>
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<td><strong>Net income before income taxes and minority interests</strong></td>
<td>9,519</td>
<td>7,488</td>
<td>7,025</td>
</tr>
<tr>
<td><strong>Income taxes (income, residential and enterprise taxes)</strong></td>
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<td>2,198</td>
<td>2,370</td>
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<td>Taxes from past fiscal years</td>
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<tr>
<td>Income tax adjustment</td>
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<td>5,005</td>
<td>5,515</td>
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<td><strong>Net income attributable to non-controlling interests</strong></td>
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<td>90</td>
<td>115</td>
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<td>Net income attributable to owners of the parent</td>
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<td>4,915</td>
<td>5,400</td>
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</table>

### Consolidated Statements of Comprehensive Income

<table>
<thead>
<tr>
<th></th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net income</strong></td>
<td>6,954</td>
<td>5,005</td>
<td>5,515</td>
</tr>
<tr>
<td><strong>Other comprehensive income</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Net unrealized gains on other securities</td>
<td>1,186</td>
<td>(576)</td>
<td>(772)</td>
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<tr>
<td>Translation adjustment</td>
<td>2,362</td>
<td>(1,639)</td>
<td>(670)</td>
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<tr>
<td>Remeasurements of retirement benefits</td>
<td>120</td>
<td>(77)</td>
<td>(23)</td>
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<tr>
<td>Total other comprehensive income</td>
<td>3,670</td>
<td>(2,293)</td>
<td>(1,466)</td>
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<td><strong>Comprehensive income</strong></td>
<td>10,624</td>
<td>2,712</td>
<td>4,048</td>
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<td><strong>Comprehensive income attributable to owners of the parent</strong></td>
<td>10,484</td>
<td>2,670</td>
<td>3,950</td>
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<tr>
<td><strong>Comprehensive income attributable to non-controlling interests</strong></td>
<td>140</td>
<td>41</td>
<td>98</td>
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### Consolidated Statements of Cash Flows

(Millions of yen)

<table>
<thead>
<tr>
<th>Cash flows from operating activities</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income before income taxes and minority interests</td>
<td>9,519</td>
<td>7,488</td>
<td>7,025</td>
</tr>
<tr>
<td>Depreciation</td>
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<td>Amortization of goodwill</td>
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<td>438</td>
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<td>Exchange (gains)/losses</td>
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<td>79</td>
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<td>Write-down of investments in securities</td>
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<td>(Gains)/losses on sales of investment securities</td>
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<td>Increase (decrease) in provision for allowance for doubtful accounts</td>
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<td>(4)</td>
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<td>Increase (decrease) in accrued bonuses to employees</td>
<td>14</td>
<td>(66)</td>
<td>382</td>
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<tr>
<td>Increase (decrease) in retirement benefit liabilities</td>
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<td>(60)</td>
<td>(62)</td>
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<td>Increase (decrease) in accrued retirement benefits to directors</td>
<td>18</td>
<td>(111)</td>
<td>30</td>
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<td>Increase (decrease) in allowance for stock benefit for directors</td>
<td>—</td>
<td>—</td>
<td>36</td>
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<tr>
<td>Increase (decrease) in provision of accrued bonuses to directors</td>
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<td>11</td>
<td>(1)</td>
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<td>Interest expenses</td>
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<td>219</td>
<td>234</td>
</tr>
<tr>
<td>(Gains) losses on sales or disposal of property, plant and equipment</td>
<td>37</td>
<td>33</td>
<td>127</td>
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<tr>
<td>Impairment losses of fixed assets</td>
<td>167</td>
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<tr>
<td>(Gains) losses on sale of shares of affiliated companies</td>
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<td>—</td>
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<tr>
<td>(Gains) losses on transfer of business</td>
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<td>—</td>
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<td>(Increase) decrease in notes and accounts receivable</td>
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<td>835</td>
<td>(673)</td>
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<tr>
<td>(Increase) decrease in inventories</td>
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<td>710</td>
<td>677</td>
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<td>(Increase) decrease in other current assets</td>
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<td>(28)</td>
<td>60</td>
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<tr>
<td>(Increase) decrease in accounts payable</td>
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<td>(167)</td>
<td>(61)</td>
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<tr>
<td>Increase (decrease) in other current liabilities</td>
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<td>(62)</td>
<td>843</td>
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<td>Other</td>
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<td>Subtotal</td>
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<td>316</td>
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<td>Interest expenses paid</td>
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<td>(217)</td>
<td>(211)</td>
</tr>
<tr>
<td>Income taxes paid</td>
<td>(2,173)</td>
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<td>(1,938)</td>
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<td>Income taxes refund</td>
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<tr>
<td>Cash flows from operating activities</td>
<td>8,923</td>
<td>9,592</td>
<td>12,979</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from investing activities</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments for purchase of property, plant and equipment</td>
<td>(3,489)</td>
<td>(4,343)</td>
<td>(4,476)</td>
</tr>
<tr>
<td>Proceeds from sales of property, plant and equipment</td>
<td>37</td>
<td>222</td>
<td>1,119</td>
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<tr>
<td>Payments for purchase of intangible assets</td>
<td>(705)</td>
<td>(1,125)</td>
<td>(1,956)</td>
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<tr>
<td>Payments for purchase of investments in securities</td>
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<td>(470)</td>
<td>(21)</td>
</tr>
<tr>
<td>Proceeds from sales of investments in securities</td>
<td>—</td>
<td>110</td>
<td>3,422</td>
</tr>
<tr>
<td>Proceeds from collections of long-term loans receivable</td>
<td>0</td>
<td>1</td>
<td>—</td>
</tr>
<tr>
<td>Proceeds from sales of subsidiaries’ shares resulting from changes in scope of consolidation</td>
<td>3,890</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Payments for acquisition of subsidiaries’ shares resulting from changes in scope of consolidation</td>
<td>(649)</td>
<td>(3,732)</td>
<td>(211)</td>
</tr>
<tr>
<td>Proceeds from transfer of business</td>
<td>—</td>
<td>170</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>(73)</td>
<td>(594)</td>
<td>(17)</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td>(1,010)</td>
<td>(9,763)</td>
<td>(2,141)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from financing activities</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in short-term borrowings, net</td>
<td>(1,715)</td>
<td>418</td>
<td>(624)</td>
</tr>
<tr>
<td>Proceeds from long-term debt</td>
<td>4,460</td>
<td>900</td>
<td>2,248</td>
</tr>
<tr>
<td>Repayment of long-term debt</td>
<td>(3,425)</td>
<td>(3,219)</td>
<td>(2,887)</td>
</tr>
<tr>
<td>Proceeds from issuance of bonds</td>
<td>—</td>
<td>11,520</td>
<td>1,821</td>
</tr>
<tr>
<td>Payments for redemption of bonds</td>
<td>(1,202)</td>
<td>(6,630)</td>
<td>(902)</td>
</tr>
<tr>
<td>Proceeds from sales of treasury stock</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Payments for acquisition of treasury stock</td>
<td>(488)</td>
<td>(510)</td>
<td>(3,851)</td>
</tr>
<tr>
<td>Cash dividends paid</td>
<td>(1,201)</td>
<td>(1,406)</td>
<td>(1,380)</td>
</tr>
<tr>
<td>Cash dividends paid to non-controlling interests</td>
<td>(17)</td>
<td>(22)</td>
<td>(21)</td>
</tr>
<tr>
<td>Payments for acquisition of treasury stock</td>
<td>(110)</td>
<td>(252)</td>
<td>(1,037)</td>
</tr>
<tr>
<td>Other</td>
<td>(3,706)</td>
<td>796</td>
<td>(6,838)</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td>(3,706)</td>
<td>796</td>
<td>(6,838)</td>
</tr>
<tr>
<td>Effect of exchange rate changes on cash and cash equivalents</td>
<td>445</td>
<td>(149)</td>
<td>350</td>
</tr>
<tr>
<td>Net increase (decrease) in cash and cash equivalents</td>
<td>4,651</td>
<td>475</td>
<td>3,748</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>7,923</td>
<td>12,575</td>
<td>13,050</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td>12,575</td>
<td>13,050</td>
<td>16,799</td>
</tr>
</tbody>
</table>
Group Network

Domestic Network

KITZ Corporation
Head Office
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-0111

Sales Bases

Hokkaido Regional Office
Hokkaido Sales Office
12-1-25 Kita 14 Jo Higashi, Higashi-ku, Sapporo-shi, Hokkaido Pref. 065-0014, Japan
TEL: +81-11-733-2225

Tohoku Regional Office
Tohoku Sales Office
Asahi Seimei Sendai Ichibancho Building, 2-7-17 Ichibancho, Aoba-ku, Sendai-shi, Miyagi Pref. 980-0811, Japan
TEL: +81-22-224-5335

Kita-Kanto Regional Office
Kita-Kanto Sales Office
Sakamoto-2 Building, 3-306-1, Miyaharacho, Kita-ku, Saitama-shi, Saitama Pref. 331-0812, Japan
TEL: +81-48-651-5260

Niigata Sales Office
Nissai Minamisaguchii Building, 1-1-54 Minamisaguchii, Chuo-ku, Niigata-shi, Niigata Pref. 950-0912, Japan
TEL: +81-25-243-3122

Tokyo Branch
Tokyo Sales Office 1
Onward Park Building, 3-10-5 Nihombashi, Chuo-ku, Tokyo 103-0027, Japan
TEL: +81-3-6836-1501

Tokyo Sales Office 2
Onward Park Building, 3-10-5 Nihombashi, Chuo-ku, Tokyo 103-0027, Japan
TEL: +81-3-6836-1501

Chiba Sales Office
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1706

Air Conditioning and Instrumentation Office
Onward Park Building, 3-10-5 Nihombashi, Chuo-ku, Tokyo 103-0027, Japan
TEL: +81-3-6836-1501

Toho Sales Office 2
Osaka Glen Check Building, 1-34-15 Shimmaci, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-6541-1178

Osaka Branch
Osaka Sales Office 1
Osaka Glen Check Building, 1-34-15 Shimmaci, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-6533-1357

Building Utility Products Group
Osaka Glen Check Building, 1-34-15 Shimmaci, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-6533-0350

Chubu Branch
Nagoya Sales Office 1
Gojimsha Meieki 3 Building, 3-9-37 Meieki, Nishi-ku, Nagoya-shi, Aichi Pref. 451-0045, Japan
TEL: +81-52-562-1541

Nagoya Sales Office 2
Gojimsha Meieki 3 Building, 3-9-37 Meieki, Nishi-ku, Nagoya-shi, Aichi Pref. 451-0045, Japan
TEL: +81-52-562-1541

Tokai Sales Office
Sumitomo Life Shizuoka Tokiwacho Building, 2-13-1 Tokiwacho, Aoi-ku, Shizuoka-shi, Shizuoka Pref. 420-0034, Japan
TEL: +81-54-273-7337

Hokuriku Sales Office
5F Building, 4-7-14 Futakuchimachi, Toyama-shi, Toyama Pref. 939-8211, Japan
TEL: +81-76-492-4685

Koshin Sales Office
5125 Kanazawa, Chino-shi, Nagano Pref. 391-0012, Japan (located in Chino Plant)
TEL: +81-266-71-1441

Osaka Branch
Osaka Sales Office 1
Osaka Glen Check Building, 1-34-15 Shimmaci, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-6541-1178

Osaka Sales Office 2
Osaka Glen Check Building, 1-34-15 Shimmaci, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-6533-1357

Chugoku Regional Office
Hiroshima Sales Office
NBF Hiroshima Tatemoni Building, 2-27 Tatemoni, Naka-ku, Hiroshima-shi, Hiroshima Pref. 730-0032, Japan
TEL: +81-82-280-9670

Okayama Sales Office
Mitsui Life Okayama Building, 8-29 Saiwaicho, Kita-ku, Okayama-shi, Okayama Pref. 700-0903, Japan
TEL: +81-86-226-1607

Kyushu Regional Office
Kyushu Sales Office
25 Fukuoka Building, 3-4-2 Higashihie, Hakata-ku, Fukuoka-shi, Fukuoka Pref. 812-0007, Japan
TEL: +81-92-431-7877
To Our Stakeholders

Business Summary and Strategy

Human Resources

ESG of the KITZ Group

Data Section

Project Division

Project Sales Office 1
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1719

Project Sales Office 2
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1719

Project Sales Office 3
Osaka Glen Check Building, 1-34-15 Shinmachi, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-7636-1060

Control Valve Sales Office
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1773

Water Supply Product Sales Dept.

Water Supply Product Sales Office
Albus Tachikawa Building, 2-3-28 Nishikicho, Tachikawa-shi, Tokyo 190-0022, Japan
TEL: +81-42-595-9241

Tohoku Water Supply Product Sales Office
Asahi Seimei Sendai Ichibancho Building, 2-7-17 Ichibancho, Anba-ku, Sendai-shi, Miyagi Pref. 980-0811, Japan
TEL: +81-22-224-5335

Kita-Kanto Water Supply Product Sales Office
Sakamoto-2 Building, 3-306-1, Miyaharacho, Kita-ku, Saitama Pref. 331-0812, Japan
TEL: +81-48-651-5260

Yokohama Water Supply Product Sales Office
Sankyo Yokohama Building, 5-85 Chojamachi, Naka-ku, Yokohama-shi, Kanagawa Pref. 221-0027, Japan
TEL: +81-45-253-1095

Kansai Water Supply Product Sales Office
Osaka Glen Check Building, 1-34-15 Shinmachi, Nishi-ku, Osaka-shi, Osaka Pref. 550-0013, Japan
TEL: +81-6-7636-1061

Sales Supporting Group

1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1760

Department of Overseas Operation

1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1730

Product Management Center

Clean Energy Marketing & Development Dept.
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1765

Production Bases and Training Center

Plants

KITZ Corporation Nagasaka Plant
2040 Nagasaka Kamijo, Nagasakacho, Hokuto-shi, Yamanashi Pref. 408-8515, Japan
TEL: +81-551-20-4100

KITZ Corporation Ina Plant
7130 Higashiharuchika, Ina-shi, Nagano Pref. 399-4496, Japan
TEL: +81-265-78-1111

KITZ Corporation Chino Plant
5125 Kanazawa, Chino-shi, Nagano Pref. 391-0012, Japan
TEL: +81-266-82-0170

Training Center

KITZ Training Center
3332-1239 Kamisasa Shinohara, Kobuchisawa-cho, Hokuto-shi, Yamanashi Pref. 408-0041, Japan
TEL: +81-551-36-3971

KITZ Group

Toyo Valve Co., Ltd.
10-5, Nihonbashishi 3-chome, Chu-o-ku, Tokyo 103-0027, Japan
TEL: +81-3-6262-1652
(Sales of valves and system equipment)

Shimizu Alloy Mfg. Co., Ltd.
928 Higashinonamincho, Hikone-shi, Shiga Pref. 522-0027, Japan
TEL: +81-749-23-3131
(Manufacturing and sales of water works valves)

KITZ SCT Corporation
Omori-eki Higashiguchi Building, 1-5-1 Omori kita, Ota-ku, Tokyo 143-0016, Japan
TEL: +81-3-6404-2171
(Manufacturing and sales of valves and fittings for semiconductor production facilities)

Miyoshi Valve Co., Ltd.
1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1734
(Sales of valves for building utilities and freezing and refrigeration equipment)
YKV Corporation
1-10-1 Nakase, Mihama-ku, Chiba-shi,
Chiba Pref. 261-8577, Japan
TEL: +81-43-299-1773
(Manufacturing, sales and services of control valves for various applications)

KITZ Engineering Service Co., Ltd.
1-7-59 Akanehama, Narashino-shi,
Chiba Pref. 275-0024, Japan
TEL: +81-47-452-0585
(Maintenance services for valves)

KITZ Micro Filter Corporation
2983 Shiga, Suwa-shi,
Nagano Pref. 392-0012, Japan
TEL: +81-266-52-0002
(Manufacturing and sales of fluid separation products for filters and related products)

Hokutoh Giken Kogyo Corporation
4601 Wakamiko, Sutamacho, Hokuto-shi,
Yamanashi Pref. 408-0112, Japan
TEL: +81-551-42-5151
(Manufacturing and sales of metal processed products)

Hotel Beniya Co., Ltd.
2-7-21 Kogan-dori, Suwa-shi,
Nagano Pref. 392-8577, Japan
TEL: +81-266-57-1111
(Operation of hotel and restaurants)

Overseas Network

Marketing Bases, KITZ Corporation

India

KITZ Corporation (India Liaison Office)
805 Meadows, Sahar Plaza, Off Andheri Kurla Road, Andheri East, Mumbai 400 059, India
TEL: +91-22-40154202

U.A.E.

KITZ Corporation (Dubai Liaison Office)
6EAS01 Dubai Airport Free Zone, P.O. Box 293545, Dubai-U.A.E.
TEL: +971-4-701-7524

Singapore

KITZ Corporation of Asia Pacific Pte. Ltd.
No.22 Pioneer Crescent, #03-06 West Park BizCentral, Singapore 628556
TEL: +65-6339-0350
(Sales, marketing and distribution of valves)

KITZ Valve & Actuation Singapore Pte. Ltd.
No.22 Pioneer Crescent, #03-06 West Park BizCentral, Singapore 628556
TEL: +65-6861-1833
(Sales and maintenance of valves)

Thailand

KITZ Valve & Actuation (Thailand) Co., Ltd.
388 Exchange Tower, 17th Floor, Unit 1701-1, Sukhumvit Road, Klongtoey Sub-district, Klongtoey District, Bangkok 10110, Thailand
TEL: +66-2-663-4700
(Sales, marketing and distribution of valves)
KITZ (Thailand) Ltd.
426 Moo17 Bangna-Trad Rd., T. Bangsaothong A. Bangsaothong, Samutprakarn 10570, Thailand
TEL: +66-2-315-3129~32
(Manufacturing and sales of copper alloy valves and butterfly valves)

Taiwan
KITZ Corporation of Taiwan
5-26 East Street, N.E.P.Z., Kaohsiung, Taiwan, R.O.C.
TEL: +886-7-361-1236
(Manufacturing and sales of stainless steel and carbon steel valves and joints)

China
KITZ Corporation of Kunshan
No.15 Taihu South Road Economic and Technology Development Zone, Kunshan, Jiangsu Province, P.R. China, 215300
TEL: +86-512-5763-8600
(Manufacturing and sales of stainless steel valves)

India
Micro Pneumatics Pvt. Ltd.
Plot No.133-134, Vasai Municipal Industrial Area, Umela Phata, Papdy, Vasai Road (West) - 401 207, Dist. Palghar, Maharashtra, India
TEL: +91-250-2320458
(Manufacturing and sales of industrial-use (pharmaceutical, foods, petroleum) automated ball valves and butterfly valves)

Brazil
Metalúrgica Golden Art’s Ltda.
Rua Getúlio Vargas 496, Bairro Renovação, Veranópolis, Rio Grande do Sul, Brazil, 95330-000
TEL: +55-54-3441-8900
(Manufacturing and sales of industrial ball valves)

Germany
KITZ Europe GmbH
Siemensstraße 1, 61130, Nidderau, Germany
TEL: +49-6187-928-100
(Sales and marketing for Europe)

KITZ Corporation of America
10750 Corporate Drive, Stafford, Texas 77477, U.S.A.
TEL: +1-281-491-7333
(Sales, marketing and distribution of valves)
Corporate Data / Stock Information

Corporate Data  (as of March 31, 2017)

Corporate Name  KITZ CORPORATION
Head Office  1-10-1 Nakase, Mihama-ku, Chiba-shi, Chiba Prefecture 261-8577, Japan  TEL: +81-43-299-0111
Established  January 26, 1951
Capital  21,207,084,670 yen
Fiscal Year-end  March 31
Stock Exchange Listing  First Section of Tokyo Stock Exchange (Code: 6498)
Number of Employees  1,258 (Non-consolidated basis)
Business Activities  Manufacturing and sales of valves, other flow control devices, and related products
Main Banks  Mizuho Bank, Ltd., Sumitomo Mitsui Banking Corporation, Mitsubishi UFJ Trust and Banking Corporation, The Bank of Tokyo-Mitsubishi UFJ, Ltd., The Hachijuni Bank, Ltd., The Yamanashi Chuo Bank, Ltd., The Chiba Bank, Ltd.

Stock Information  (as of March 31, 2017)

Total Number of Authorized Shares  400,000,000 shares
Shares Issued and Outstanding  101,734,647 shares
Note: The number of shares shown above does not include 8,661,864 shares of treasury stock that were held as of March 31, 2017.
Number of Shareholders  9,715
General Meeting of Shareholders  June
Reference Dates
Date of resolution of meeting of shareholders: March 31
Year-end dividend: March 31
Interim dividend: September 30
In addition, a public announcement will be made in advance as necessary.
Public Announcement Method  Electronic announcement
However, announcements will be placed in the Nihon Keizai Shimbun in cases where it is not possible to make an electronic announcement. URL for announcements: http://www.kitz.co.jp/
Share Unit Number  100 shares

Major Shareholders (top 10)

<table>
<thead>
<tr>
<th>Name</th>
<th>Shareholdings (thousands)</th>
<th>Percent of total shares issued (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan Trustee Services Bank, Ltd.</td>
<td>9,547</td>
<td>9.38</td>
</tr>
<tr>
<td>CBNY-GOVERNMENT OF NORWAY</td>
<td>4,665</td>
<td>4.59</td>
</tr>
<tr>
<td>Nippon Life Insurance Company</td>
<td>4,374</td>
<td>4.30</td>
</tr>
<tr>
<td>Kitazawa Agent’s Stock Ownership Plan</td>
<td>4,157</td>
<td>4.09</td>
</tr>
<tr>
<td>Kitazawa Ikueikai Foundation</td>
<td>3,411</td>
<td>3.35</td>
</tr>
<tr>
<td>SUMITOMO LIFE INSURANCE COMPANY</td>
<td>3,208</td>
<td>3.15</td>
</tr>
<tr>
<td>KITZ Corporation Client Stock Ownership Plan</td>
<td>3,099</td>
<td>3.05</td>
</tr>
<tr>
<td>The Master Trust Bank of Japan, Ltd.</td>
<td>2,838</td>
<td>2.79</td>
</tr>
<tr>
<td>STATE STREET BANK AND TRUST COMPANY</td>
<td>2,828</td>
<td>2.78</td>
</tr>
<tr>
<td>Mizuho Bank, Ltd.</td>
<td>2,553</td>
<td>2.51</td>
</tr>
</tbody>
</table>

Notes:
1. The above list of major shareholders does not include the 8,661 thousand shares of treasury stock held as of March 31, 2017 and the total number of shares used to calculate percentage of shares also does not include the 8,661 thousand shares of treasury stock. The shares held within the BIP (Board Incentive Plan) trust accounts are not included in term-end treasury stocks. (344 thousand shares)
2. The above number of shares held includes shares associated with trust operations as follows:
   Japan Trustee Services Bank, Ltd.:  9,547 thousand shares
   The Master Trust Bank of Japan, Ltd.:  2,838 thousand shares
3. Shares held by Nippon Life Insurance Company include 71 thousand shares in the separate account for annuities.
4. Shares held by SUMITOMO LIFE INSURANCE COMPANY include 35 thousand shares in the variable insurance account and 23 thousand shares in the separate account.

Composition of Shareholders

- Financial instruments  1.2%
- Business operators  7.8%
- Treasury stocks  11.1%
- Other domestic companies  27.5%
- Individuals and others  21.6%
- Foreign investors  30.8%
- Financial institutions

Composition of Shareholdings

- Less than 1,000 shares  0.8%
- 1,000 shares or more  11.1%
- 10,000 shares or more  9.5%
- 100,000 shares or more  22.8%
- 1 million shares or more  55.8%
Outdoor Signboards of KITZ

To increase name recognition, KITZ installed company advertising signboards at Tokyo Dome, JR Tokyo Station and JR Kaihin Makuhari Station. In fiscal 2017, we will mark the 25th anniversary of our corporate name change to KITZ Corporation and on this occasion we are carrying out company PR activities mainly in the Tokyo metropolitan area.

KITZ Website

Please access our website for smartphones that has been designed using large buttons for the main menu and is easy to browse.

Stock Price Information

http://www.kitz.co.jp/english/
http://www.kitz.co.jp/sp/en/