

# Financial Result and MIURA Growth Strategy

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Representative Director, President & CEO  
MIURA CO.,LTD.

May 21<sup>st</sup>, 2019 (Tue)

The Best Partner of  
Energy, Water and Environment



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## Attention

The future prospects of the business results, etc., described in this financial report are based on the information that the Company has acquired as of the announcement date of the report, and there is a possibility that actual business results will be materially different due to various factors. Please note that although the Company has made continuous efforts to ensure the accuracy of the content of this document, we assume no responsibility for any damage arising from use of this data.

# 1. Company Profile

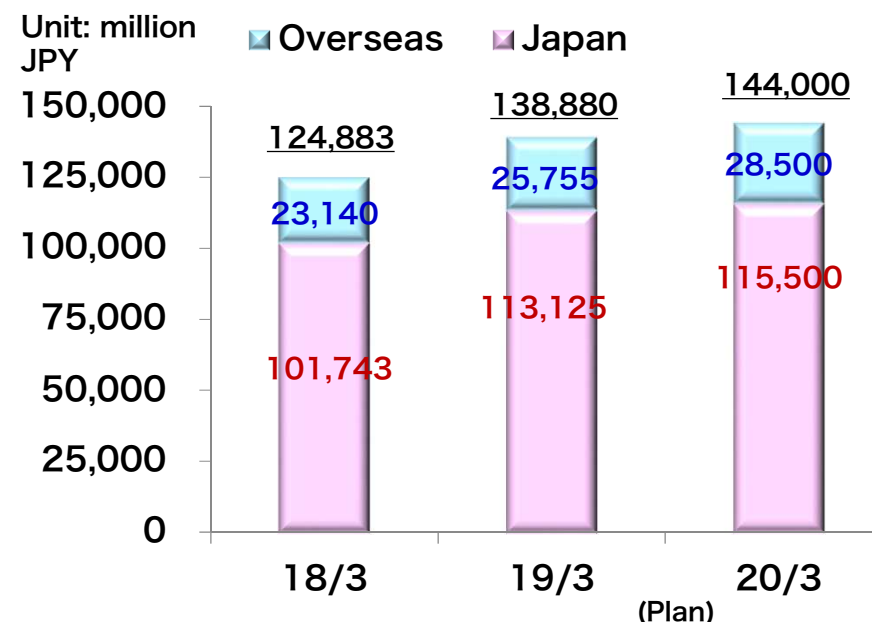
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熱・水・環境のベストパートナー



Name	MIURA CO.,LTD.
Location	7 Horie, Matsuyama, Ehime
Established	May 1959
Group company (MIURA CO.,LTD. included)	Japan: 10 Overseas: 15
Employees	※ As of March 31 <sup>st</sup> , 2019 Group total: 5,726 (1,664 employees overseas included) (29%)
Business	Manufacturing, sale, and maintenance of equipment
Rating	“A” maintained as of October 2018 (publicized by Rating and Investment Information, Inc.)

## 【 Consolidated Net Sales 】



<IFRS>	FY2017 result	FY2018 plan	FY2018 result	FY2019 plan
Sales revenue (million JPY)	124,883	137,000	138,880	144,000
Operating profit (million JPY)	13,868	15,200	16,682	17,500
Profit before income taxes (million JPY)	14,183	15,700	17,130	17,800
Profit attributable to owners of parent (million JPY)	10,363	11,300	12,280	12,800
Basic earnings per share (JPY)	92.09	100.41	109.10	113.71

## 2. FY2018 Summary Overview

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熱・水・環境のベストパートナー



## Result

[Unit: million JPY]

<IFRS>	FY2017	FY2018	FY2019 (plan)
Sales revenue	124,883	138,880	144,000
Cost of revenue	75,946	84,369	86,500
Selling, general and administrative expenses	35,551	38,500	40,400
Other income	575	799	500
Other expenses	91	127	100
Operating profit	13,868	16,682	17,500
Profit before income taxes	14,183	17,130	17,800
Profit attributable to owners of parent	10,363	12,280	12,800

## Overview of financial summary

**Japan** Strong sale of boilers and laundry equipment thanks to capital

Small once-through boiler Steady sales in food and chemical industries

Marine business Steady sale of ballast water management system

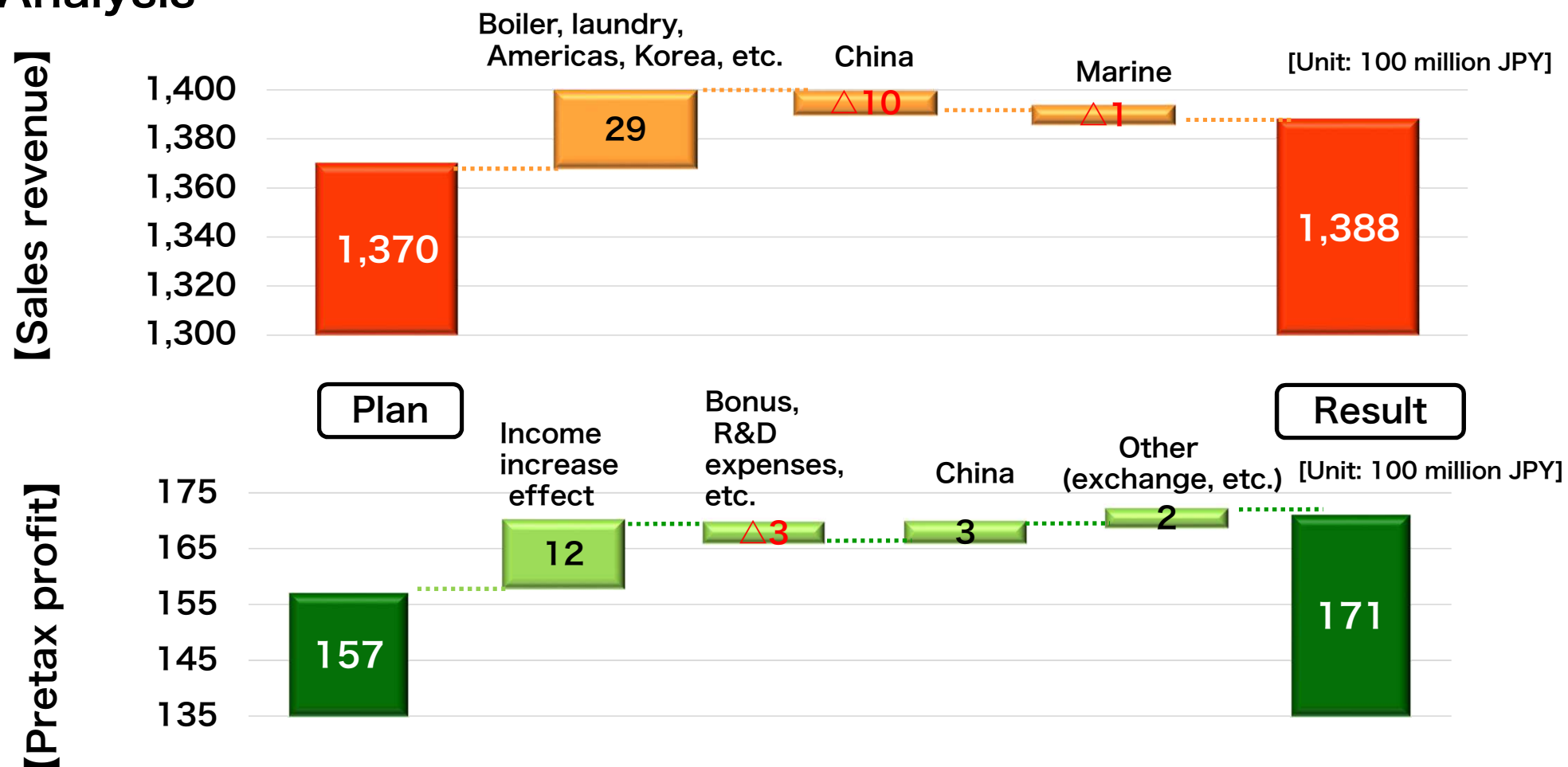
Laundry business Highest sales ever thanks to inbound demand increase

**Overseas** Staying steady including ASEAN

China Deceleration due to US-China trade war and environmental regulation slowdown

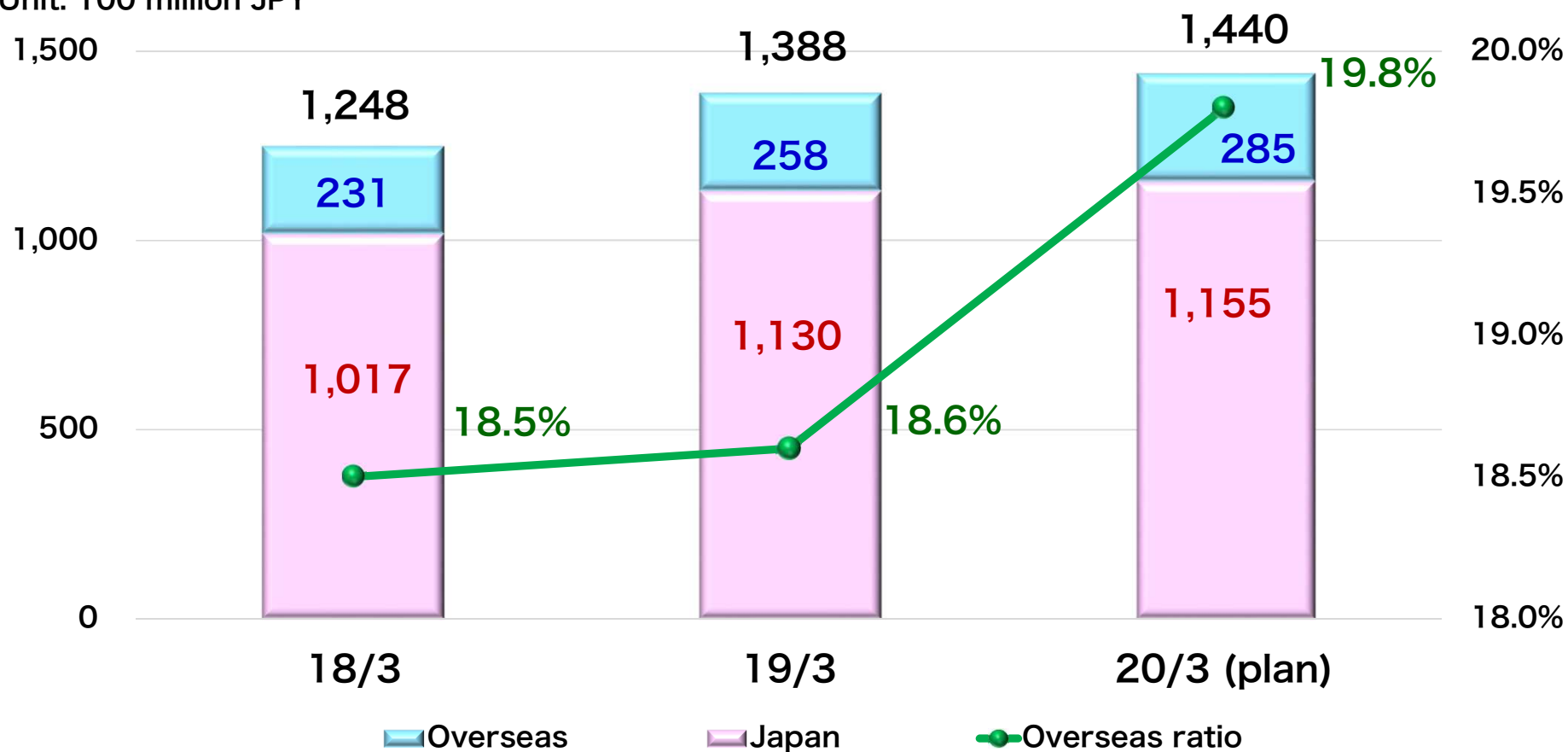
ASEAN, Korea, Americas, etc. Steady sales

## Analysis



## | Domestic and overseas sales (IFRS)

Unit: 100 million JPY





## Analysis of revenue increase (business section / country)

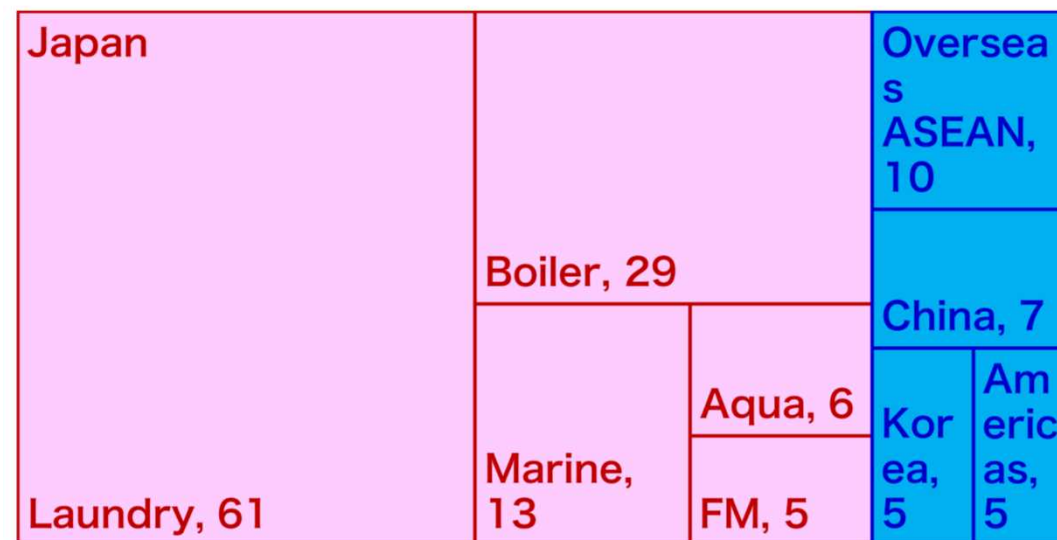
- ① Laundry business
- ② Boiler business
- ③ Overseas (ASEAN)

		18/3	19/3	+ or -
Japan	Boiler	588	617	29
	Aqua	29	35	6
	Marine	86	99	13
	FM	104	109	5
	Laundry	139	200	61
	Other	71	70	-1
Overseas	Americas	44	49	5
	Korea	69	74	5
	China	83	90	7
	ASEAN	35	45	10
		1,248	1,388	140



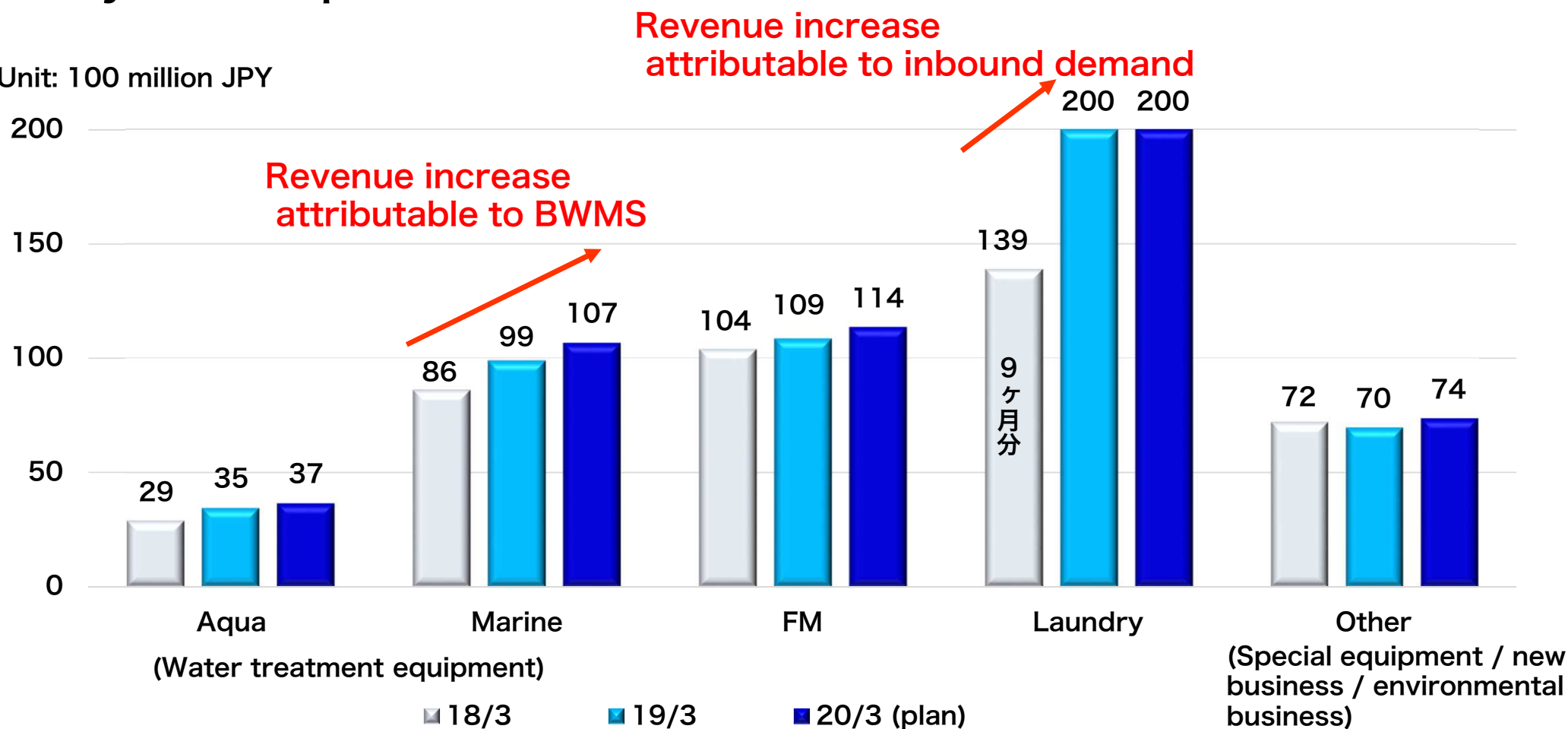
Sales increase factor

Unit: 100 million JPY

■ Japan ■ Overseas


## Analysis of Japan domestic sales

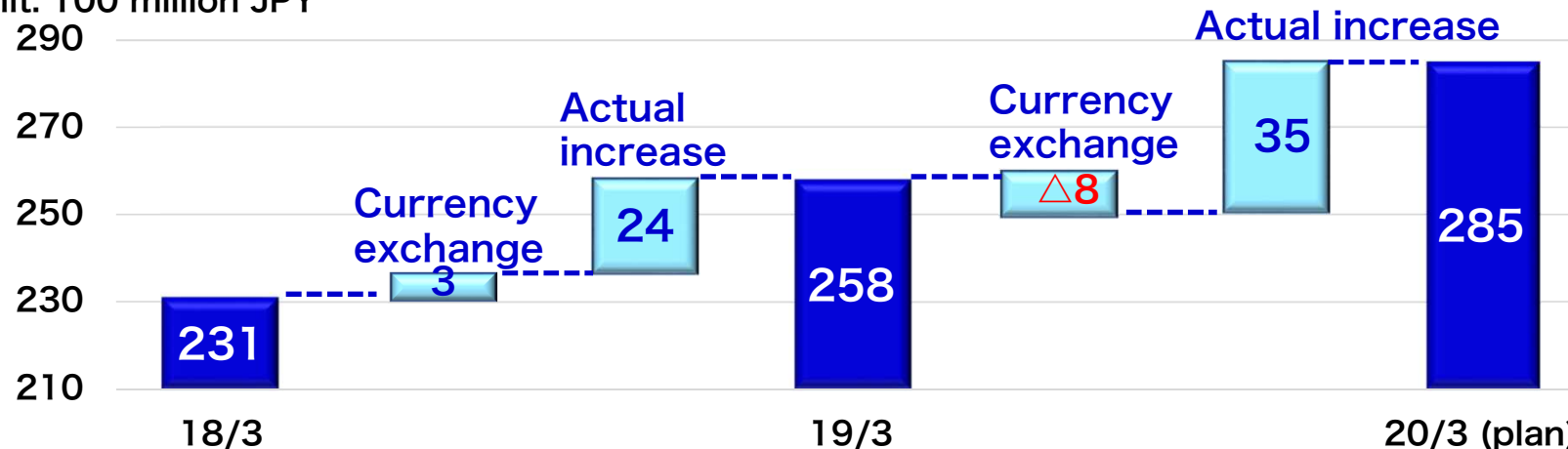
Unit: 100 million JPY



## Analysis of overseas sales increase

Apart from currency fluctuations, actual overseas sale has largely increased.

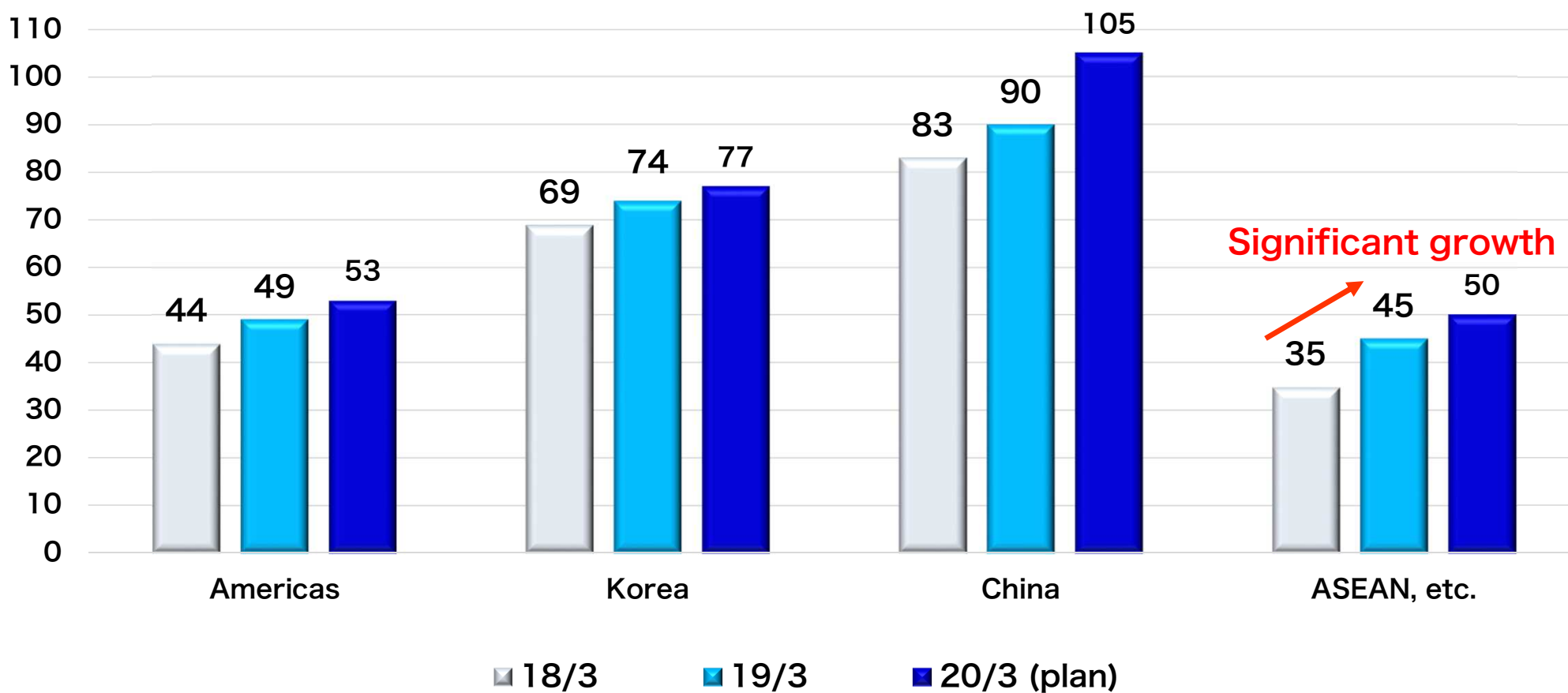
Unit: 100 million JPY



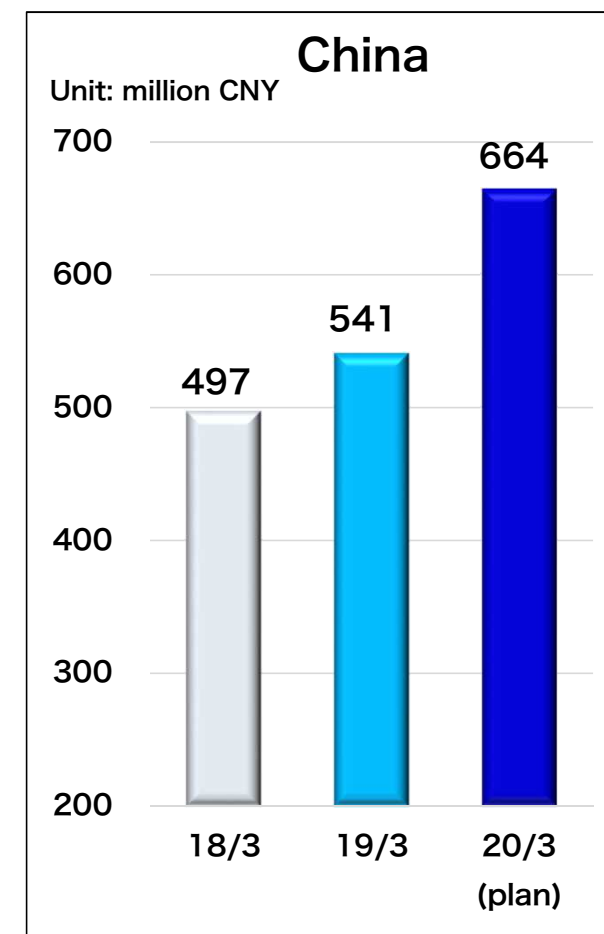
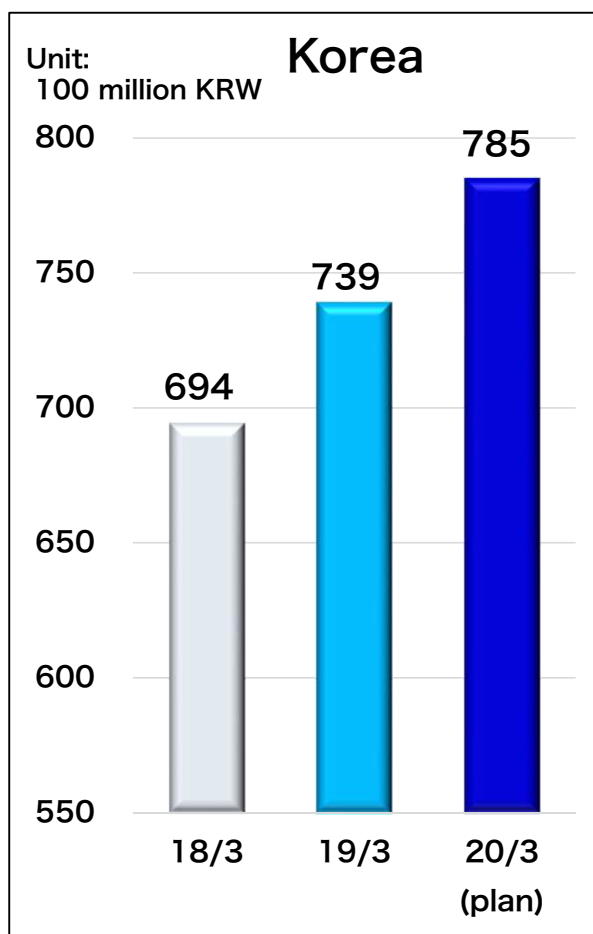
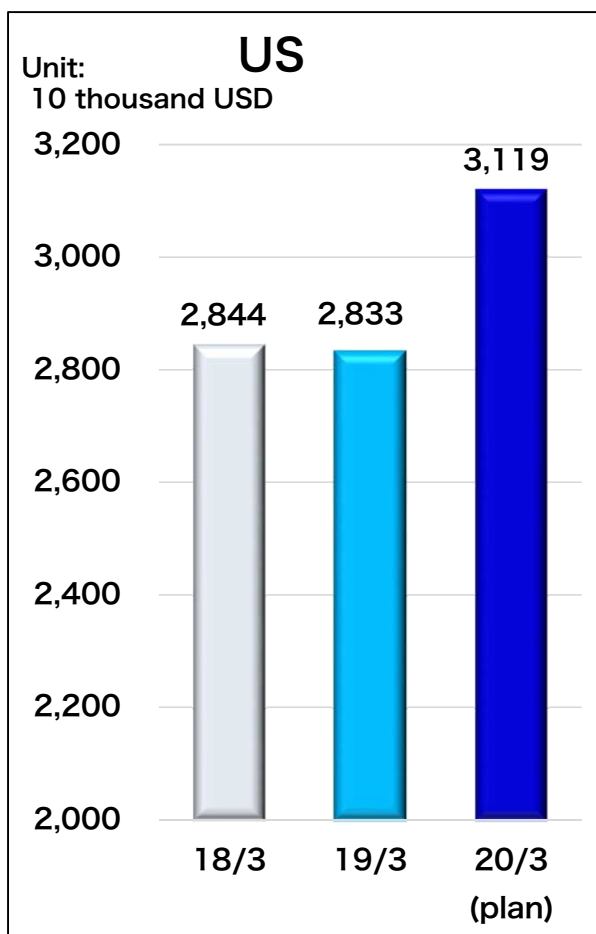
Average exchange rate	FY2017	FY2018	Increase rate	FY2019 plan	Increase rate
USD	110.85	110.92	0.1%	109.00	-1.7%
CAD	86.43	84.60	-2.1%	83.50	-1.3%
CNY	16.74	16.54	-1.2%	15.80	-4.5%
WON (100 W)	10.00	9.98	-0.2%	9.80	-1.8%
IDR (100 Rp)	0.83	0.78	-6.0%	0.74	-5.1%
NTD	3.70	3.64	-1.6%	3.50	-3.8%
BRL	34.47	29.37	-14.8%	26.30	-10.5%
THB	3.36	3.43	2.1%	3.30	-3.8%

## Overseas sales

Unit: 100 million JPY



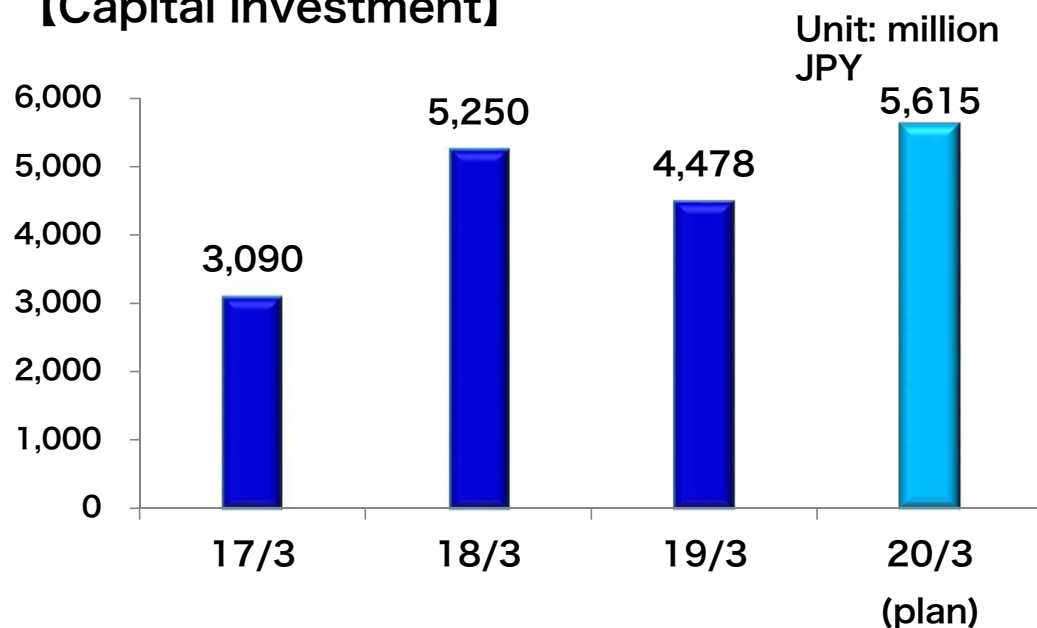
## Main overseas sales (in local currency)



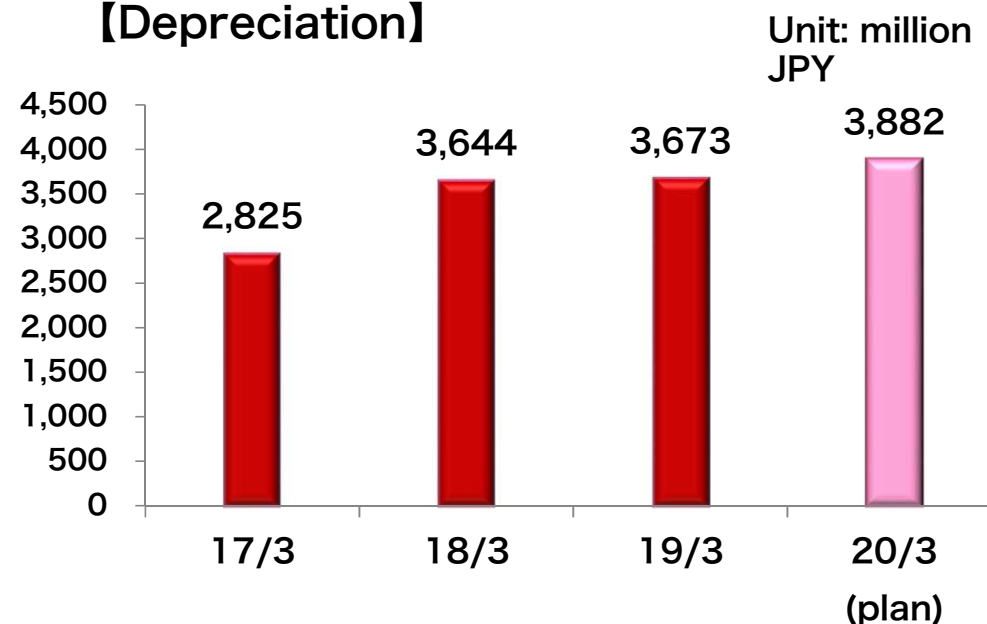
※ MBM became consolidated. Sales between Mexico and Japan is not included from 19/3.

## Capital investment

【Capital investment】



【Depreciation】

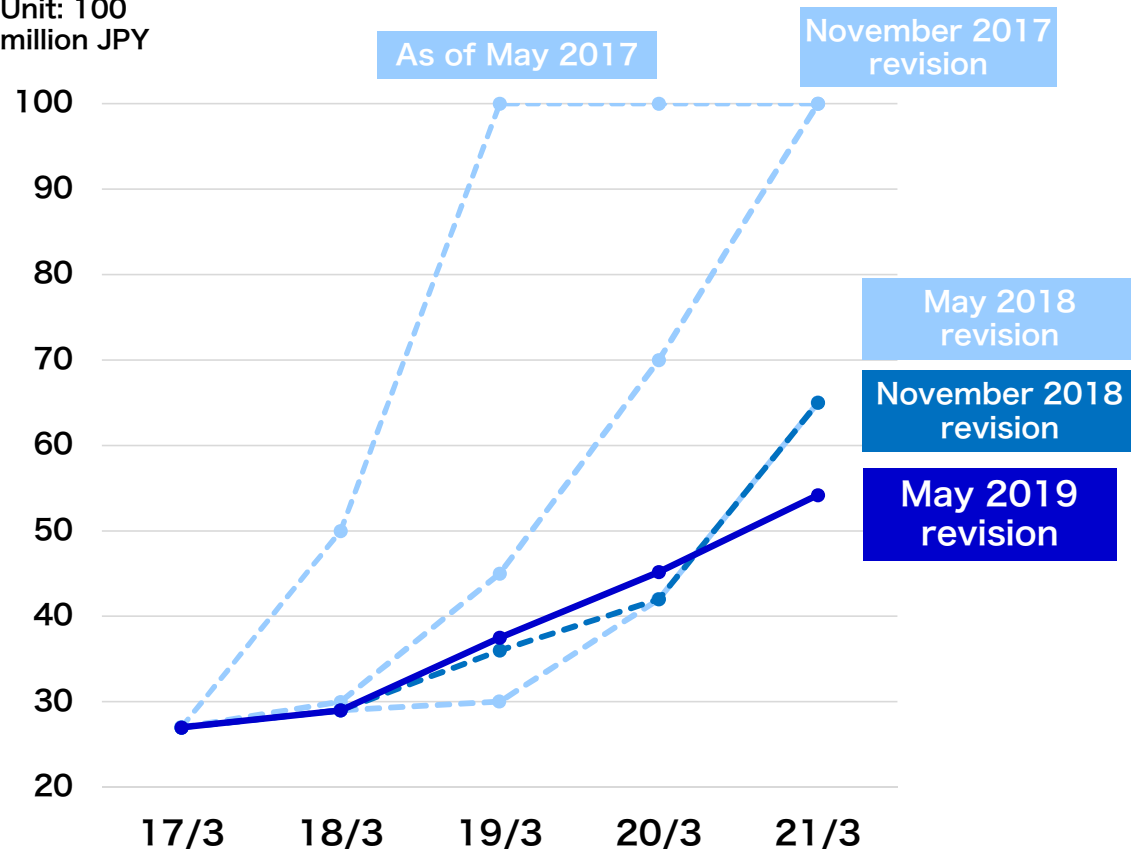


### Major investment

	FY2017	FY2018	FY2019 (plan)
	Multipurpose factory	New showroom opening	Second factory in China
	Showroom construction	Second factory in China	
	Air conditioning facility renovation in HQ building		

## Sale plan revision of BWMS

Unit: 100  
million JPY



### BWMS installation timing changed

(In service vessels)  
During regular inspection from  
September 2017

2 year  
postponement

(In-service vessels)  
During regular inspection from  
September 2019

### USCG TA obtaining plan changed

By March 2018

delay

Application completed,  
await the approval

### 3. Profit Share and Stock

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熱・水・環境のベストパートナー





- ① Sustaining **stable** dividends  
 ② Targeting **30%** consolidated payout ratio

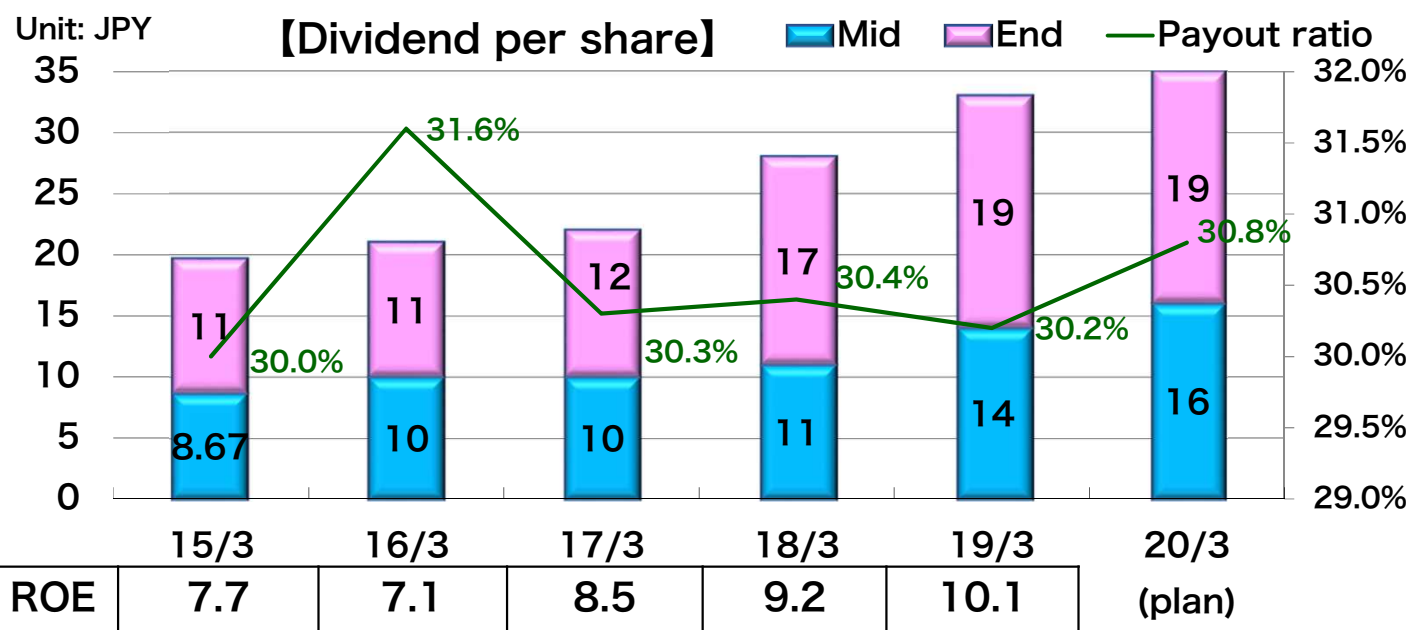


FY2018

Mid: 14 yen  
 End: 19 yen  
 Total: 33 yen

FY2019

Mid: 16 yen  
 End: 19 yen  
 Total: 35 yen (Forecast)



Management target: Maintaining ROE of 10%

### 【Reference】

Total issued shares  
 (treasury stock excluded)

112,573,687 shares

Treasury share

12,717,425 shares

As of March 31, 2019

## 4. Mid-Term Management Plan for 2019

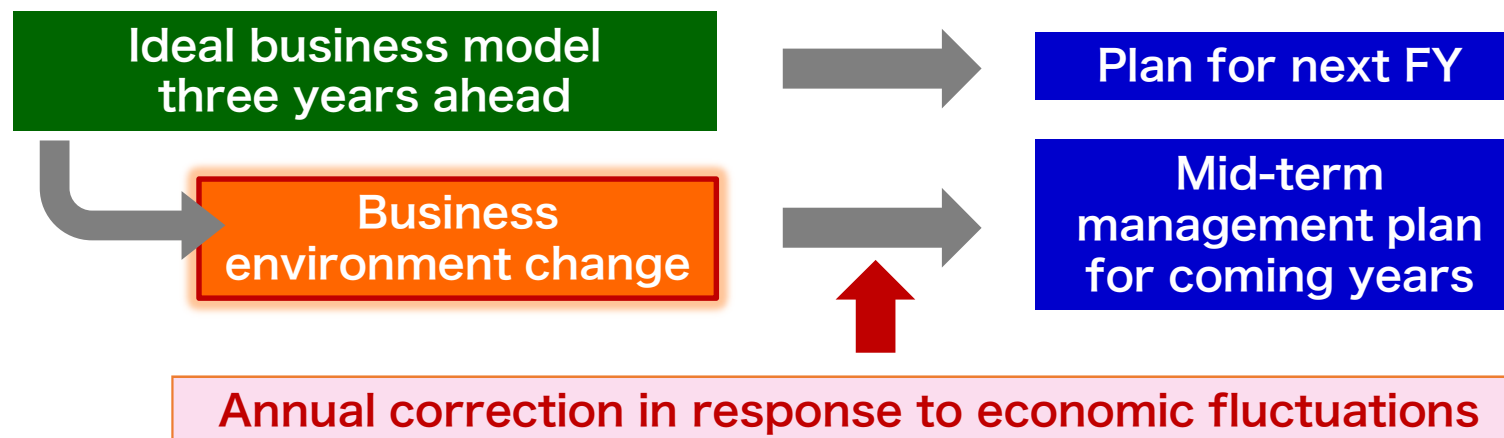
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熱・水・環境のベストパートナー



## 4 Mid-Term Management Plan for 2019

### Mid-term management planning



#### Rolling plan

To respond to business environment change, MIURA updates its three-year mid-term management plan every year.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Mid-term management plan 2017	2017–2019				
Mid-term management plan 2018		2018–2020			
Mid-term management plan 2019			2019–2021		

## 4 Mid-Term Management Plan for 2019

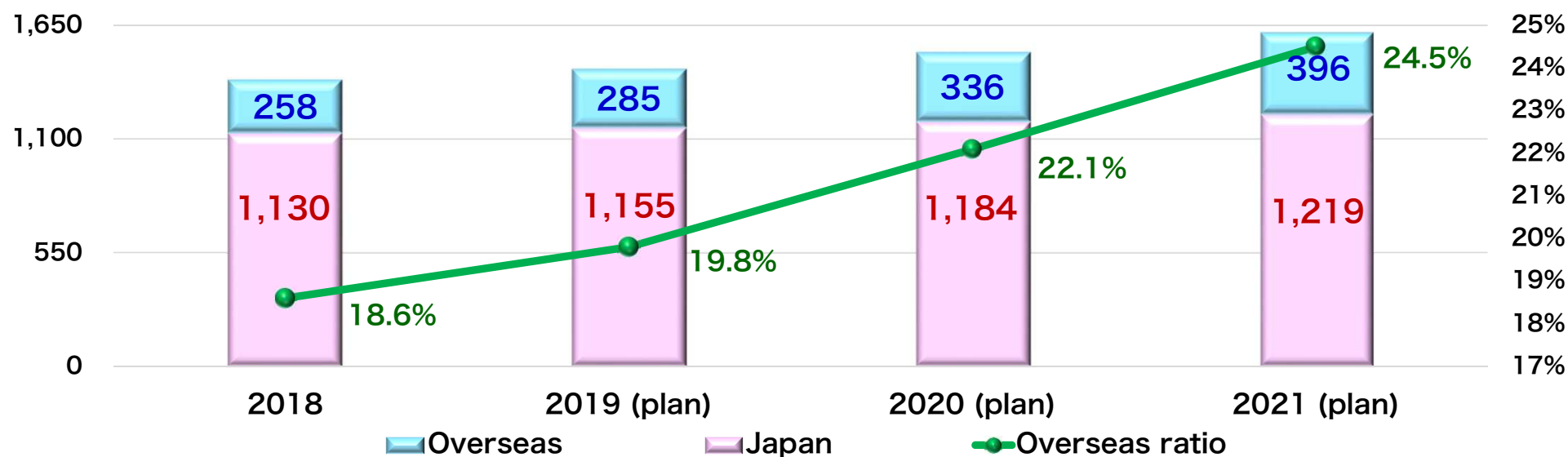


### Summary

Unit: 100 million JPY

	FY2018 result	FY2019 plan	FY2020 plan	FY2021 plan
Sales revenue	1,388	1,440	1,520	1,615
Operating profit	166	175	185	195
Operating profit rate	12.0%	12.2%	12.2%	12.1%

Unit: 100 million JPY



## 4 Mid-Term Management Plan for 2019



### By business category

Unit: 100 million JPY

		FY2018 result	FY2019 plan	FY2020 plan	FY2021 plan
Japan	Boiler	617	623	630	646
	Aqua (Water treatment equipment)	35	37	39	42
	Marine equipment	99	107	123	129
	Food & Medical equipment	109	114	119	124
	Laundry equipment	200	200	195	195
	Others (Special equipment, New business, Environmental business, etc.)	70	74	78	83
	<b>Subtotal</b>	<b>1,130</b>	<b>1,155</b>	<b>1,184</b>	<b>1,219</b>
Overseas	Americas (US, Canada, Mexico, Brazil)	49	53	60	69
	Korea	74	77	82	89
	China	90	105	134	169
	ASEAN, etc.	45	50	60	69
	<b>Subtotal</b>	<b>258</b>	<b>285</b>	<b>336</b>	<b>396</b>
<b>Total</b>		<b>1,388</b>	<b>1,440</b>	<b>1,520</b>	<b>1,615</b>

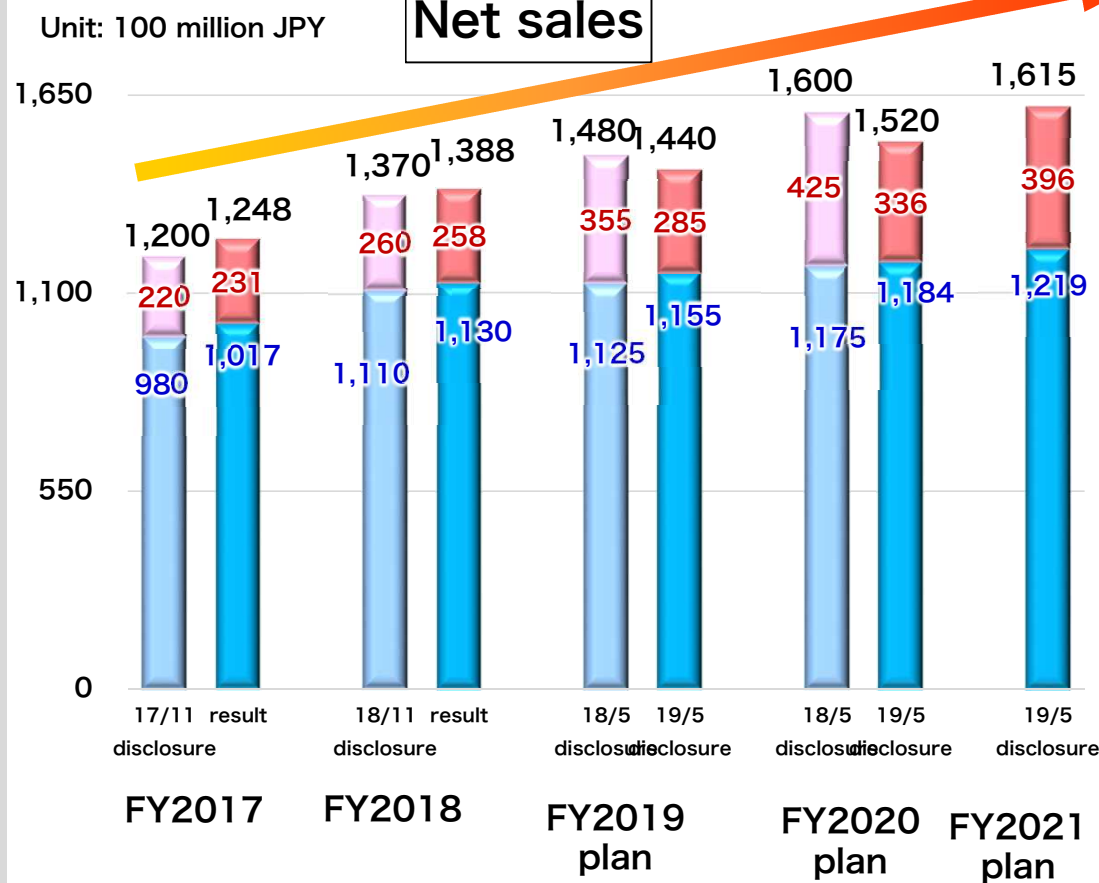
# 4 Mid-Term Management Plan for 2019



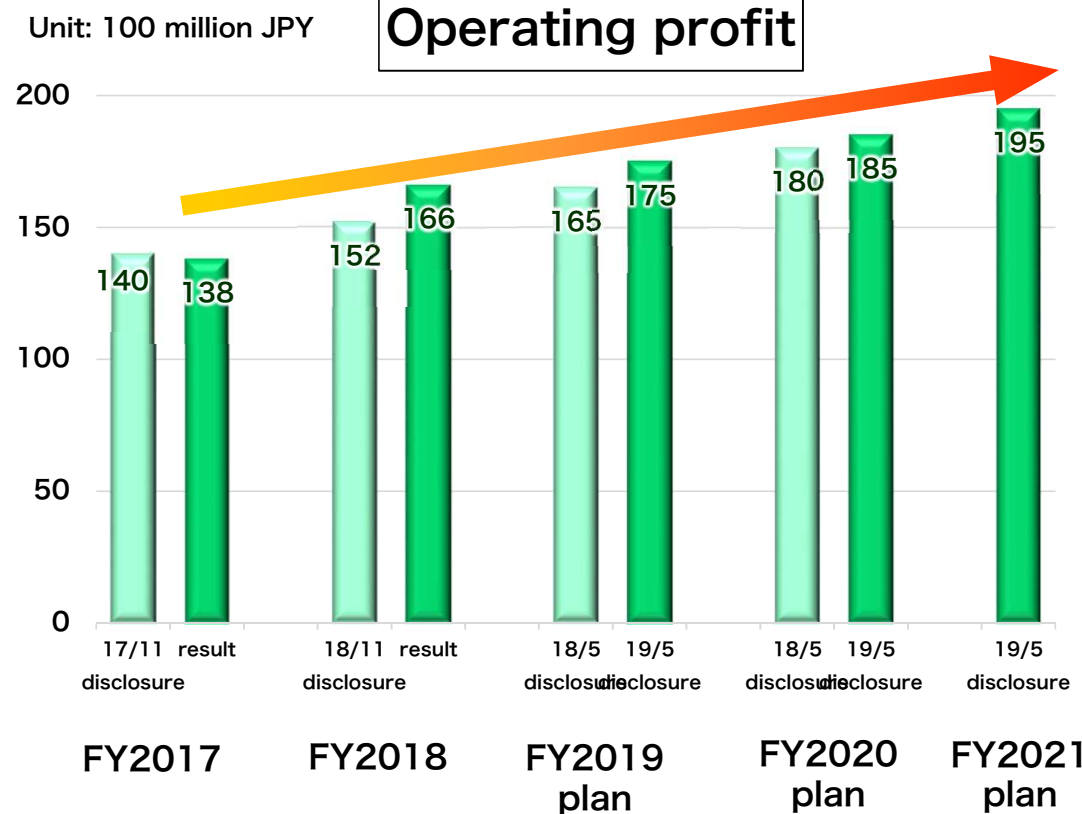
Japan: continuous growth maintained  
Overseas: affected by China issues

	Previous plan	Present plan
Overseas sales		
Japan sales		
Operating profit		

Net sales



Operating profit



## 5. Maintenance Business

# MIURA's Business Model

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- ① ZMP contract
- ② Maintenance system
- ③ Productivity improvement on maintenance



## 5 MIURA's Business Model

### ZMP contract

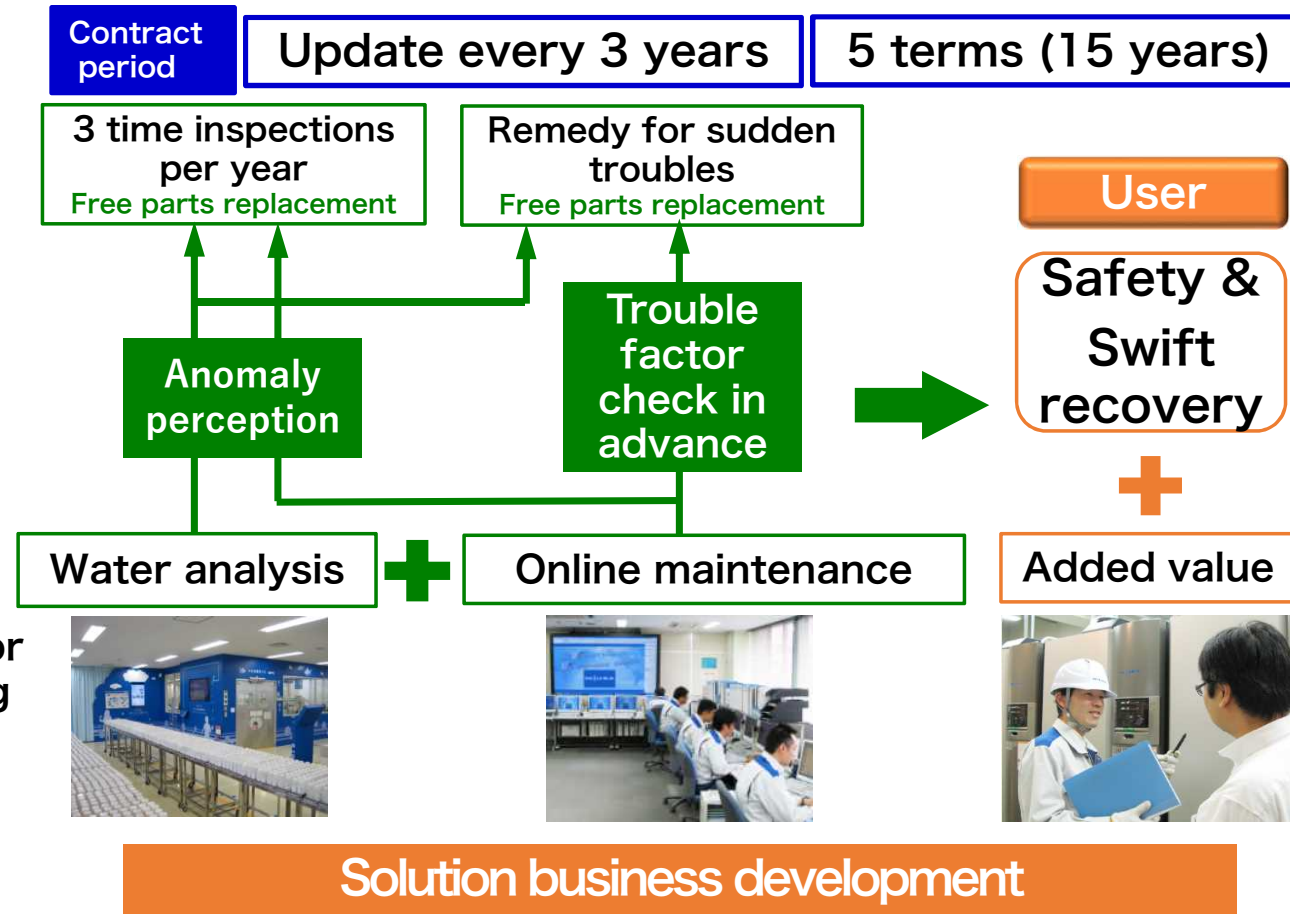
#### History

1972: Fee-based maintenance contract started  
1989: Online maintenance started  
1997: In-house qualification system introduced  
2002: BP (best partner) strategy  
2009: Second ZIS Online Center established  
2010: ICT-Utilization Year One (strategic data utilization)  
2014: Unique disaster assistance tool developed  
2018: More than 60,000 units in communication

#### Maintenance revolution

- Preventive maintenance based on operation conditions saves energy and labor costs, and increases products' life, enabling low-carbon emission.
- Utilizing ICT, we have been rationalizing maintenance work and anticipating countermeasures against disasters.

Our preventive maintenance transformed conventional after-sale service!



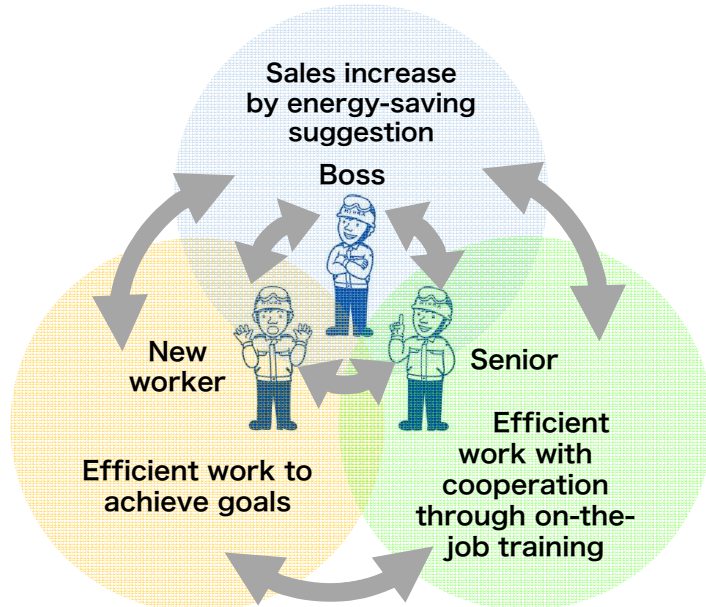
## 5 MIURA's Business Model

### Maintenance system

#### Manufacturer maintenance

- High-quality maintenance service (training program)
- Smooth parts supply (online management)
- Feedback on product design

#### Trio scheme

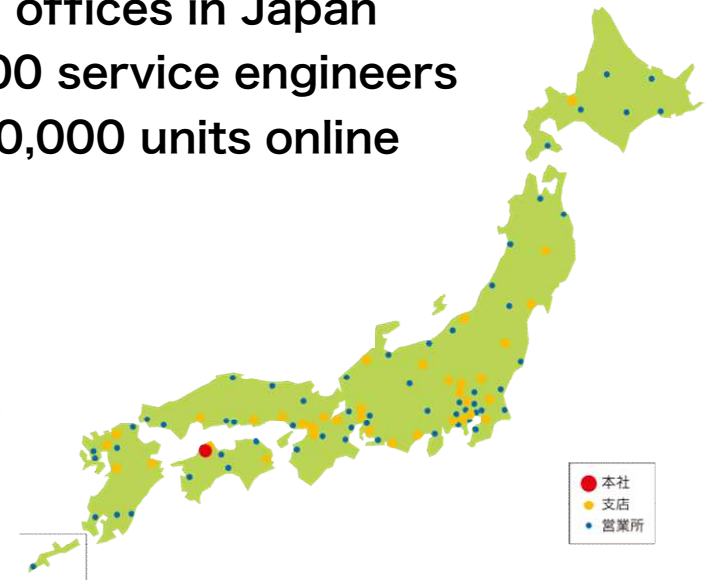


#### Boiler-replacement repeat rate: Approx. 90%

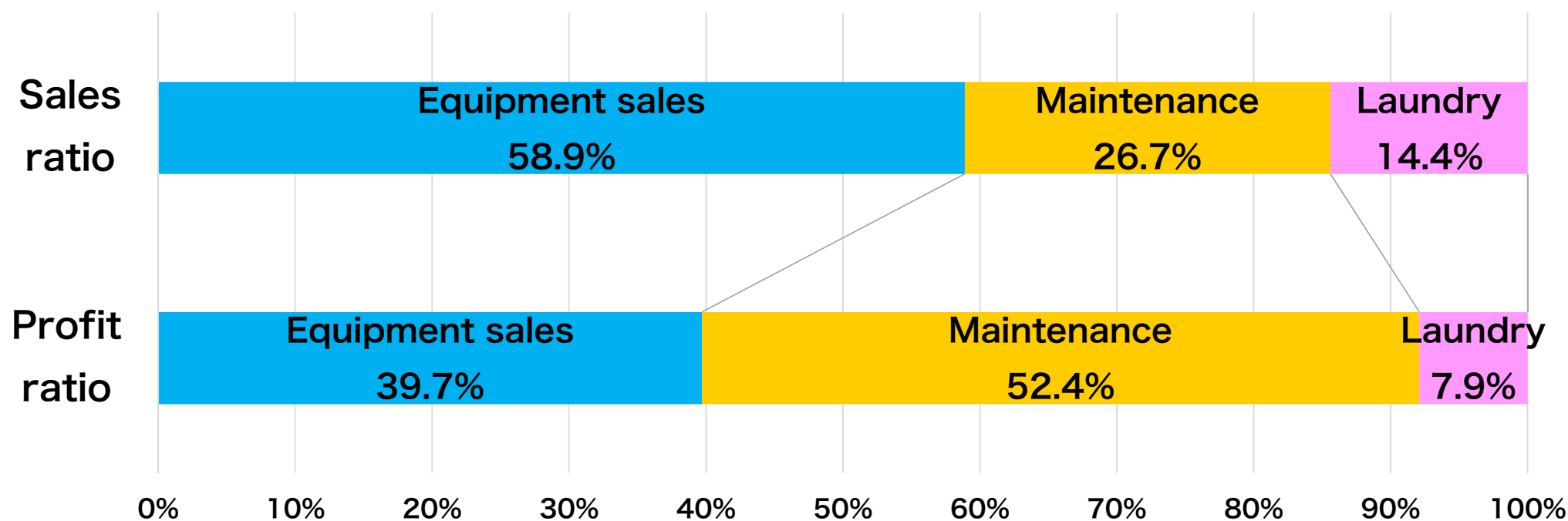
- High customer satisfaction and social evaluation
- Durable connection with customer and virtuous cycle
- Stable management

#### Service offices

- Approx. 100 offices in Japan
- Approx. 1,100 service engineers
- More than 60,000 units online



### Profitable maintenance business



\*FY2018 MIURA group total

### Productivity improvement on maintenance

#### Reforming conventional work

- Total optimization  
Improve quality and productivity of work with know-how sharing and prompt response to increase efficiency and reduce overtime work
- Active maintenance for further value  
Tackling new issues from a customer standpoint
- Team MIURA activity  
Words of MIURA's founder  
"Relish the joy of thinking"  
"Ingenuity has no limit"  
"Enjoy being busy"
- Strategic positioning  
Total strength integrating office and on-site support  
Proactive approach and swift resolution to contribute to our customer



**【Goal】 30% reduction or increase**

#### MIURA training program

- Training expenses per employee: **8th in Japan**

From “働きやすい会社調査” in 2012 by “日経産業新聞” (Nikkei)

**In-house training center** (accommodating 120 people max.)  
**More than 200 training sessions per year**  
**Accepting MIURA employees overseas**

Training center in Korea



MIURA Training Institute



- In-house qualification system



Practical exam **License renewal system**

Public qualification holders:  
1,070 boiler experts  
As of March 2019

## 5 MIURA's Business Model

### In-house qualification system on product model handling

Written exam



Practical exam



Passing model handling exam

Only the qualification holders can inspect products!

Practical exam

License renewal system

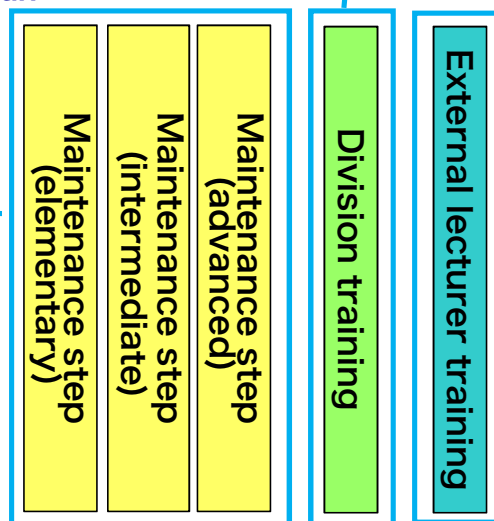
Public qualification holders:  
1,070 boiler experts  
As of March 2019

5th grader can handle equipment other than boilers  
Aqua/FM/Special equipment/New business/Boiler



Acquired maintenance point return to salary and position  
→ Highly expertized maintenance staff

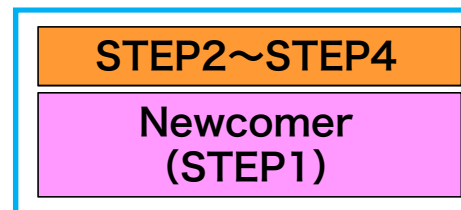
Category	Qualification	Point
In-house	Model handling qualification	0.5P
Public	Class 2 boiler expert, etc.	2 to 30P



Training based on regional characteristics  
Performed in unit of each area

Training for selected leaders of new generation

- Offering solutions
- Cultivating subordinates
- Interviewing
- Solving problems, etc.



Basic training  
Up to 4<sup>th</sup> grader to learn boiler basics

To win the trust of customers, enhance our “Technoservice”



## 5 MIURA's Business Model

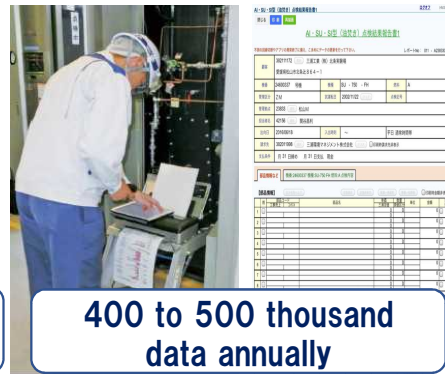
### Productivity improvement on maintenance

#### Utilizing ICT

- Electronic report
- Using tablets
- Movie manual
- Voice input system



Badge type microphone

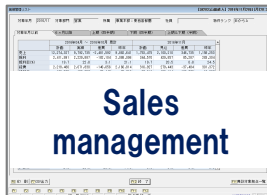


400 to 500 thousand data annually

- In-house big data utilization



Receipt system



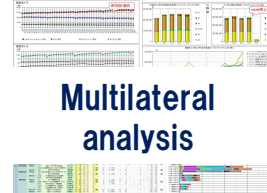
Sales management



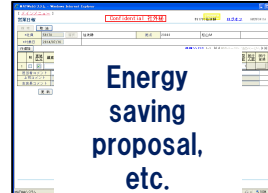
SMAP



Activity record



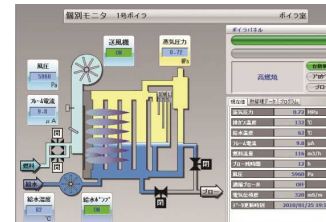
Multilateral analysis



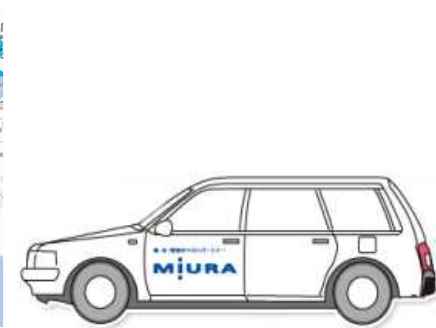
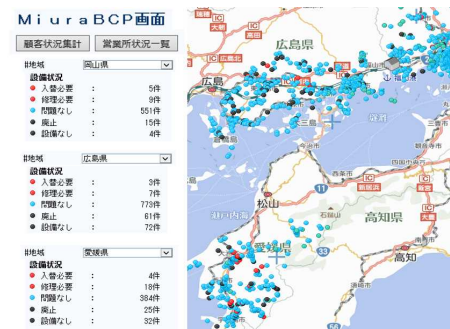
Energy saving proposal, etc.

### Performing planned maintenance & improving work efficiency

- Online maintenance
- Remote monitoring / In-house development of mobile modem
- Much more effective, easier maintenance work



- GIS system
- Prompt support proven in the western Japan heavy rain disaster in July 2018



# Maintenance Business

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- ① BP (Best Partner) Strategy and C&A Activity
- ② Total Solutions and One-Stop Service
- ③ MR (Mixed Reality) Technology Utilization
- ④ Leap to Super Maintenance Company

### BP (Best Partner) Strategy and C&A Activity

#### Technoservice C&A activity

C: Communication

A: Advance (evolution)

- Rapid information sharing with ICT  
New product development using communication data  
New solution proposal  
Product document enrichment
- BP report grade-up project  
Accompanying the person in charge, general managers visit the customers to provide comprehensive solutions that improve efficiency by analyzing inspection results and management data.
- Training system to improve maintenance quality  
Human resource development to meet customer's demand and to utilize advancing technology

#### Love people, not things

~ Technoservice ~

“Techno” means the technology conducive to our customers.

“Service” means that “I” can gain trust and affection from our customers.

“Techno-Service” is made of these two factors.

Engaging in face-to-face communication with our customers, we work together to find solutions to the problems that our customers face.

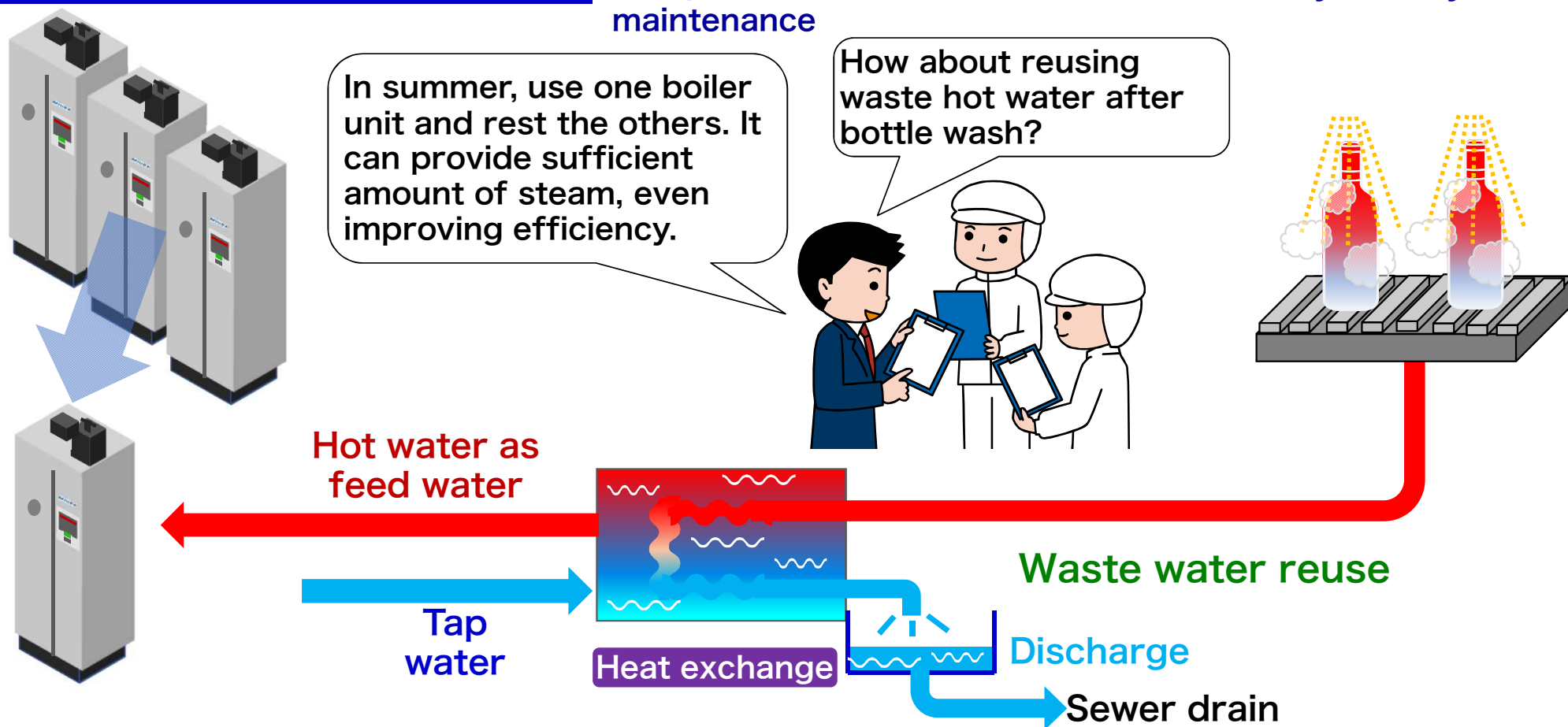
Each and every MIURA Group employee delivers the finest “Technoservices” possible.



### BP (Best Partner) Strategy and C&A Activity

#### Appropriate solution proposal

Maintained boiler efficiency → CO<sub>2</sub> emission reduction  
Heat/water loss reduction → Environmentally friendly maintenance



## Factory/FM/Water treatment/Marine

お客様のベストパートナーを目指します。

RO装置

小型貫流蒸気ボイラ

蒸気ボイラ

熱電ソリューション機器

メディカル機器

One Stop Maintenance

メンテナンスも、オールミウラで。

ミウラのサービスエンジニアは、高い技術力で「熱・水・環境」の幅広いメンテナンス領域をカバーしています。メンテナンスは、プロのエンジニア集団にお任せください。

器具洗浄用洗浄器

食品機器

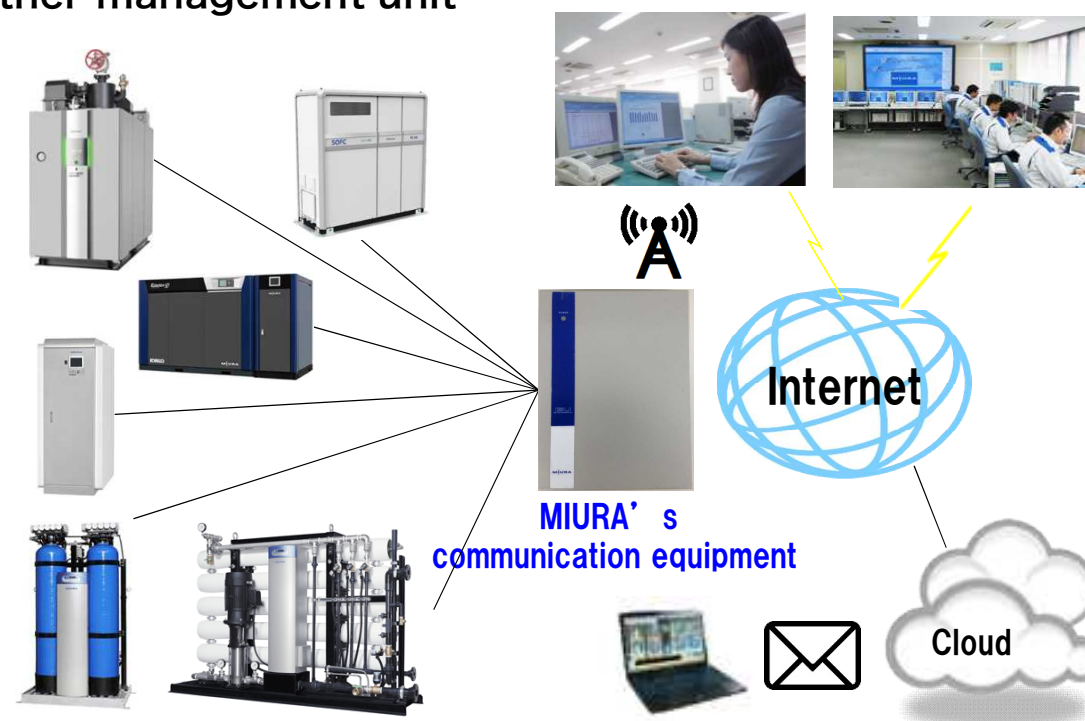
レトルト殺菌機

家庭用軟水器

船舶機器

バラスト水処理装置

■ Energy information management function using cloud  
Low cost energy management system to establish and  
improve factory total solution business model, without  
other management unit



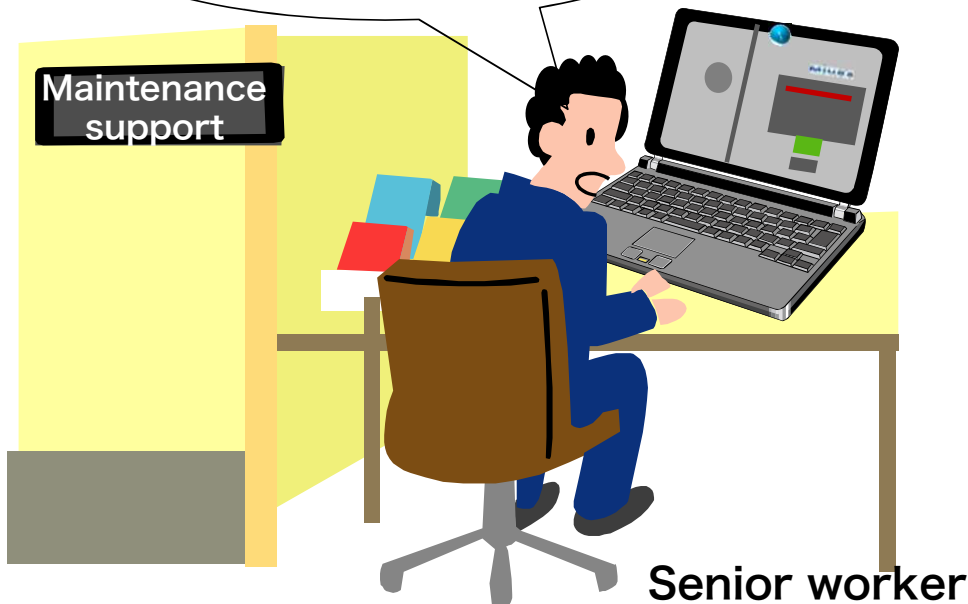
### MR (Mixed Reality) Technology Utilization

#### IoT/AR/Remote service

MIURA

To remove the  
cause of the alarm,  
check that part!

Maintenance  
support



Senior worker

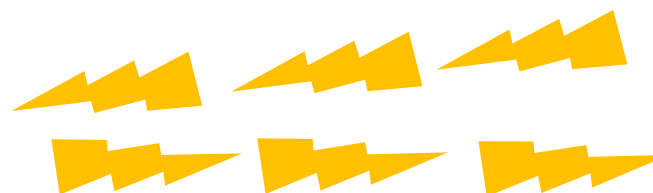


Wearable camera

I see!



New worker



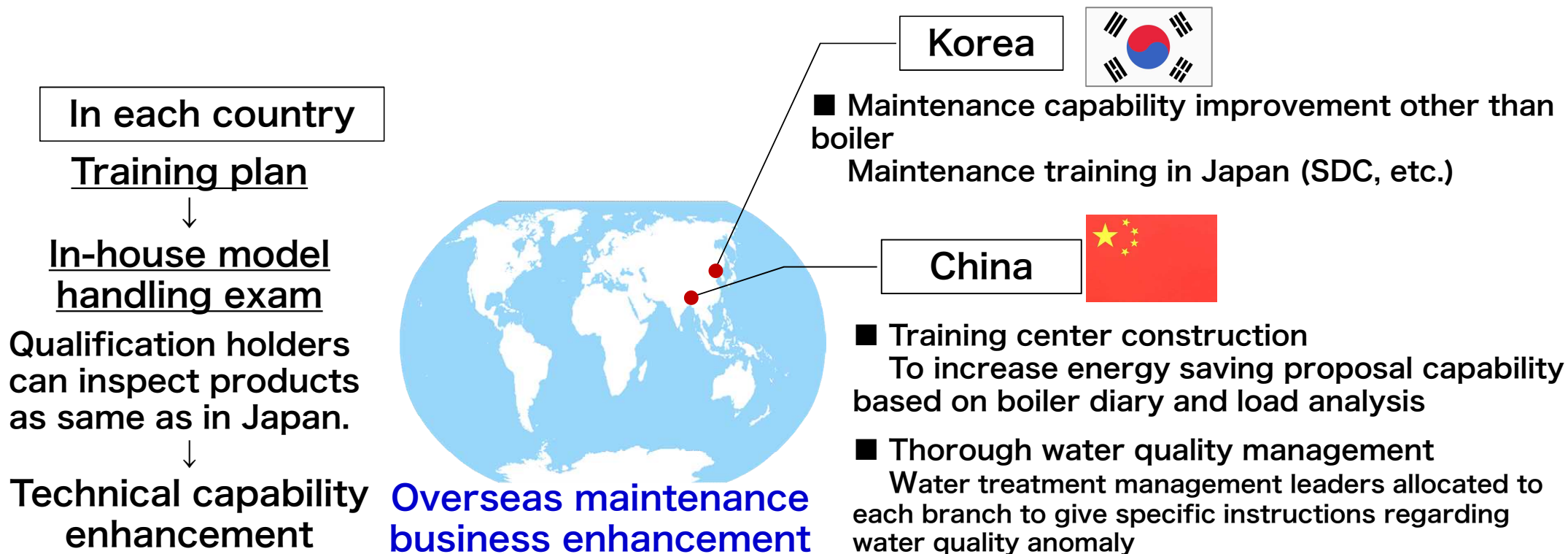
Knowledge and technique  
inheritance



User

### Leap to Super Maintenance Company

All MIURA departments share detailed information worldwide for total solutions



...to achieve active maintenance!

## 6. Current China and Future Strategy

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Yoshihiro Kojima  
Director of Asia Business Headquarters  
Executive Managing Officer



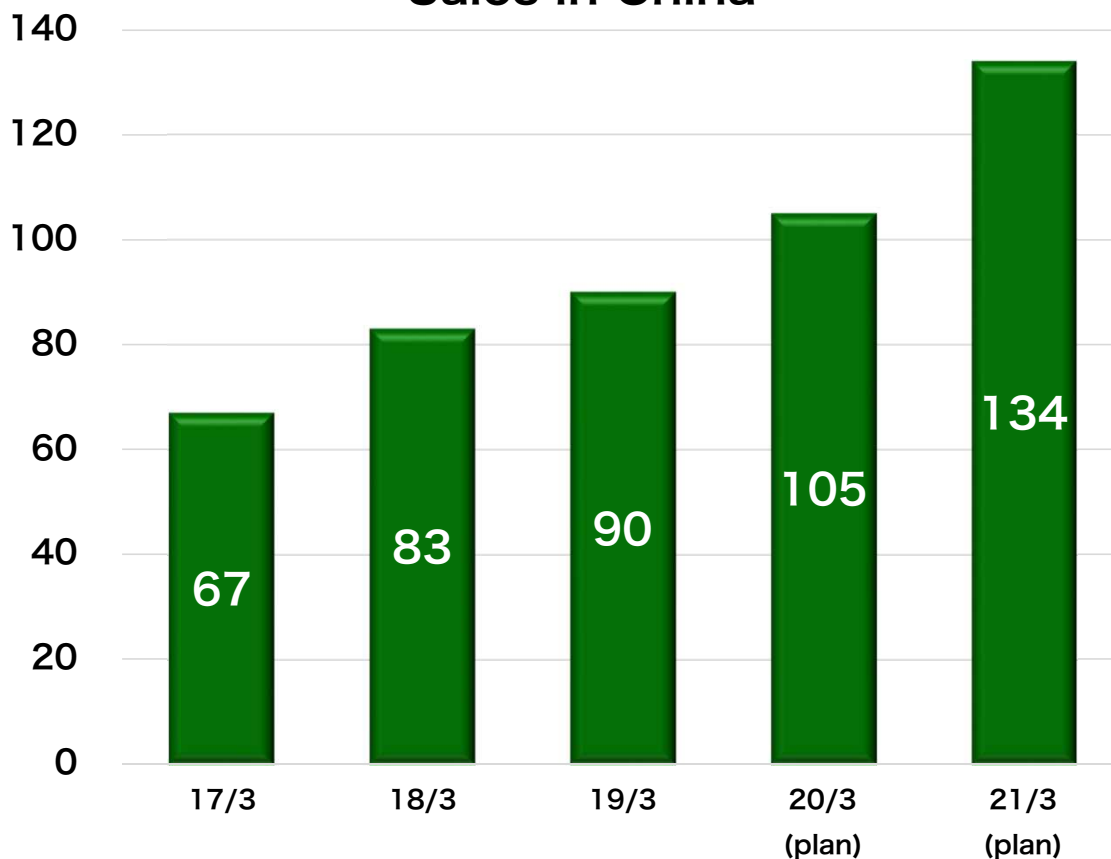
**FY2019**



## Sales

(100 million JPY)

### Sales in China



### Reasons for deceleration of FY2018 result

- ① China-US trade war
- ② Environmental regulation slowdown
- ③ Winter-time gas-shortage anxiety

### Forecast of FY2019 and after

- ① Gas shortage unlikely to happen
- ② Gradual tightening of environmental regulation
- ③ Trade war unsettled



Solutions for PM2.5+Low NO<sub>x</sub> regulation

## Reasons for Result Deceleration in China

US trade war

+

Environmental  
regulation slowdown

+

Winter-time gas-  
shortage anxiety

Revenue worsened / large economic blow

Sluggish economic activities / bankruptcy of companies / sense of economic downturn

Loosening environmental regulations

(Decision by local government, delegated from central government)

Ban on coal-fired boiler and wood-pellet boiler use was postponed in gas shortage areas

Local government

Permission for new installation of wood-pellet boilers (other than urban areas)

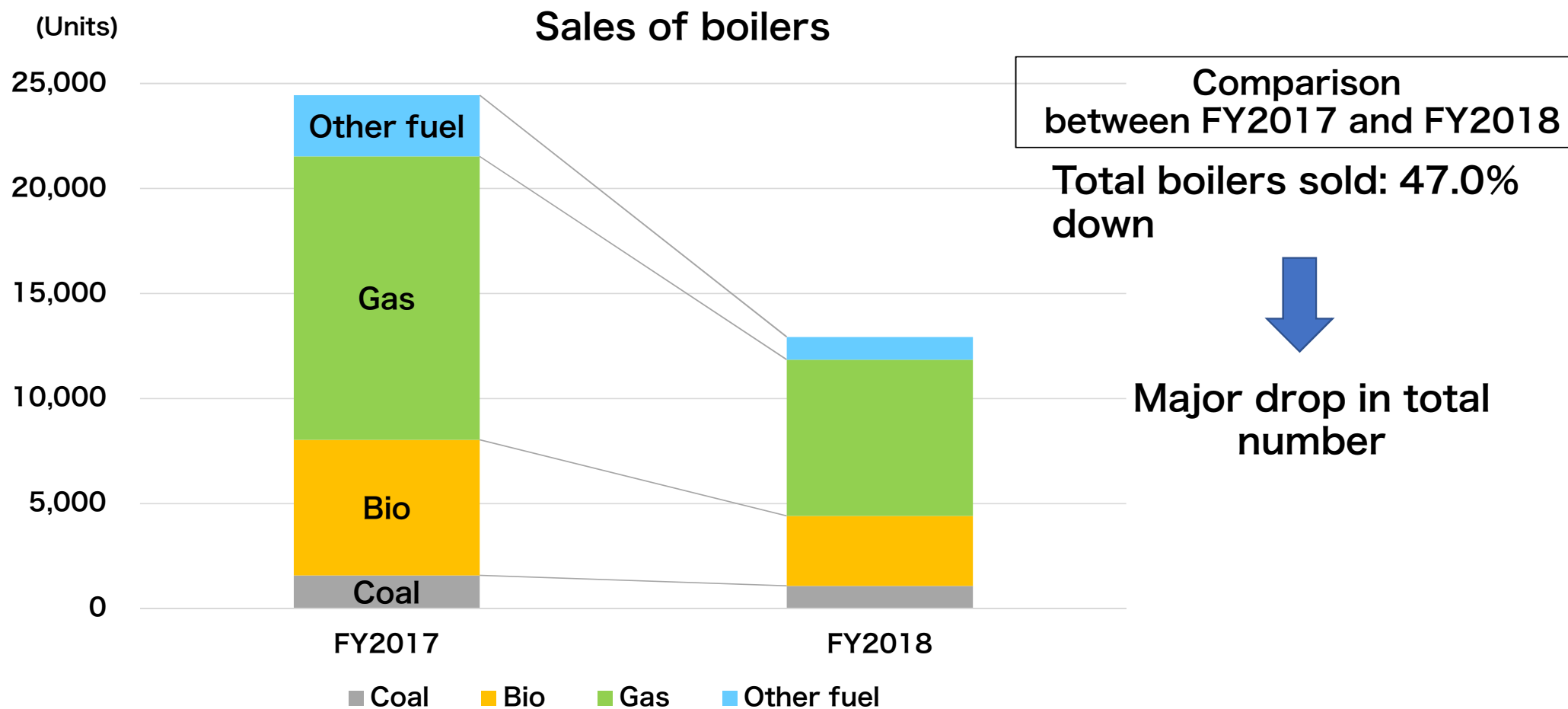
Postponement or cancellation of replacement with gas-fired boiler in China: 3,026 units

Boiler market

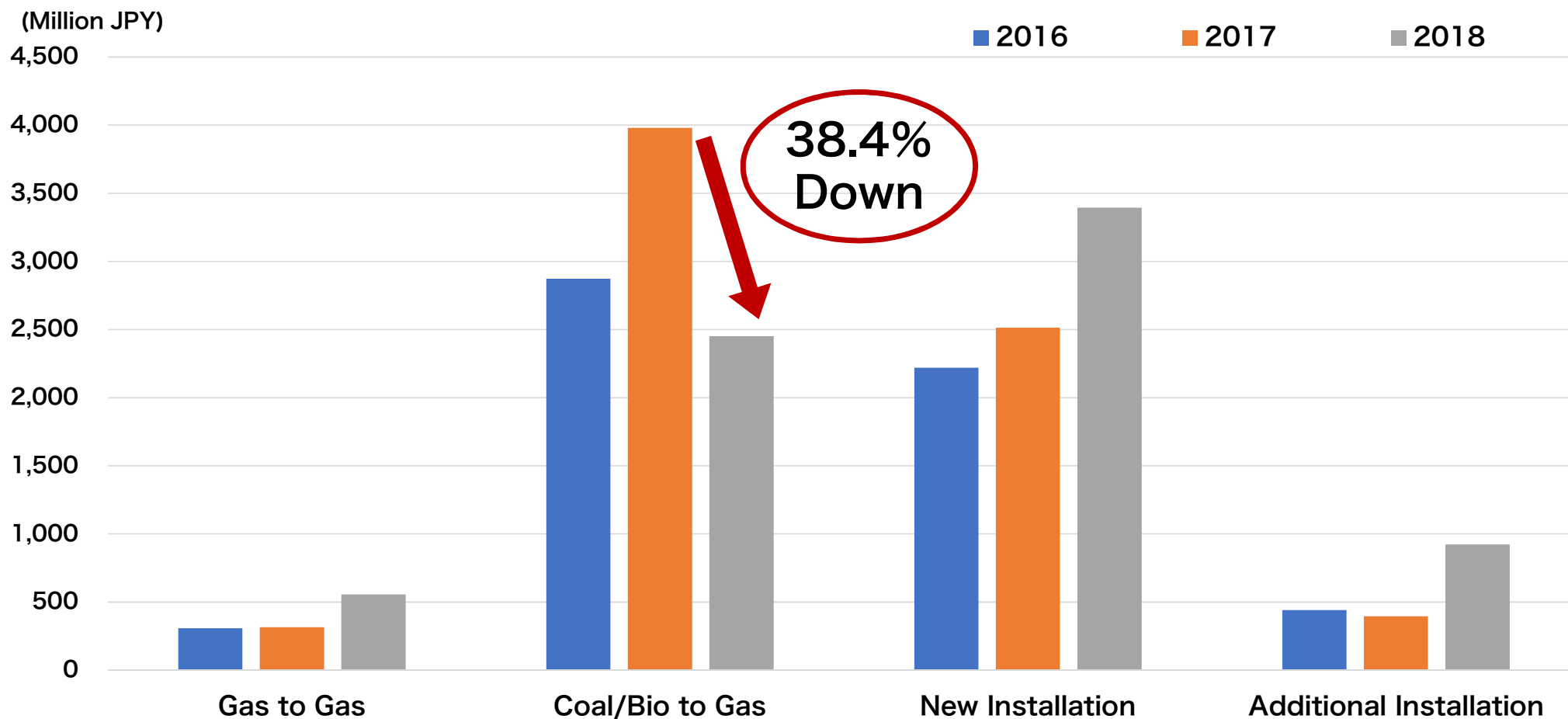
Adoption and replacement with wood-pellet boiler increased  
Our loss in China: 279 units



## Boiler Market Change in China (January to December)



## Analysis on MIURA Boiler Installation Category



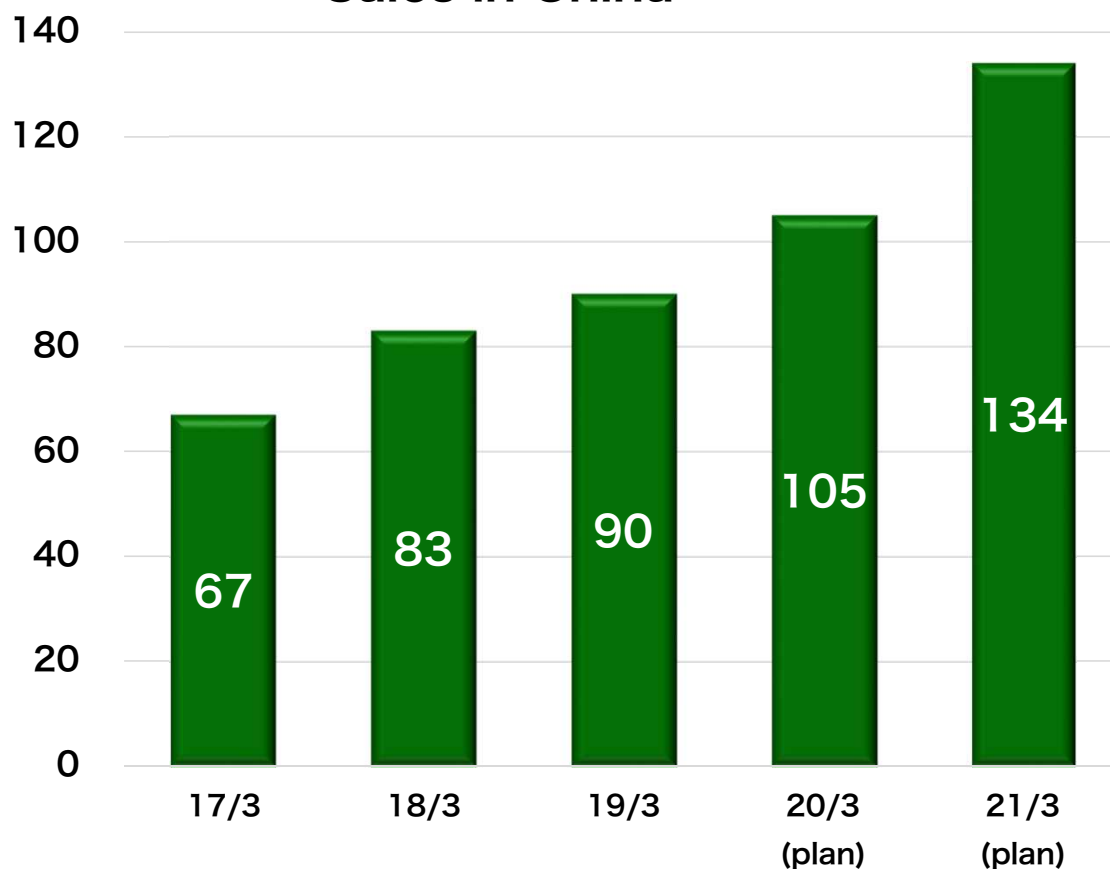
# Future Outlook and Strategy



### Sales

(100 million JPY)

#### Sales in China



#### Forecast of FY2019 and after

- ① Gas shortage unlikely to happen
- ② Gradual tightening of environmental regulation
- ③ Trade war unsettled

#### Strategy

Solutions for PM2.5+Low NO<sub>x</sub> regulation

#### Target

Business not affected by trade war such as food industry, pharmaceuticals, corrugated cardboard manufacturers, feed industry

## Economic Trend Forecast of China

Gas shortage  
unlikely to happen

+

Gradual tightening of  
environmental regulation

-

Trade war unsettled

Central government economic measures (Value added tax: 3% reduction)

**FY2019: Boiler market recovery + tax reduction effect**

**Environmental regulation  
by judging economic situation in each area**

Gradual recovery of  
NOx regulation

**Local government**

Ban of wood-pellet  
boiler use



**Replacement with gas-  
fired boiler increases**

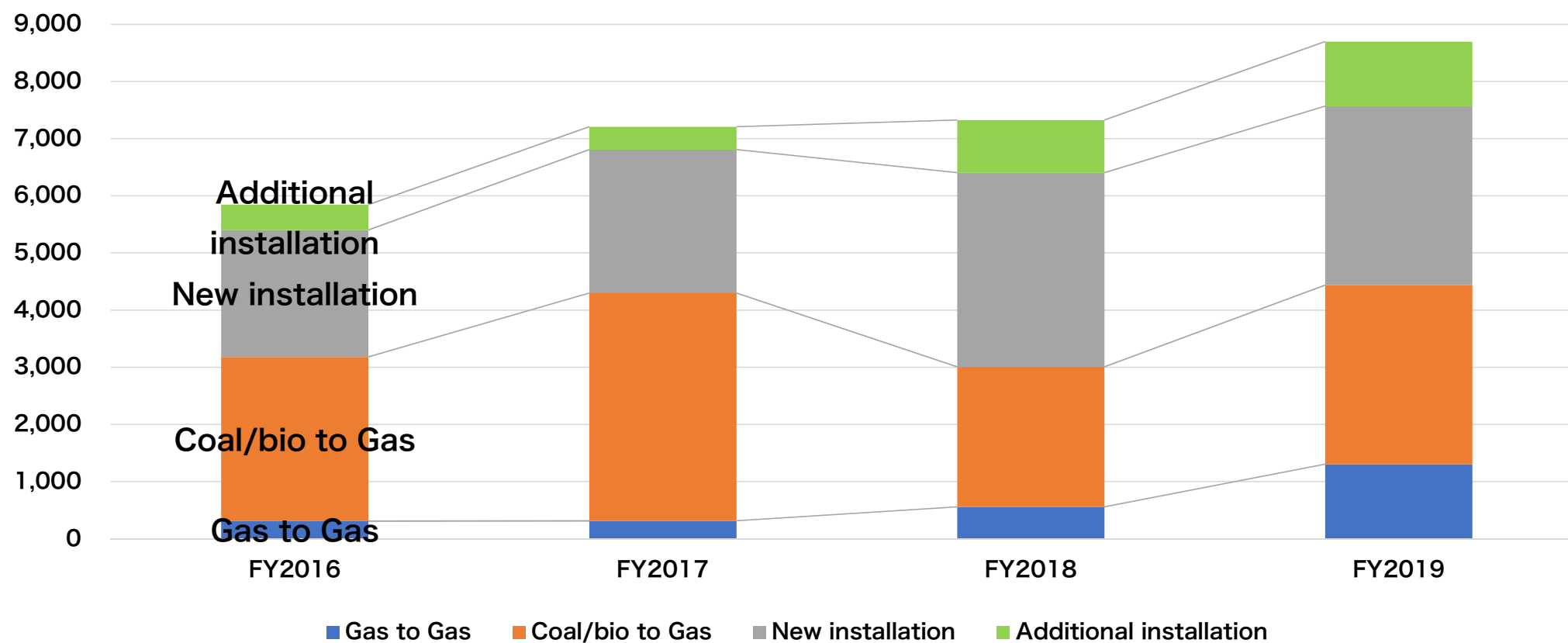
**Boiler market**



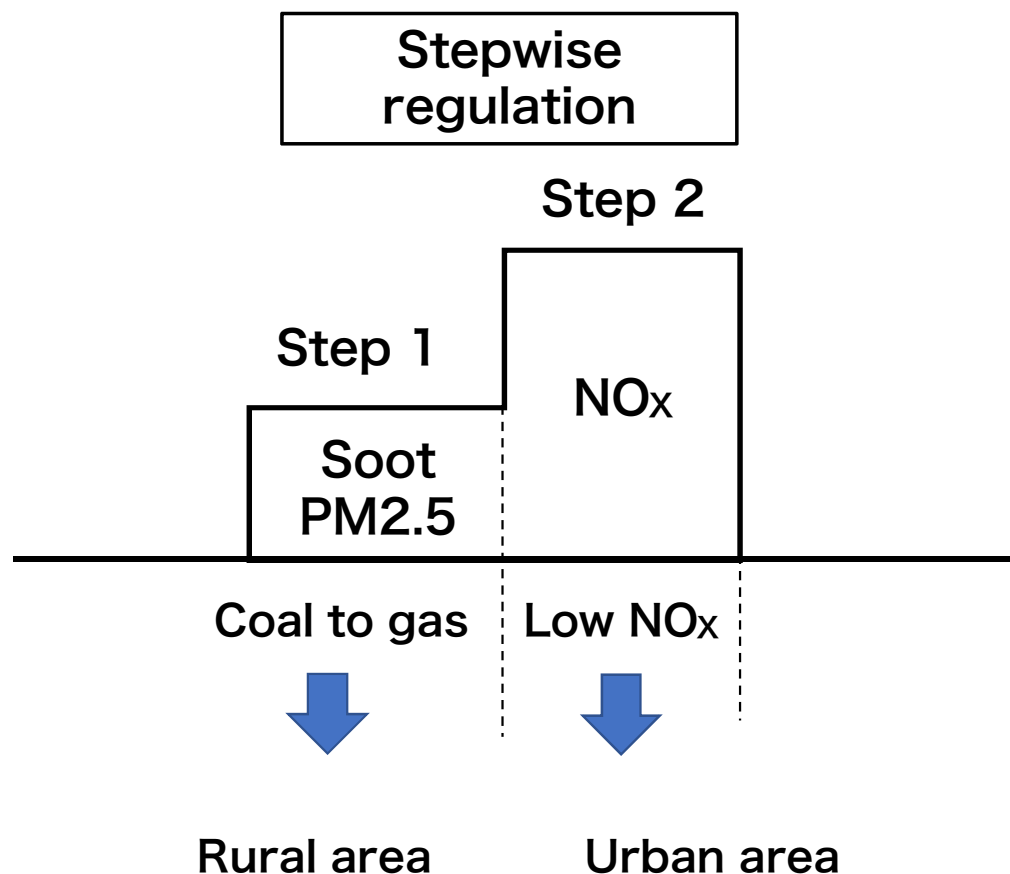
**Wood-pellet boiler  
replacement increases**

## Analysis on MIURA Boiler Installation Category

(million JPY)

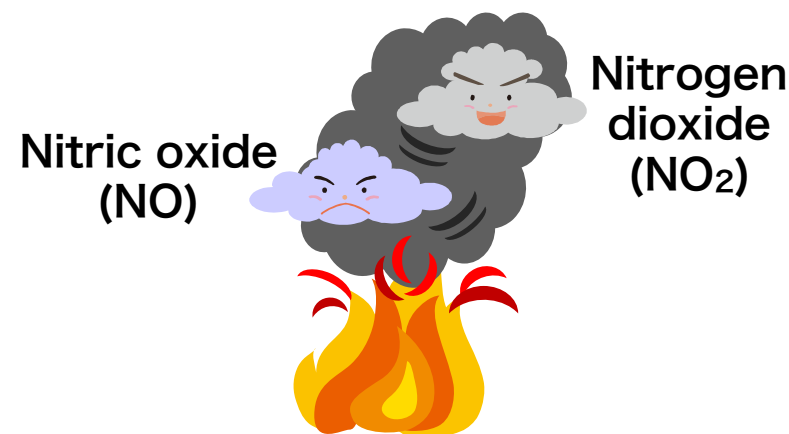


## Two-Step Environmental Regulation



<NO<sub>x</sub> (Nitrogen oxide)>

Compounds such as nitric oxides and nitrogen dioxides, produced from the reaction among nitrogen and oxygen during combustion at **high temperatures**

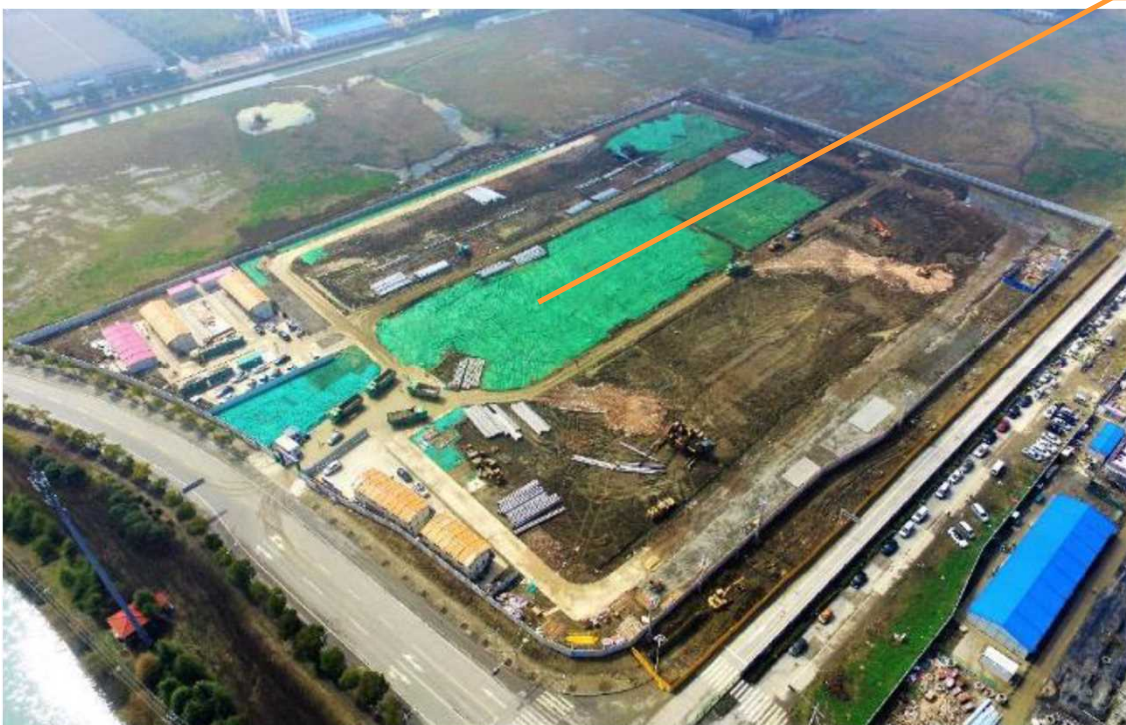


Nitrogen dioxide (NO<sub>2</sub>) at high concentrations causes harmful effects on human respiratory system.



## Meeting Environmental Regulatory Requirements (Example of New Factory)

Construction smoothly ongoing even under strict environmental regulations



Green sheet to prevent scattering dust

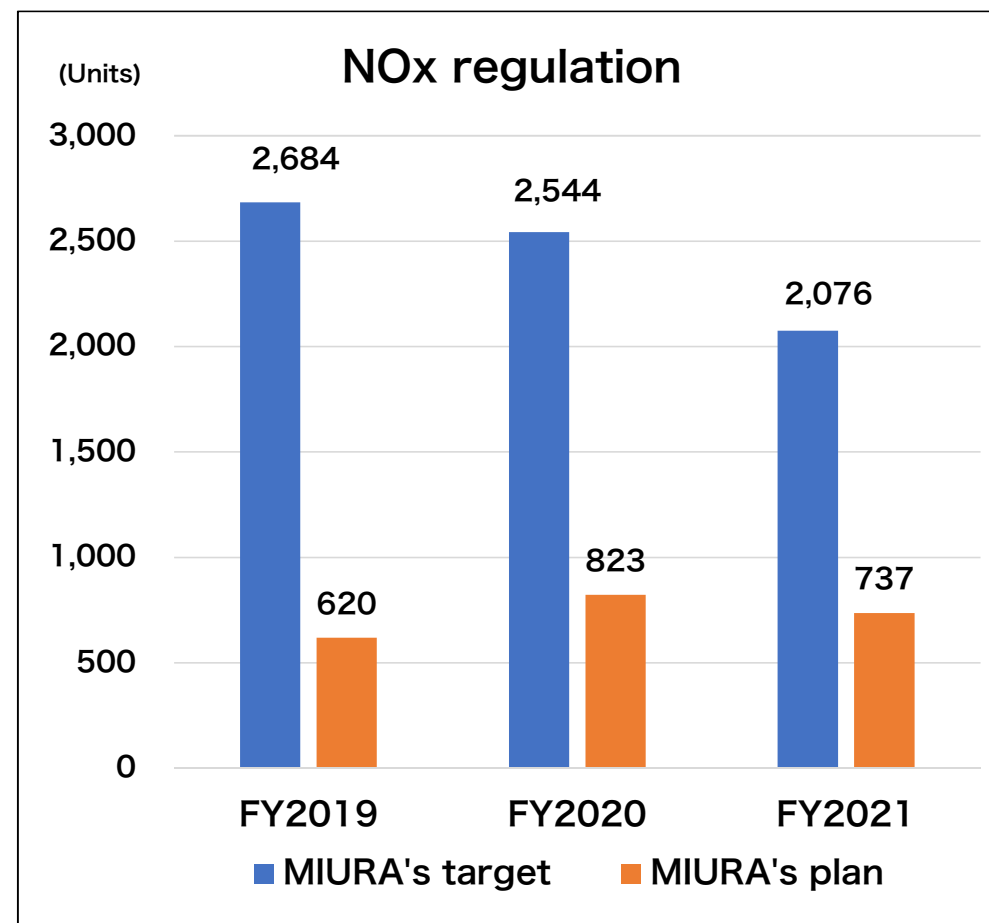
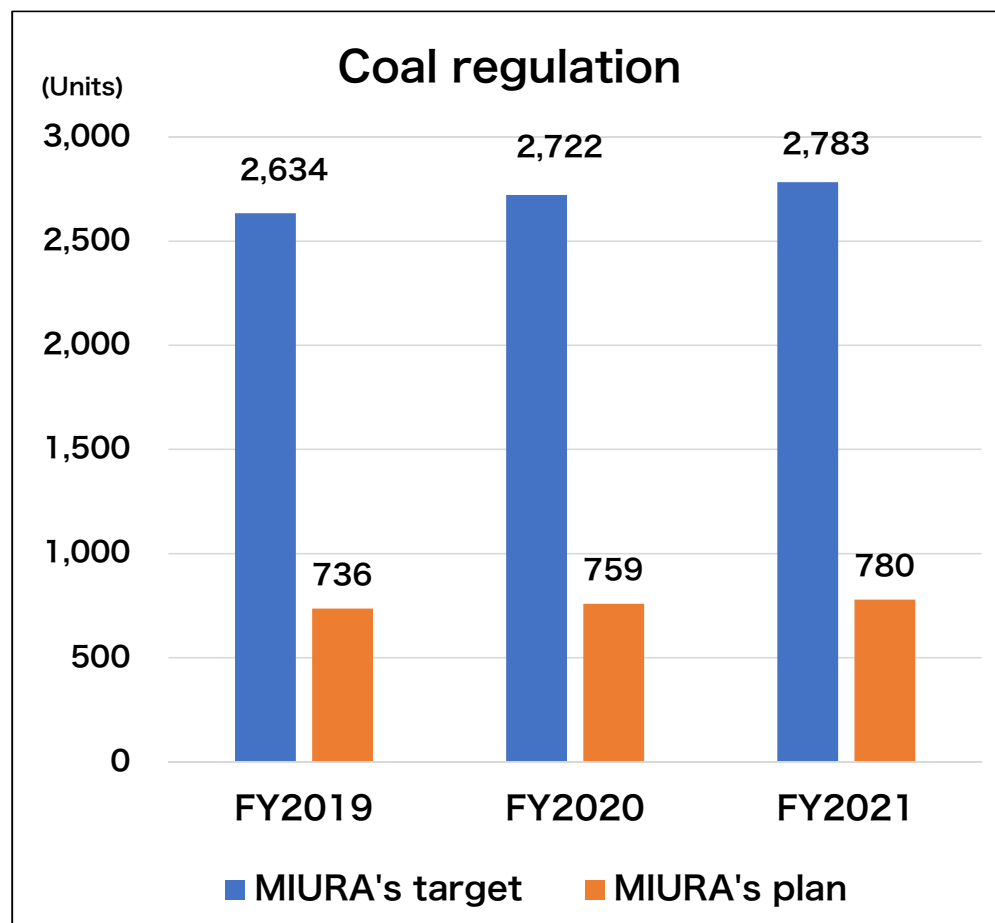


Environment monitoring device on-site:

If the value exceeds the value specified in Suzhou, the construction must be suspended.



## Boilers Related to Environmental Regulations from 2019 to 2021

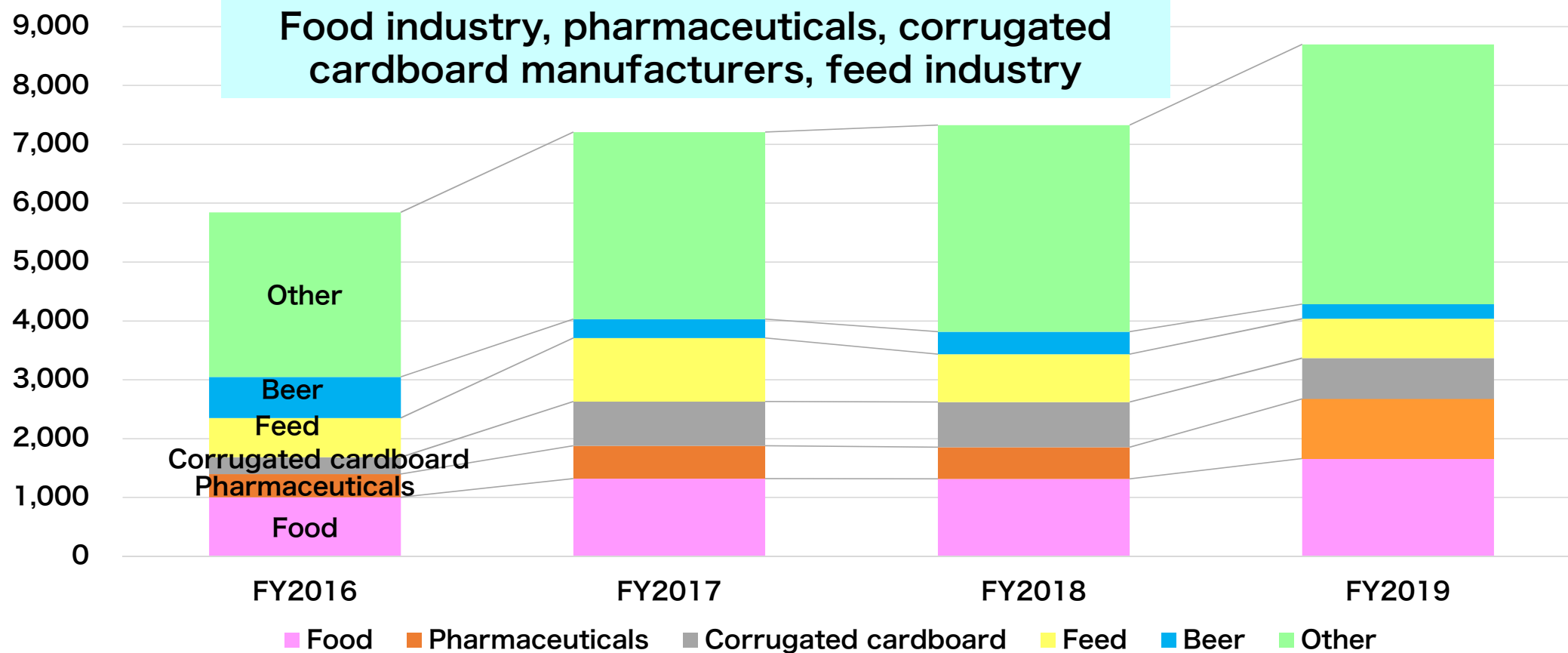


## Boiler Market in China (Industry Analysis)

(Million JPY)

### Target

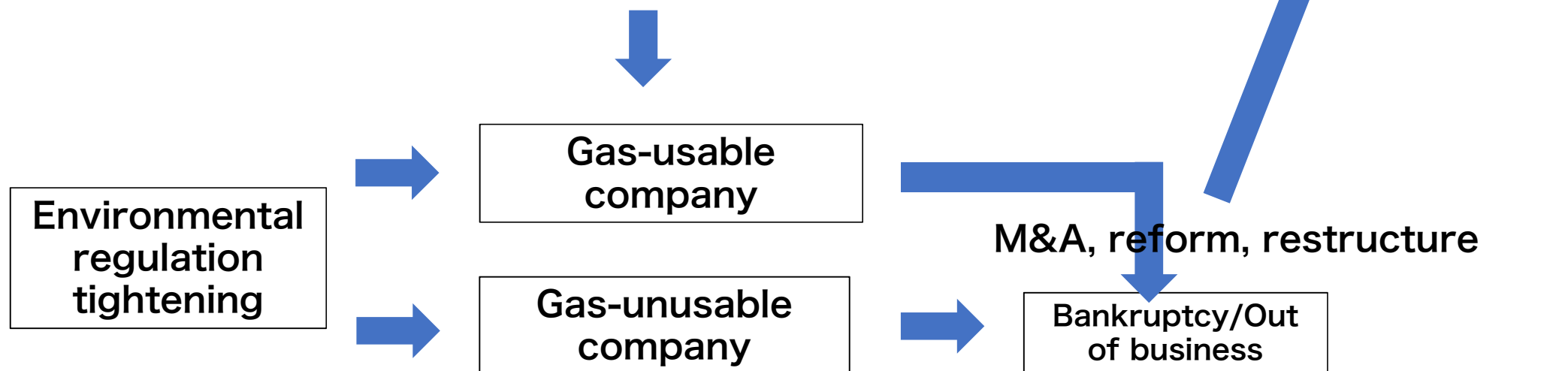
Food industry, pharmaceuticals, corrugated cardboard manufacturers, feed industry



## China's Support Measures

### Measures

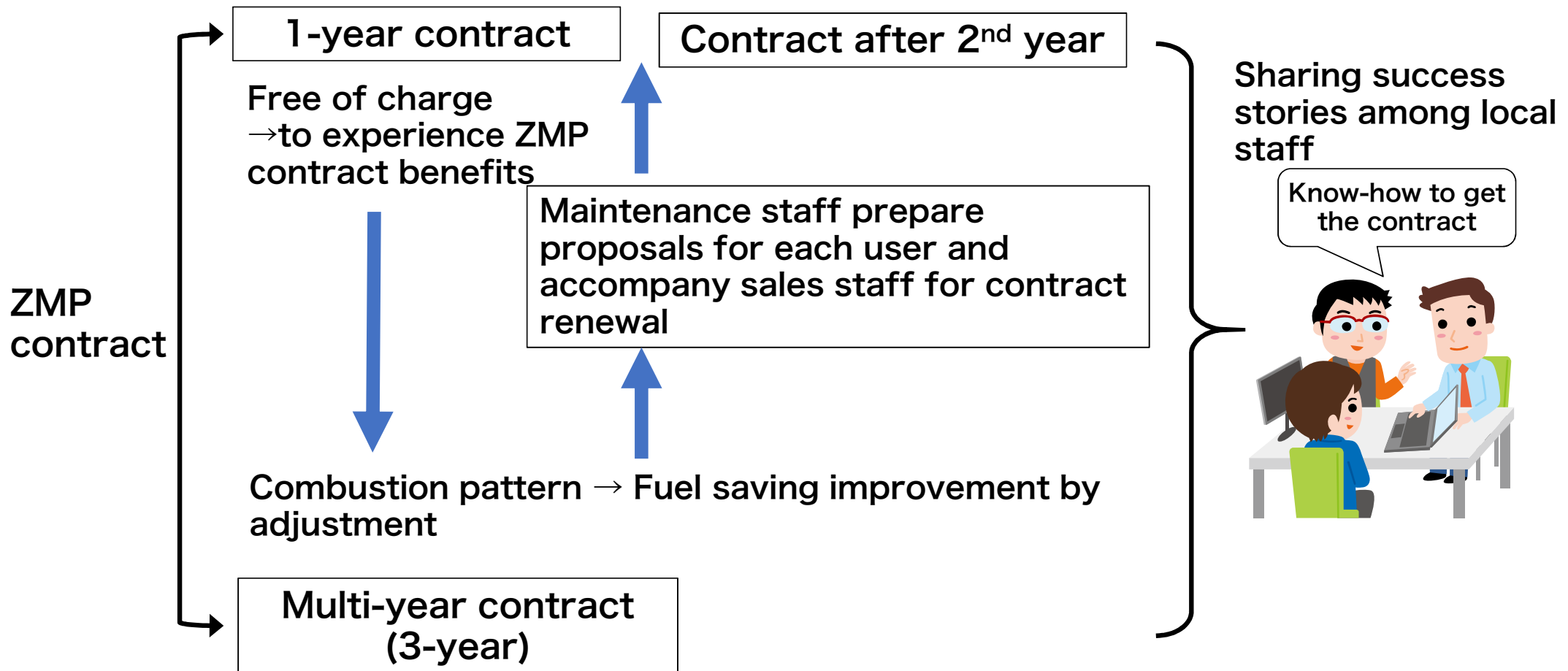
- ① VAT 3% reduction
- ② Financial support (but no lingering support)
- ③ Subsidy    Coal to gas...300 to 500 thousand yen per ton  
                 Burner replacement...100 thousand yen



## Regional Strategy

Area	Environmental regulation	Current condition and strategy
Shanghai city/ North China/ Shanxi province	Low NOx regulation tightening	<ul style="list-style-type: none"> <li>• Burner replacement</li> <li>• Replacement promotion</li> </ul> Energy saving proposal based on load analysis and diary analysis
Northeast China (Dalian city)	Postponement of coal-fired boiler ban	Gas pipe line from Russia may be connected in October →Environmental regulation tightened?
Guangzhou city, etc./ South China	Postponement of wood-pellet boiler ban (until 2021)	<ul style="list-style-type: none"> <li>• New installation and replacement increase among large companies</li> <li>Food processing factory increase</li> <li>• Bio fuel regulation welcomed</li> </ul>
Western China	Low NOx regulation tightening	Investment remaining strong due to One-Belt-One-Road initiative Gas-movement finished in urban area

## Strategy to Win Much More Maintenance Contract



## Two-Step Environmental Regulation

Replacement increases if the following is on schedule:

- Environmental regulation tightening
- Domestic shale gas development
- Import gas increase

Stepwise regulation

Step 2

Step 1

Soot  
PM2.5

NO<sub>x</sub>

Main strategy:

Low NO<sub>x</sub> solutions

- Burner replacement
- Gas-to-gas boiler replacement
- Load analysis, boiler diary analysis  
→ Energy saving proposal to promote replacement

Disadvantage  
US trade war

Coal to gas



Rural area

Low NO<sub>x</sub>



Urban area

## 7. 60 Year Commemorative Fair

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熱・水・環境のベストパートナー



## MIURA Fair Invitation

Tokyo

Date: August 1<sup>st</sup>, 2019 (Thu)

Venue: Makuhari Messe International  
Exhibition Hall 9

Pre-registration is required to attend the fair. If you wish to visit our fair, please put your business card into the “フェア参加希望受付” box today. If you make up your mind after today, please contact the following.

<Inquiry for your visit>

Tomoko Iwata

Management Planning Department of MIURA CO.,LTD.

7 Horie, Matsuyama, Ehime 799-2696

TEL: 089-979-7045 FAX: 089-979-7011

E-mail: [iwata\\_tomoko@miuraz.co.jp](mailto:iwata_tomoko@miuraz.co.jp)



We will showcase many total solutions from a range of products and services to the latest in technology, full of ideas with heart!



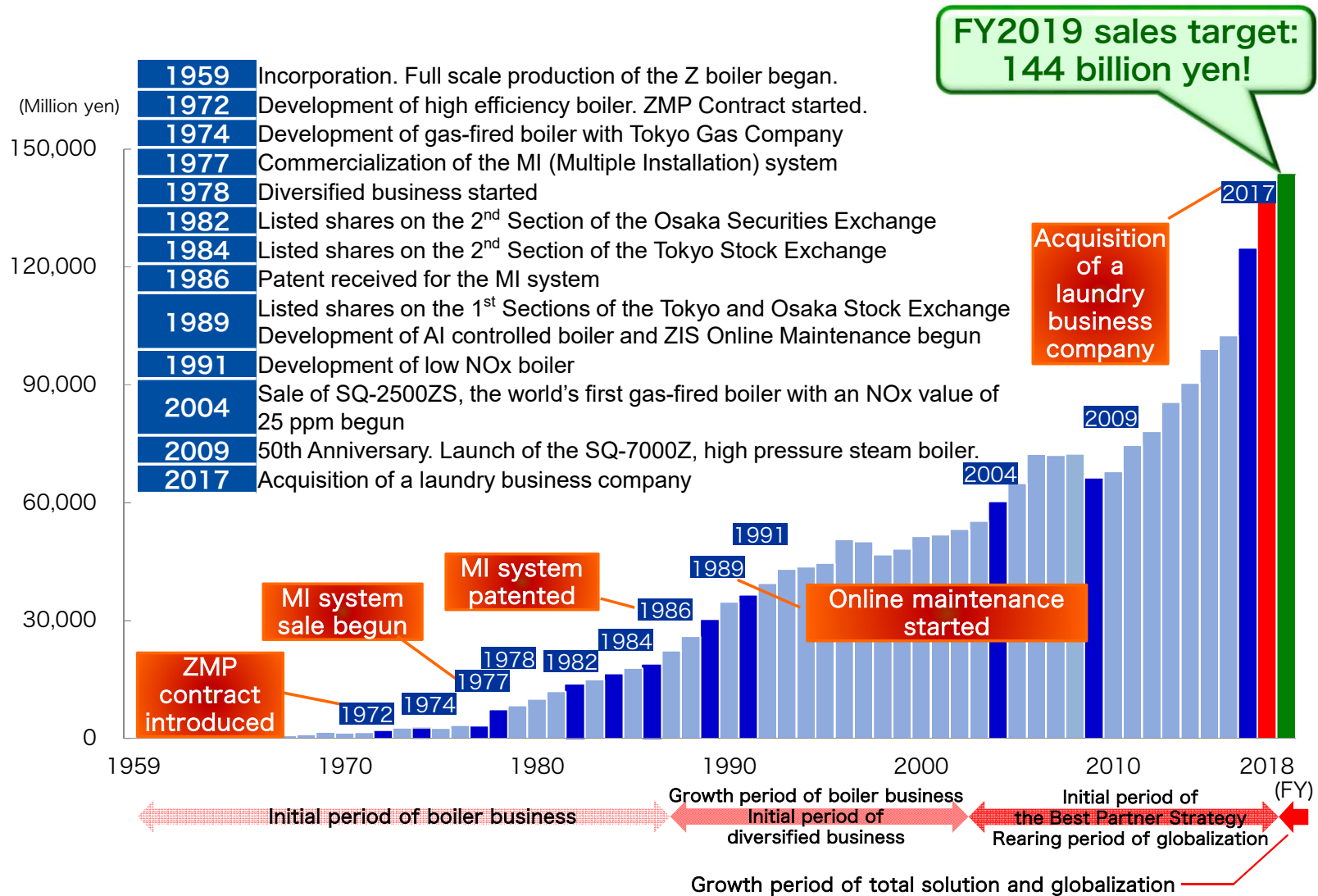
# Reference



熱・水・環境のベストパートナー

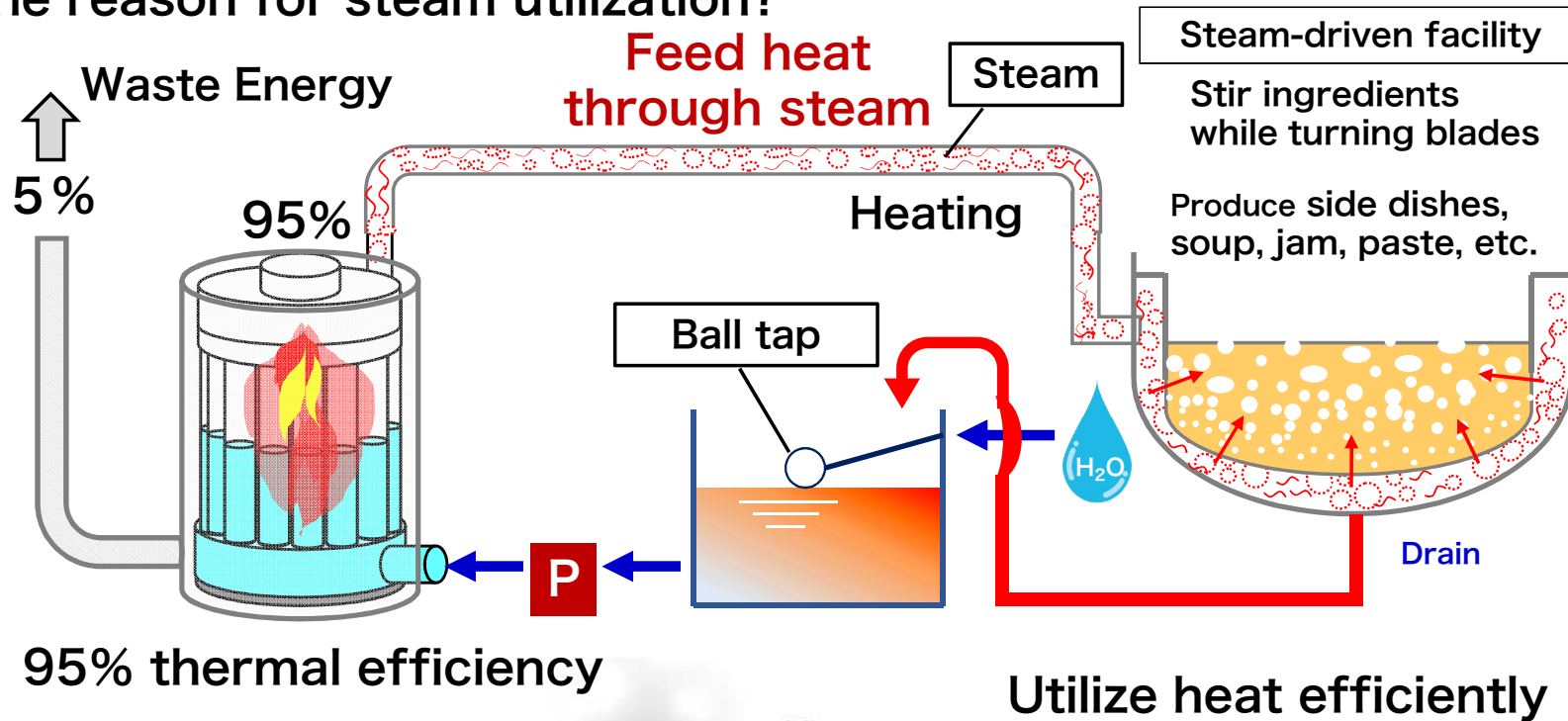


## History



## About the boiler

### What is the reason for steam utilization?



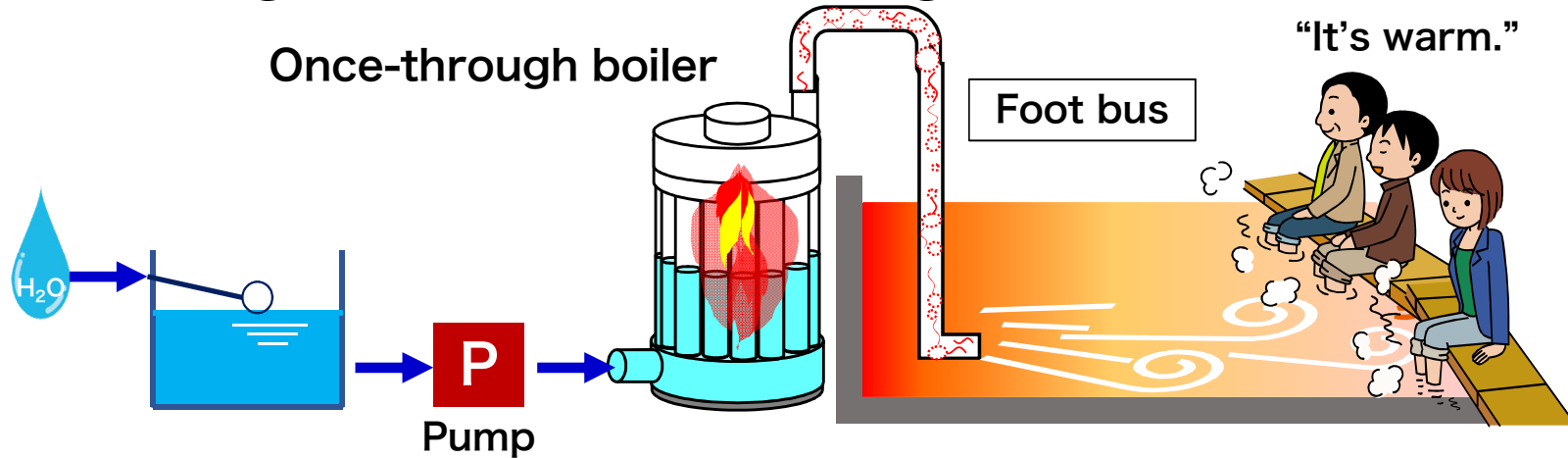
95% thermal efficiency

Utilize heat efficiently



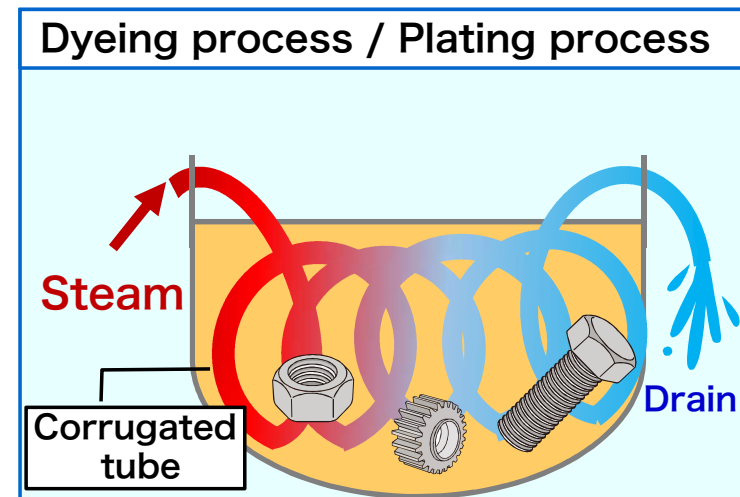
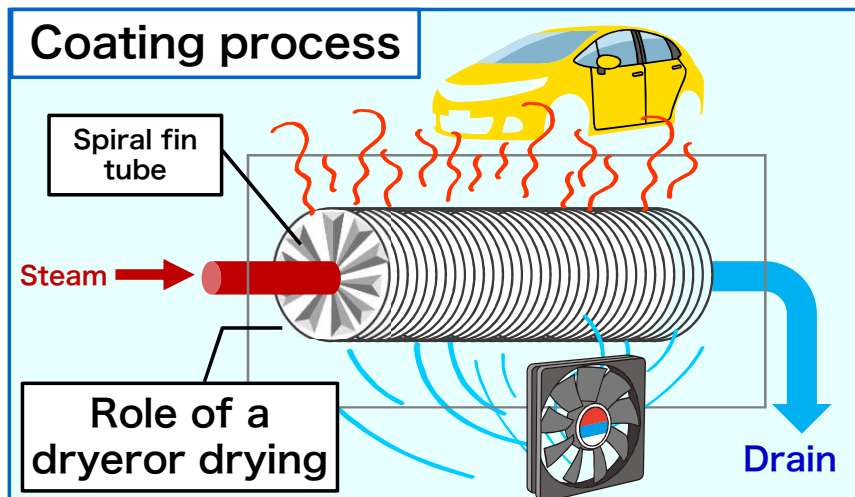
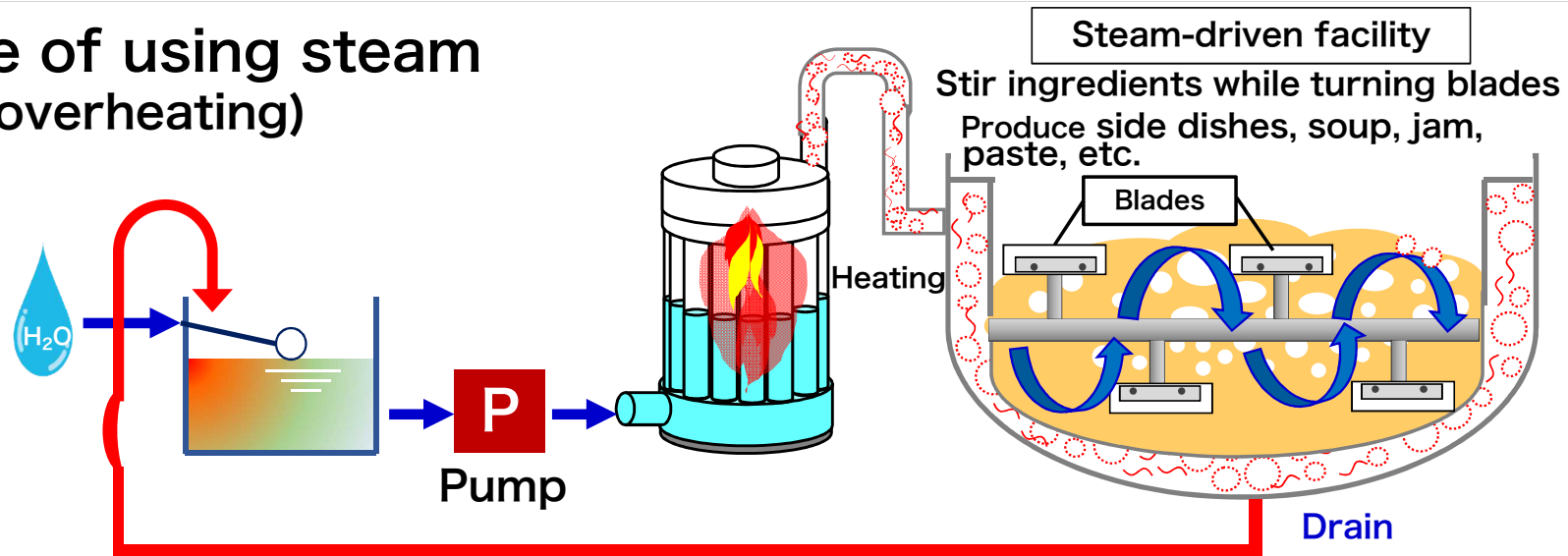
## About the boiler

### Example of using steam (Direct heating)



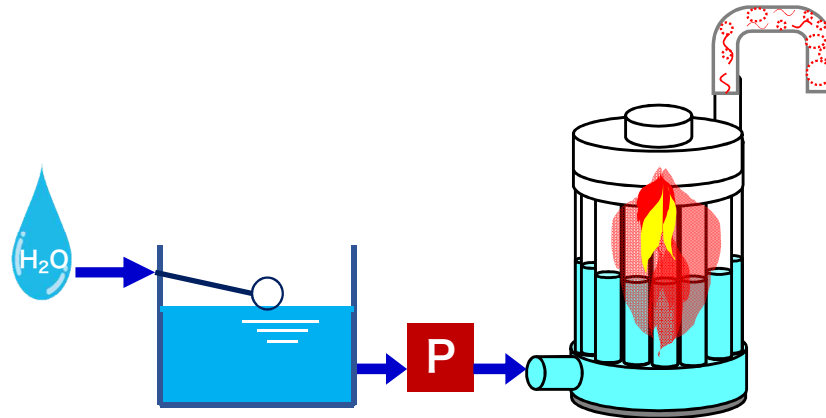
## About the boiler

### Example of using steam (Indirect overheating)



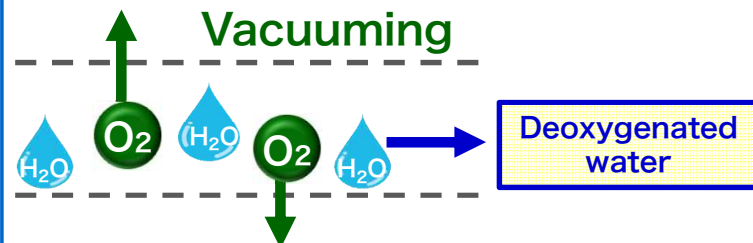
## About the boiler

Must be maintenance for the steam boiler



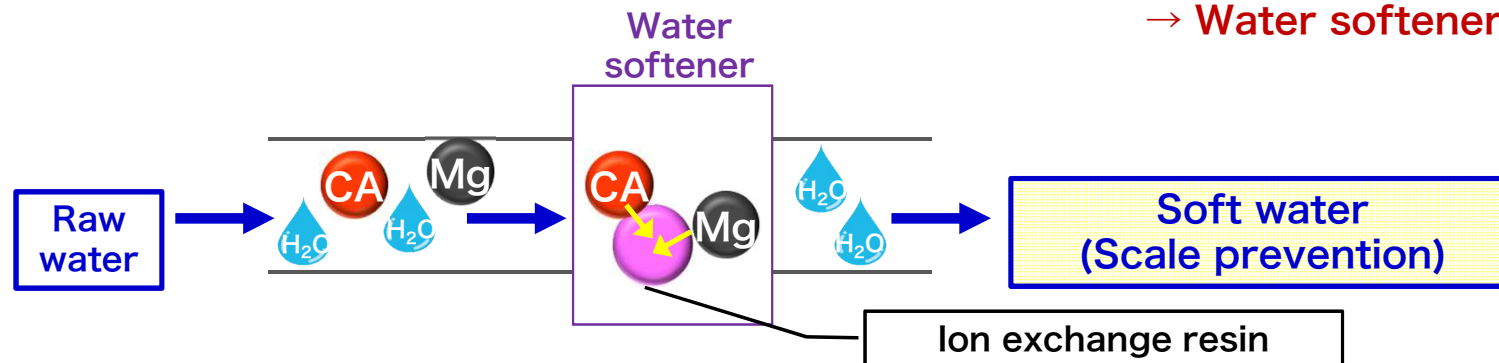
Greatest enemy  
for the boiler

① Corrosion → Occur a Pitting corrosion in a vessel → **Removal of Dissolved Oxygen → DOR**

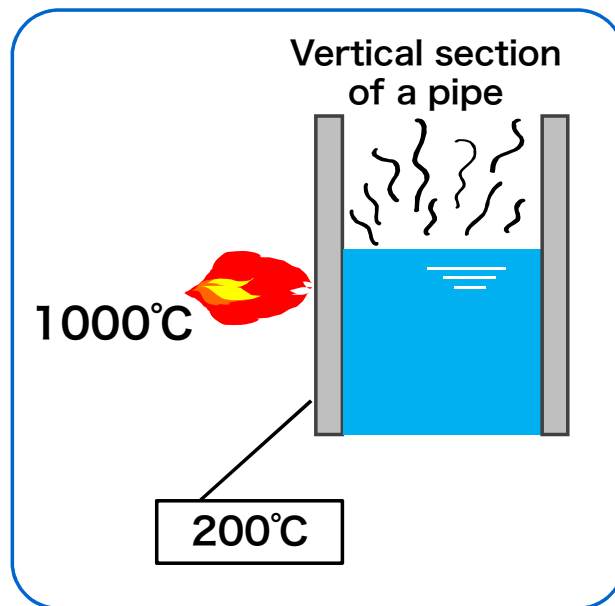
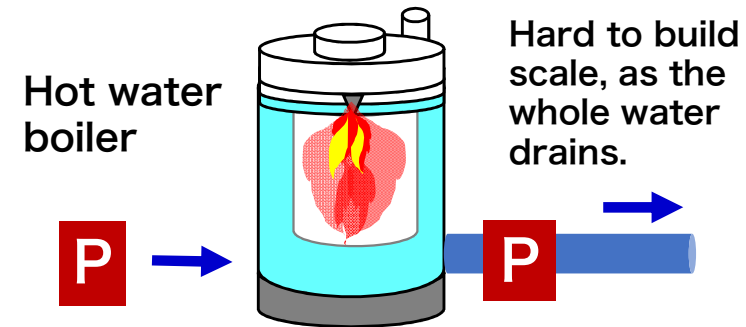
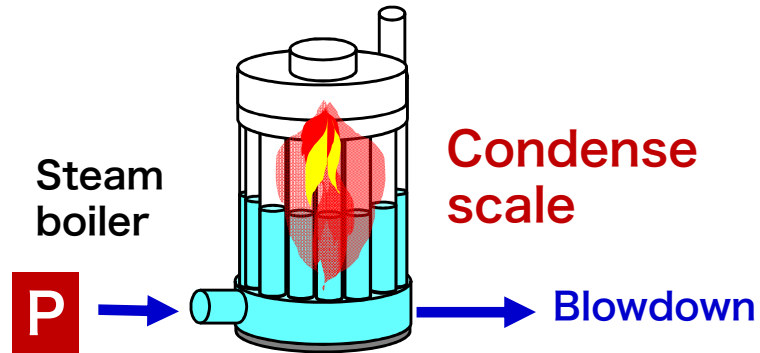


② Scale → Lower boiler efficiency or Rupture of water pipes

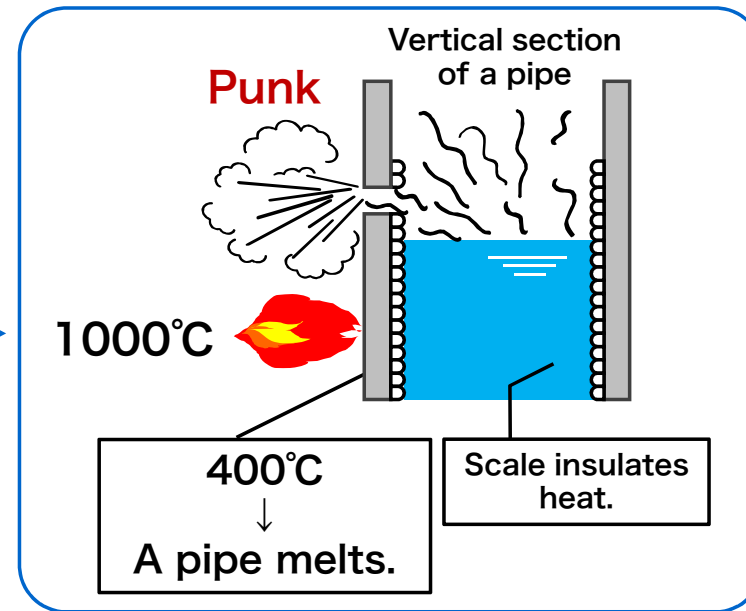
→ **Water softener**



### | Must be maintenance for the steam boiler

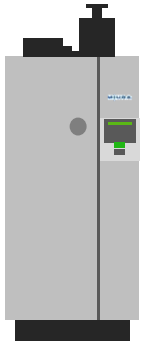


**Scale buildup**

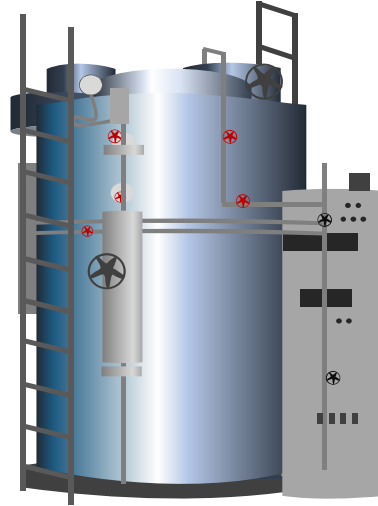


## Type of Boilers

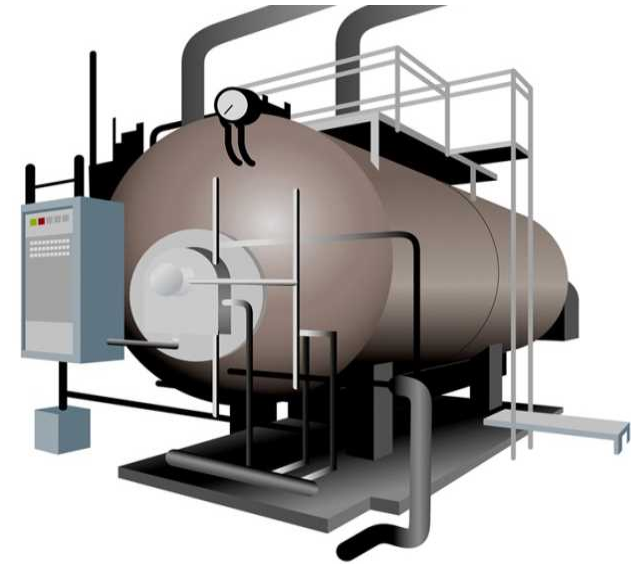
### | Types of boilers — Same capacity



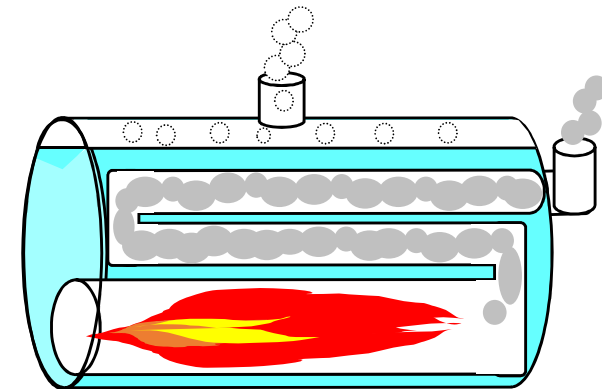
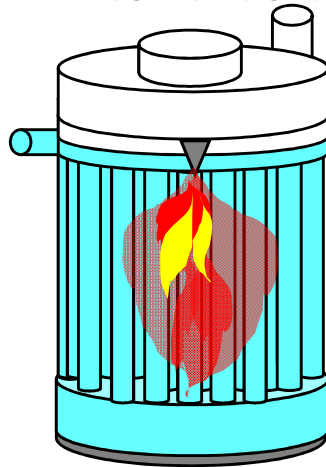
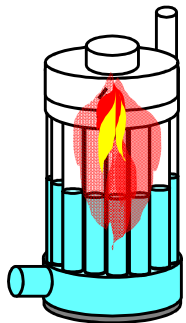
Once-through boiler



Water tube boiler



Fire tube boiler

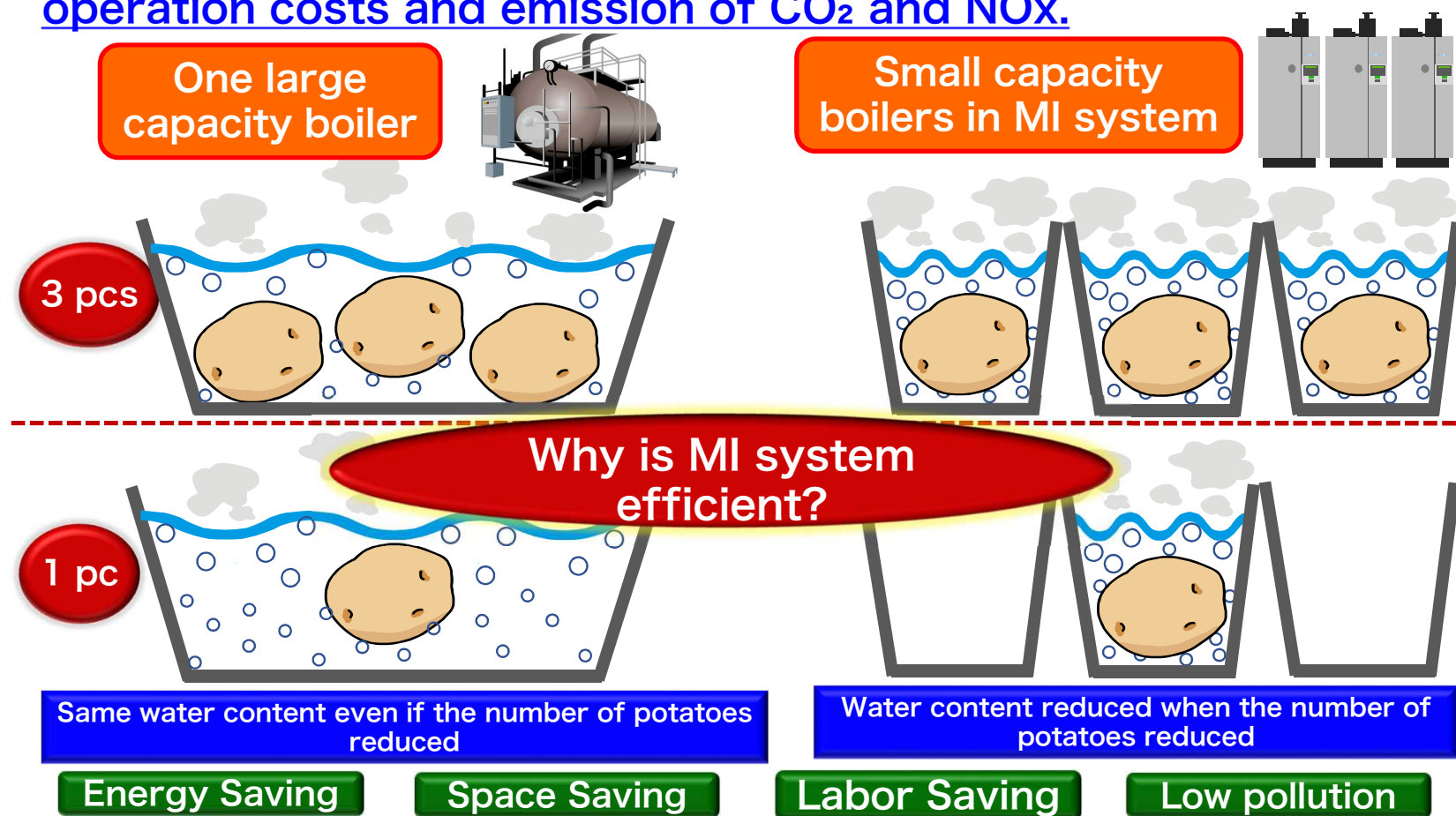




# What is Multiple Installation (MI) System?

## MIURA MI (Multiple Installation) System

Provides steam of required amount when needed, reducing operation costs and emission of CO<sub>2</sub> and NO<sub>x</sub>.

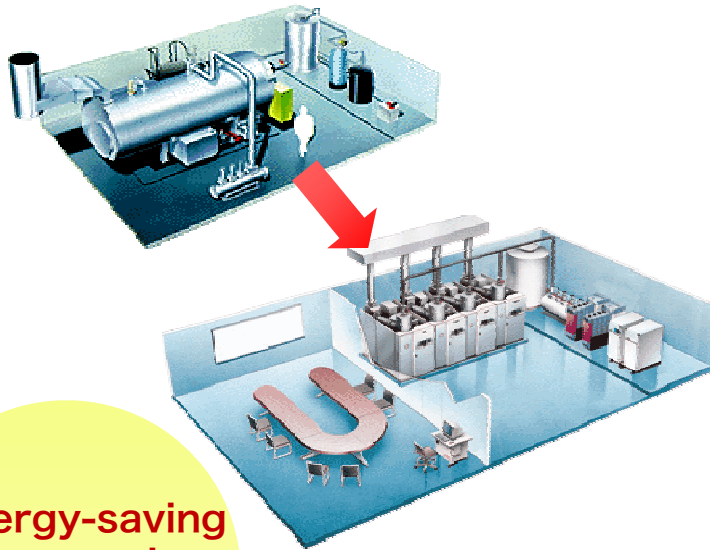


# What is Multiple Installation (MI) System?

In 1986 MI system patented

**MI system** (Multiple Installation system)

Once-through boiler design makes energy savings a reality.

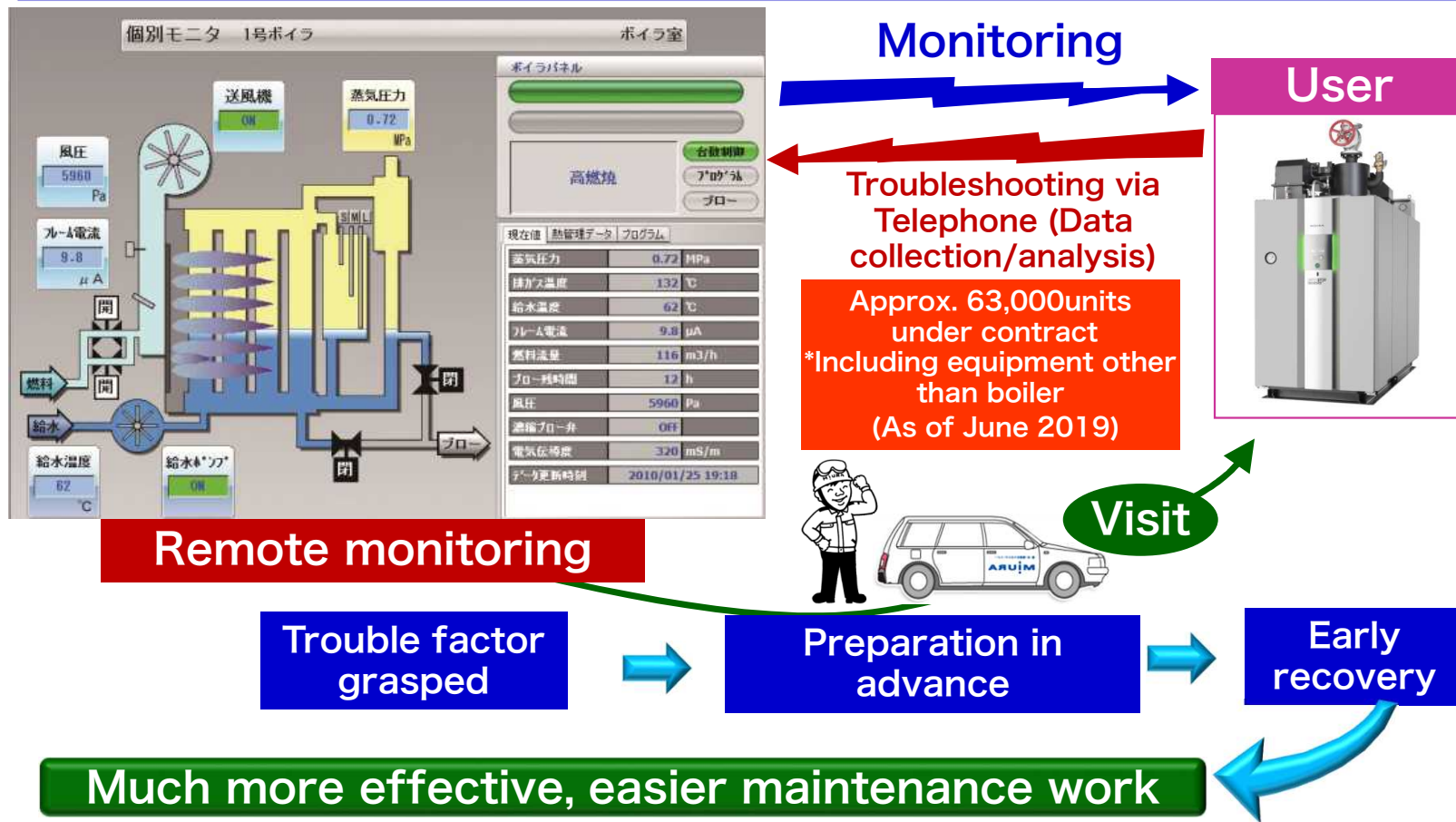


- Energy-saving
- Space-saving
- Labor-saving
- Low pollution



Provide steam when needed and only when needed, low operation costs and reduction of CO<sub>2</sub> and NO<sub>x</sub>.

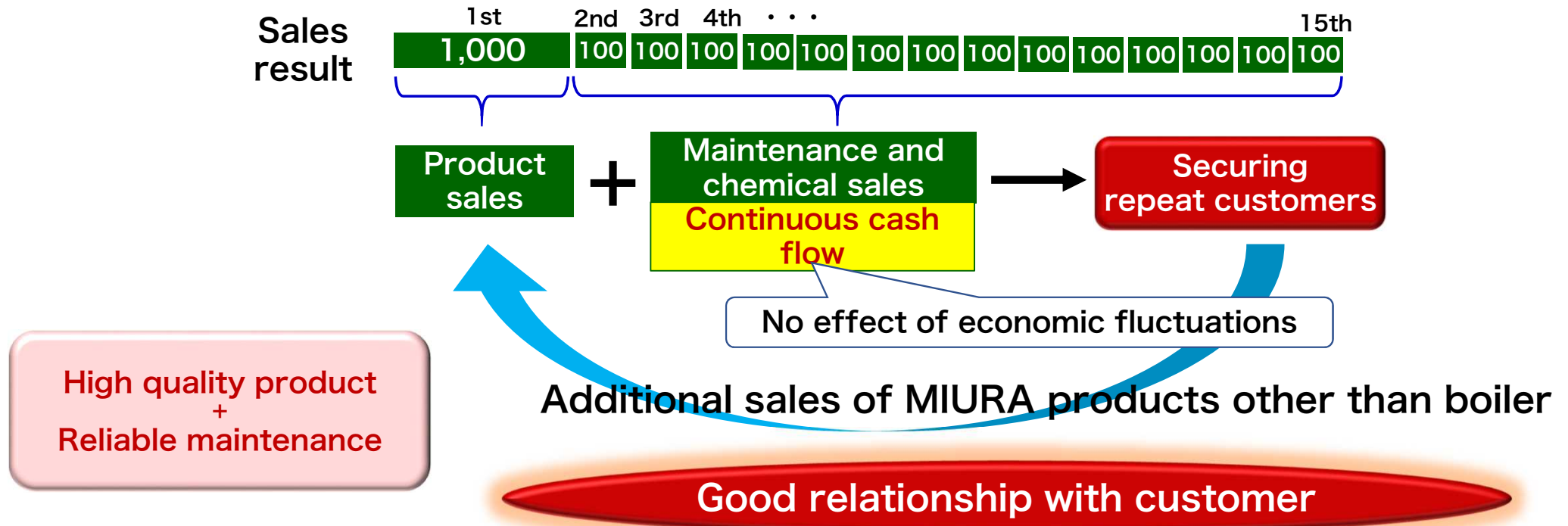
## | Online Maintenance

**Maintaining high profitability with “IoT” for 29 years**

## Boiler Lifespan and MIURA Business Model

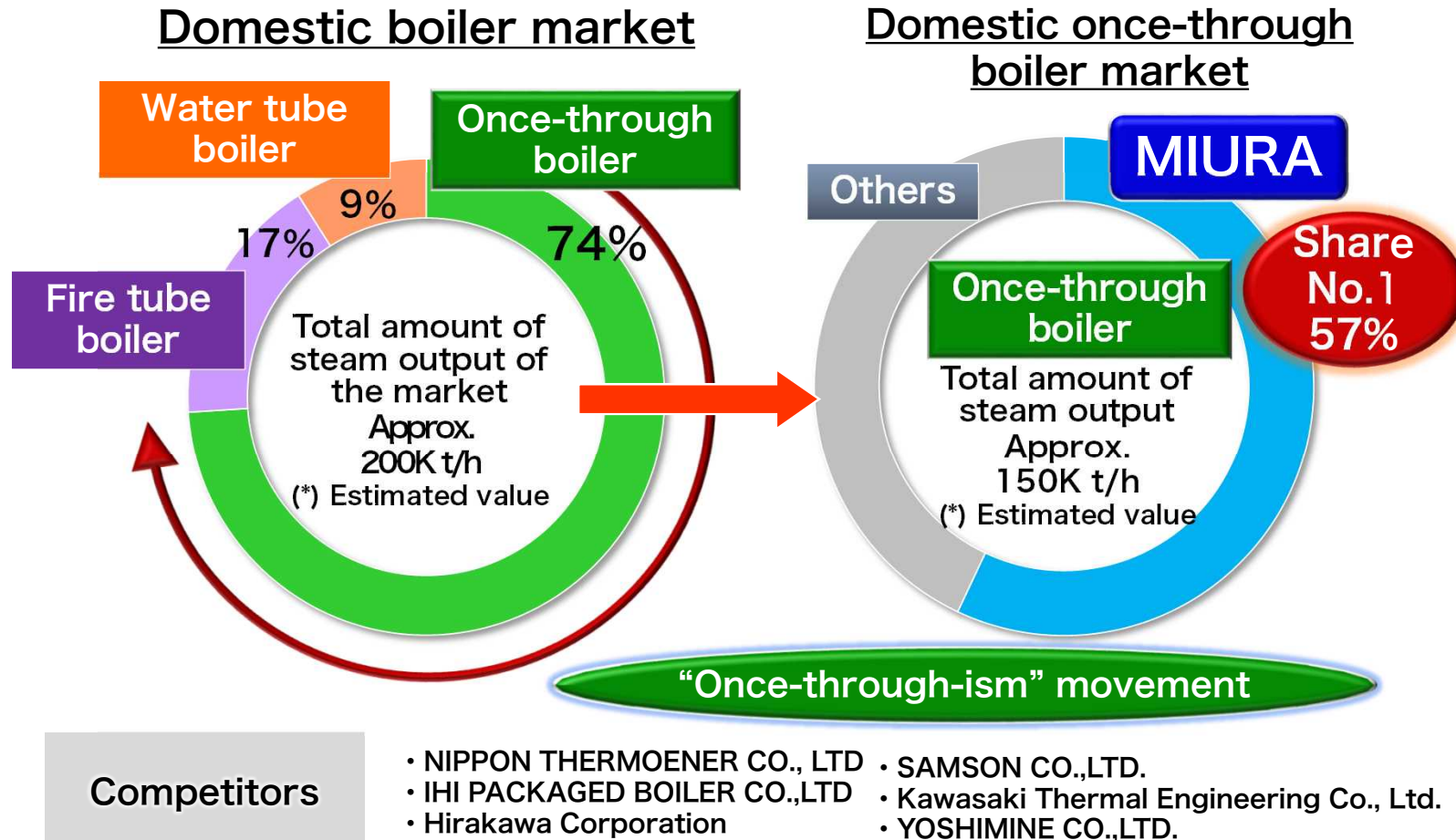
Not only the product sales, but maintenance & consumables sales

Assuming a boiler has a lifespan of 15 years,



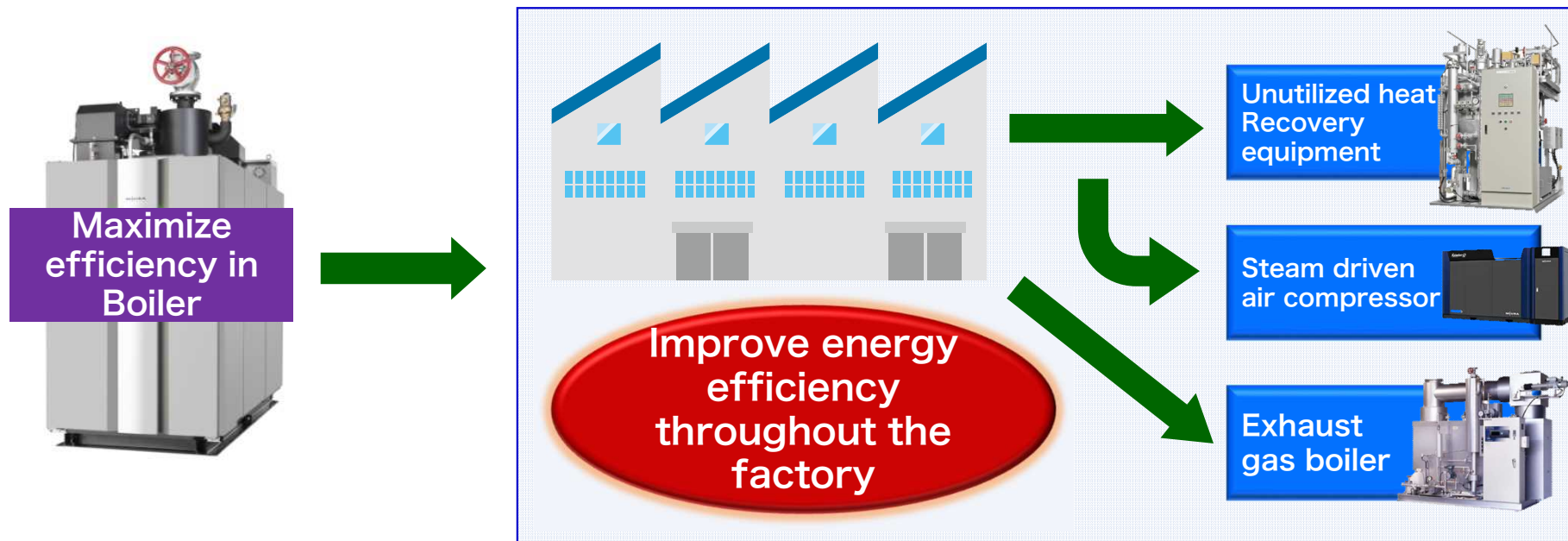
## Domestic share

\*Boilers for power generation excluded  
(Based on an in-house investigation, September 2017)

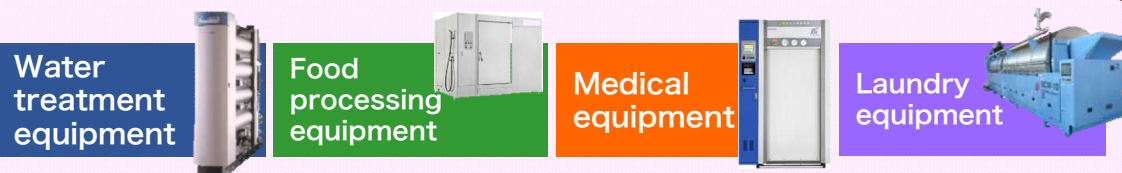


(Note) The share of once-through boilers is based on MIURA's investigation and the actual results may differ from that.

## What will we offer for the matured market in Japan?



### Other than Boilers

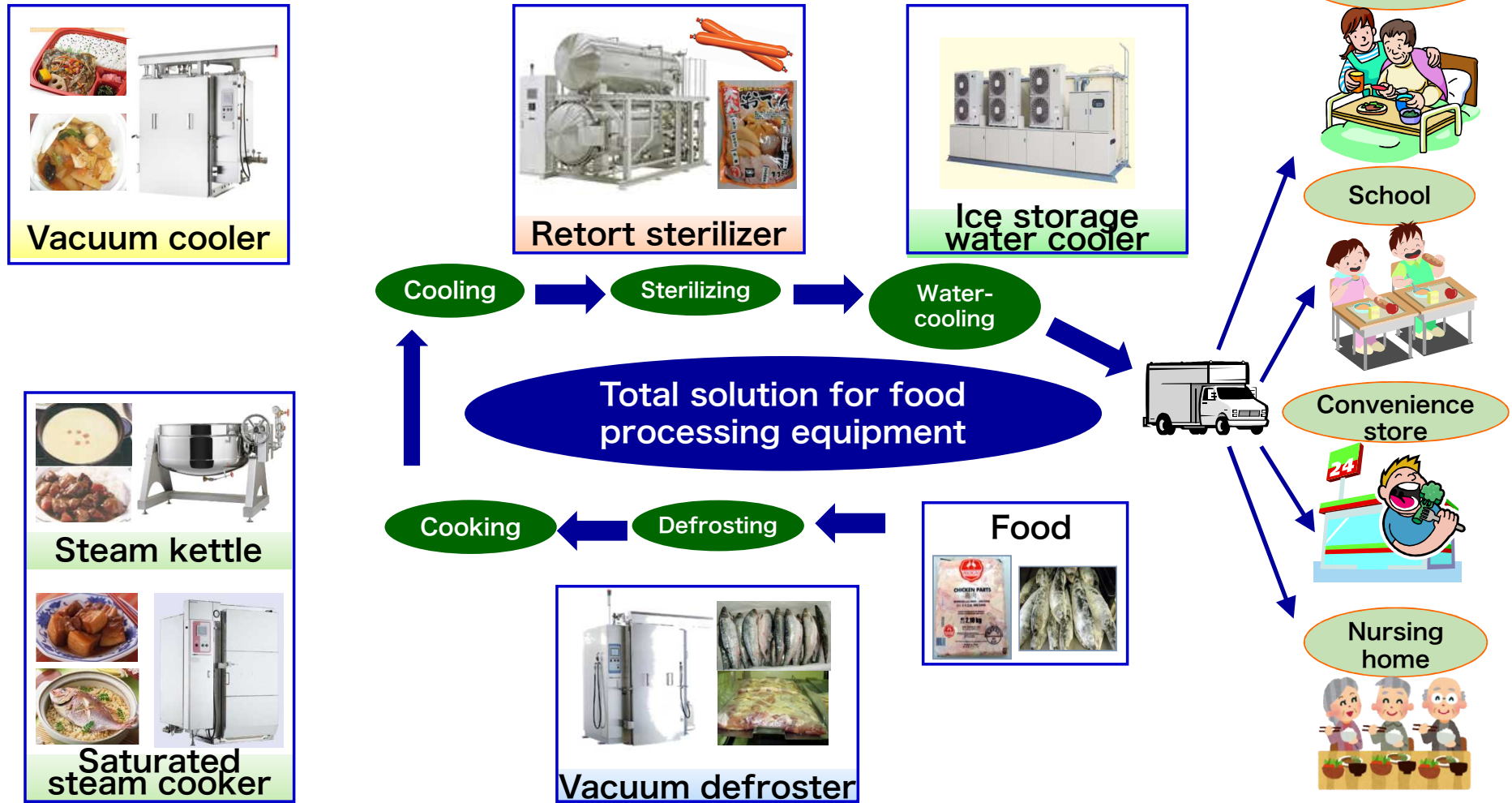


### Marine equipment



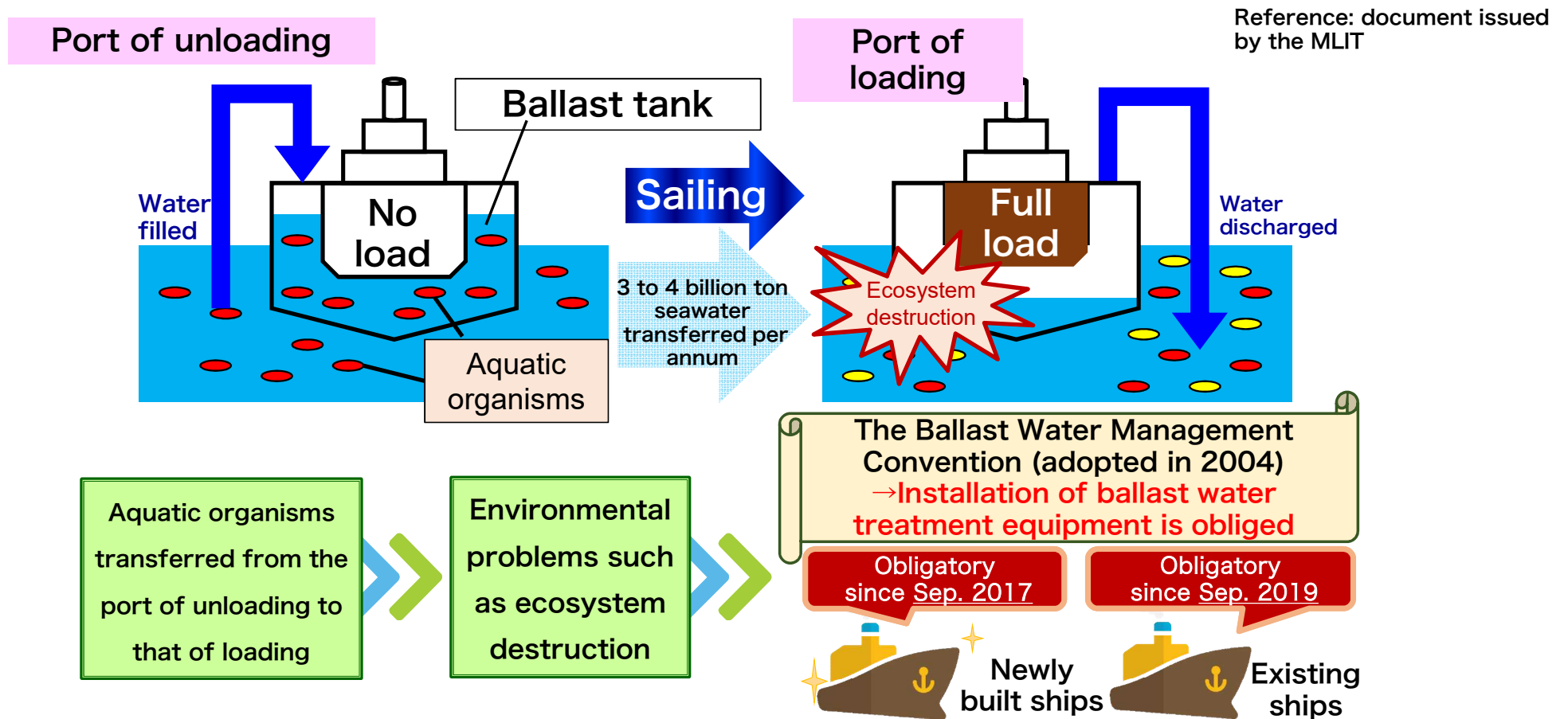


## Total solution in food factory



## Ballast water problem “A new market born”

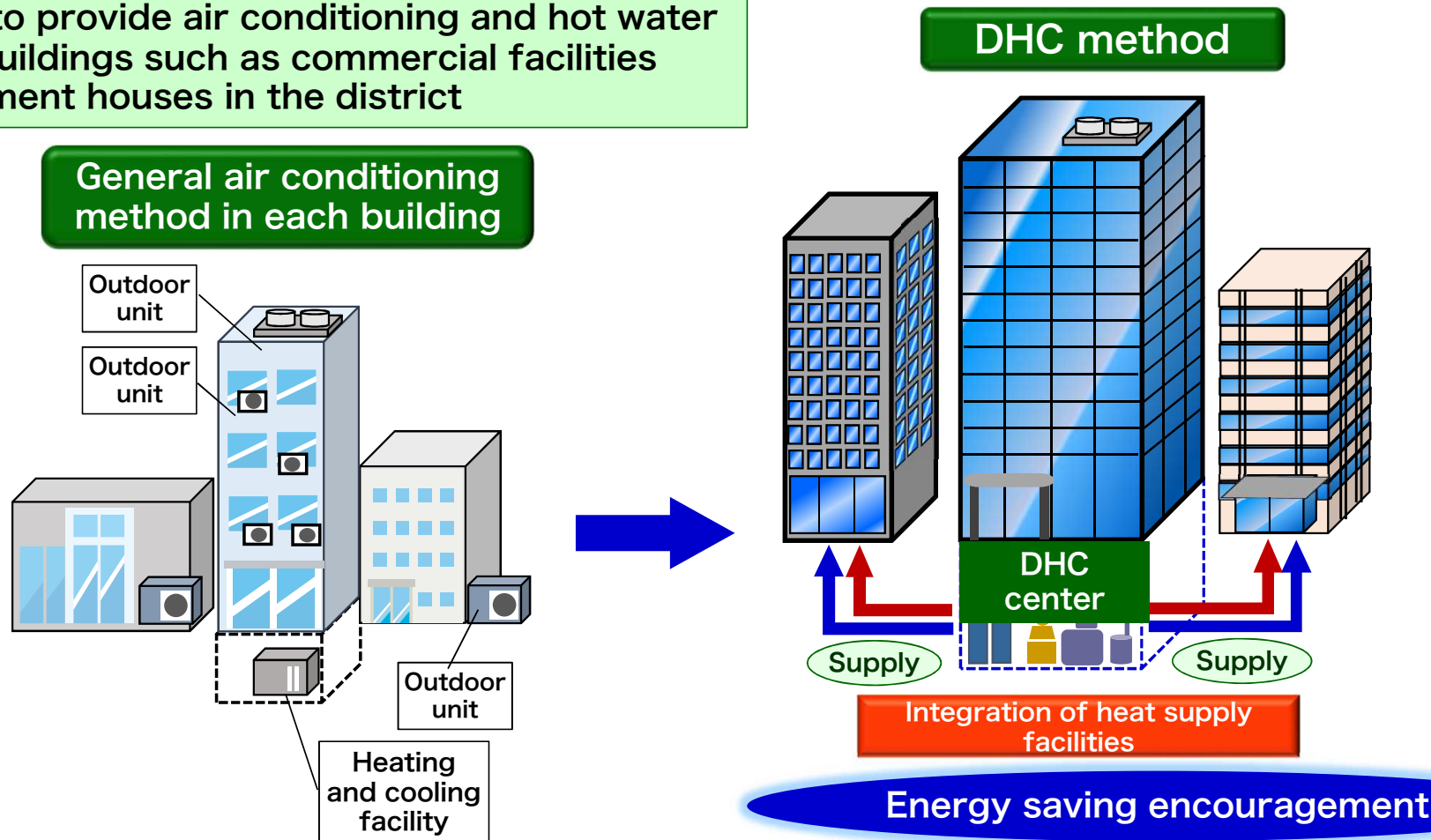
“Ballast water” is the seawater taken into a ship’s tank to provide stability to the ship.





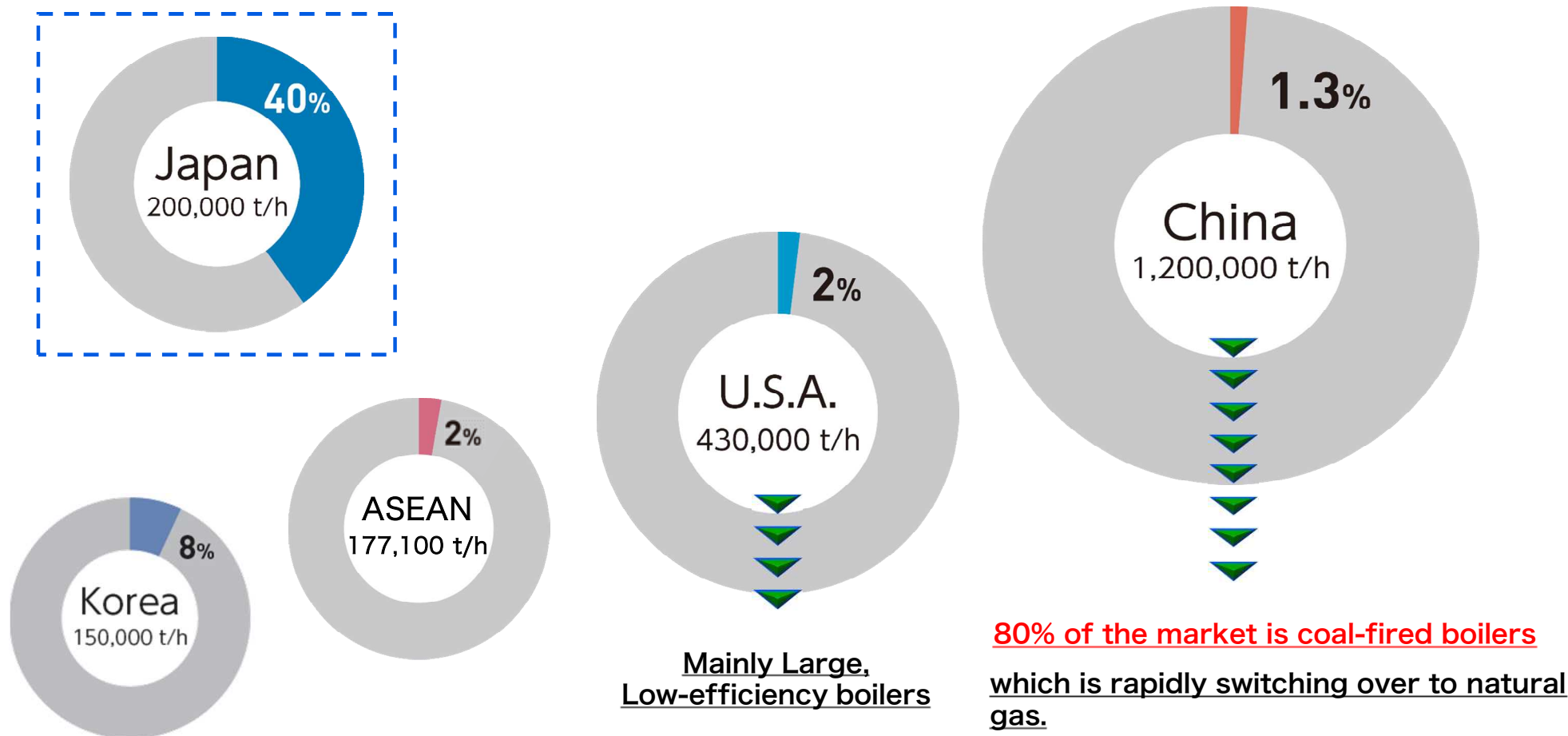
## What is a district heating and cooling (DHC) system?

A system to provide air conditioning and hot water to whole buildings such as commercial facilities and apartment houses in the district

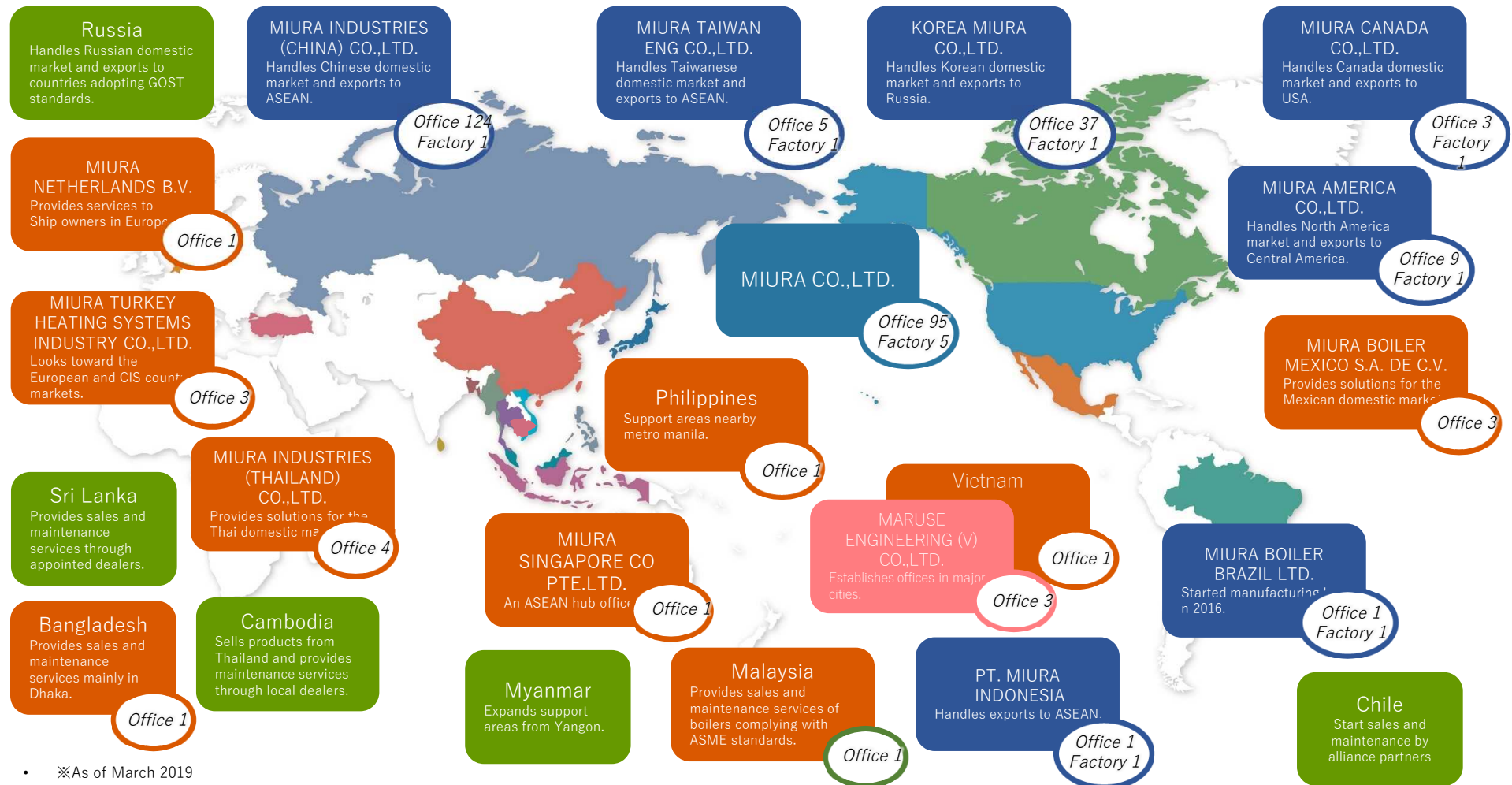


## Boiler market share

\*Based on total amount of steam output  
(Based on an in-house investigation, March 2018)



## MIURA's Network



## Intensified competition

Sales unit price dropped due to intensified competition



Several-year recovery by maintenance

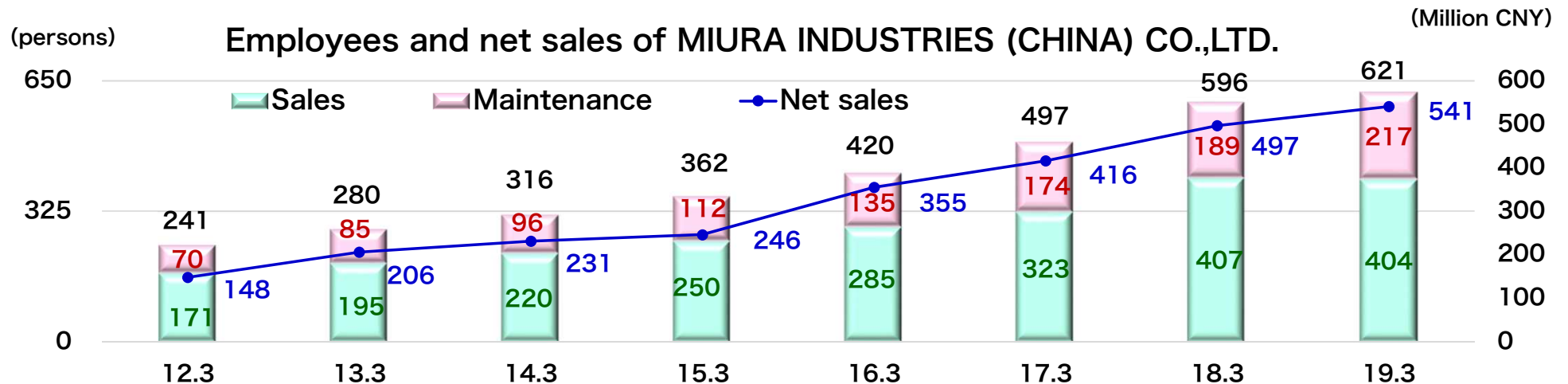
Appeal of running cost advantages

Education

Training center (200 people capacity) construction is planned!

Sales persons and maintenance persons gather and take appropriate training there.

- Human resource development
- Know-how to utilize boiler operation report, load analysis, etc.



## Future Prospect

### Gas-to-gas replacement promotion

	Coal fire	Replacement to cheap fire-tube boiler	MIURA once-through boiler
Example: Corrugated cardboard material factory	<p><del>Coal prohibition</del></p>	<p>Fatal to narrow-margin high-turnover management!</p> <p>Poor efficiency High gas cost</p>	
Annual fuel cost	5 million CNY	13 million CNY	10.65 million CNY

2.6 times

2.13 times

High efficiency and performance appreciated distinguish and differentiate MIURA!

Leading to another project in the same region in the same industry

# Basic Capital Policy

Here is the basic capital policy of the Miura Group specified to improve our corporate value in the medium- and long-term over the ensured financial soundness.

## Capital efficiency improvement

Regarding that steady profit increase regardless of the market environment leads to corporate value increase and shareholder's interest improvement, MIURA aims to achieve Return on Equity (ROE) of 10% or more steadily.

## Sustainable and stable return to shareholders

Not only the continuation of stable dividends but also the fair return of profit based on the company's performance is ideal. We strive to increase the level of dividends, setting the consolidated dividend payout ratio of 30% as a benchmark and comprehensively taking our consolidated results and financial conditions into account.

## Domestic

### ① Total solution

- Improving energy efficiency all over the factory & plant all equipped with MIURA products achieving one-stop maintenance

### ② BWMS

- Obtaining USCG type approval
- Taking full advantages of our technology, maintenance, and customers' trust in MIURA



## Overseas

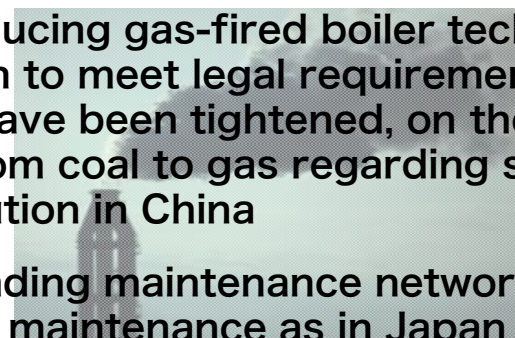
### ① Deployment of our Japanese business model

- Appealing advantages of MI system and suggesting energy-saving boiler system
- Globalizing MIURA boiler while increasing installation



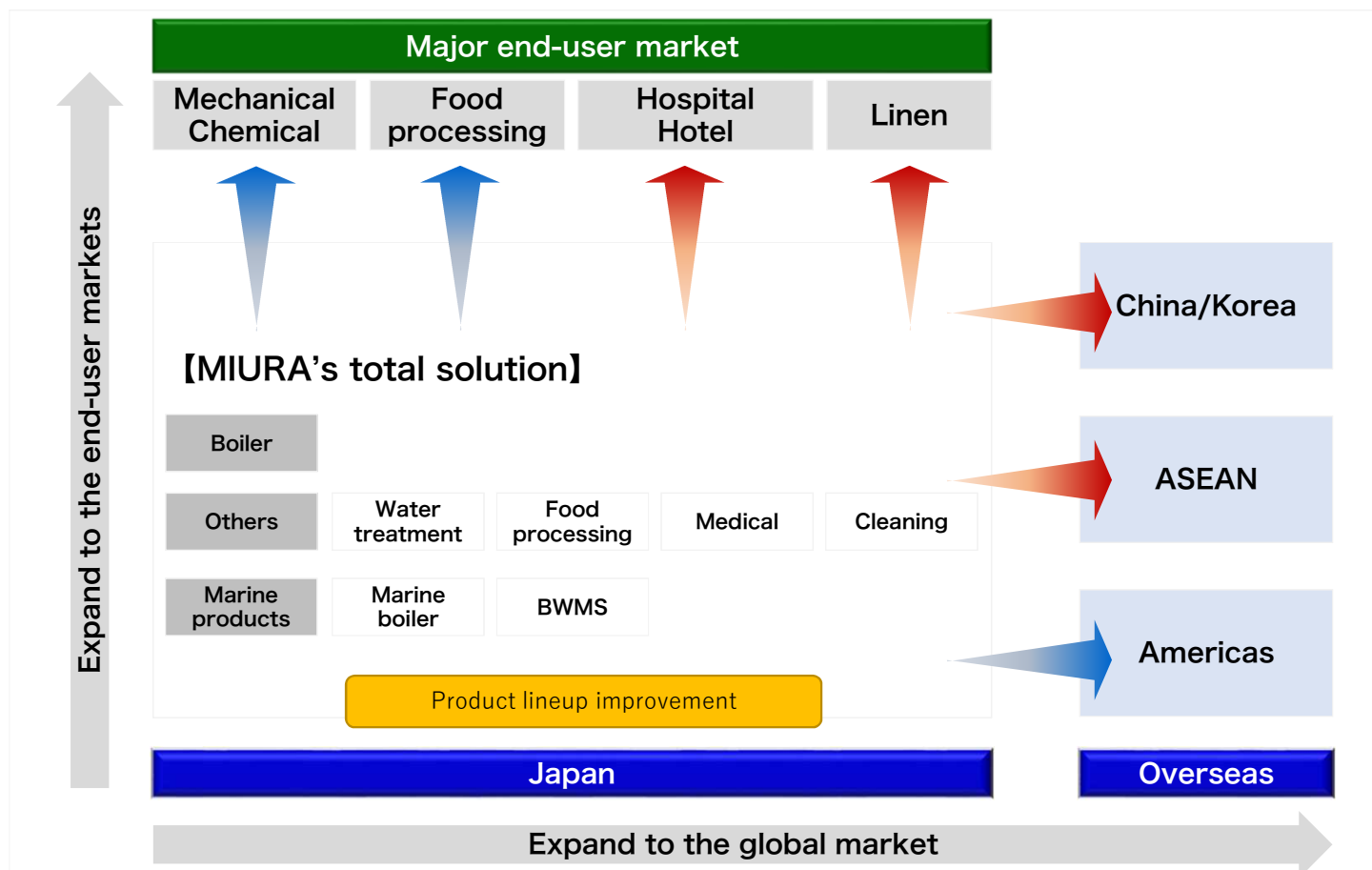
### ② Coal-fired boiler replacement in China

- Introducing gas-fired boiler technology in Japan to meet legal requirements, which have been tightened, on the fuel shift from coal to gas regarding serious air pollution in China
- Expanding maintenance network to provide maintenance as in Japan





Improve the product lineup, and develop solutions for the major end-user markets.  
Aim to expand to the overseas markets.





**The Best Partner of  
Energy, Water and Environment**



**Contact**

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MIURA CO.,LTD.**

**TEL 089-979-7045**

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**URL <http://www.miuraz.co.jp>**