

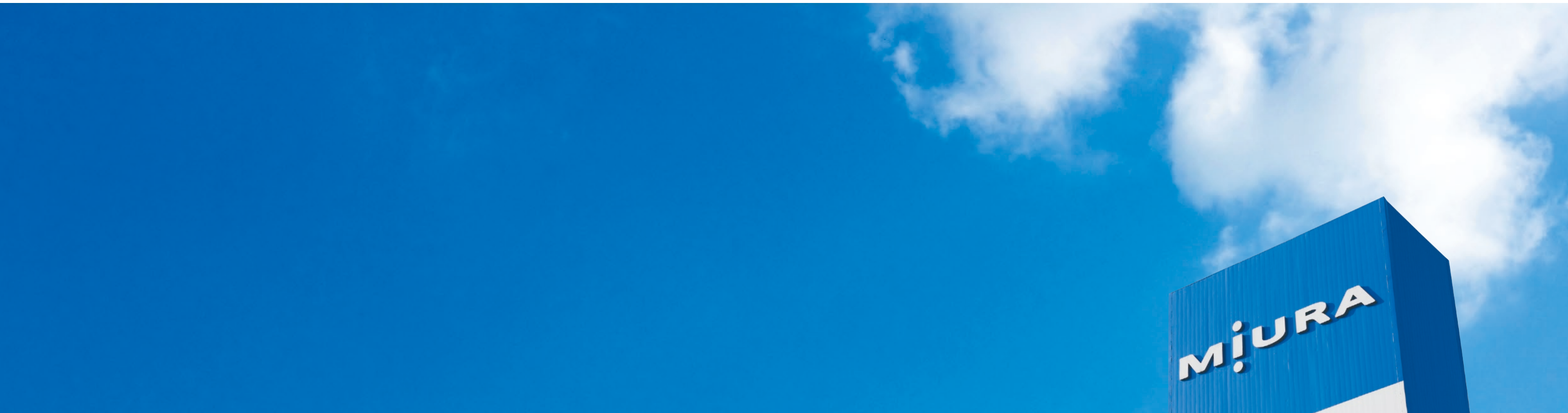
The Best Partner of  
Energy, Water and Environment



MIURA CO., LTD.

7 Horie, Matsuyama, Ehime 799-2696, Japan

MIURA CO., LTD. **Integrated Report 2022**



The Best Partner of  
Energy, Water and Environment



MIURA's History is a History of Creating Value

Historical milestones and social trends in Japan

1959-1964  
**Postwar booming economy**  
Due to heightened demand during the Korean War, boilers indispensable for milling barley and rice become difficult to get.

1965-1971  
**Soaring economic growth**  
As the Japanese economy soars, the demand for inexpensive and easy-to-operate boilers increases. Marine auxiliary boilers are in high demand for shipbuilding.

1972-1986  
**Oil crisis**  
In the aftermath of the oil crisis triggered by the 1973 Arab-Israeli War, energy-saving efforts start to gain momentum nationally. In addition to the ease of operation and affordable prices, greater energy efficiency becomes another sought-after feature in the boiler market.

1987-1999  
**Shift from product-driven business to service-driven business**  
In the late 1980s, Japan enters an economic bubble, triggered by a stronger yen following the Plaza Accord. An expanding money supply gives businesses opportunities to pursue not just technological innovations but also added value.

2000-2007  
**Global warming**  
The Kyoto Protocol, an international treaty to address global warming adopted in 1997, fuels demand for technologies to help reduce CO<sub>2</sub> emissions.

2008-2013  
**Industrialization in emerging countries**  
The global community calls for coordinated environmental efforts to mitigate global warming and achieve cleaner air. More and more enterprises expand their business globally.

From 2014 onward  
**Environmental management and promotion of SDGs**  
Since the adoption of Sustainable Development Goals (SDGs) at the UN Summit in 2015, all stakeholders, including national and local governments and private companies, have joined forces to accelerate the pace of achieving a sustainable society.

MIURA's evolution

Launches boiler business

Develops boiler business

Expands boiler business

Grows boiler business while diversifying business

Strives to become the best partner for customers and grows diversified business

Offers total solutions in Japan and expand business globally

Offers total solutions globally

Diversifying business

1971 Starts producing boiler chemicals.

1978 Starts diversifying business.  
1986 Starts selling food processing equipment.

1989 Starts selling dissolved oxygen removers.  
1992 Establishes MIURA Institute of Environmental Science.  
1996 Starts selling water softeners for home use.

2001 Becomes the first company in Japan to meet the international standards for performing dioxin analyses.  
2002 Starts selling dioxin-controlled compact incinerators.  
2004 Releases the Model CD vacuum defroster.

Vacuum defroster

2008 Releases the Model WI water purification system; agrees with Kobe Steel, Ltd. to jointly develop a steam-driven air compressor system.  
2009 Releases a decompression boiling washer jointly developed with Osaka University Hospital; releases the Model JQ retort sterilizer.

2014 Releases a ballast water processing unit for preserving marine ecosystems.  
2017 Inax Corporation, a leading manufacturer of industrial laundry equipment, becomes a MIURA group company.  
Releases a fuel cell for industrial use (SOFC).  
2018 Acquires a stake in J TOP Co., Ltd. in the wastewater treatment and recycling business  
2019 Acquires a stake in Clean Planet Inc.  
2020 Starts offering the MiraQua® water supply service; acquires a stake in Kitanihon Boiler Co., Ltd.  
2021 Acquires a stake in Kobelco Compressors Corporation.  
A heat pump that utilizes unused heat updated to VH-15WW.  
2022 Acquires a stake in Yabusame Co., Ltd.

VH-15WW

Boiler business

1927 MIURA Seijiro, father of MIURA's founder, establishes Miura Seisakusho, a manufacturer and distributor of barley and rice milling machines.  
1959 Miura Seisakusho Co., Ltd., established.  
1960 Starts selling compact once-through steam boilers.

1967 Enters the industrial market with marine auxiliary boilers.

1972 Develops a revolutionary omega flow pressure vessel that dramatically improves boiler efficiency.  
1974 Jointly develops a gas-fired boiler with Tokyo Gas Co., Ltd.  
1977 Commercializes the MI (multiple installation of compact boilers) system.  
1986 Obtains patent for the MI system.

1988 Releases an AI-equipped boiler.  
1991 Releases the SQ-2000 low-NOx boiler.

SQ-2000

2000 Releases the industry's first boiler with a built-in water softener.  
2004 Releases the industry's first steam boiler with a NOx emission level of less than 25 ppm.

SQ-2000ZS

2009 Releases the SQ-7000Z high-pressure, large-capacity, multi-tube once-through steam boiler.

SQ-7000Z

2017 Adds a hydrogen-fueled once-through steam boiler to the product mix.

SI-2000-H2 hydrogen-fueled once-through steam boiler

Maintenance business

1969 Launches a fee-based maintenance and inspection service.

1972 Launches a fee-based three-year maintenance and management service.



1989 Launches the industry's first 24/7 online maintenance service



2001 Consolidates the maintenance departments of all business divisions.  
2001 Provides mobile devices to all field service engineers.

2008 Launches a global online maintenance service in Asia and North America.  
2009 Introduces the Miura Online Maintenance (MOM) system.



2019 Starts selling MEIS CLOUD®, a cloud-based energy management system.  
2020 Starts selling MEIS CLOUD+, a cloud-based energy management system that works with a variety of equipment of any brand.

Overseas business

1982 Establishes a subsidiary in South Korea.  
Manufacturing Sales

1987 Establishes a joint venture in Canada.  
Manufacturing Sales  
1988 Establishes a subsidiary in Taiwan.  
Manufacturing Sales  
1991 Establishes a subsidiary in the United States.  
Sales  
1993 Establishes a joint venture in Shanghai, China.  
Manufacturing Sales

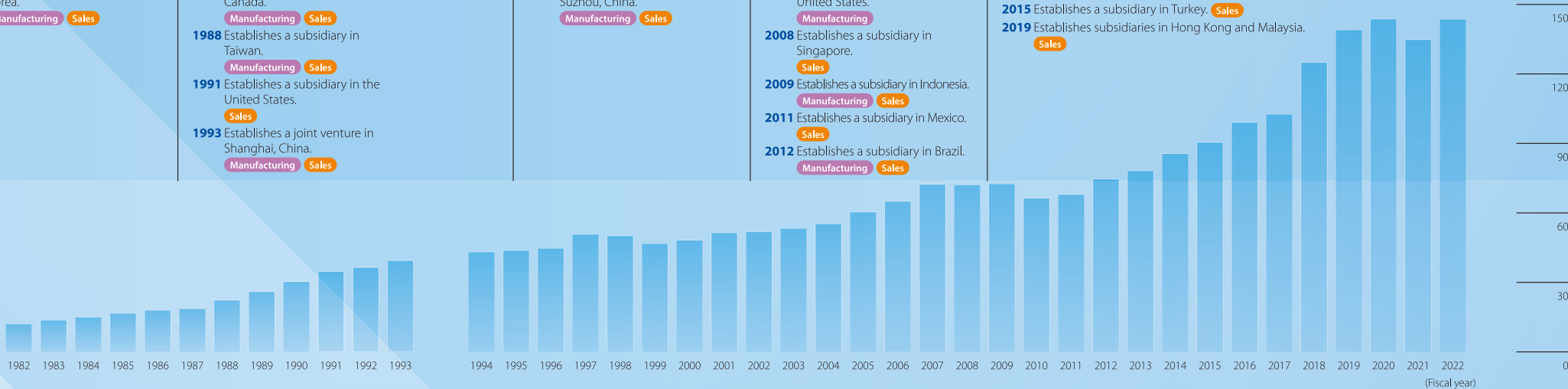
2004 Establishes a subsidiary in Suzhou, China.  
Manufacturing Sales

2008 Establishes a subsidiary in the United States.  
Manufacturing  
2008 Establishes a subsidiary in Singapore.  
Sales  
2009 Establishes a subsidiary in Indonesia.  
Manufacturing Sales  
2011 Establishes a subsidiary in Mexico.  
Sales  
2012 Establishes a subsidiary in Brazil.  
Manufacturing Sales

2014 Establishes subsidiaries in Thailand and the Netherlands. Sales  
2015 Establishes a subsidiary in Turkey. Sales  
2019 Establishes subsidiaries in Hong Kong and Malaysia. Sales

Annual Revenue

(In billions of yen)







**MIURA Offers Industry-Leading  
Total Solutions to Drive  
Sustainability in Energy, Water,  
and the Environment**

**MIYAUCHI Daisuke**  
President & CEO  
MIURA CO., LTD.

**Business risks and  
opportunities  
arising from  
fast-changing  
environments**

The world was thrown into turmoil in 2021 as environmental issues and the COVID-19 pandemic continued to pose formidable and pressing challenges, on top of other serious issues that had been prevailing for years. The changes brought about by these developments are likely to be here to stay, and all of us must learn to live with them. Under these circumstances, the key to business success lies in staying abreast of what is going on around you and being flexible and agile enough to change the way you do things and take bold steps forward.

One of the profound changes in external environments that has been affecting the MIURA Group's business over the past few years is the growing environmental concerns around the world. European countries have initiated efforts to address environmental challenges, and other countries have followed suit, which has resulted in increasingly aggressive environmental goals to be met by governments and businesses around the world. The heat-energy field, in which we do business, is closely associated with CO<sub>2</sub> emissions responsible for global warming. Our society uses heat energy, which is generated by burning fossil fuels, for a variety of purposes. MIURA boilers emit CO<sub>2</sub> when they operate, which may be a business risk to the Group. With technologies and infrastructures available today, however, it is still costly to produce and use environmentally friendly energy in abundance. It is not a viable option to address environmental issues without also weighing economic implications, including associated costs.

MIURA believes that one of the viable ways to reduce GHG emissions by 46% from the 2013 level by 2030, as committed to by the Japanese government, is to make the most of available technologies and curb energy consumption, in order to keep the cost of producing and consuming energy in check, while progressively getting ready to switch to renewable energy sources. Just as every country around the world has the challenge of achieving economic growth while curbing energy consumption, every business is striving to achieve sustainable growth while minimizing the environmental impact of its operations. The challenge of achieving environmental stewardship at the state and enterprise levels worldwide offers MIURA a good opportunity for business growth. In the near term, we offer products, services, and professional consultation to government, municipal, and business customers around the world to jointly address pressing environmental challenges they may have. In the longer term, we will develop and provide technologies to be incorporated into the next-generation energy infrastructure with less environmental impact. MIURA has been expanding its business for decades by offering industry-leading solutions to address environmental issues and earning the trust of customers. This philosophy is embodied in our Corporate Mission of “playing an instrumental role in achieving an environmentally friendly society and creating clean and comfortable lifestyles through our contribution in the fields of Energy, Water, and the Environment.”

The COVID-19 pandemic has disrupted our business, to be sure. In some cases, however, the global health crisis has brought about positive changes to the way we do business in 24 countries and regions around the globe. In places where semi-lockdowns and stay-at-home directives were enforced, some Group companies provided uninterrupted services to their customers and managed to increase revenue, even under challenging conditions. This feat was accomplished by dedication, hard work, and ingenuity demonstrated collectively by employees of those companies. I feel proud that they took the initiative in doing everything



they could to serve customers and meet revenue targets—with little supervision or support from MIURA Japan. At the height of the pandemic, MIURA Japan to some extent lost touch with the employees of its overseas subsidiaries. As it turned out, the pandemic provided a good opportunity for overseas Group companies to grow their business on their own. This was an example of turning challenges into opportunities. As Group companies operate in diverse markets around the world, we do not expect them to achieve business growth at the same pace. They can use their strengths and knowledge of their respective markets to their full advantage, which will, in turn, bolster the overall performance of the Group and enhance the MIURA brand worldwide.



## Review of FY2022 and highlights of the Medium-Term Management Plan for FY2023-2025

The Group's revenue from product manufacturing and sales for the fiscal year ended March 31, 2022 (FY2022), returned to its FY2020 level. This was primarily because many corporate customers resumed capital investments that had been suspended at the height of the pandemic, and our sales teams were able to meet them in person to learn about their investment plans firsthand. In the maintenance business, we signed service contracts with an increasing number of corporate customers overseas, even amid the pandemic. This indicates that overseas Group employees have begun to embrace and act on MIURA's service-focused business model. I am confident that more and more overseas employees have in them the MIURA DNA of focusing on after-sales services.

Linen service providers continued to suspend major capital expenditures because demand for linen supplies and cleaning in the hotel and public transportation sectors had fallen sharply. This was due to the growing popularity of teleworking and online meetings that dampened the need for commuting and business travels amid the pandemic. In this challenging business environment, INAX Corporation, a MIURA Group company in the laundry equipment business in Japan, achieved a year-on-year increase in revenue for FY2022. This was the result of collaboration with MIURA in offering more energy-efficient equipment and preventive maintenance packages to customers. We expect INAX to achieve further revenue growth in FY2023. The Group met its profit target for FY2022, offsetting the impact of increasing steel prices and logistics costs, as well as the need to switch to costly substitute parts due to shortages of standard ones. This was achieved by the company-wide efforts to cut back on nonessential expenses and offer high-margin, value-added products and services to more customers. It was all a team effort.

The key strategic objective set in the Group's Medium-Term Management Plan (MTMP) for FY2023-2025 is to leverage the Group's extensive experience and expertise in every aspect

of business to offer upgraded total solutions to customers. We have a vision to become a provider of best-in-class maintenance services to customers. Every Group employee has embraced, and has been acting on, this key objective and vision in every aspect of our business—from manufacturing through to sales and maintenance. We launched three years earlier a project to achieve excellence in maintenance services across the Group's business lines. It was part of our efforts to fulfill the vision I just talked about, and the project has begun producing encouraging results. For instance, our field engineers are now able to use their time more efficiently at work by using video manuals for training, switching to remote maintenance using sensors built into equipment, and providing maintenance reports electronically to customers.

Under the MTMP for FY2023-2025, the Group will continue to offer upgraded total solutions and one-stop maintenance services and make the foundation of its legacy business more robust. We will pursue merger and acquisition opportunities and step up our research and development efforts. This will enable us to expand the scope of our legacy business to sustain growth, as well as to accelerate the development of new business. We intend to offer even greater added value to customers by using DX solutions in our equipment and maintenance business. To this end, we have started rebuilding our ERP system and upgrading our IoT infrastructure while reengineering our business processes from start to finish.

One of the key initiatives outlined in the MTMP for FY2023-2025 is to serve our customers as their "heat-energy consultant." Energy is and will remain the Group's core business domain, and the Group must sustain growth in it. Just as a veteran restaurant sommelier uses their expert knowledge of, and experience in, wines to recommend the wine to a patron that goes best with their food choice, we will identify issues and needs that a customer may have and provide individually customized professional consultation and solutions. That is the idea behind heat-energy consulting. The key driver to make MIURA evolve into an energy sommelier is our people. To help all our employees embrace this concept and learn to offer tailored energy solutions to customers, we will reassess our talent management system. This will include reviewing and updating training programs, the performance appraisal policy and procedure, the compensation scheme, and the job assignment and promotion policy. Through an overhaul, we hope to make the Group's talent base the best it can be.

## Heat-energy consulting

Since its founding in 1959, MIURA's business model has been centered around delivering "technoservices," which is a word we coined. "Techno" means not only pursuing leading-edge technologies, but also putting technologies to practical use; "services" means understanding what customers are looking for and providing it to their satisfaction. Although it may not be easy for an employee to have both attributes defined by "technoservices," the idea behind the word is to encourage employees to learn to provide services to customers using their hands-on technical skills and practical experience. Becoming a heat-energy consultant is a logical and natural extension of providing technoservices, which we have been doing for years. It is an expression of the importance of being flexible and professional in meeting diverse customer needs in fast-changing business environments.



The key driver for providing heat-energy consulting is our customer-facing employees. For MIURA to become a heat-energy consultant, we need to train employees who work in the initial phase of a project to listen to what problems customers have and come up with the most effective solution for them. That is not all. We need also to develop the skills of those who work in the last phase of the project to deliver service solutions to customers. The employees I am talking about here are not just those currently on the payroll, but also new members who will join us in the coming years. The key is to hire, train, and retain talent who embrace the Group's Mission and act on it. Employees are the cornerstone of our sustainable growth. Another driver for our business growth comes from customers. Their business needs, objectives, and challenges all provide the basis and direction for us to grow our business. This means we have a lot to learn from the engagement with our customers and the market. Embracing MIURA's strategic initiatives and working with customers to resolve their issues provides a good opportunity for our employees to grow personally and professionally. This will, in turn, lead to the Group's growth as an entity.

To encourage employee buy-in to the company's strategy and initiatives, it always works to talk directly to them, and I believe in having a candid give-and-take between management and employees. That is why I post messages to the company's portal site twice a month, talking about my day-to-day work and the values I uphold. It is not very often, but I try to find time to exchange emails with employees. In meetings attended by managers and above, I share my thoughts and welcome their feedback.

The first step to providing heat-energy consulting is to know how corporate customers use energy in their business operations. To that end, we intend to make greater use of DX solutions to take our online maintenance services to the next level. Armed with sophisticated sensors built into equipment and the latest IT solutions, we will be able to remotely gather usable data from customers' operation sites efficiently and economically. This will enable us to choose and implement the best solutions for them.

While we can resolve small issues with minor tweaks or incremental updates, we may have to develop groundbreaking products from scratch in order to tackle bigger ones. No matter what challenges customers may have, MIURA will be there to assist as their trusted heat-energy consultant.

We will continue to implement corporate sustainability initiatives, following the policy and objectives we announced several years ago. For MIURA, corporate sustainability is to remain focused on using our competitive advantages to support the social infrastructure and promote environmental stewardship. To put this high-level concept into practice, we established the Sustainability Promotion Office in April 2022. This unit is tasked with visualizing and keeping track of the group-wide implementation of corporate sustainability initiatives against a set of KPIs, and keeping external stakeholders informed of the progress and outcome.

Today, MIURA has an effective corporate governance structure, but there is always room for improvement. In fact, at a recent management meeting, an Outside Director who

attended the meeting as an observer raised the question of how we can make the company's corporate governance even more robust. Outside Directors meet with heads of business divisions from time to time to learn about their opportunities and challenges. They now play greater roles in overseeing, and engaging in, the company's business at board meetings. We will continue to enhance our corporate governance as we implement new strategies and expand our business. But we have no intention of upgrading a governance structure from a short-term perspective. We will always ask ourselves how we can enhance governance to facilitate the Group's sustainable growth, and will develop and retain leadership talent capable of meeting our medium- and long-term strategic objectives.



### Message to our stakeholders

The way I see it, the MIURA Group has much room for growth, both in the scope of service offerings and in the geographical markets in which to do business. That is why we are considering expanding our business domain, possibly through mergers and acquisitions, which will give us an opportunity to broaden the range of our total solutions. While we place greater weight on investing for growth, it must be well-balanced and return profit to shareholders. Our policy has been to maintain stable dividend payments, returning profit to shareholders in proportion to the Group's annual business performance. We have maintained a consolidated dividend payout ratio at or around 30%, after taking into consideration the Group's consolidated business performance and financial position. We intend to achieve sustainable growth so that we can maintain stable dividend payments to our shareholders. Furthermore, our longer-term goal is to achieve an ROE of 10% or more annually and tightly manage the company's WACC (weighted average cost of capital) so that we will be able to increase the dividend rate from profit growth. At the same time, we will consider a wide range of options to return profit to shareholders in a manner that meets our ever-growing capital needs.

Our policy of maintaining good relationships with all our stakeholders to grow together will remain unchanged. We will continue to work closely with our suppliers to build and maintain a robust supply chain so that we can continue to deliver products that meet customers' expectations. The MIURA Group is committed to working even harder to remain a reliable and trusted partner of our customers around the world and drive customer success in achieving greater energy efficiency and pursuing environmental stewardship in their business operations.

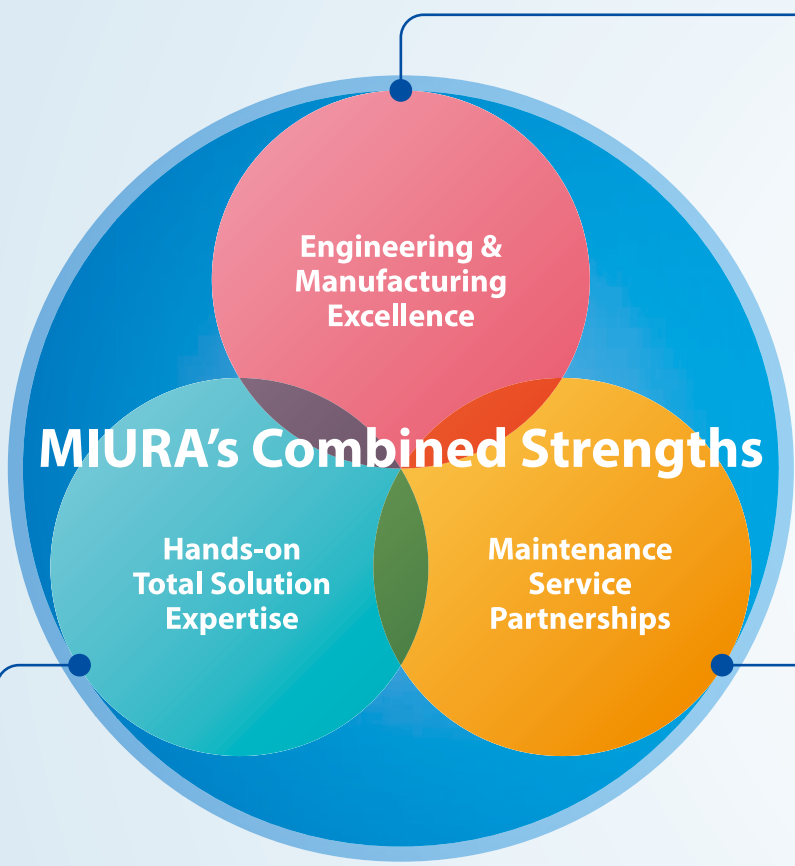
I would much appreciate it if you would continue to extend your support to us in this endeavor.

### MIURA's approach to corporate sustainability

# Source of MIURA's Value Creation

## MIURA's combined strengths in helping customers resolve their issues

MIURA's business model is built on our combined strengths in engineering and manufacturing, sales and marketing, and maintenance and services that together helps resolve the diverse issues that customers face in their business operations. Our sales and maintenance teams in the field keep engaged with customers to build long-lasting relationships of trust. Out of this engagement emerge ideas for new products that meet customer needs and take our engineering and manufacturing excellence to the next level. This collaborative cycle goes on continuously, enabling us to keep bringing out industry-leading solutions in the fields of energy, water, and the environment.



### Hands-on Total Solution Expertise

#### Sales focused on building trust to drive customer success

MIURA's sales teams first listen to what customers are looking for and then offer customer-driven total solutions, working with them to solve problems. Close to 350 sales staffers work out of 100 locations around the country, visiting manufacturing companies, hospitals, and facility management companies to make sales pitches for MIURA products. To help customers reduce overall energy costs and CO<sub>2</sub> emissions in their factories, we offer more energy-efficient, lower-emission products as replacements and propose solutions based on the understanding of where customers are today and where they want to be tomorrow.

We invite customers for a tour of our manufacturing lines and a boiler demonstration room in our main factory. The post-tour feedback we receive from customers enables us to customize our total solutions to their needs.

Our water analysis teams diagnose customers' boilers and water treatment equipment, and our energy-efficiency teams assess customers' plants on energy usage. The latter teams have performed more than 55,000 equipment assessments in customers' plants in order to visualize, and identify issues with, its energy efficiency performance and offer solutions.



### Engineering & Manufacturing Excellence

#### Developing and manufacturing products with end users in mind

MIURA is intent on developing and manufacturing boiler units, as well as their components and microprocessing boards, in-house. That is because we would like our products to keep running in good condition for years. Our research and development teams are responsible for continuing to improve MIURA's technological prowess to meet customers' diverse needs and expand our business domain. Our engineering teams are tasked with refining existing products and developing new ones. Production engineering teams oversee the production lines to make

sure they run smoothly and efficiently. All these team efforts have resulted in our winning the Japan Society of Mechanical Engineers Awards three times.

Performance tests and accelerated life tests that expose sample products to harsh conditions enable us to build safety into product design before they are mass-produced. The company has a dedicated facility to train welders and develop them into welding experts. We have been enforcing stringent quality control under the ISO 9001 international standard, and our water-processing-chemical plant is certified to the ISO 22000 food safety management standard.



### Maintenance Service Partnerships

#### Best-in-class maintenance teams demonstrate outstanding on-site problem-solving skills

Our field engineers are a group of professionals specializing in servicing boilers and other MIURA products on site. They have honed their skills through internal model-specific qualifications, public qualifications, on-the-job training, and group training provided at the head office. Every field engineer is trained to be versatile enough to perform maintenance work on their own on machinery, electric equipment, and water management equipment. They provide preventive on-site maintenance services, which include inspection of a customer's equipment at regular intervals to keep it running without trouble. They are attentive to what customers are looking for and are quick to offer solutions.

More than 1,200 field engineers at 100 locations around the country use tablet devices to access parts information and data on site, and are ready to rush to customers if something goes wrong with their installed machines.

The ZIS Online Center provides support for field engineers. The center connects customers' equipment online to our service facilities and provides 24/7 support. To date, we have performed online maintenance of 69,000 units of equipment. In addition, as part of our business continuity framework, we have opened a second ZIS Online Center, and all maintenance data are now managed by two centers.



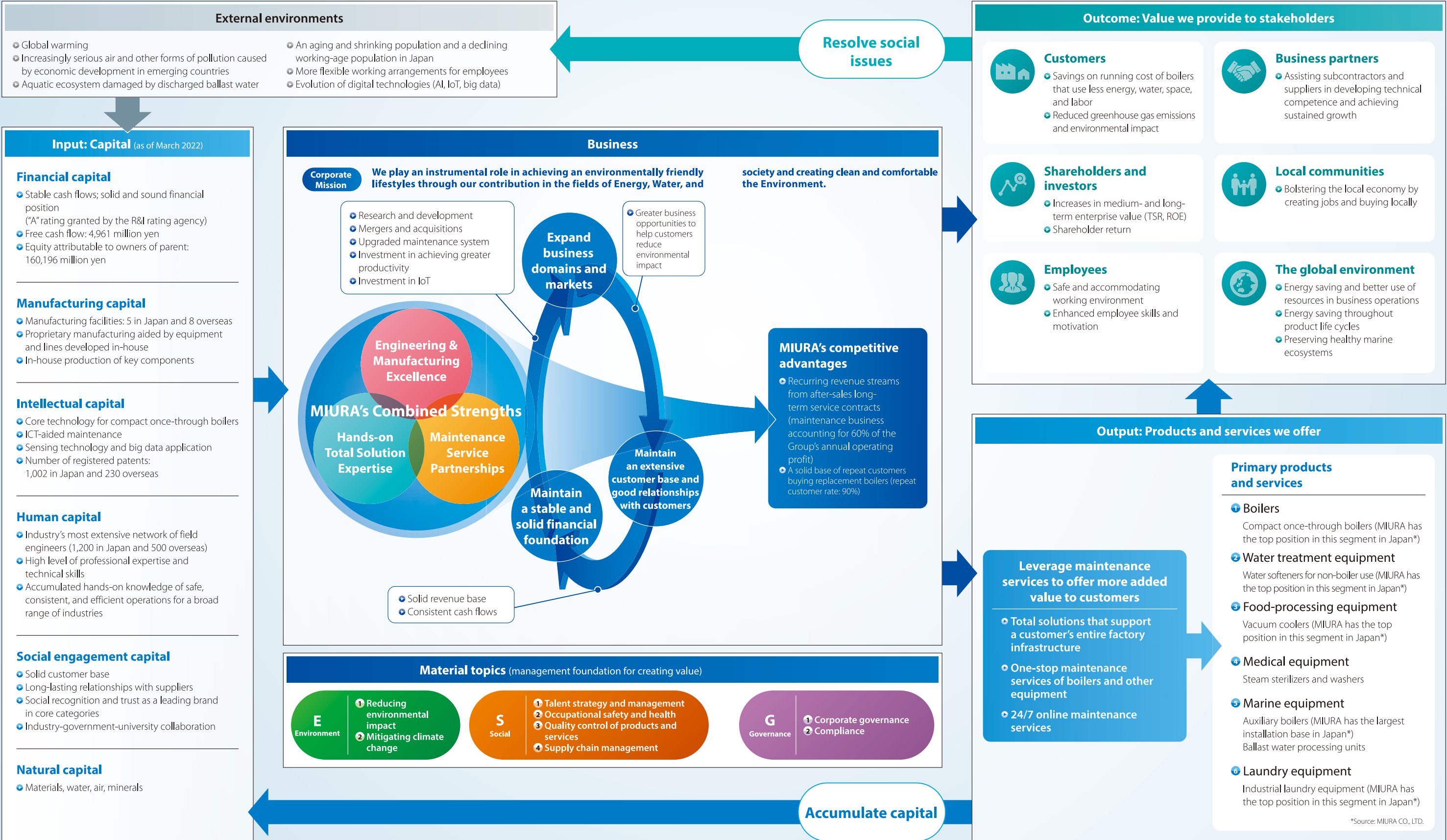
#### MIURA's heat-energy consultants offer tailored solutions to customers

MIURA's engineering, sales, and maintenance teams are "heat-energy consultants" who drive customer success. As consultants, they identify energy-related operational issues that customers may have and develop and provide customized solutions to meet their specific needs. To assist all our employees in stepping up to heat-energy consultants, we intend to make greater use of DX solutions and invest in our talent base. This will enable us to develop and offer products and services that resolve customers' issues and meet their expectations.



# How MIURA Creates Value

Our Corporate Mission is the purpose that the MIURA Group is determined to fulfill for years to come. We follow the process illustrated below to increase our enterprise value and resolve social issues while enhancing the six forms of capital.



## Corporate Sustainability

## MIURA's Corporate Mission

We play an instrumental role in achieving an environmentally friendly society and creating clean and comfortable lifestyles through our contribution in the fields of Energy, Water, and the Environment.

## MIURA's Motto

We create an inspiring and accommodating workplace where we take pride in what we do.

## MIURA Group Corporate Sustainability Policy

The MIURA Group partners with customers in the fields of energy, water, and the environment to play an instrumental role in helping achieve a sustainable society.



**HIROI Masayuki**  
Director, Executive Managing Officer,  
and Chief Sustainability Officer

The MIURA Group's corporate sustainability is about encouraging all employees to embrace the Group's Mission and Motto and take ownership in serving customers, which will in turn promote environmental stewardship and community outreach, as well as the Group's sustained growth.

In FY2022, under the Group's Mission and Motto, we established the

MIURA Group Corporate Sustainability Policy, which outlines the direction to drive the Group's sustainability efforts. We intend to continually expand the scope of our material topics to address and implement corporate sustainability initiatives as part of our commitment to achieving a sustainable society.

## Promoting corporate sustainability

The Sustainability Promotion Meeting is chaired by the Chief Sustainability Officer, who is named by the President & CEO. The Meeting is composed of 24 members, including Executive Officers who represent 21 divisions and departments (as of June 2022). There has been an increase of 7 divisions and departments and an increase of 11 members since it was established in April 2021. The Sustainability Promotion Office and the Corporate Communications Department provide administrative assistance to the members of the Meeting. At the Meeting, which convenes four times a year, members review and approve sustainability policies and action plans and track their progress. At the conclusion of each session, the Chair reports and submits proposals to the Board of Directors for review and approval. Under the guidance of the Board of Directors, the Meeting prompts divisions and departments to develop and carry out action plans. During FY2022, the Meeting invited as adviser a subject-matter expert from outside the company who is a former general manager of the CSR department of a private company. In the four sessions, members reviewed the amended Corporate Governance Code, set sustainability targets, reviewed recommendations provided by the Task Force on Climate-Related Financial Disclosures, and discussed how to improve the effectiveness of the company's human rights policy.

## ● MIURA's Corporate Sustainability Promotion Structure



## Institutional sustainability initiatives

## UN Global Compact

MIURA endorsed and signed the UN Global Compact in June 2021.



## SDGs promotion

The Group is undertaking the MyGs Project to raise employees' awareness of the Sustainable Development Goals (SDGs) and encourage them to act on them. The project website is available in four languages, so that all Group employees can understand.

Visit the MyGs Project page on our website at:  
<https://www.miuraz.co.jp/mygs/en/>


## Materiality Assessment

The MIURA Group has identified topics material to its value-creating process and corporate sustainability, primarily from the shareholders' and investors' perspectives. We intend to create social and economic value by addressing these material topics.

## How we identify material topics

- |               |                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Step 1</b> | List a variety of potential material topics relevant to the Group, based on: (1) the expectations for, and requests to, the Group voiced by shareholders and investors through stakeholder engagement; (2) the assessment criteria used by MSCI and other leading ESG assessors; and (3) industry-specific sustainability accounting standards proposed by the U.S. Sustainability Accounting Standards Board |
| <b>Step 2</b> | Choose from the list the material topics deemed most relevant to the Group's Mission and its medium- and long-term value creation, in consultation with internal and external subject-matter experts                                                                                                                                                                                                          |
| <b>Step 3</b> | The Board of Directors approves the list of proposed material topics, following deliberations at Management Meetings.                                                                                                                                                                                                                                                                                         |

## MIURA Group's Material Topics

ESG	Material topics	Reasons for selection	Actions to be taken	Contribution to SDGs
<b>E</b> Environment	<p>① Reducing environmental impact</p> <p>② Mitigating climate change</p>	Consideration for, and contribution to, natural capital, including mitigating climate change, has considerable impact on the Group's and stakeholders' sustainability efforts.	<ul style="list-style-type: none"> <li>Develop and offer environmentally friendly products</li> <li>Make more efficient use of energy in operations</li> <li>Reduce and recycle industrial waste</li> <li>Control the use of chemical substances</li> </ul>	
<b>S</b> Social	<p>① Talent strategy and management</p> <p>② Occupational safety and health</p> <p>③ Quality control of products and services</p> <p>④ Supply chain management</p>	<p>Hiring and retaining diverse professional talent is key to our global implementation of the Group's maintenance-driven business model and to our long-term growth.</p> <p>Ensuring employees' safety and wellness, as well as assisting suppliers with safety training, is key to our increasing human and social engagement capital.</p> <p>Stringent quality control is key to our maintaining or increasing intellectual and social engagement capital, and is a basis for the Group's competitive advantages to retain the trust of customers and business partners.</p> <p>Collaborative approaches to addressing social issues associated with the supply chain help enhance social engagement and natural capital.</p>	<ul style="list-style-type: none"> <li>Develop internal talent</li> <li>Promote workplace diversity and inclusion</li> <li>Provide a good working environment</li> <li>Respect human rights</li> <li>Prevent accidents at work</li> <li>Train employees in safety and healthy lifestyles</li> <li>Invest in employees' wellness</li> <li>Assess risks at quality control meetings and in product development</li> <li>Resolve product defects as soon as they are detected</li> <li>Implement a procurement BCP initiative</li> <li>Work closely with key suppliers to improve QCDF</li> <li>Promote green procurement for stringent control of chemical substances</li> </ul>	 
<b>G</b> Governance	<p>① Corporate governance</p> <p>② Compliance</p>	<p>Continually enhancing corporate governance is a basis for creating economic and social value in the long term.</p> <p>Ensuring legal compliance and mitigating risks is key to retaining social engagement capital and promoting the Group's corporate sustainability.</p>	<ul style="list-style-type: none"> <li>Enhance the governance structure based on assessments of the effectiveness of the Board of Directors</li> <li>Improve the effectiveness of the Board of Directors</li> <li>Prevent the occurrence of bribery</li> <li>Follow procedures for security export control</li> <li>Protect intellectual properties</li> </ul>	



# MIURA Group's Sustainability Targets

We have broken the Group's material topics into long-term objectives, key initiatives, and action items for which divisions have established long-term key performance indicators (KPIs).

Scope 1 emissions: Direct greenhouse gas (GHG) emissions that occur from sources controlled or operated by a business, such as emissions associated with fuel combustion and manufacturing processes  
 Scope 2 emissions: Indirect GHG emissions associated with the purchase of electricity, heat, and steam  
 Scope 3 emissions: Indirect GHG emissions not included in Scope 1 or 2 emissions (emissions by other companies related to the activities of the business)  
 \*Emissions and consumption per revenue unit are based on MIURA's non-consolidated revenue in Japan.

	Material topics	Long-term objectives	Key initiatives	Actions to be taken	KPIs			Results for FY2022
E	Reducing environmental impact Mitigating climate change	Reduce environmental impact of our business operations, as well as our products and services	Reduce the environmental impact of our business operations	Reduce CO <sub>2</sub> emissions from our business operations • Build an internal infrastructure for making greater use of renewable energy and achieving greater energy efficiency, which includes solar power generation, LED lighting, demand control of air conditioning, and switching to more-energy-efficient production equipment • Other actions: Purchasing green energy and signing up for the J-Credit Scheme	• Reduction of Scope 1 and 2 emissions at MIURA and its manufacturing subsidiaries in Japan	For 2030 and 2050	• Reduce emissions by 50% from the 2013 level by 2030 • Reduce emissions by 100% from the 2013 level by 2050	CO <sub>2</sub> emissions: 13,805.7 t-CO <sub>2</sub> , down 7.6% from the 2013 level
				Reduce water consumption • Reuse wastewater	• Reduction of water consumption at MIURA, excluding its branch offices, and its manufacturing subsidiaries in Japan		• Reduce consumption per revenue unit by 35% from the 2019 level by 2030 • Reduce consumption per revenue unit by 65% from the 2019 level by 2050	Consumption per revenue unit for 2021: 1.68 m <sup>3</sup> /million yen*, down 3.9% from the 2019 level
				Reduce waste • Recycle waste into usable materials	• Recycling rate of waste at MIURA, excluding its branch offices, and its manufacturing subsidiaries in Japan		• 85% in 2030 • 95% in 2050	Waste discharged: 2,062.4 t Waste recycling rate: 71.5%
			Develop environmentally friendly products and offer energy-saving solutions to customers	Reduce CO <sub>2</sub> emissions from the use of our products and services • Encourage customers to switch fuels, from oil to natural gas • Encourage customers to recover waste heat and make greater use of unused heat • Offer energy-saving solutions to customers • Provide boilers that burn low-emission fuels and continue to offer total solutions to customers	• Reduction of Scope 3 emissions		• Reduce emissions per revenue unit by 40% from the 2019 level by 2030 • Reduce emissions per revenue unit by 100% from the 2019 level by 2050	Emissions per revenue unit for 2021: 215.7 t-CO <sub>2</sub> /million yen*, down 12.2% from the 2019 level
S	Talent strategy and management	Create a workplace in which diverse employees take pride in what they do, feel comfortable to be themselves, and achieve their full potential	Establish a talent management system that affords every employee the opportunity to achieve their full potential	Reassess the current talent management system • Identify issues with the current system • Consider switching to a role- and performance-based compensation scheme	• Expansion of the role- and performance-based compensation scheme at MIURA	For 2026	• Qualitative assessment	The project team identified issues with the current system. A task force is to be established.
			Promote workplace diversity and inclusion and develop talent	Add greater diversity to the talent base • Empower female employees • Hire more mid-career professionals • Retain younger employees • Offer greater work opportunities to senior employees • Hire more non-Japanese employees	• Percentage of female managers at MIURA	For 2025	• 3.0% or more	2.9%
				Continue to step up talent development • Expand training programs • Provide maintenance training for new hires • Increase the number of employees with key public qualifications necessary to drive business growth	• Percentage of local hires promoted to managerial positions at overseas Group companies	For 2025	• 80% or more	73.9%
		Create an accommodating workplace environment for employees	Provide employees with more flexible working arrangements and support their family responsibilities	Continue to improve the workplace environment and broaden the scope of support to employees • Encourage employees to take paid holidays • Encourage male employees to take paternity leave • Improve employee engagement in the workplace • Build a safe and productive teleworking environment for employees	• Usage rate of paid holidays at MIURA	For 2026	• 80% or more	65%
			Respect human rights	Implement corporate human rights due diligence • Ensure employee compliance with the Group's Human Rights Policy • Conduct human rights due diligence to identify human rights risks	• Percentage of Group companies in Japan that conduct employee engagement surveys	For 2026	• 100%	Of all Group companies in Japan, 83% conducted employee engagement surveys.
	Occupational safety and health	Place the highest priority on ensuring occupational safety and health in every business operation, to prevent accidents and promote the wellness of our employees and those of suppliers.	Prevent work-related accidents involving our employees and those of suppliers and subcontractors	Continue to train employees in accident and disaster prevention • Train employees in safe and healthy work practices • Make greater use of the Safety and Health Committee and raise employee awareness of workplace safety	• Implementation of human rights due diligence in Group companies in Japan	For 2026	• Qualitative assessment	Conducted e-learning on human rights for all MIURA employees (99.7% participation)
			Improve employees' mental and physical wellness	Continue to assist employees in maintaining good health • Maintain status as a certified Outstanding Organization in Health & Productivity Management • Outsource health checkups of employees • Expand the mental and physical health counseling and support for employees	• Major accidents and disasters at Group companies in Japan Number of fatal accidents, accidents that caused physical disability, and accidents that injured three or more people	For 2026	• None	Number of major accidents and disasters: None
	Quality control of products and services	Continually improve the quality of all our products and services to live up to the trust and expectations of every customer and business partner.	Make the quality management system more effective	Step up efforts for risk assessment and the prevention of customer complaints • Drive greater customer satisfaction • Avoid unforeseen quality abnormalities • Improve the design quality • Enhance quality management in overseas Group companies	• Provision of mental and physical health counseling to employees and follow-up on employees on long-term leave at Group companies in Japan	For 2026	• Qualitative assessment	Certified as a Large Health and Productivity Management Organization for 2022; Ranked between No. 1951 and No. 2000 among 2869 entrants; overall deviation score: 46.2
			Implement sustainable procurement practices to fulfill our social responsibility across the supply chain, including reducing environmental impact, ensuring quality, implementing occupational health and safety procedures, and respecting human rights	Work closely with suppliers • Ensure supplier compliance with the MIURA Group Sustainable Procurement Guidelines • Implement green procurement practices for materials free of hazardous chemical substances	• Percentage of expenses of addressing customer complaints to MIURA's annual revenue • Self-assessments of quality conducted by overseas Group companies	For 2026	• 0.75% or less	0.83%
	Supply chain management		Implement sustainable procurement practices		• Percentage of MIURA's suppliers that respond to our questionnaire survey on the Group's Sustainable Procurement Guidelines	For 2026	• 100%	Improved scores at 11 subsidiaries (7 subsidiaries operating assembly plants and 4 other subsidiaries)
G	Corporate governance	Establish a fair, transparent, and effective governance structure to increase our enterprise value in the long term	Improve the effectiveness of the Board of Directors	Improve the effectiveness of the Board of Directors • Contract an independent agency to conduct board effectiveness assessments	• Progress in improving the effectiveness of MIURA's Board of Directors	For 2026	• Qualitative assessment	Results of a questionnaire survey conducted by an independent agency, as compared with those of the 2021 survey: Items with higher scores: 16 Items with same scores: 5 Items with lower scores: 10 Added items: 6
	Compliance	Deepen compliance awareness and practice among employees to earn and retain the trust of society as an ethical entity	Ensure compliance awareness and practice among employees	Continue to provide compliance training to employees • Conduct a compliance awareness survey of employees regularly • Train more employees in compliance • Prevent internal cases of serious compliance irregularities	• Percentage of employees who receive compliance training at Group companies in Japan	For 2026	• 100%	99.2%

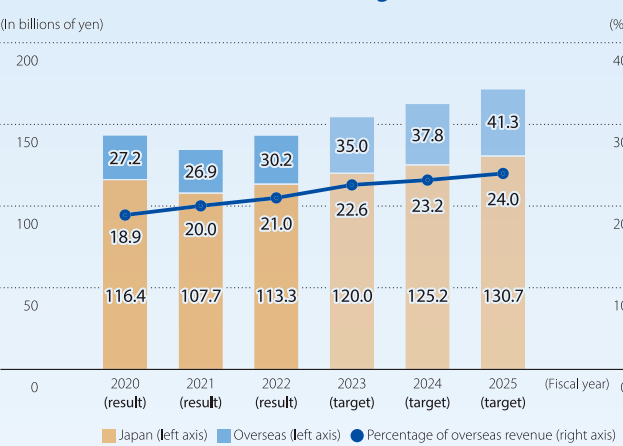
● Medium-Term Management Plan (MTMP) for FY2023-2025

MIURA Group's Consolidated Financial Results and Targets

(In billions of yen)

	FY2020 results	FY2021 results	FY2022 results	FY2023 targets	FY2024 targets	FY2025 targets
Revenue from operations in Japan	116.4	107.7	113.3	120.0	125.2	130.7
Revenue from operations outside Japan	27.2	26.9	30.2	35.0	37.8	41.3
Total revenue	143.6	134.6	143.5	155.0	163.0	172.0
Operating profit	18.5	17.8	19.4	20.0	22.0	23.5
Operating profit margin	12.9%	13.3%	13.5%	12.9%	13.5%	13.7%
YoY percentage change in revenue in Japan	—	-7.5%	+5.2%	+5.9%	+4.3%	+4.4%
YoY percentage change in revenue outside Japan	—	-1.1%	+12.3%	+15.9%	+8.0%	+9.3%
YoY percentage change in operating profit	—	-3.8%	+9.0%	+3.1%	+10.0%	+6.8%

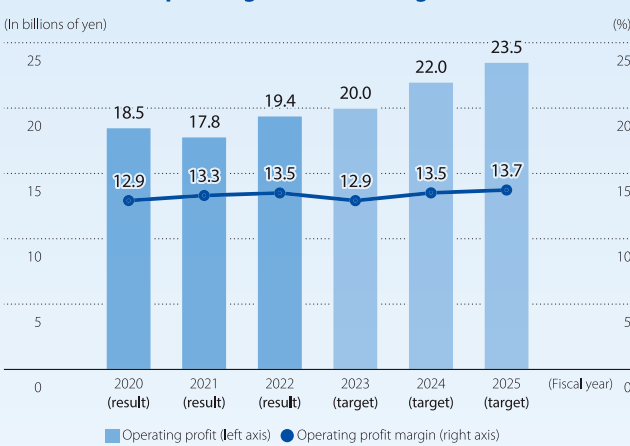
Consolidated Revenue and Percentage of Overseas Revenue



Review of the fiscal year ended March 31, 2022 (FY2022)

Our equipment sales achieved a year-on-year increase in Japan, thanks to a boost in sales of boilers and medical equipment, buoyed by a rebound in corporate investment. The increased sales more than offset weak sales of marine equipment resulting from a slowdown in the pace of shipbuilding. We also achieved growth in the maintenance business in Japan. This was primarily because revenue from our energy-saving solutions was up, making up for the shortfall in sales of long-term service contracts. This shortfall reflected weaker equipment sales at the height of the COVID-19 pandemic during the previous year. Linen and cleaning service providers continued to cut back on their capital expenditures amid the pandemic. Nevertheless, our revenue in the laundry equipment business was up year-on-year as the demand for labor-saving, energy-efficient laundry equipment to replace older machines began to pick up. Our operating profit margin from the business in Japan jumped up from the previous year. This was partly because the extent of cost increases, driven by higher steel prices and costly alternative components, was smaller than expected, and partly because of a favorable product mix, with a smaller proportion of revenue generated from lower-margin products. These factors more

Consolidated Operating Profit and Margin



than offset an increase in personnel and SG&A expenses that came with the easing of the government's stay-at-home directives. In international markets, we had strong equipment sales. This was primarily because businesses resumed capital investment that they had suspended at the height of the pandemic during the previous year, and demand for our products became stronger. The local currency-denominated revenue was flat in China, where our growth slowed because corporate customers—concerned about an economic slowdown amid lockdowns enforced in major cities and resulting from strained US-China relations—remained cautious about their investment plans. While competitors struggled to make sales in China, we managed to maintain unit sales. This was a good indication that our recurring-revenue business model was working. We achieved a year-on-year increase in operating profit from our overseas business. This was because we sold more units of equipment and more fee-based maintenance contracts in the Americas than in the previous year. The additional revenue offset an increase in SG&A expenses in every subsidiary, reflecting the easing of stay-at-home directives in the countries and regions in which we operated.

Outline of MTMP for FY2023-2025

The Group has been operating in an increasingly volatile and unpredictable business environment in Japan. Challenges we are facing today include rising steel prices, increasing manufacturing and logistics costs triggered by soaring oil prices and labor shortages, and the public drive for carbon neutrality around the globe. It is unlikely that Japanese industrial businesses will complete upgrading their factory infrastructures by FY2025 to facilitate switching from fossil fuels to zero-emission fuels for their equipment on the shop floor. The more likely scenario is that they will continue to invest in low-emission solutions through FY2025. Industries are facing similar challenges in international markets. They are predicted to step up their efforts to become carbon-free at varying paces, depending on how the energy situation plays out in each country and region. In these challenging environments, the Group intends to increase its revenue by an average of 5% a year in Japan from FY2023 through 2025.

This can be achieved by creating more demand for our total solutions while expanding our business domains, and broadening service menus in the maintenance business. In the laundry equipment business, we expect linen service providers to resume investing in upgrading their aging pieces of equipment as the impact of the pandemic begins to subside. The key strategy for our overseas business is to focus on extending globally the business models we have established in Japan.

The Group's revenue target is partly boosted for FY2023 by favorable foreign-exchange rates. With the effect of exchange rates taken out of the equation, our medium- and long-term business goal is to achieve annual growth of 5% on average in China, where a slower economy and tighter regulatory requirements are anticipated, and more than 10% on average in the rest of the world.

Revenue Targets by Business Line

(In billions of yen)

Area	Business	FY2022 targets	FY2022 results	FY2023 targets	FY2024 targets	FY2025 targets
Japan	Boiler	63.0	64.8	66.3	69.0	71.3
	Water treatment equipment	4.8	6.4	6.9	7.3	7.6
	Marine equipment	9.9	9.6	9.8	10.2	10.3
	Food and medical equipment	11.8	12.6	13.3	13.7	14.0
	Laundry equipment	12.7	13.1	16.6	17.5	19.5
	Others (including special-purpose equipment, new businesses, and environmental business)	7.8	6.8	7.1	7.5	8.0
	Subtotal	110.0	113.3	120.0	125.2	130.7
Overseas	The Americas	6.1	6.7	7.9	8.3	9.2
	South Korea	8.6	8.0	9.3	10.0	11.0
	China	11.9	10.4	11.9	12.5	13.3
	ASEAN and other regions	4.9	5.1	5.9	7.0	7.8
	Subtotal	31.5	30.2	35.0	37.8	41.3
Total		141.5	143.5	155.0	163.0	172.0

Summary of Medium-Term Strategy by Business Line

Area	Business	Strategy
Japan	Boiler	(1) Offer customers solutions, especially in the categories in which MIURA is behind the competition, that can be incorporated into their projects to reduce energy use and CO <sub>2</sub> emissions in their factories (2) Increase sales of MIURA products and others', bundled with our maintenance plans
	Water treatment equipment	(1) Offer pure water systems to the pharmaceutical industry (2) Sell more water-supply services by expanding the application of the filtration system to construction projects
	Marine equipment	(1) Increase sales to overseas shipyards (2) Expand the parts business by offering preventative maintenance solutions to the shipbuilding industry
	Food and medical equipment	Offer total solutions for food equipment by adding value through one-stop maintenance services Develop a market for washers and low-temperature sterilizers in the medical industry
	Laundry equipment	(1) Expand the business domain by offering labor-saving automated laundry equipment (2) Grow the maintenance business by broadening service menus into the new business domain
	Others (including special-purpose equipment, new businesses, and environmental business)	New businesses: Promote compressor sales and maintenance services Environmental business: Expand the pesticide residue analysis business, and enter the bioanalysis market
Overseas	The Americas	Separate direct sales areas from distributor sales areas, and establish a remote maintenance support system
	South Korea	Make inroads into the high-pressure, high-capacity steam boiler market
	China	Continue to encourage customers to switch from competitors' gas boilers to ours
	ASEAN and other regions	Acquire customers keen on implementing carbon-free solutions



Interview with the CFO



### MIURA will remain flexible in investing for growth while sharing profit with shareholders

**HIROI Masayuki**  
Director, Executive Managing Officer,  
and Chief Financial Officer

1. Financial strategy to support the Group’s sustainable growth

**Q. What is the Group’s financial strategy and direction?**

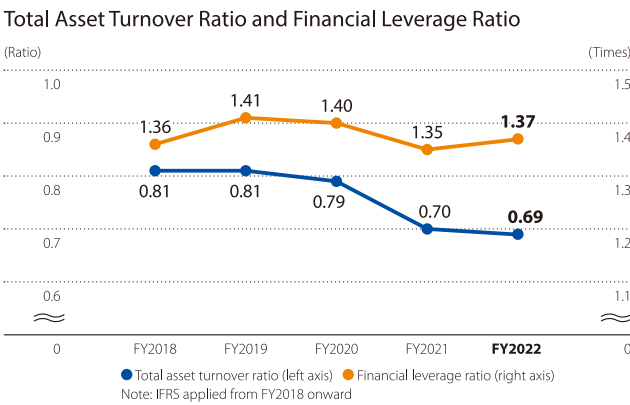
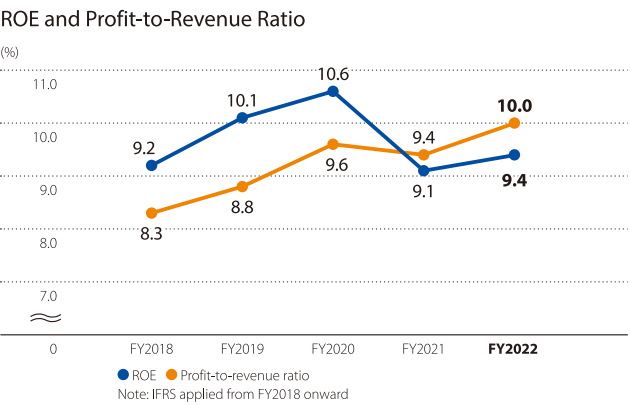
During the fiscal year ended March 31, 2022 (FY2022), cases of COVID-19 began to come under control globally, and the world economy showed signs of recovery, signaling a prelude to a post-pandemic world. In Japan, while COVID-19 is still with us, the government, businesses, and the public have begun to learn to live with it, trying to bring socioeconomic activities back to normal, albeit at a modest pace.

MIURA’s financial policy is, first and foremost, to maintain its financial liquidity at the level necessary to keep business running for today and tomorrow, as well as to raise and manage funds efficiently. MIURA centrally manages funds for the entire Group. This enables the company to manage the Group’s working capital efficiently and optimize its capital efficiency in business operations. The company has sufficient cash and cash equivalents in the coffers to drive the expansion of the Group’s business. In addition, we keep close track of the financial market and invest our surplus funds wisely in safe and highly liquid short-term financial instruments to earn returns.

MIURA’s stock is rated “A” by the R&I rating agency in Japan. To maintain the A rating, we intend to achieve an ROE of 10% or more, which is one of the company’s key management targets. Our longer-term objective is to increase both our operating profit and margin to remain financially solid.

**Q. What is the Group’s profitability and cash flow position? How is the Group’s capital policy being implemented?**

The ratio of equity attributable to shareholders of MIURA to total consolidated assets was 73.1%, as of March 31, 2022. MIURA must have a solid financial foundation to be able to continue to invest in growing the Group’s business and deliver products and services to customers, even under volatile economic and business environments. To that end, we have been stepping up our efforts to generate free cash flows consistently and increase our ROE in order to achieve financial agility and stability.



**Q. What is MIURA’s guideline for WACC (weighted average cost of capital), relative to an industry benchmark?**

MIURA has been using WACC as one of the core metrics for ensuring sound corporate management. We review the company’s WACC once a year or more often, based on information provided by an independent agency. We then compare our WACC with the yield level provided by cross-held stocks and use it as a basis for projecting financial returns of proposed mergers and acquisitions. Our goal is to generate greater free cash flows than the WACC, to meet expectations of shareholders and investors.

**Q. How will the Group’s business portfolio look in the medium term?**

The MIURA Group provides, and will continue to provide, products

and services to customers to build and sustain strong relationships with them. In Japan, our business growth will come from offering total solutions in the fields of Energy, Water, and the Environment, based on our proprietary technologies, which we will continually upgrade to meet diverse customer needs. MIURA has established in Japan a business model focused on providing greater energy efficiency and environmental stewardship. We will extend this model overseas in order to make the Group’s business foundation stronger and spur revenue growth. At the same time, we will continue to develop and deliver new products that will meet the needs of the global market while meeting MIURA’s stringent quality standards. These efforts will help make the MIURA brand more widely recognized internationally.

2. The Group’s growth strategy, as outlined in the MTMP for FY2023-2025

**Q. Can you share the highlights of the Group’s growth and investment strategies outlined in the MTMP for FY2023-2025?**

The MIURA Group has been implementing ESG-focused corporate management in order to increase its medium- and long-term enterprise value. The Group is making greater use of IT solutions to provide more flexible working arrangements for employees while improving their productivity. All these efforts will drive the Group’s business growth.

marketable products and solutions.

Anticipating further changes in business environments, we will step up our efforts to meet emerging social needs. We intend also to bolster profitability in our legacy business, with a focus on reducing environmental impact and offering total solutions and one-stop services. Other initiatives we will be undertaking include developing and providing products and services designed to expand our customer base, as well as extending our business model established in Japan to international markets. To facilitate those efforts, we will invest more aggressively in bringing out new products and services, acquiring other companies with innovative technologies, upgrading our information systems to achieve greater productivity, and training our employees.

Our research and development teams are using the company’s proprietary technologies to develop environmentally friendly products. They are also conducting basic and applied research projects while working to convert new technologies into

3. Financial practices to support corporate sustainability

**Q. How does MIURA manage the Group’s pension assets?**

MIURA serves as an asset owner of the Group’s corporate pension fund and invests the pension assets to earn returns. Our policy is to invest the assets in destinations with low risks over the medium and long terms, in order to earn sufficient returns to continue paying pensions to beneficiaries, who are our employees.

We have signed up with several asset management

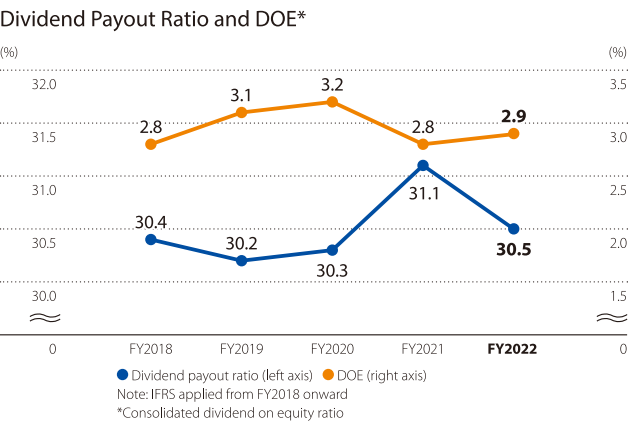
companies, and we review their investment policies and performance of managing our pension assets regularly. Each asset management firm decides in which destination to invest the Group’s pension assets and whether to exercise voting rights over the companies invested in. This arrangement prevents conflicts of interest between MIURA and the beneficiaries of the Group’s corporate pensions.

4. Dividend policy

**Q. What is the Group’s position on the dividend payout ratio?**

The MIURA Group’s policy is to maintain stable dividend payments, returning profit to shareholders in proportion to the Group’s

business performance for the year. We intend to maintain a consolidated dividend payout ratio at or around 30% and seek to increase the dividend rate after taking into consideration the Group’s consolidated business performance and financial position.



Total Shareholder Return (TSR)							(%)
	1 year	3 years		5 years		10 years	
TSR	Cumulative/ annual	Cumulative	Annual	Cumulative	Annual	Cumulative	Annual
MIURA	-48.6	23.3	7.2	79.5	12.4	370.7	16.8
TOPIX average	45.0	24.6	9.5	65.5	7.6	184.9	11.0
TOPIX machinery subindex	53.9	19.1	11.0	82.5	7.1	168.0	11.0



## Round-Table Discussion among members of the Audit and Supervisory Committee

### Bringing Greater Transparency and Diversity to MIURA's Corporate Governance



**HARADA Toshihide**

Director and Audit and Supervisory Committee Member (full time)

**SAIKI Naoki**

Outside Director and Audit and Supervisory Committee Member

**KOIKE Tatsuko**

Outside Director and Audit and Supervisory Committee Member

**ANDO Yoshiaki**

Outside Director and Audit and Supervisory Committee Member

#### Outside Directors' roles and makeup in MIURA's corporate governance structure

**Harada:** MIURA's Board of Directors seems to have just the right balance between Inside Directors who are well versed in the company's day-to-day business and Outside Directors who have diverse careers behind them and objective perspectives of the company. Do you agree?

**Saiki:** Yes. Of the 11 Directors currently on the Board, one-third are Outside Directors. That's a good balance.

I'd say MIURA's corporate governance has evolved for the better since I came on board in 2015. There's always room for improvement, but the addition of Ms. Koike and Mr. Ando to the Board is a positive move for the company's governance.

**Koike:** I'd like to see more Outside Directors sitting on the Board. That's because Outside Directors are expected to act as a bridge between the company's leadership team and stakeholders. Having more diverse and independent perspectives among board members should be a big plus.

**Ando:** Today, it's not unusual that you find a board composed of a president and outside directors, in foreign companies and in some Japanese companies. I recommend that MIURA consider adding more diversity to Outside Directors on the Board.

Moreover, non-executive directors can play an instrumental

role in corporate governance. It's good to see the company's Directors are split evenly between Executive and Non-executive Directors. It's not so important whether an inside director or an outside director can play a better role in overseeing the company's business. What counts more is whether the company has board members well qualified to exercise corporate governance.

#### Deliberations at board meetings

**Saiki:** I've been a member of the company's Audit and Supervisory Committee for several years. Looking back, just three years ago there wasn't much animated discussion at board meetings. Today, Outside Directors often kick off a discussion by raising pressing issues of the company. Directors even voice dissenting opinions against the President's proposals or decisions. It's good that the board meetings have become an open forum for having heart-to-heart talks about corporate issues of the day.

**Ando:** The open atmosphere has been promoted largely by Mr. Miyauchi, who, as chair, makes board meetings more engaging and productive. It's effectiveness and administration that count the most about the Board of Directors, rather than its makeup.

One of the lessons I've learned the hard way from my former career as a CFO and a head of the corporate planning department is "Don't underestimate risks that a company is facing." That's why I often ask at board meetings, "What's the bigger issue?" or "Are you sure the plan will work?" It's reassuring that members of the Board are open-minded about each other's opinions.

As the MIURA Group is expanding its global presence, I recommend the company promote qualified managers of overseas subsidiaries to Executive Officer positions, to add broader global perspectives to the discussion of the Group's business and strategies at board meetings. If they prove themselves to be effective as Executive Officers, the company may consider promoting them to Directors. That's part of becoming a global company.

**Koike:** The Board of Directors must be objective and independent to play its oversight role effectively. Objectivity comes with diversity.

At board meetings, I add my regulatory and legal perspectives as a lawyer to discussions. The way I see it, the expertise and experience of each member of the Board is valued and provides the basis for well-balanced, unreserved discussions. To promote greater diversity, the Board needs to have more female members. It'll be a good idea to have a woman on the Board who has experience in empowering female workers in a corporate environment. She would be able to help MIURA empower its female employees.

**Harada:** If the Board's discussion is limited to a handful of internal members, we may lose touch with what's going on outside the company and in the rest of the world. That's why we need broader perspectives, including those of female directors and non-executive directors.

The makeup of the board is well-balanced and in line with the scope and scale of the company's business. For MIURA to evolve into a truly global company, we need to bring in members of overseas Group companies to the Board.



**Enhanced corporate governance drives the company's business growth**

**SAIKI Naoki**  
Outside Director and Audit and Supervisory Committee Member

#### Greater effectiveness of the Board

**Saiki:** When a member of the Board raises an off-the-mark question, Mr. Miyauchi demonstrates an accommodating attitude and never dismisses it out of hand. The Management Planning Division provides the President and other members of the Board with findings from questionnaire surveys and interviews on the Board's effectiveness. Those findings serve as a basis for improvement. I'd say MIURA's Board has been getting increasingly effective.

**Ando:** I agree. The Board is well-managed based on the PDCA cycle, and its effectiveness has been continually improved. But the Board alone can't possibly resolve every issue the company faces. When an issue is left unresolved at a Board meeting, heads of relevant divisions get together immediately to prepare a proposed action, which will be submitted at the next session for review and approval. I'm impressed that responses to emerging issues are quick at MIURA.

That's one of MIURA's underlying strengths. The Board is agile and flexible enough to change the format and agenda of a session at the last minute.

#### How can MIURA sustain growth?

**Harada:** MIURA's annual revenue was 10 billion yen when I joined the company 40 years ago. Today's revenue of the Group is 15 times that amount. MIURA is in a good position to evolve into a truly global company, without losing the entrepreneurship of its early days.

It's like a caterpillar metamorphoses into a butterfly. The company is at a critical juncture as it overcomes those growing pains.





**ANDO Yoshiaki**  
Outside Director and  
Audit and Supervisory  
Committee Member

### Innovation addresses both opportunities and risks

**Koike:** One of the pressing issues MIURA faces today is a gender gap. Traditionally, MIURA's employees have been predominantly male. The Japanese government has in place laws and regulations that support and protect working women. Corporations are being asked to disclose data on their female employees. Women, just as men, have diverse career goals and needs. Meeting those needs is in the best interests of businesses and society.

I suggest that MIURA listen to its female employees to understand and accommodate their needs for more flexible working arrangements. That's one of the keys to achieving sustained growth.

**Harada:** Empowering female employees is both meeting social needs and facilitating MIURA's growth.

Another essential factor to achieving business growth is pursuing environmental stewardship. MIURA has been providing energy-efficient, environmentally friendly products that meet social needs. That's no longer sufficient. We must consider transforming our business model to play a larger role in helping society switch to sustainable energy sources and become carbon-free.

By design, boilers burn fossil fuels to produce heat, steam, and electricity, releasing CO<sub>2</sub> in the process. By 2050, most of the heat for commercial and residential needs may be generated from hydrogen combustion or with electricity, rather than from low-carbon natural gas. MIURA's core business model has been to provide and service equipment that generates heat by burning fossil fuels for a variety of industrial and commercial applications. This business model may be no longer viable or relevant down the road if we don't

address head-on the growing environmental concerns around the world.

Our success in having achieved uninterrupted growth in the past may be more of a hindrance than an aid to sustaining further growth. Employees' resistance to change could be the biggest risk to the Group's business expansion.

**Saiki:** MIURA has been taking a two-phase approach to helping customers achieve carbon neutrality in the medium and long term. This approach enables us to assist corporate customers in progressively switching to sustainable energy sources while allowing them to continue to operate their legacy machines and equipment for some time. Initially, we'll be focused on offering total solutions to achieving greater energy efficiency and making legacy equipment less energy. At the same time, we'll step up our efforts to develop equipment that is carbon free—for example, running on renewable energy.

We've been spending a lot of time discussing these strategic initiatives at board meetings. Every board member, including myself, must become more familiar with emerging



### Greater diversity is one of the key drivers for the success of a company

**KOIKE Tatsuko**  
Outside Director and  
Audit and Supervisory  
Committee Member

business and technology trends to have meaningful discussions.

**Ando:** Social changes bring both opportunities and risks to a business. Given that many businesses are time-pressed to meet regulatory requirements to protect the environment, MIURA may want to consider partnering with other companies to license or jointly develop new technologies to achieve a breakthrough in environmental innovations.

There's no doubt that what MIURA does benefits people and society. Ours is undoubtedly an essential business. To

take that business to the next level, I would suggest that MIURA consider as an option acquiring companies having key technologies in order to bring critical solutions to the market faster and accelerate the growth of the company. And don't forget to foster a change-receptive culture in the workplace. That can be done by hiring or developing talent capable of embracing and acting on change emerging inside and outside the company.

**Koike:** Having change agents in the organization is crucial. After all, it's people who drive the company's sustained growth. Hiring and developing talent is challenging, along with the impact of a shrinking working-age population. Today's job seekers are interested not just in potential employers' compensation schemes, but also in what they're doing about SDGs, and whether they'll have opportunities to be part of that effort. We need to enlighten the public on MIURA's achievements and excellence in this area.

MIURA's motto is: "We create an inspiring and accommodating workplace where we take pride in what we do." It's a workplace that gives employees a reason to feel proud of their work and makes them feel inspired. It's good that MIURA has put that motto in writing. This motto represents a culture that values every employee and thrives on openness.

**Saiki:** When I visited MIURA's head office for the first time years ago, I was pleasantly surprised to hear all the employees address each other and their managers—and even the president—by name, not by title. It was an uncommon practice for a Japanese company at the time. It was an indication that everyone was putting the company's motto into practice. Titles and positions often gain symbolic significance as a company grows. But at MIURA, an open, friendly, and engaging workplace culture is found everywhere. It's a virtue to be treasured and valued above all else. I believe a workplace that encourages employees to develop broader perspectives of emerging technologies and environmental stewardship will drive the sustainable growth of the company.



**HARADA Toshihide**  
Director and  
Audit and Supervisory  
Committee Member  
(full time)

### We take an unconventional approach to growing MIURA into a global company

#### Stakeholder engagement

**Ando:** It's essential that the President keeps getting his message across to stakeholders. It's a good thing that MIURA has kept its stakeholders well-informed of its business and financial performance. I'd like to see Mr. Miyauchi share more sharply defined corporate initiatives and visions with stakeholders. Delivering poorly focused or hard-to-digest corporate messages to stakeholders would be harmful to a company. I hope this Integrated Report will find its way to not just investors, but also MIURA's employees and those of its subcontractors and suppliers around the globe.

**Harada:** I recommend that MIURA step up its international investor relations efforts, especially in Europe.

**Koike:** There's no doubt that MIURA has more robust corporate governance today than before. There's room for improvement, to be sure, but I hope more and more stakeholders will acknowledge that the company's governance has become more transparent and equitable.

**Saiki:** Outside Directors, including myself, can play a bigger role in understanding what external stakeholders expect of MIURA and sharing it with other members of the Board. We need to deepen and broaden engagement with our stakeholders to better understand and meet their expectations.

Leadership Team as of June 29, 2022

Directors



MIYAUCHI Daisuke

Representative Director  
President & CEO

June 2016 Representative Director, President & CEO (current)  
April 2016 Representative Director & President  
July 2014 General Manager of Americas Business Headquarters  
July 2012 General Manager of Aqua Business Headquarters  
June 2010 General Manager of Environmental Business Headquarters  
January 2010 Director  
General Manager of Metropolitan Area Business Headquarters  
Deputy General Manager of Eastern Japan Business Headquarters  
Deputy General Manager of New Business Development Headquarters  
July 2009 Executive Officer  
July 2008 General Manager of System Innovation Division  
January 2006 General Manager of Chubu Management Center  
July 2000 President of MIURA BOILER WEST, INC. (currently MIURA AMERICA CO., LTD.)  
April 1997 Joined the company



TAKECHI Noriyuki

Representative Director  
Senior Managing Officer

June 2019 Representative Director, Senior Managing Officer (current)  
April 2019 Executive Managing Officer  
July 2016 General Manager of Sales Business Headquarters (current)  
July 2010 Senior Executive Officer  
June 2009 Executive Officer  
General Manager of Chubu & Kinki Business Headquarters  
General Manager of Kinki Management Center  
January 2006 Manager of Nagoya Branch  
August 2003 Manager of Kyoto Branch  
April 1984 Joined the company



OCHI Yasuo

Representative Director  
Senior Managing Officer & CTO

June 2021 Representative Director, Senior Managing Officer & CTO (current)  
April 2021 General Manager of Technical Headquarters (current)  
June 2020 General Manager of Production Headquarters (current)  
April 2021 General Manager of Marine Machinery Headquarters (current)  
June 2020 Director, Executive Managing Officer & CTO  
April 2014 General Manager of R&D Center  
July 2013 General Manager of Boiler Technical Headquarters  
June 2013 General Manager of Food Equipment Headquarters  
July 2010 General Manager of Medical Equipment Headquarters  
June 2019 Executive Managing Officer  
General Manager of Aqua Headquarters  
General Manager of Environmental Business Headquarters  
April 2016 General Manager of Americas Business Headquarters  
June 2016 Director, Executive Managing Officer  
July 2014 General Manager of Aqua Business Headquarters  
April 2014 General Manager of Environmental Business Headquarters  
July 2012 General Manager of Western Japan Business Headquarters  
June 2010 General Manager of BP Business Headquarters  
June 2007 Executive Managing Director, Executive Managing Officer  
Director  
General Manager of Technical Headquarters  
August 2006 Executive Officer  
April 2005 General Manager of Sales Engineering Department  
July 2004 General Manager of DS Engineering Department  
July 2000 General Manager of Water Treatment Technical Department  
April 1982 Joined the company



KOJIMA Yoshihiro

Director  
Executive Managing Officer

April 2021 General Manager of Global Business Headquarters (current)  
June 2019 General Manager of Americas Business Headquarters  
June 2016 Chairman of MIURA AMERICA CO., LTD. (current)  
January 2015 Executive Managing Officer (current)  
April 2014 General Manager of International Business Headquarters  
July 2013 Chairman of KOREA MIURA CO., LTD. (current)  
June 2013 General Manager of Asia Business Headquarters  
July 2010 Director (current)  
November 2004 Executive Officer of the company  
November 2004 Deputy General Manager of Asia Business Headquarters  
January 2003 Chairman of MIURA INDUSTRIES (SUZUOKU) CO., LTD. (currently MIURA INDUSTRIES (CHINA) CO., LTD.) (current)  
April 2002 General Manager of SHANGHAI MIURA BOILER CO., LTD.  
November 2001 Manager of Nagoya Branch  
April 1982 Manager of Nagoya MI Branch  
Joined the company



HARADA Toshihide

Director  
Audit and Supervisory Committee Member (full-time)

June 2019 Audit and Supervisory Committee Member (full-time) (current)  
April 2019 Deputy General Manager of Administration Headquarters  
July 2016 General Manager of Finance Headquarters  
June 2016 Executive Managing Officer  
June 2015 Director (current)  
January 2015 General Manager of Lease Department  
October 2010 Executive Officer  
June 2006 General Manager of Management Planning Department  
June 1990 General Manager of Accounting Department  
November 1980 Manager of Nara Sales Office  
Joined the company



SAIKI Naoki

Outside Director  
Audit and Supervisory Committee Member

June 2015 Outside Director and Audit and Supervisory Committee Member (current)  
June 2014 Outside Corporate Auditor of the company  
July 2012 Senior Partner of Shikoku Matsuyama Lin Audit Co. (current)  
June 2007 Director of the Japanese Institute of Certified Public Accountants  
June 2005 External Auditor of Ehime Prefecture (comprehensive external audit)  
July 1994 Established Saito CPA & Tax Accountant Office  
December 1983 Registered as Certified Tax Accountant  
September 1983 Registered as Certified Public Accountant  
October 1980 Joined Showa Audit Co. (currently Ernst & Young ShinNihon LLC)



ANDO Yoshiaki

Outside Director  
Audit and Supervisory Committee Member

April 2020 Director of Auditor's Office of International Christian University (current)  
June 2019 Outside Director and Audit and Supervisory Committee Member of the company (current)  
April 2014 Director and Member of Nomination Committee, Audit Committee, and Compensation Committee of Konica Minolta, Inc.  
April 2013 Director and Senior Executive Officer, Chief Financial Officer (CFO) of Konica Minolta Holdings, Inc.  
June 2010 Director and Senior Executive Officer, Chief Financial Officer (CFO) of Konica Minolta Holdings, Inc.  
April 2010 Senior Executive Officer of Konica Minolta Holdings, Inc.  
April 2007 Executive Officer and General Manager of Corporate Finance Division of Konica Minolta Holdings, Inc.  
April 2005 General Manager of Corporate Finance Division of Konica Minolta Holdings, Inc. (currently Konica Minolta, Inc.)  
October 2003 Director and Senior General Manager of Corporate Planning Division of Konica Minolta Business Solutions Japan Co., Ltd. (currently Konica Minolta Japan, Inc.)  
October 2002 Director and General Manager of Corporate Planning Division of Konica Business Machines Co., Ltd. (currently Konica Minolta Japan, Inc.)  
June 1998 General Manager of Planning Dept., Business Machines Marketing Division, Business Machines Headquarters of Konica Corporation (currently Konica Minolta, Inc.)  
March 1994 Executive Vice-President and CFO of Konica Business Machines U.S.A., Inc. (currently Konica Minolta Business Solutions U.S.A., Inc.)  
April 1975 Joined Konishiroku Photo Industry Co., Ltd. (currently Konica Minolta, Inc.)



KOIKE Tatsuko

Outside Director  
Audit and Supervisory Committee Member

June 2022 Outside Director of Sumitomo Riko Company Limited (current)  
June 2021 Outside Director and Audit and Supervisory Committee Member of the company (current)  
June 2019 Outside Director of Origin Co., Ltd. (current)  
July 2018 Member of the Substitute Outside Corporate Auditors of AZEARTH Corporation (current)  
January 2011 Registered as an Attorney-at-law (Daini Tokyo Bar Association)  
October 1981 Joined Ginza Sogo Law Office (current)  
April 1980 Freelance announcer  
Joined Ehime Broadcasting Corp. (currently Ehime Broadcasting Co., Ltd.)



YONEDA Tsuyoshi

Director  
Executive Managing Officer

June 2022 President of Inax Corporation (current)  
April 2021 General Manager of Laundry Business Headquarters (current)  
April 2020 General Manager of Laundry Business Headquarters  
June 2019 Representative Director and Chairman of Inax Corporation  
April 2017 General Manager of Aqua Headquarters  
June 2016 Director and Executive Managing Officer (current)  
April 2016 General Manager of Aqua Business Headquarters  
July 2012 General Manager of Environmental Business Headquarters  
Executive Officer  
Deputy General Manager of Aqua Business Headquarters  
Deputy General Manager of Environmental Business Headquarters  
January 2010 General Manager of Aqua Strategy Division  
June 2009 General Manager of Water Treatment Technical Division  
April 2008 General Manager of Water Treatment Technical Department  
April 2005 General Manager of DS Engineering Department  
April 1991 General Manager of DS Business Administrative Department  
Joined the company



HIRAI Masayuki

Director  
Executive Managing Officer

June 2021 Director and Executive Managing Officer (current)  
April 2021 General Manager of Administration Headquarters (current)  
April 2021 Deputy General Manager of Administration Headquarters  
April 2019 General Manager of BP Business Headquarters  
July 2018 Senior Executive Officer  
July 2015 Executive Officer  
General Manager of BP Business Headquarters  
July 2012 General Manager of Sales & Maintenance Support Division  
January 2010 General Manager of Kita-kanto & Shinetsu Management Center  
June 2006 General Manager of Sales & Maintenance Support Department  
January 2004 Manager of Ibaraki Branch  
October 1985 Joined the company



HIGUCHI Tateshi

Outside Director

January 2020 Commissioner of Japan Casino Regulatory Commission (current)  
June 2019 Outside Director of the company (current)  
June 2018 Outside Director of Nippon Gas Line Co., Ltd. (current)  
April 2014 Outside Audit and Supervisory Board Member of DAICHI SANKYO COMPANY, LIMITED  
August 2011 Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of the Union of Myanmar  
January 2010 Superintendent General  
March 2009 Chief of Community Safety Bureau of National Police Agency  
Deputy Superintendent General and Acting Chief of Personnel and Training Bureau of Tokyo Metropolitan Police Department  
August 2008 Chief of Personnel and Training Bureau of Tokyo Metropolitan Police Department  
August 2007 Deputy Director General for Policy Evaluation and Deputy Director General of National Police Agency  
April 1978 Joined National Police Agency

Executive Officers as of July 1, 2022

MORIMASTU Takashi

Deputy General Manager of Technical Headquarters

INOUE Kazunobu

Director of KOBELCO COMPRESSORS CORPORATION

IDO Shoji

General Manager of Western Japan Business Headquarters

TANIMIZU Kyoko

Deputy General Manager of Administration Headquarters

HIRAMA Katsuhiko

General Manager of FE Strategy Headquarters

HAYASHI Takahiro

General Manager of China Business Headquarters

MIMOTO Junichi

General Manager of Asia Business Headquarters



Corporate Governance

MIURA's Stance on Corporate Governance

MIURA acknowledges the need to maintain good relationships, and achieve mutual growth, with shareholders and all other stakeholders.

With this in mind, the company has established and will continue to maintain a corporate governance system to ensure the integrity, transparency, and efficiency of its corporate management. At the same time, we have in place a self-governing scheme that enables us to be proactive in increasing the company's long-term enterprise value.

The company continues to make its corporate governance more robust and effective by regularly assessing the effectiveness of its Board of Directors to identify and address issues with our corporate governance.

Basic Policy

MIURA operates on the three-pronged MIURA Way principle, which is to pursue: (1) Creativity and spirit of challenge; (2) Trust and communication; and (3) Fairness and justice. The company's corporate governance structure

has been built on this MIURA Way to ensure the long-term enhancement of its enterprise value.

**Creativity and spirit of challenge**

The company encourages its leadership team to take on challenging initiatives to achieve medium- and long-term growth of the company while exercising oversight of corporate management. The Board of Directors and other corporate-level bodies resolve management issues and make decisions for change to achieve the Group's Mission of "playing an instrumental role in achieving an environmentally friendly society and creating clean and comfortable lifestyles through our contribution in the fields of Energy, Water, and the Environment" under the slogan of "delivering best-in-class energy, water, and environmental solutions to customers around the globe in the most economical way."

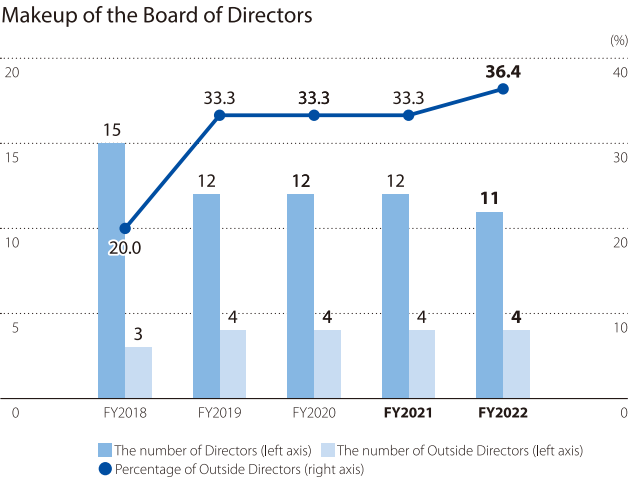
**Trust and communication**

The company strives to meet the expectations of stakeholders and retain their trust. To this end, we disclose information deemed beneficial to shareholders and all other stakeholders. We aim to remain a rewarding investment destination for medium- and long-term shareholders and use the feedback from the engagement with them to drive the company's growth.

**Fairness and justice**

The company maintains equitable relationships with stakeholders and respects their rights. We operate a self-governing entity that pursues transparent corporate management in the best interests of investors. We uphold high moral standards and integrity in managing the company.

How MIURA's Corporate Governance Has Evolved



Corporate Governance System and Structure	
FY2005	Creates Executive Officer positions.
FY2007	Increases independent auditors from 2 to 3. Establishes the Compliance Committee.
FY2016	Establishes the Audit and Supervisory Committee.
FY2019	Establishes the non-mandatory Remuneration and Nomination Committees, which allow involvement of the Audit and Supervisory Committee.
FY2020	Reorganizes an Executive Meeting into a Management Meeting. Delegates part of executive authority formerly held by the Board of Directors to the Management Meeting; reassesses authority vested in the President and other Executive Officers.
FY2021	Establishes the Office of the Audit and Supervisory Committee, staffed with employees who provide full-time administrative assistance to the Committee.
FY2022	Creates Entrusted Executive Officer positions.

Other developments	
FY2013	Switches retirement benefits to stock options as compensation to Directors.
FY2016	Starts assessing the effectiveness of the Board of Directors.
FY2019	Adopts IFRS for financial reporting.
FY2020	Starts offering a restricted stock compensation plan to Directors.
FY2021	Contracts an independent agency to conduct a questionnaire survey on the effectiveness of the Board.

Corporate Governance Structure

The company has in place the Audit and Supervisory Committee as part of its corporate governance structure.

This arrangement, under which Outside Directors serve as members of the Committee and as voting members of the Board, enables the Board to play a greater oversight role and ensures the transparency and agility of corporate management.

MIURA's Corporate Governance Structure as of June 29, 2022

	Description
Directors, Board of Directors, Management Meeting	To separate the role of executing operations from an oversight role, the company has in place Executive Officers who are responsible for executing day-to-day operations and Directors who are responsible for making management-level decisions and overseeing the execution of operations. The Board of Directors, which is composed of 11 Directors (as of July 2022), meets every month and on an ad hoc basis to make management-level decisions, and to deliberate and resolve matters of significance. The Board also assesses the legality and soundness of the execution of operations by Representative Directors and Executive Directors. Executive Officers who serve also as Division Managers meet at Management Meetings to deliberate and decide on important matters relevant to the company's business and management. In addition, a Division Managers Meeting was initiated in April 2021, in which Division Managers and above meet to review their business strategies, as an additional deliberation body for business of significance.
Audit and Supervisory Committee and its members	Three of the four members of the Audit and Supervisory Committee are Outside Directors, as of July 2022. The Audit and Supervisory Committee convenes every month, on the day of a board meeting. In this session, the members of the Committee discuss and approve the company's audit policy and plan, as well as the division of roles among them. In addition, Committee members, corporate auditors of subsidiaries, and members of the Internal Audit Office report and review audit results of Group companies' business and financial performance. Committee members attend the company's high-level meetings and audit the company's head office and other offices, as well as subsidiaries, as part of auditing and overseeing the performance of the company's Representative Directors, as well as its Executive Directors and Officers. In addition, Committee members work closely with other auditing bodies to ensure the efficiency of audits. They receive a briefing from the company's accounting auditor of record on the plan, focused points, and results of an audit, and exchange opinions with the firm as needed. They also receive regular reports from the Internal Audit Office on the plan and results of its audit.
Internal audit	The five-member Internal Audit Office, which reports to the Audit and Supervisory Committee, conducts internal audits of the company's business divisions and subsidiaries regularly to ascertain whether their asset management, accounting practices, and day-to-day business operations comply with the company's management policy and rules, as well as with relevant laws and regulations. At the conclusion of each audit, the Office recommends corrective actions for identified issues. The Office reports audit results to the President, Executive Directors, and the Audit and Supervisory Committee.
Accounting audit	In accordance with the Companies Act and the Financial Instruments and Exchange Act of Japan, the company has retained Deloitte Touche Tohmatsu LLC as its accounting auditor of record. The company has no vested interests in the firm or its executive members engaged in audits of the company.
Non-mandatory Nomination and Remuneration Committees	Both the Nomination Committee and Remuneration Committee are chaired by the President & CEO, as of July 2022. Four of the six members of each Committee are Outside Directors. The Nomination Committee reviews the criteria for appointing a Director, a succession plan for the CEO position, and a proposal for appointing and dismissing a Director to be submitted to a general meeting of shareholders for approval. The Remuneration Committee reviews the level and composition of compensation for Directors, as well as their individual compensation packages. The Nomination Committee and the Remuneration Committee convened three times each during FY2022.

Diversity on the Board of Directors

The company ensures that a diverse range of professional knowledge, experience, and competence is well represented in the Board of Directors. To that end, we appoint as member of the Board those who embrace the purpose of serving diverse stakeholders and have broad perspectives, extensive career experiences—including international experience—and professional expertise. In addition, the company brings in Outside Directors who have considerable professional expertise (lawyers, CPAs, and scholars) and who are former executives of other companies.

Given the scope and scale of its business, the company considers it appropriate to have 6 to 14 Directors who are not members of the Audit and Supervisory Committee and 3 to 5 Directors who are members of the Committee.

A female Outside Director was appointed in June 2021, providing further diversity to the Board, in addition to those who had come on board previously and had professional expertise and international experience.

► Director Skill Matrix as of June 29, 2022

Directors and Members of the Audit and Supervisory Committee

The company appoints as Directors persons who have a wealth of professional experience, a broad range of knowledge, and a high level of competence in various fields. This enables us to ensure well-coordinated decision-making and management oversight by the Board, to maintain diversity and balance on the Board, and to increase the company's long-term enterprise value.

Directors	Independence	Scope of Director's knowledge, experience, and competence						Member of Nomination and Remuneration Committees (✓ chair)
		Corporate management	Equipment sales and maintenance	International management	Production, engineering, and R&D	Legal affairs and risk management	Finance and accounting	
MIYAUCHI Daisuke	N/A	✓	✓	✓	✓			✓✓
TAKECHI Noriyuki	N/A	✓	✓					
OCHI Yashuo	N/A	✓	✓	✓	✓			
KOJIMA Yoshihiro	N/A	✓	✓	✓				
YONEDA Tsuyoshi	N/A	✓	✓		✓			
HIROI Masayuki	N/A	✓	✓		✓	✓	✓	✓
HIGUCHI Tateyoshi (Outside Director)	✓			✓		✓		✓
HARADA Toshihide (Audit and Supervisory Committee Member)	N/A	✓	✓				✓	
SAIKI Naoki (Outside Director and Audit and Supervisory Committee Member)	✓	✓		✓			✓	✓
ANDO Yoshiaki (Outside Director and Audit and Supervisory Committee Member)	✓	✓		✓			✓	✓
KOIKE Tatsuko (Outside Director and Audit and Supervisory Committee Member)	✓					✓		✓

Note: This table is not intended to provide a complete picture of professional knowledge and experience that each Director may have.

► List of Outside Directors as of June 29, 2022

Position	Name	Attendance at board meetings*	Attendance at Audit and Supervisory Committee meetings*	Activities during the fiscal year ended March 31, 2022
Outside Director	HIGUCHI Tateyoshi	Attended all 13 sessions (100% attendance)	N/A	Provided valuable insights at board meetings and Management Meetings, based on his wealth of professional knowledge and experience gained from years of service at government agencies. Provided valuable advice at project meetings on the Group's overseas business, based on his international experience.
Outside Director Audit and Supervisory Committee Member	SAIKI Naoki	Attended all 13 sessions (100% attendance)	Attended all 13 sessions (100% attendance)	Provided advice on proposed investment and merger and acquisition projects at board meetings and Management Meetings, based on his consulting experience in auditing, tax accounting, and due diligence gained as a CPA and CTA in Japan and overseas. Played a role in enhancing the soundness of the company's management by providing insights at Audit and Supervisory Committee meetings, based on his exchange of opinions as an expert in information disclosure with the accounting auditor of record, regarding key audit matters.
Outside Director Audit and Supervisory Committee Member	ANDO Yoshiaki	Attended all 13 sessions (100% attendance)	Attended all 13 sessions (100% attendance)	Provided advice and recommendation on business operations and follow-ups of investment projects at board meetings and Management Meetings, based on his wealth of insights and experience in corporate management gained from his previous career, to ensure adequacy and appropriateness of corporate-level decision-making. Played a role in enhancing the soundness of the company's management by providing advice on risk management and other aspects of internal control at Audit and Supervisory Committee meetings.
Outside Director Audit and Supervisory Committee Member	KOIKE Tatsuko	Attended all 10 sessions (100% attendance)	Attended all 10 sessions (100% attendance)	Provided advice at board meetings and Management Meetings on legal risks and soundness of corporate-level decision-making, as well as on promoting diversity and inclusion, especially empowering female employees, based on her wealth of experience and expertise as a lawyer. Played a role in enhancing the soundness of the company's management by providing insights from a legal perspective and advice on internal control at Audit and Supervisory Committee meetings.

\* The Board of Directors and the Audit and Supervisory Committee convened 13 times each during the period from April 1, 2021, through March 31, 2022, and 10 of those sessions have been held since KOIKE Tatsuko came on board.

► Assisting and Training Outside Directors

Assisting Outside Directors

The five-member Internal Audit Office reports directly to the Audit and Supervisory Committee and provides administrative assistance to Outside Directors who also serve as members of the Committee. In FY2021, the Office of the Audit and Supervisory Committee was established, staffed with employees who provide full-time administrative assistance to the Committee.

Training Outside Directors

The company provides a seminar once a year for its Directors, including Outside Directors, and Executive Officers who are candidates to become Directors. In this session, a visiting speaker talks about the roles and responsibilities, including legal ones, that Directors and Executive Officers are required to fulfill. In addition, the company subsidizes them with expenses for broadening their professional knowledge.

► Board Effectiveness Assessments

The company contracted an independent agency to conduct a questionnaire survey of all Directors in February 2022, and the Administrative Office of the Board interviewed every Outside Director in March.

Assessment methods	Anonymous questionnaire survey of all Directors and interviews with Outside Directors	
Assessment topics	<b>Anonymous survey topics for Directors</b> (1) Makeup of the Board (4 items) (2) Administration of the Board (10 items) (3) Deliberations at board meetings (6 items) (4) The Board's monitoring role and other matters (20 items)	<b>Interview topics for Outside Directors</b> (1) How issues identified by the 2021 board effectiveness assessment have been addressed ① More detailed presentation materials to be distributed well in advance of a board meeting ② Increased sharing of information about the company's investor relations activities ③ More substantive discussion to be held at board meetings (2) Supplementary comments and requests

Key findings	The company's Board of Directors was found to be working effectively. We will continually improve its effectiveness by addressing identified issues and making greater use of the PDCA management cycle.
Items that received high ratings from respondents	
<ul style="list-style-type: none"><li>• The number of Inside and Outside Directors on the Board is right.</li><li>• Directors voice their opinions from a corporate-level perspective and actively participate in open and constructive deliberations at board meetings.</li><li>• Outside Directors make responsible comments in a succinct but comprehensive manner at board meetings.</li></ul>	
How areas for improvement identified by the 2021 assessment have been addressed	
Areas for improvement	How they have been addressed
More detailed presentation materials to be distributed well in advance of a board meeting	➡ The Administrative Office of the Board asked corporate divisions to provide Directors with executive summaries of proposals, a glossary of technical terms, and a clear distinction between presentation and supplementary materials—all well in advance of a board meeting. Providing background information about proposals and distributing materials earlier need an ongoing follow-up.
Increased sharing of information about the company's investor relations activities	➡ While Directors began to be regularly updated, the scope of information-sharing needs an ongoing follow-up.
Issues that require ongoing follow-up	
<ul style="list-style-type: none"><li>• More intensive discussions about the company's MTMP, capital policy, and corporate sustainability</li><li>• Stepped-up discussions about the company's risk management, DX, talent management strategy, and investment in intellectual properties</li></ul>	

► Directors' Compensation

① Total amount of compensation by type of Director and by type of compensation

The amount of compensation paid to Directors and Audit & Supervisory Committee Members for the fiscal year ended March 31, 2022, is shown in the table below:

Amount of Compensation

Type of Director	Total amount of compensation (In millions of yen)	Total amount by type of compensation (In millions of yen)			Number of eligible Directors
		Fixed compensation	Performance-linked compensation	Non-monetary compensation	
Directors who are not members of the Audit and Supervisory Committee	410	266	85	59	9
Audit and Supervisory Committee Members	36	36	—	—	5
Total	447	302	85	59	14
(Outside Directors included above)	(30)	(30)	(—)	(—)	(5)

Note 1. The amount paid to Directors includes compensation paid to two Directors who retired at the conclusion of the 63rd General Meeting of Shareholders, convened on June 29, 2021.  
2. The total amount paid to Directors does not include the portion of employees' salary paid to Directors who concurrently served as employees.



② Performance-linked compensation

The company determines the amount of performance-linked compensation for each Director based on the company's achievement of annual consolidated revenue, operating profit, and ROE against targets, as well as the performance of divisions under their management and the achievement of their individually established qualitative targets. We have chosen annual consolidated revenue, operating profit, and ROE as performance metrics partly because they allow

③ Policy on the compensation scheme for Directors

The company's Board of Directors resolved the following matters on February 16, 2021. These resolutions had obtained the prior assent of the Remuneration Committee and the Audit and Supervisory Committee.

- i. The company has established the compensation scheme and procedure for Directors to achieve the following objectives:
  - The scheme must be tied to the company's business performance and must be transparent and objective.
  - The scheme must offer Directors an incentive to play a greater role in bolstering the company's business performance and increasing its enterprise value in the medium and long term.
- ii. Policy on an annual compensation package offered to each Director who is not a member of the Audit and Supervisory Committee  
The annual compensation package offered to a Director who is not a member of the Audit and Supervisory Committee is composed of fixed compensation, performance-linked compensation, and a medium- and long-term incentive (restricted stock compensation). As a general guideline, the fixed portion accounts for 65% of the total amount of compensation, with the performance-linked portion making up 20% and the stock portion accounting for 15%. These percentages may vary from year to year, depending on the number of eligible Directors by rank, the company's consolidated business performance for the year, and the appraisal of performance of each Director.
  - a. The fixed portion of the compensation is paid to a Director in equal monthly installments, based on their rank and job responsibilities.
  - b. The performance-linked compensation is paid to a Director in equal monthly installments, based on the performance of the company and the division under their management, as well as the achievement of their individually established qualitative targets for the previous fiscal year.
  - c. The restricted stock compensation is paid to a Director based on their job responsibilities when they are newly appointed and again when they are reappointed. This compensation is intended

us to evaluate various aspects of the company's business performance for the year and partly because they offer Directors an incentive to play a greater role in bolstering the company's performance. While the company's consolidated revenue and operating profit for FY2021 were above their targets, its ROE for the year missed its target. These results were used to calculate performance-linked compensation for Directors for FY2022.

- to encourage shareholder-centric management practices among Directors and offer them an incentive to play a greater role in increasing the company's enterprise value.
- A compensation package offered to an Outside Director and a member of the Audit and Supervisory Committee is composed only of fixed compensation. The Audit and Supervisory Committee determines the amount of compensation to be paid to its members, based on the recommendation provided by the Remuneration Committee, which takes into consideration the members' job responsibilities and the comparable compensation level in the market.
- iii. Processes for determining compensation packages for Directors  
The company goes through the following processes for determining the compensation scheme and amount for Directors, to ensure transparency and objectivity. The Board of Directors has verified that a compensation package for each Director for FY2022 was put together in a manner consistent with the company's policy on the compensation scheme for Directors, and that, in the process, the recommendations offered by the Remuneration Committee and the Audit and Supervisory Committee were given due consideration in a manner consistent with the policy.
  - a. The Remuneration Committee, which is composed of the President & CEO, a Director & CHRO, and four Outside Directors, reviews a proposal submitted by the President for the policy, procedure, and calculation method applied to the compensation scheme for Directors, as well as for a compensation package for each Director, to ascertain whether they are consistent with the roles and responsibilities fulfilled by Directors and are competitive in the market.
  - b. The Board of Directors authorizes the policy, procedure, and calculation method applied to the compensation scheme for Directors, as well as a compensation package for each Director, proposed by the Remuneration Committee.

► Cross-holding of Stocks

The company considers it imperative to cooperate with its suppliers and corporate customers, as well as communities in which it operates, to sustain its business and increase its long-term enterprise value. The company holds a limited number of stocks of key suppliers and corporate customers when it decides that to do so will enhance strategic business relationships with them in selling products, securing material supply, and forming business partnerships. It may also do so in order to enhance its relationships with local communities. The Board of Directors reviews a proposed business case for cross-holding a supplier's or a corporate customer's stocks for its anticipated ROI and its benefit to the business relationship with the other party. When the Board finds no compelling reason for cross-holding such stocks or finds the investment too substantial, the Board will scale

down the cross-holding of stocks. The company exercises its voting rights over cross-held stocks when it decides that to do so will increase both its shareholder value and the company's long-term enterprise value. The company maintains a dialogue with a share-issuing company, as needed, over a proposal that the latter makes.

The Board reviews the company's cross-held stocks annually to decide whether to continue to hold them, based on the following criteria:

- Business relationship with the share-issuing company
- Annual business with the company
- Latent losses or profits from the stockholding
- Dividend
- Capital cost

Talent Strategy and Management

► MIURA's Stance on Talent Management

The MIURA Group's Motto is: "We create an inspiring and accommodating workplace where we take pride in what we do." We respect the personality and individuality of our employees, provide them with a safe working environment and competitive terms of employment, develop their talents and skills, and offer them opportunities to grow personally and professionally.

Types of talent we look for

MIURA is committed to serving our customers around the world by utilizing our proprietary technologies to create innovative products and services in the fields of energy utilization and environmental conservation. To fulfill this objective, we train our employees to attain excellence in engineering and manufacturing, sales and marketing, and maintenance and service so that they can drive customer success in markets around the globe. We seek talent who can think and act on their own initiative and have a positive mindset, a willingness to keep pushing themselves, and the ability to remain optimistic—even in the face of formidable challenges.

► Making Our Talent Base More Robust

Talent development

In addition to encouraging our employees to learn and embrace MIURA's Mission and Motto, we train them to attain professional excellence in the fields in engineering and manufacturing, sales and marketing, and maintenance and service. This combined excellence is the source of our competitive advantages.

We also develop self-driven high achievers and cultivate a pool of employees capable of working in a cross-cultural environment to support the Group's international business development efforts.

Extensive training programs

The MIURA Group tailors training programs to the job descriptions and professional needs of its employees. Our programs are designed to foster employees' individuality by training them by job title hierarchy, as well as by job category. We also provide training for global managers. During FY2022, we partially switched from in-person sessions to online sessions, clocking up a total of 207 sessions for 3,033 attendees, an increase of 85% over the previous year.

MIURA Global Talent School

The company trains employees to prepare them for overseas assignments. We recruit employees internally who seek to work for overseas Group companies in sales and maintenance jobs and offer them English speaking and writing training. They are even offered opportunities to travel internationally with the company's executives. A total of 35 employees took the global training course in FY2022.

● Training Programs by Job Title Hierarchy and Category

All-employee training	Prospective-employee training		New employee training		New employee retraining		Junior manager training		OJT-skill training		Management training for senior-level managers			
							Career training I (at age 30)		Career training II (at age 40)		Career training III (at age 50)			
	Overseas trainees													
Training by job title hierarchy and category	Sales	New employee OJT (1 year)	Training by competence level											
			Training by business division											
			Management training											
	Maintenance		Maintenance steps (elementary)				Maintenance steps (intermediate)				Maintenance steps (advanced)			
			Training by assigned area											
			Training provided by hired instructors											
	Engineering		Training in product development and manufacturing, training in cost-saving design				Welding design training				Drawing inspection training			
			Certification exam for energy management				Production design training				Value creation training			
			Specialized training in material strength, thermal engineering, fluid engineering, and electricity											
	Production		QC training (introductory)				IE elementary training, QC training (practical)		IE intermediate training, QC training (intermediate)		IE advanced training, QC training (advanced)			
			Training in manufacturing basics (1)				Training in manufacturing basics (2)							
			Specialized skills training in painting, assembling, machining, and welding											
	General and administrative jobs										Business-process improvement training			
			IT training				Self-development training				On-site shadowing			
		Specialized training												
Training in globalization	Japanese employees	Global Talent School												
	Local employees in N. America and Asia	New employee training, job-specific training, and other training						Training for junior managers, senior managers, and executives						

Talent assignment and rotation

The company assigns and rotates employees based on its business strategy, talent map, long-term talent development plans, and the principle of “the right person in the right place.” In addition, we make use of a “free agent” system and a management-by-objective system that allow each employee to express their wish for a transfer directly to the head of the human resources department. This arrangement offers employees greater opportunities to take advantage of their specialist skills in different business divisions.

Fair performance appraisal

All full-time employees are evaluated and treated fairly based on the standards set forth in the company’s Employee Appraisal Rules. At the start of a fiscal year, supervisors have one-on-one meetings with their employees to set and agree on their goals for the year; in meetings held at the end of the year, managers review their employees’ performance and

Talent to support value creation

Every year we hire new graduates to help sustain our business expansion. About 100 new graduates have been joining us annually over the past several years. In addition, an increasing number of mid-career hires have been assigned to field maintenance jobs for customers.

provide feedback. Employees are appraised on their performance twice a year and on their competence once a year. Evaluations are based not only on what they have accomplished, but also on how they have accomplished it. To ensure fairness of appraisal, all managers and above of each business division participate in performance review meetings.

Numbers of New Hires and Retired Employees at MIURA CO., LTD.

	FY2018	FY2019	FY2020	FY2021	FY2022
Number of new graduate hires	128	119	117	97	97
Number of mid-career hires	41	57	97	85	74
Total number of hires	169	176	214	182	171
Number of voluntarily retired employees	84	88	86	110	105
Their percentage	2.8%	2.9%	2.8%	3.5%	3.3%

Employee engagement survey

Since 2006, the company has conducted an annual survey of all employees to gauge their level of engagement. The survey asks 40 questions about their understanding of the Corporate Mission, willingness to change, pride in work, trust of others, skill development, goals and assessments, teams, and perceptions of executive mentoring programs, as well as two new items about compliance. Employees rate each statement with “Yes, very much so,” “Yes,” “Undecided,” “No,” or “No, not at all.” To quantify the level of engagement, these responses are assigned scores of 2, 1, 0, -1,

and -2 points, respectively. Survey results are reported to the Management Meeting. Departments receive feedback on the level of engagement of their members, so they can use the findings to improve their respective workplace environments. An average score of 0.5 or higher for any item is considered as “acceptable.” The overall average of 0.83 for FY2022 indicates that the majority of employees responded positively to the questions. Overall average scores were 0.85 for FY2018, 0.84 for FY2019, 0.81 for FY2020, and 0.82 for FY2021.

Employee Response Rate at MIURA CO., LTD.

FY2018	FY2019	FY2020	FY2021	FY2022
72%	80%	87%	84%	84%



+i Comments

See p. 36 for more information about Mitomo-kai.



KUNITAKA Eiji  
Manager of Mitomo-kai  
Horie No. 1 Branch

Based on members’ requests and suggestions, Mitomo-kai coordinates welfare programs, all-expense-paid group travels, and events for employees. Even amid the COVID-19 pandemic, we have organized smaller but more frequent company activities to keep engagement going among employees.



KOIKE Saki  
Event Manager

I work with Mitomo-kai members to plan and organize events for members and their families. In FY2022, we held a fruit-picking and tasting event, with health precautions in place. Many participants appreciated the opportunity to have a good time with coworkers away from work.

Promoting Workplace Diversity and Inclusion

Empowering female employees

We provide career development support to our female employees. For instance, we encourage them to take external training programs and exchange ideas with their counterparts of other companies to broaden their professional perspectives. In addition, we have been developing and promoting female employees to managerial positions to meet the company’s target of assigning 3% of all managerial positions to women. In FY2022, four female employees were promoted to managers. As a result, we now have a total of 19 female managers and supervisors, accounting for 2.9% of all managerial positions. Over the past few years, we have expanded job categories in which female employees can play an active role by updating our internal job-posting system. These efforts enable us

to identify career-driven women and guide their career advancement<sup>1</sup>. Furthermore, in May 2022, MIURA acquired *Eruboshi* (L-star) certification Level 3 (moving up from Level 2), based on the Act on Promotion of Women’s Participation and Advancement in the Workplace. We will continue to promote job rotation among group leaders and assistant managers, hold off-site meetings among company executives and female managers, and hire female mid-career professionals as field engineers and sales staffers. Through these efforts, we are systematically increasing the number of female candidates for managers and promoting them to more senior specialist positions.

1. For details, refer to the section “Talent assignment and rotation.”

Number of Female Employees and Managers at MIURA CO., LTD.

	As of March 31, 2018	As of March 31, 2019	As of March 31, 2020	As of March 31, 2021	As of March 31, 2022
Number of female employees	771	774	781	797	801
Percentage of female employees	25.4%	25.0%	24.5%	24.6%	24.3%
Number of female supervisors and managers	228	239	255	276	295
Percentage of female supervisors and managers	13.5%	13.9%	14.4%	15.2%	15.6%
Number of female assistant managers (included above)	17	20	23	28	29
Their percentage (included above)	7.6%	8.7%	9.9%	11.0%	10.7%
Number of female managers (included above)	16	16	16	16	19
Their percentage (included above)	3.0%	2.9%	2.7%	2.6%	2.9%
Female directors	1	1	1	2	2
Percentage of female directors	3.2%	3.3%	3.6%	7.4%	10.5%

Note 1. The percentage of female supervisors and managers represents the percentage of women among all supervisor and manager positions in the company.  
2. The percentage of female managers represents the percentage of women among manager and above positions in the company.



Official *Eruboshi* (L-star) certification symbol

Global talent

Employees of non-Japanese nationalities have been playing increasingly larger roles in the MIURA Group. A total of 1,801 foreign nationals, or 30% of the Group’s total workforce as of March 31, 2022, are on the payroll at 17 overseas locations. The number is expected to grow as the Group expands its business in international markets. We hire outstanding talent, regardless of nationality. We have seven foreign nationals working on design, research, product development, and as field engineers, in Japan and overseas.

Hiring people with disabilities

To promote greater workplace diversity and inclusion and contribute to local communities, we hire people with disabilities and offer them opportunities for career development. It is part of our efforts to create a more accommodating working environment. Every year, employees of MIURA Job Partner, which is the company’s designated subsidiary, participate in the “Ehime Prefecture Skills Contest for the Disabled” (or “Ehime Abilympics”) to improve their professional skills. As of March 31, 2022, employees with disabilities accounted for 2.43% of our employees in Japan, which is higher than the legally mandated rate of 2.3%. This corresponds to a total of 104<sup>2</sup> employees with disabilities.

2. Total at domestic Group companies, including MIURA Co., Ltd., MIURA Job Partner Co., Ltd., and other designated subsidiaries.

Number and Percentage of Employees with Disabilities

	FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees with disabilities	81	86	94	105	104
Percentage of employees with disabilities	2.02%	2.10%	2.23%	2.47%	2.43%



➤ Creating an Accommodating Workplace

The MIURA Group’s motto is: “We create an inspiring and accommodating workplace where we take pride in what we do.” Staying true to this motto, we offer more flexible working arrangements to employees, support their family responsibilities, and upgrade welfare programs for them.

Better work-life balance

MIURA helps its employees achieve a good work-life balance as part of its efforts to become an excellent company to work for. By offering employees increasingly flexible working arrangements and empowering

More flexible working arrangements for employees

Since October 2016, we have been progressively offering flexible working hours to more employees to enable them to better manage their time. Our super-flexible working hours, introduced in April 2019, are now available to all full-time and semi-full-time employees (except shift workers), including those who work shorter hours to provide childcare or nursing care.

The number of annual paid holidays taken per employee, targeted to be at least 15 days in five years from April 2021 to March 2026, was down by 1.4 days in FY2022 from the previous year.

Average overtime per employee for FY2022 increased 6.1% year on year to 22.6 hours per month. This was partly because we had a project going on to upgrade the company’s ERP system, and partly because of a sudden increase in workload at the height of the COVID-19 pandemic.

We intend to reduce overtime to 20 hours per employee, per

female employees, we seek to create an environment that enables our diverse employees to achieve their full potential.

month, by encouraging them to work more efficiently and productively, while giving more discretion to them at work.

<Examples of flexible working arrangements>

- Super-flexible working hours  
No core hours, minimum of 3 working hours per day  
Available to all full-time and semi-full-time employees (except shift workers), including those who work shorter hours to provide childcare or nursing care.
- Annual paid leave with flexibility in incremental time units, accumulated leave system  
Can be taken in half-day or hourly increments.  
Accumulated leave system: Each employee receives 3 days a year, usable for personal injury or illness, family nursing or care.

● Statistics on Flexible Working Arrangements at MIURA CO., LTD.

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Average overtime (hours per employee per month)	21.8	20.0	21.5	22.7	21.3	22.6
Average number of paid holidays taken per employee	14.5	14.9	14.8	13.1	14.3	12.9
Usage rate of paid holidays	72.7%	74.4%	74.2%	66.2%	72.0%	65.0%
Number of employees eligible for flexible working hours	135	1,291	2,708	2,760	3,031	3,051
Percentage of employees rehired at age 60	88.9%	86.7%	92.1%	84.6%	87.5%	88.6%

Supporting employees’ family responsibilities

MIURA provides a variety of programs to support employees’ family responsibilities, including caregiving for their children and other family members. A growing number of employees, both men and women, have been taking childcare leave, with the percentage of male taking leave up from 5.5% in FY2018 to 15.0% in FY2022. The return-to-work rate after taking childcare leave was 100% among both men and women in FY2022. We will continue to improve work flexibility.

● Average Years of Continuous Service and Support for Employees’ Family Responsibilities at MIURA CO., LTD.

		FY2018	FY2019	FY2020	FY2021	FY2022
Average years of continuous service	Male	15.9	16.0	15.8	16.0	16.2
	Female	8.6	9.4	10.0	10.5	11.1
Usage rate of childcare leave	Male	5.5%	4.2%	1.9%	11.1%	15.0%
	Female	100%	100%	100%	97.7%	100%
Return-to-work rate after taking childcare leave	Male	100%	100%	100%	100%	100%
	Female	100%	100%	100%	97.7%	100%
No. of employees working shorter hours for childcare		94	108	138	144	136

<Programs to support employees’ family responsibilities>

Childcare support: Shorter working hours for childcare and nursing care leave are provided to employees who have 6th grade or younger children.  
Nursing care support: Employees can take nursing care leave of up to 365 days cumulative per family member in need of nursing care.



Employee welfare programs

Under the motto “We create an inspiring and accommodating workplace where we take pride in what we do,” the company provides employees with a variety of welfare programs.

In addition to offering company houses and dormitories, we have in place a “super-flexible working hours” and “no-overtime days” to encourage employees to better manage their time. We also assist employees with their self-development efforts by subsidizing the cost of taking online training courses and acquiring professional qualifications.

To help employees build their own financial assets, we have a variety of programs in place. They include programs for providing for their post-retirement needs, such as a defined contribution pension plan and an asset-building pension plan. We also assist employees in saving money to buy houses and for children’s education, by offering a subsidy for an employees stock ownership plan, an asset-building savings plan for housing, home ownership support, an installment savings plan, and a tax-free investment program NISA. Furthermore, we offer condolence money to surviving family members of deceased employees and a scholarship pension to their children.

We always welcome feedback from employees to create a workplace in which every one of them can achieve their full potential.

Labor-management dialogues

Mitomo-kai was established in February 1970 as a voluntary organization of employees to promote healthy labor-management engagement. As a forum for labor-management talks, the Management Council convenes half-yearly with members of the company’s leadership team. Mitomo-kai

➤ Respecting Human Rights

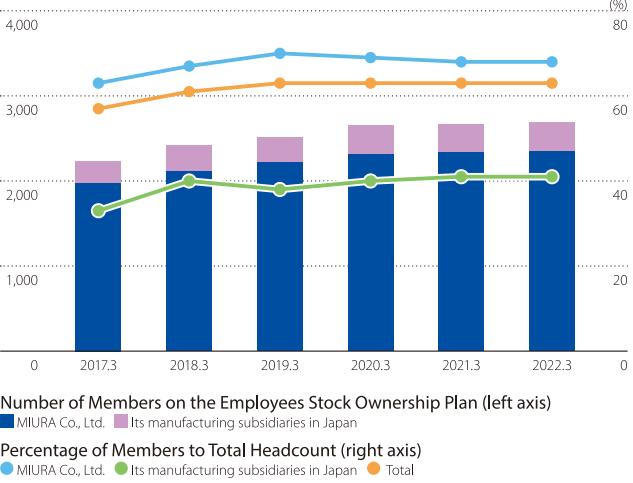
Respecting human rights is one of the essential elements of the MIURA Group Code of Conduct. To reaffirm our commitment to respecting human rights, we established the MIURA Group Human Rights Policy in January 2022. This policy embodies the spirit of the Ten Principles of the UN Global

Harassment prevention

There is no room for harassment at MIURA. We have the following anti-harassment policies and practices in place:

- The company’s work rules prohibit harassment in the workplace.
- Its disciplinary code states that any harassment in the workplace is subject to disciplinary action.
- Employees can report or consult on cases of workplace harassment anonymously with whistleblowing administrators and other consultation desks set up in the company. Their contact information is provided on the company’s internal portal site.
- The consultation desks also provide advice on LGBTQ issues.
- The company’s Guidelines for the Prevention of Sexual Harassment and

● Number and Percentage of Members on the Employees Stock Ownership Plan



maintains good relations with management, discussing the company’s employment policy and practices, compensation scheme, management plans, bonuses and pay rise rates, promotion of paid leave utilization, and overtime reductions.

Compact and the UN Guiding Principles on Business and Human Rights. To fulfill its responsibilities as a global business, the MIURA Group adheres to both its human rights policy and code of conduct.

Power Harassment in the Workplace stipulate that: (1) the company must give due consideration to the protection of the privacy of the person who reports a case and an alleged harasser when investigating the allegation of harassment; and (2) the company must not treat any employee unfairly for reporting a case or assisting with an investigation of an allegation of harassment.

- Human rights training  
Training of new managers includes a workshop on diversity and inclusion that covers consideration for LGBTQ minorities and respect for human rights. In addition, in March 2022, all employees took an e-learning course on human rights and business.

# Compliance

## MIURA's Stance on Compliance

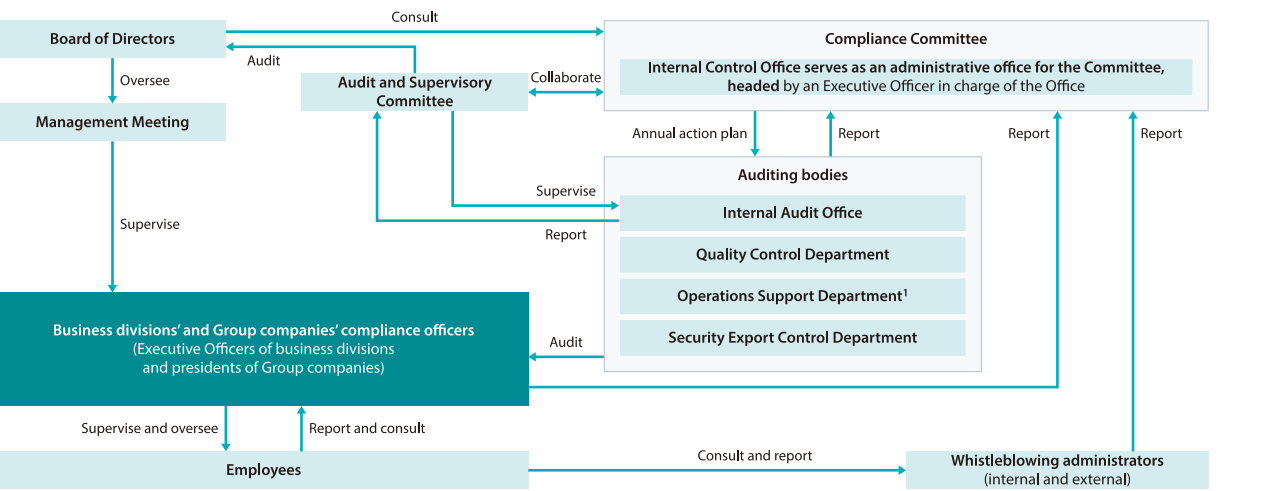
MIURA has placed adhering to laws and regulations at the top of the MIURA Group Code of Conduct. The Group observes all applicable laws and regulations when pursuing its corporate strategy and meeting its business objectives to increase its long-term enterprise value. The Group also operates ethically, fairly, and responsibly. The Compliance Committee, which is composed of Directors—including Outside Directors who are members of the Audit and Supervisory Committee—and Executive Officers, encourages all employees and managers to learn and embrace the MIURA Group Code of Conduct.

## Compliance Structure

The Compliance Committee is chaired by a Director in charge of General Affairs and Human Resources and is composed of nine members. The Committee convenes once a year and on an ad hoc basis. At an annual committee meeting, members review the results of compliance training

provided to employees and managers, approve action plans for the following fiscal year, and decide how to accommodate new and updated laws relevant to the company and how to deal with legal issues when they arise. During FY2022, the Committee held its annual session in March 2022.

### MIURA's Compliance Structure



1. The Training Department took over the role, effective April 1, 2022.

## Developing and Maintaining a Compliance-Conscious Environment

The MIURA Group conducts compliance training for employees and managers to develop and maintain a compliance-conscious workplace environment.

In FY2022, the department responsible for compliance management trained 159 new hires (99 new graduates and 60 mid-careers) in the basics of compliance in Japan, and the trainees were given a legal handbook for beginners. The department also trained the company's 51 general managers and assistant general managers in compliance. In addition, 4,186 employees<sup>2</sup> and executives of Group companies<sup>3</sup> (98.7% of the total headcount) took e-learning programs on compliance, including the company's anti-bribery and whistleblowing policies and practices. Moreover, business divisions and Group companies trained employees and managers of their departments and offices in applicable laws and regulations<sup>4</sup> through e-learning and workshops to promote a compliance-conscious workplace environment.

The company started in FY2022 to include questions about compliance in its annual employee engagement survey to gauge the level of employees' compliance-consciousness. The 2022 survey found that our employees took compliance seriously and would never turn a blind eye to wrongdoing in the workplace.

During FY2022, none of the MIURA Group companies was fined or had monetary sanctions levied against it for violating applicable laws or regulations.

2. Employees on leave not included.

3. MIURA and its manufacturing subsidiaries in Japan

4. Applicable Japanese laws and regulations: the Industrial Safety and Health Act; the Waste Management and Public Cleaning Act; the Subcontracting Act; the Poisonous and Deleterious Substances Control Act; the Act on Rationalization of Budgetary Spending on Subsidies; the Construction Business Act; the Insider Trading Prevention Act; the Export Trade Control Order; the Unfair Competition Prevention Act; and the Whistleblower Protection Act

## Anti-Bribery Initiatives

The MIURA Group has established the Anti-Bribery Rules under the Group's Anti-Bribery Policy. Group companies operating overseas have translated these rules into their local languages and observe them in a manner that reflects local laws and regulations. In addition, we have notified our suppliers in writing that we never engage in, tolerate, or condone bribery of any kind.

## Whistleblowing System

We have a whistleblowing system in Japan, in compliance with the Whistleblower Protection Act. This system allows Group employees<sup>5</sup>, and those of suppliers and corporate customers, to report, or consult on, suspected or actual cases of wrongdoing, anonymously or under their names, to several designated internal and external administrators. Their contact information is provided on the company's internal portal site and its public website. The system protects whistleblowers from being subjected to dismissal or other disciplinary action for their reporting, and requires that those who subject whistleblowers to such action will be disciplined.

The number of reports received from whistleblowers was zero in

In FY2022, employees and managers of Group companies in Japan took e-learning courses on compliance, including the Group's play-it-straight policy and rules.

Japan in FY2020, one in FY2021, and three in FY2022. Group companies in Brazil, Canada, China, Indonesia, Korea, Mexico, and the United States have whistleblowing administrators, who received three reports in FY2022, with a total of five over the past three years.

The department responsible for compliance management, or other relevant departments, investigates reported cases and, if verified, reports the findings to the Compliance Committee to obtain authorization to take immediate corrective action.

5. Include full-time and semi-full-time employees, contract employees, part-timers, temporary workers, and retired employees.

## Security Export Control

Japan and dozens of other countries have jointly established multilateral export control regimes to prevent weapons and dual-use products and technologies from falling into the wrong hands, including known or suspected terrorist groups and countries that pose a threat to international peace and security.

The MIURA Group has established the Global Rules for Security Export Control to observe these multilateral regimes, as well as export control regulations enforced in countries in which we operate. Under

the rules, we implement stringent export controls to contribute to international peace and security.

The Security Export Control Department trains newly hired employees, and employees bound for international assignments, in the basics of security export control. It also provides training in the pass/fail criteria for exports, as well as in the procedures for screening overseas transactions.

In addition to these regular training programs, the Department provided executive training and all-employee e-learning programs in FY2022.

## Intellectual Property Management

The MIURA Group respects and honors other parties' intellectual property rights and protects and uses its own rights to its advantage.

- ① Respect others' intellectual property rights: To avoid infringing on other entities' rights, we thoroughly investigate patents and trademarks owned and filed by others before starting to research and develop new technologies and products. Whistleblowing administrators (internal and external)

- ② Protect our own rights: Business divisions work with the Intellectual Property Office to file patents and trademarks that give us competitive advantages; protect them; and put them to good use.
- ③ Train employees: The company provides monthly e-learning courses on the basics and application of intellectual property, as well as group training programs by job title hierarchy, which include group sessions about the importance of invention and innovation.

## Tax Compliance

The MIURA Group is committed to meeting tax compliance requirements under the MIURA Group Code of Conduct to ensure transparency in our payment of taxes in the countries and regions in which we operate. To minimize tax risks to our business, we meet local regulatory requirements for taxation and tax administration in consultation with external experts

over the application and interpretation of local tax laws. The Group observes the OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations for intercompany transactions within the Group to meet local regulatory requirements.



Risk Management

MIURA’s Stance on Risk Management

Risk management and compliance are the two inseparable pillars to support corporate governance. We encourage all Group employees and managers to learn and embrace the MIURA Group Code of Conduct to maintain a high level of preparedness against all risks that may affect the Group. As part of crisis management, we have a BCP (business continuity plan) in place to maintain resilience in the face of natural disasters, pandemics, and other disruptive events, so that we can minimize their impact on our critical business processes and continue or resume normal operations as quickly as possible.

Risk Management Structure

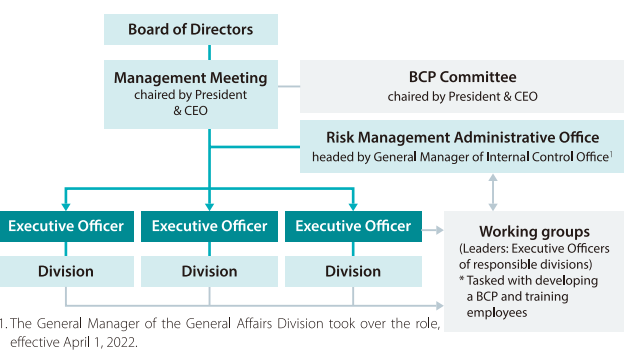
The company’s Basic Rules for Risk Management designate Executive Officers of divisions exposed to risks significant to the company to be risk officers. They are responsible for promoting risk management and implementing risk control measures in their respective divisions. An annual Risk Management Meeting, chaired by the President & CEO, who serves as the company’s Chief Risk Officer, reviews the results of a risk assessment of the Group and the effectiveness of the measures taken to address high- and medium-risk items. The outcome of deliberations at the meeting is reported to the Management Meeting for approval of an action plan for the following fiscal year. The Board of Directors makes decisions on critically important matters concerning this structure.

How We Manage Risks

We categorize risks that may affect our ability to achieve the Group’s business objectives into 10 types: Compliance; disasters; the environment; finance; information security; mergers and acquisitions; product and service quality; public relations; public trust and confidence; and work-related accidents. We then plot risk items of these 10 types into a risk assessment matrix, based on their impact and probability, as a basis for managing risks, as well as designing and implementing risk control measures. A risk assessment matrix is reviewed and updated once a year, based on the results of risk surveys completed by an Executive Officer of each division. To the matrix updated for FY2022 was added climate change (a risk associated with a transition to a carbon-free society) as another medium-risk item.

During FY2022, in addition to following up on items carried over from the previous year, we took action to mitigate the risk of disruptions to production, based on a BCP action plan formulated earlier in the year. We also upgraded internal control functions in larger Group companies overseas as part of our efforts to manage risks to our international operations more effectively. Our BCP system, aided by a geographic information

MIURA’s Risk Management Structure



system, proved effective in providing uninterrupted support to customers affected by extreme storms that struck western Japan in August 2021. Other risk mitigation actions taken during the year include establishing guidelines for using social media at work, conducting harassment workshops for employees and managers, and making disciplinary actions more severe against wrongdoing by employees and managers. In addition, employees and managers were trained and enlightened in the Industrial Safety and Health Act, the Waste Management and Public Cleaning Act, the Subcontracting Act, and anti-bribery regulations.

The internal COVID-19 task force continued to post updates on the health crisis, including the number of employees who tested positive for the virus, to the company website, and encouraged employees to take precautionary measures against the disease at work and at home.

Action plans to enhance the Group’s risk management for FY2023 include facilitating greater collaboration in risk management among Group companies in Japan, continuing to reduce the risk of production disruptions, and initiating audits of major Group companies overseas by local accounting firms.

Information Security

We protect customers’ information assets entrusted to us, as well as our own, against all possible threats, and we manage and use them responsibly in order to remain a trusted partner for customers. We have information security safeguards, as outlined in our Information Management Rules, which enable us to continue to operate while ensuring maximum protection of information assets.

Information security management system

To maintain and enhance the company’s information security, the Information Management Rules define its information security management system, in which the Information Security Committee plays a central role. The Committee assesses risks inherent in our internet-connected products and services under development, and gives the go-ahead to their production after verifying that security measures are incorporated into them. The Committee also regularly audits security risks in our services already available in the market.

All employees with access to information devices receive training in information security, to raise their awareness of the importance of information security and the careful handling and management of information at work. We regularly update training materials on information security to stay relevant. The company gives out cautionary notices and instructions from time to time against suspicious emails floating around from unknown sources.

BCP Initiatives

The Group’s head office and many manufacturing facilities are on Japan’s island of Shikoku, where the likelihood of a major earthquake and tsunami is high. Based on the Group’s BCP Policy, each Group company has in place a BCP to maintain preparedness to keep the flow of products and services uninterrupted in the event of a natural disaster.

1. BCP for production lines

During FY2022, we took steps to address aging pieces of equipment in the production lines and mitigate damage on equipment from flooding. To keep production running in the event of a disaster, we have backup machines installed in several facilities for manufacturing key components. In addition, as a safeguard against a wide spread of COVID-19 among employees, we have added more flexible, versatile line workers, as well as more certified workers spreading over several facilities. To soften the impact of longer delivery time for key electronic components, we have begun to place bulk orders with suppliers well in advance and build up their inventory so that we can keep production running without interruption.

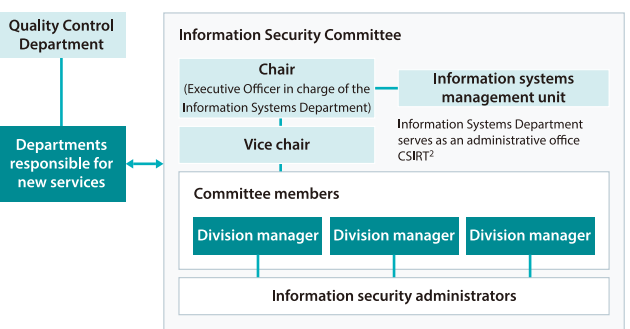
2. BCP for sales and services

We have opened a second customer service center in our Fukuoka Branch. This is so that, when the call center in our head office is closed after business hours or due to a wide-area disaster or the spread of COVID-19, service will not be disrupted. We have also trained members of the emergency response team at the Fukuoka facility. We are now ready to

Raising the Group’s information security standards globally

The Group has been enhancing information security management systems and infrastructures at Group companies in each country, to raise the Group’s security standards globally. Each overseas Group company is drawing up information security management rules, based on the Information Management Rules and the Information Security Guidelines already in place in Group companies in Japan.

MIURA’s Information Security Committee and Key Players



2. CSIRT: Computer Security Incident Response Team, responsible for receiving, investigating, and responding to computer security incident reports

serve our customers even during an emergency.

Our BCP system, aided by a geographic information system, proved effective in providing uninterrupted support to customers affected by extreme storms that struck western Japan in August 2021.

3. Employee safety check-in system

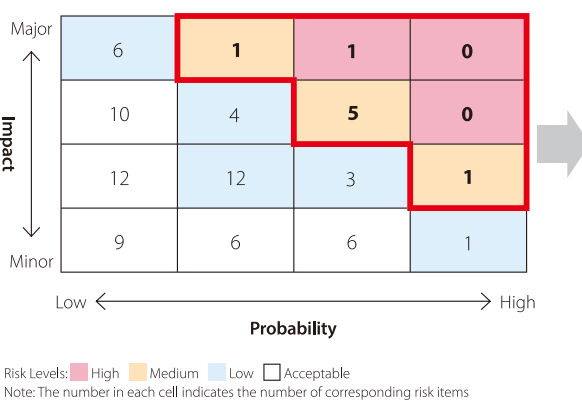
The company has been operating an employee safety check-in system since 2008 to verify employees’ safety before, during, and after normal working hours. This system is used in the event of major disasters, such as earthquakes of medium to high intensity and extreme storms. This system also helps bring deliveries of products and services, as well as production lines, back to normal faster in the aftermath of an emergency.

4. Wide-area wireless VoIP network

When there is a major natural disaster, normal phone services—both landline and wireless—may give out under the deluge of calls. That is why we have installed wide-area wireless VoIP phones<sup>3</sup> in our 35 facilities in Japan. As more and more earthquakes and extreme storms have struck many parts of the country in recent years, we have expanded wireless VoIP phone services to another 100 locations to be able to respond to disasters more quickly.

3. They use a VoIP network to make calls, which is less vulnerable to service interruptions during a disaster than normal wireless networks.

MIURA Group’s Risk Assessment Matrix Updated for FY2022



Risk level	Risk item
High	Disappointing business performance of an acquired business
Medium	Infringing on someone else’s patent or our patent being infringed on Handling a customer complaint about a defective product (design problem) Handling a customer complaint about a defective product (manufacturing problem) Handling a customer’s request for a guarantee that a product is free of harmful substances Defective installation of products on customer premises Currency fluctuations Global warming (a risk associated with a transition to a carbon-free society)

# Occupational Safety and Health

## ▶ MIURA's Stance on Occupational Safety and Health

The MIURA Group places the highest priority on ensuring the safety and health of all its employees. Under the MIURA Group Safety and Health Policy, the Safety and Health Committee promotes a variety of safety and health initiatives throughout the Group, to create a safe, secure, and comfortable working environment.

### MIURA Group Occupational Safety and Health Policy

The MIURA Group places the highest priority on ensuring safety and health in all aspects of its business operations. We encourage employees to participate in safety and health activities, and continuously improve workplace environments to prevent accidents and promote the wellness of our employees and those of our subcontractors and suppliers.

#### Key initiatives

1. To implement health and safety initiatives in compliance with applicable laws and regulations, as well as internal standards
2. To prevent work-related accidents through hazard prediction training and elimination of hazards in the workplace
3. To invest in employees' wellness to promote their mental and physical well-being
4. To have employees observe traffic rules to prevent work-related traffic accidents
5. To plan and implement disaster-preparedness across the organization
6. To encourage all employees and those of subcontractors and suppliers to take part in safety and health activities

## ▶ Safety and Health Management

### Safety and Health Committee

The Safety and Health Committee implements initiatives for safety and health management. The Committee defines its makeup, operation, and agenda for investigations and deliberations, in accordance with the company's rules and regulations. In addition to company-level activities, each office and plant has its own safety and health committee, which convenes every month to address issues most relevant to them.

### Safety and health activities

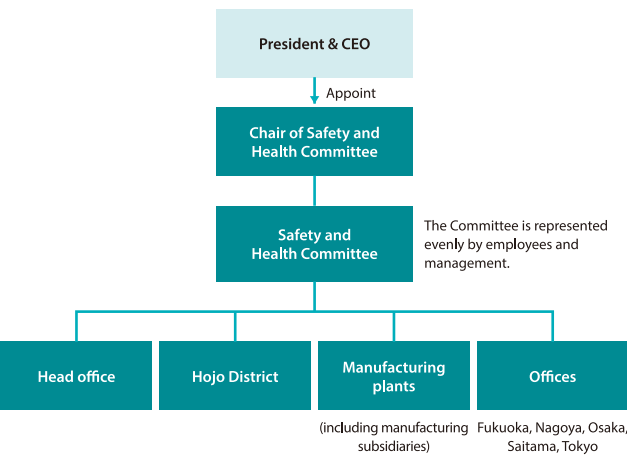
Safety and health activities are carried out by the Safety and Health Committee, the Safety and Health Officer, safety administrators, health administrators, safety and health promoters, and industrial physicians, which are formed or appointed in accordance with the Safety and Health Management Rules. At the end of a fiscal year, the results of safety and health activities are reviewed—based on the PDCA management cycle—against the policy established by the Safety and Health Officer, and targets and action plans for the following year are formulated.

We promote safety through activities such as 5S (Sort, Set in order, Shine, Standardize, Sustain) Drive Months, training for predicting near-miss accidents and hazards, risk assessments on newly installed manufacturing equipment, community activities to keep the number of annual traffic accidents under 80, and welcoming ideas for safety slogans from employees.

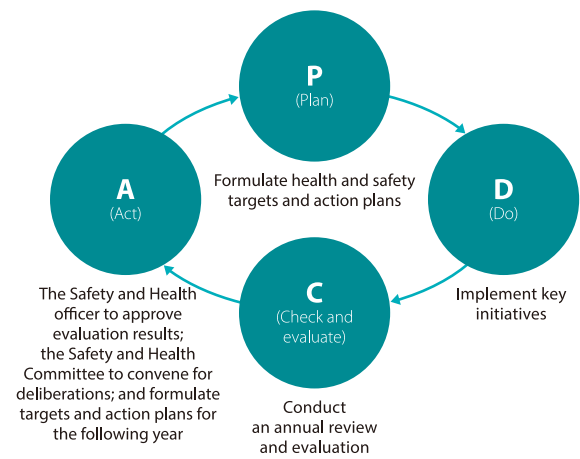
### Safety and health training

In accordance with the Safety and Health Management Rules and Guidelines, we provide safety and health training not only to our employees but to those of subcontractors and suppliers we do business with, including trucking companies that visit our plants and service providers for sales. A total of 1,190 MIURA employees took the training course during FY2022, and so did employees of 1,377 subcontractors and suppliers in Japan.

### ● MIURA's Safety and Health Committee Structure



### ● PDCA Management Cycle for Promoting Health and Safety

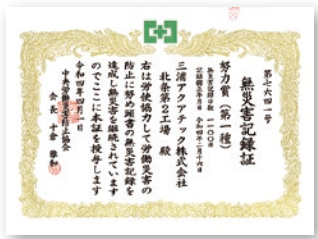


## ▶ Safety Initiatives

The Safety and Health Committee plays a key role in stepping up safety initiatives, with the goal of preventing lost-worktime accidents. We had nine lost-worktime accidents in FY2022, up from five the previous year. The frequency rate of lost-worktime accidents was 1.07, up 0.35 from the previous year, while the severity rate was 0.01, down 0.91 due to the absence of serious accidents.

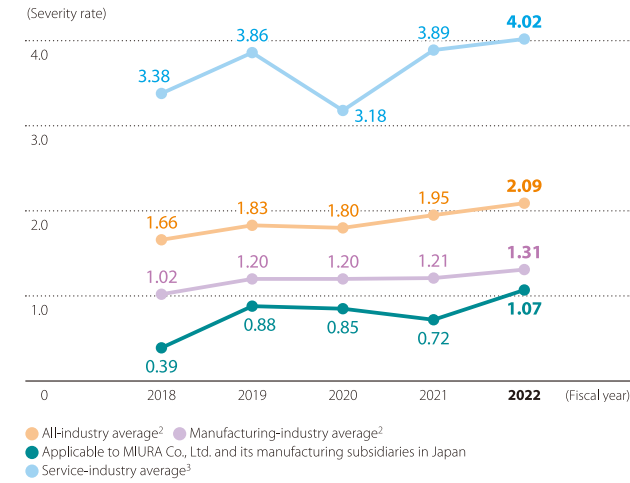
Manufacturing companies in the Group has also implemented safety initiatives, such as monthly safety patrols of the plants and hazard-prediction training, with the goal of preventing lost-worktime accidents. MIURA Aquatech has had no accidents at its No. 1 and No. 2 plants for 800 and 1,100 consecutive days, respectively. For these achievements, the

plants received certificates from the Japan Industrial Safety and Health Association, recognizing their outstanding accident-free performance.



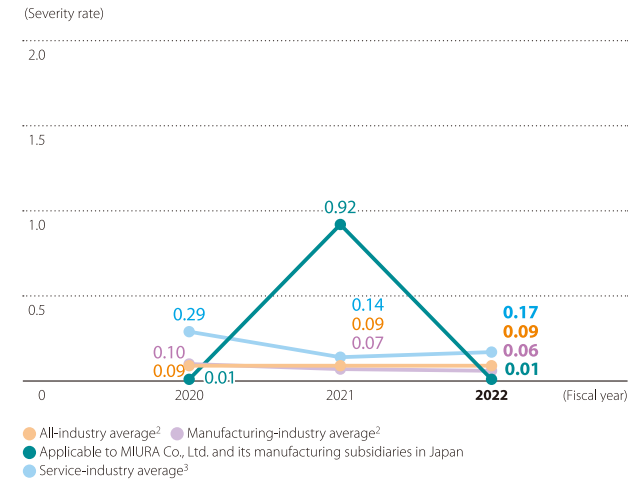
MIURA Aquatech receives SME Accident-Free Record Certificate

### ● Frequency Rate<sup>1</sup> of Lost-Worktime Accidents



1. Frequency rate: Number of lost-worktime accidents (1 day or more) per million working hours
2. Source: Survey on Industrial Accidents, published by the Ministry of Health, Labour and Welfare
3. The frequency rate in the service industry (not classified elsewhere) is shown in the chart, as it includes machinery repair services.

### ● Severity Rate<sup>1</sup> of Work-related Accidents



1. Frequency rate: Number of lost-worktime accidents (1 day or more) per million working hours
  2. Source: Survey on Industrial Accidents, published by the Ministry of Health, Labour and Welfare
  3. The frequency rate in the service industry (not classified elsewhere) is shown in the chart, as it includes machinery repair services.
- Note: The spike in FY2021 reflects the impact of an accident caused by a subcontractor.

## ▶ Investing in Employees' Wellness

The MIURA Group is committed to investing in maintaining and promoting the mental and physical well-being of its employees.

### MIURA Group's Commitment to Employees' Wellness

Under the motto "We create an inspiring and accommodating workplace where we take pride in what we do," the MIURA Group places the highest priority on ensuring the health and safety of employees in all aspects of its business activities. We invest in employees' wellness to promote their mental and physical well-being.

Under the oversight of an executive in charge of general affairs, the Safety and Health Management Section of the General Affairs Department works with the MIURA Group Health Insurance Association to promote healthy lifestyles of employees. They review the results of employee health promotion activities from time to time to make continual improvements to the activities. The Group implements programs intended

to reduce overtime, improve productivity, and promote the mental and physical well-being of employees. They include no-overtime days, flexible working hours, regular health checkups (100% of employees receive checkups) and subsidies for voluntary health checkups, stress checks, mental health counseling, and support for returning to work after taking extended leave. In recognition of these efforts, MIURA was certified, for the second consecutive year, as a large Outstanding Health and Productivity Management Organization for 2022,\*\* while MIURA Aquatech was certified as a small-to-medium Outstanding Health and Productivity Organization for 2022.\*\*

\* A program run by the Ministry of Economy, Trade and Industry and the Japan Health Conference to recognize organizations for outstanding health management





# Quality Management

## MIURA's Stance on Quality Management

True to the MIURA Group Code of Conduct, we earn and retain the trust of customers by continually upgrading our technologies and using them to enhance the quality of our products and services:

MIURA Group's Commitment to Quality Management

Quality Policy

True to our corporate statement of “becoming the best partner for customers in the fields of heat, water, and the environment,” all our employees adhere to the following guidelines.

Quality Action Guidelines

1. To meet all relevant legal and regulatory requirements and make safety our highest priority in product development and manufacturing

2. To create and deliver socially relevant, high-quality products and services that meet customers' expectations

3. To provide the best-in-class “technoservices” to earn and retain the trust of customers

4. To develop and provide environmentally friendly products and services to meet social needs

5. To improve quality continually from the corporate-level and global perspectives

## Quality Management

### Responsibilities

A Business Management Representative (BMR), appointed by the President & CEO, oversees the company's quality assurance. The Quality Action Guidelines stipulates that the BMR ask business units and divisions to formulate annual quality management policies.

In addition, a Quality Management Representative (QMR), appointed by the BMR, leads the company's quality assurance activities to meet customers' quality requirements in accordance with the Quality Management System (QMS). The QMR reports to the BMR from time to time on how the company's QMS is working and whether there is a need for improvement, as well as how quality assurance activities are carried out.

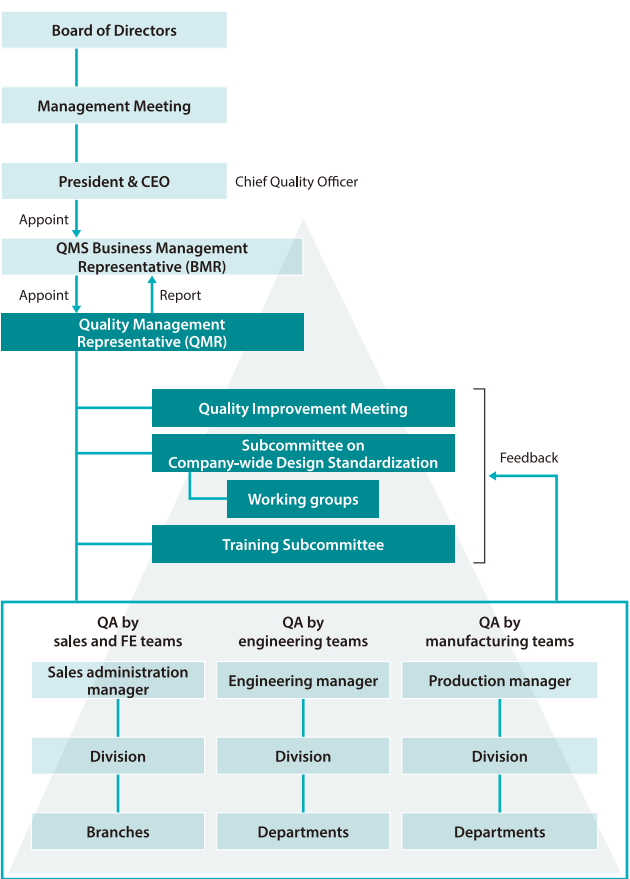
### Management review

Management reviews are conducted annually to assess the effectiveness of the QMS. Reviews look at feedback on customer satisfaction, achievement of quality targets, and conformity of products and services with design specifications, as well as cases of product defects and corrective action taken.

### Quality Improvement Meeting

We have a Quality Improvement Meeting every month. At this meeting are reviewed improvements to products that received customer complaints, the progress in quality improvement projects, and reports on serious incidents and their corrective and preventive measures.

### MIURA's Quality Management Structure



## Quality Management System

MIURA's QMS is documented as the QMS Operational Rules and is audited annually by an independent quality management assessor. In FY2022, the company's internal audit found that our QMS practices met 95% of assessment criteria, and an external assessment uncovered no irregularities

## Risk Assessment in Product Development

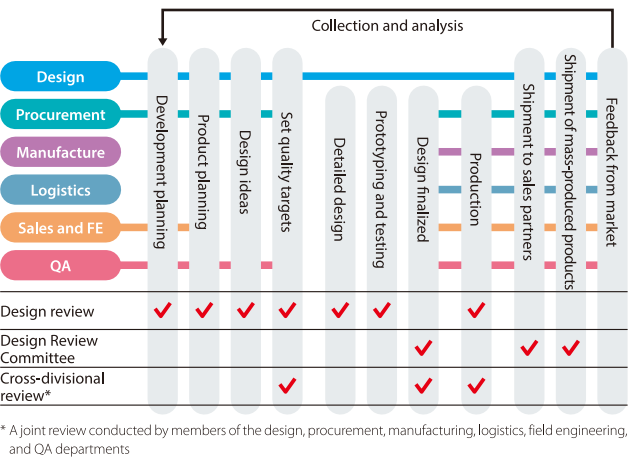
The MIURA Group conducts risk assessments to ensure product safety. Early in the product design and development phase, we first identify potential hazards that may occur at any stage of the life cycle of a product. We then incorporate into product design the measures for protecting people who will handle or use the product or their properties against the potential hazards.

Internal assessors receive training in why and how risk assessment is conducted before performing assessments on their own.

in our practices. Based on these audit results, the BMR and QMR have asked the relevant departments to take corrective action for quality improvement as part of efforts to continually improve the company's QMS.

For more information about our quality certifications, visit our website at: <https://www.miuraz.co.jp/csr/social/iso.html#iso9001>

### MIURA's Product Development Process (M-QMS)



## Addressing Product Defects

The company's QMS Operational Rules require that product defects be identified and managed timely to prevent products and services that fail to meet customers' requirements from being shipped or used.

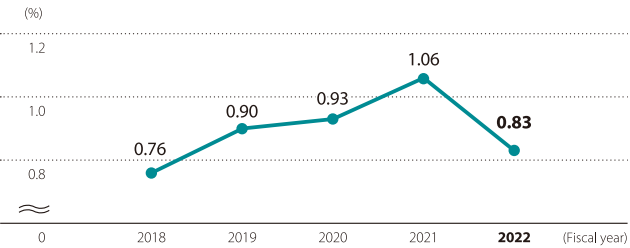
When product defects are identified or reported, we take the following steps:

- (1) Sales and maintenance teams: Provide prompt customer service, ask FEs to fix defective products, and submit customer complaint reports to sales administration
- (2) Sales administration: Provide assistance with on-site service, receive customer complaint reports, and work with the Quality Assurance Department and a department that manufactured defective products to resolve ongoing issues
- (3) The department that manufactured defective products: Investigate the cause, evaluate the effectiveness of corrective measures, come up with preventive measures, and submit a report to the Quality Assurance Department
- (4) Quality Assurance Department: Help solve problems, evaluate the report, and validate the effectiveness of the proposed preventive measures

To prevent product defects and reduce the costs of correcting defects over the medium to long term, each department monitors its performance against KPIs, including the number of quality-related complaints received from customers and the percentage of expenses of addressing them to revenue.

We respond promptly to serious incidents caused by our products and services and prevent their recurrence in accordance with the Serious Incident Guidelines.

### Percentage of Expenses of Addressing Customer Complaints to MIURA's Revenue



## Quality Assurance Training for Employees

During FY2022, all 106 new hires received training in the basics of quality assurance. A total of 65 engineers participated in training to learn how

to perform risk assessments. In addition, 46 employees took a training program to become internal assessors certified to ISO 9001.

# Supply Chain Management

## ▶ MIURA’s Stance on Supply Chain Management

MIURA uses materials provided by suppliers to create and deliver products to customers.

The Procurement Department works closely with suppliers to understand the needs of each other, and carries out purchasing practices in compliance with laws, regulations, and social norms as part of its efforts to fulfill corporate social responsibility.

## ▶ Sustainable Procurement

The basic agreements we sign with suppliers stipulate that both parties mitigate environmental impact of our operations by reducing waste, saving resources and energy, and supporting recycling efforts. In August 2021, we announced the MIURA Group Sustainable Procurement Guidelines, consisting of 11 principles including the prohibition of the use of conflict minerals, and shared them with our suppliers. We also announced the MIURA Group Green Procurement Principle, based on the key concepts outlined in the MIURA Group Green Procurement Guidelines, announced in October 2017. The MIURA Group has initiated investigations into hazardous substances. We have in place a procedure to guarantee that our boiler chemicals are free of the hazardous chemicals listed in the guidelines.

## ▶ BCP for Procurement

In FY2022, we reassessed the risk management of overseas suppliers and a list of equipment parts subject to BCP standards. For FY2023, we will review the safe level of inventory of key parts at plants operated by overseas Group companies.

## ▶ Working with Suppliers to Improve Quality

The Production Management Division coordinates with the Engineering Department, manufacturing companies in the Group, the Procurement Department, and our suppliers to continually improve the quality of our products. The objective is to produce higher-quality products at lower cost and in a shorter lead-time. We began to recognize an exceptionally high-performing supplier as a Top Supplier (TS) in March 2009. We have eight such suppliers (collectively TS8) today, with whom we share vision, pursue QCDF<sup>1</sup>, and maintain long-term win-win relationships of trust.

The Production Quality Departments audits the TS8 and suppliers of key parts every year. The audit found no serious issues in FY2022.

1. Quality, Cost, Delivery, Flexibility

## ▶ Declaration of Partnership Building

In July 2021, MIURA signed up to the Declaration of Partnership Building, initiated by the Ministry of Economy, Trade and Industry. This is part of our efforts to promote collaboration, coexistence, and coprosperity with our suppliers. We intend to increase the value of the supply chain by assisting our suppliers in improving their productivity and developing and implementing BCP. Under this declaration, we are committed to honoring

We experienced delays in deliveries of parts from suppliers in FY2022, as in the previous year, amid the COVID-19 pandemic. However, we had no disruptions in manufacturing or field engineering projects. We plan to undertake the following two initiatives for FY2023:

1. Continue to procure materials and components and operate production lines in a manner to achieve the goals outlined in the MIURA Green Shift Initiative, which is our commitment to using no hazardous chemical substances in our products
2. Prohibit the use of conflict minerals

**Supplier Summit**

In an annual Supplier Summit, MIURA's President & CEO and other members of the leadership team meet with their counterparts of the TS8. At this meeting, we review the suppliers' QCDF performance against targets and the results of their self-assessments to exchange ideas for improvement.

**PC Association (Process Change for the Better)**

MIURA's engineering and procurement teams and members of the TS8 and other key suppliers get together to find ways of improving manufacturing methods and design quality. The reduction in processing time achieved as a result of these sessions is translated into savings in energy consumption, which leads to a reduction in CO<sub>2</sub> emissions from our parts production. These results are reported to the company's leadership team. This is part of our ongoing efforts to reduce environmental impact of our operations.

the terms and conditions of our business with suppliers to build lasting relationships.

The company started to pay in full through bank transfer for materials and items purchased from small and medium-sized suppliers in and after May 2022. It was a switch from payment through electronic payment services (120-day term).

# Community Outreach Programs

## ▶ MIURA’s Stance on Community Outreach

As part of its ambition to become a 100-year company, the MIURA Group has joined forces with other companies and organizations around the world to pursue the UN Sustainable Development Goals (SDGs). This is the basis for our CSR activities. We carry out a variety of social and community outreach programs as part of our efforts to play an instrumental role in helping communities in which we operate achieve sustainable growth and social well-being. Our SDGs-driven programs include providing educational support, preserving the environment, and supporting community engagement.

## ▶ Cross-Industry Project for Youth Environmental Education

In February 2022, MIURA joined forces with Imabari Yume Sports Co., Ltd. and Daiichi Printing Co., Ltd. to launch the "Kaming Back Project," an initiative to help achieve a resource-circulation society by upcycling used paper. On April 19, 2022, we gave a lecture on paper recycling and held a workshop on the SDGs at a local junior high school. We plan to continue offering youth environmental education programs.



Lecture at a junior high school

## ▶ Organizing a Food Drive

A food drive is intended to reduce food loss, which is a serious social issue, and to distribute food to community members in need. At the request of the Matsuyama Chamber of Commerce, we held a food drive in our head office and main plant over two days in November 2011. The food brought from community residents was donated to children's cafeterias and other organizations, through the Commerce and Industry. As a result of the enthusiastic response of participating employees, we hosted a second food drive in June 2022.



Food-drive reception desk



Food donated by community residents

## ▶ Miurart Village Art Museum

Miurart Village, located in the company's head office, is an art museum conceived by MIURA founder MIURA Tamotsu (1928-1996), before his death. It was completed and opened to the public in 1998. The founder had wished to offer employees and community residents the opportunity to appreciate artworks collected from around the world, as well as the ceramic plate paintings he created. His wish lives on to this day. In FY2022, an exhibition titled "MIURA Tamotsu Exhibition - Light of Life" was held to mark the 25th anniversary of the founder's passing. As a commemorative event, a musical titled "MIURA Tamotsu's Dream" was staged by the performers of the Botchan Theater. We will continue our community outreach programs through the arts.



Miurart Village Art Museum

## ▶ Support for Higher Education

In 1999, a course in environmental and industrial science was launched at Ehime University. To support this discipline, MIURA donated the MIURA Memorial Hall, an environmental and industrial research facility on the university's Faculty of Agriculture campus. This facility is intended to develop talent capable of researching techniques for analyzing and addressing environmental issues. It serves as a forum for industry-government-university collaboration to develop techniques for analyzing persistent organic pollutants and pesticide residues in food, water, and soil, as well as monitoring techniques for indoor environments.



MIURA Memorial Hall, Department of Science and Technology for Biological Resources and Environment, Faculty of Agriculture, Ehime University



Environmental Stewardship

MIURA’s Stance on Environmental Stewardship

As the best partner for customers in the fields of energy, water, and the environment, the MIURA Group has been implementing a variety of solutions for environmental stewardship from a global perspective. Our firm commitment to addressing environmental issues is stated in the MIURA Group Code of Conduct. We are committed to playing an instrumental role in preserving the global environment. To that end, we develop and provide environmentally friendly products and services to customers and reduce environmental impact and risks of our business operations.

MIURA Group Environmental Policy

The MIURA Group partners with customers in the fields of energy, water, and the environment to play an instrumental role in helping achieve an environmentally friendly, sustainable society.

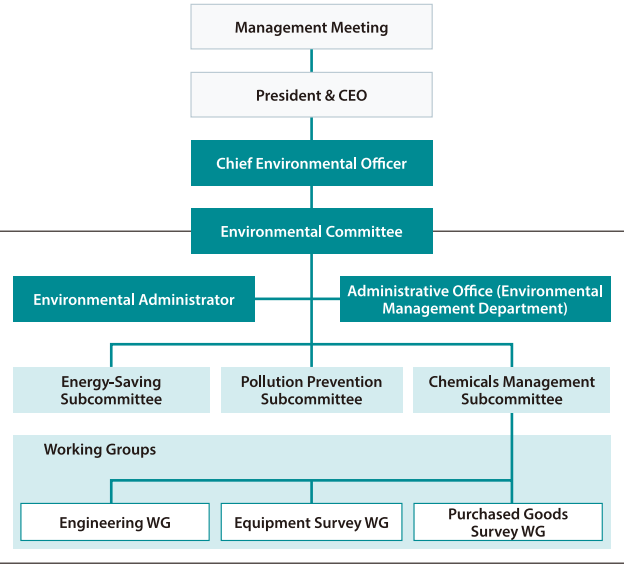
Environmental Action Guidelines	
1	Establish and continually improve an environmental management system by assessing the impact of our business from an environmental perspective
2	Set environmental objectives and targets so that all employees can take part in environmental activities that collectively contribute to the reduction of our environmental impact
3	Comply with all applicable environmental laws and regulations and all other requirements that the MIURA Group subscribes to, in order to prevent pollution, maintain ecosystems, and coexist harmoniously with nature
4	Focus efforts on addressing the following environmental impact of our business operations: <div><div>(1) Develop and offer products that contribute to environmental improvement by conducting life-cycle assessments of our performance in carbon emissions, energy saving, and resource saving and recycling</div><div>(2) Take action to achieve carbon neutrality and make more effective use of energy</div><div>(3) Reduce waste disposal through reusing and recycling</div><div>(4) Pursue green procurement options to reduce hazardous substances contained in our products.</div><div>(5) Protect forests through the MIURA Forest initiative</div></div>

Environmental Management

The MIURA Group’s environmental management is led by the Environment Committee, chaired by the company’s Chief Environmental Officer. Either the President & CEO or an Executive Officer appointed by the President & CEO serves as the Chief Environmental Officer. The officer exercises full responsibility for, and authority over, the Group’s Environmental Management System (EMS), including formulating environmental policies and plans and monitoring their implementation, approving important decisions, and reporting to the Management Meeting. The Environmental Committee has three subcommittees composed of members of manufacturing groups and other job categories.

The Committee plays a leading role in identifying environmental issues across the Group, setting targets, and initiating action. In Japan, five Group companies, including MIURA (excluding branches) and its manufacturing subsidiaries, were certified to the ISO 14001<sup>1</sup> environmental management system in February 2007. Renewal assessments of these five companies were completed in October 2021, and their certifications were renewed in January 2022. Our manufacturing subsidiaries in China, South Korea, and Taiwan have had their certifications renewed. We are in the process of establishing and operating an EMS at other manufacturing subsidiaries as well.

MIURA’s Environmental Management Structure



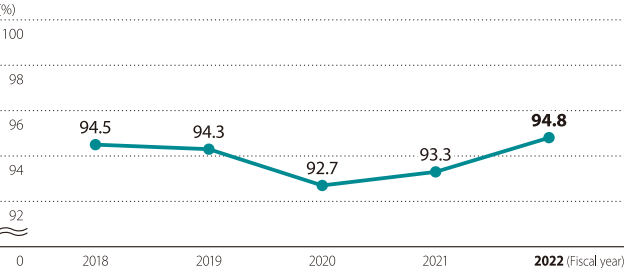
1. For more information about the Group’s ISO 14001 certification, visit our website at: <https://www.miuraz.co.jp/csr/social/iso.html#iso14001>

Environmental Considerations

MIURA top-rated in energy-saving performance for seven consecutive years

The MIURA Group has been top-rated in the assessments of businesses’ energy-management performance by the Agency for Natural Resources and Energy of the Ministry of Economy, Trade and Industry for seven consecutive years since assessments started in 2015. Business operators that report their annual energy-management performance to the agency are evaluated and classified into four categories: Class S (outstanding), Class A (further improvement needed), Class B (failing to meet expectations), or Class C (subject to close monitoring). The MIURA Group earned the top rating for having reducing its five-year-average energy consumption per revenue unit<sup>2</sup> by 1% or more.

MIURA Group’s Five-Year-Average Energy Consumption per Revenue Unit



2. Energy consumption per revenue unit based on the Energy Conservation Law: Energy consumption (kL) / (Revenue in Japan (in millions of yen)) × Total floor space of buildings(m²)

Reducing and controlling the use of chemicals

In accordance with the MIURA Group Green Procurement Guidelines, we regularly evaluate types and amounts of chemical substances contained in our products. We provide a guarantee that our boiler chemicals contain no hazardous substances, and we are considering green procurement options to expand the scope of guarantee. We share the results of evaluations with suppliers to pursue opportunities for greater collaboration. In addition, environmental performance and compliance of our suppliers are assessed regularly.

VOC<sup>3</sup> Emissions

	FY2018	FY2019	FY2020	FY2021	FY2022
Ethyl benzene	1.3	1.3	1.8	1.4	1.2
Xylene	1.6	1.5	1.8	1.6	1.6
Toluene	1.1	1.0	1.5	1.4	1.7

3. Volatile Organic Compounds  
Applicable to MIURA and its manufacturing subsidiaries in Japan, excluding Minami Yoshida Kogyo and Miura Kouki

Coexisting with nature

Nature conservation at the MIURA Forest

In November 2021, 34 MIURA Group employees and their families, along with members of local forest owners’ associations, participated in a reforestation activity at the MIURA Forest. The purpose of MIURA Forest reforestation efforts is to encourage our employees and local residents to get in touch with nature and learn the importance of nature conservation, while contributing to global environmental preservation. The forestation at the MIURA Forest has been certified by the Ehime Prefecture Corporate Forestation CO<sub>2</sub> Absorption Certification System. This scheme certifies the effectiveness of forestation in terms of the quantity of CO<sub>2</sub> absorbed by the forest. The total amount of CO<sub>2</sub> absorbed as a result of our nature conservation efforts in FY2021 was certified to be 5.9 t-CO<sub>2</sub>/year. This achievement was recognized at the 2021 Ehime Mountain Day Commemorative Ceremony.



Participants in nature conservation activities at MIURA Forest



2021 Ehime Mountain Day Commemorative Ceremony

Coexistence with nature in a biotope<sup>4</sup>

We have a biotope on the premises of the Hojo Plant, filled with water discharged from a neutralization tank after use in production and testing. We also monitor the quality of the wastewater in the biotope.



Biotope on MIURA premises



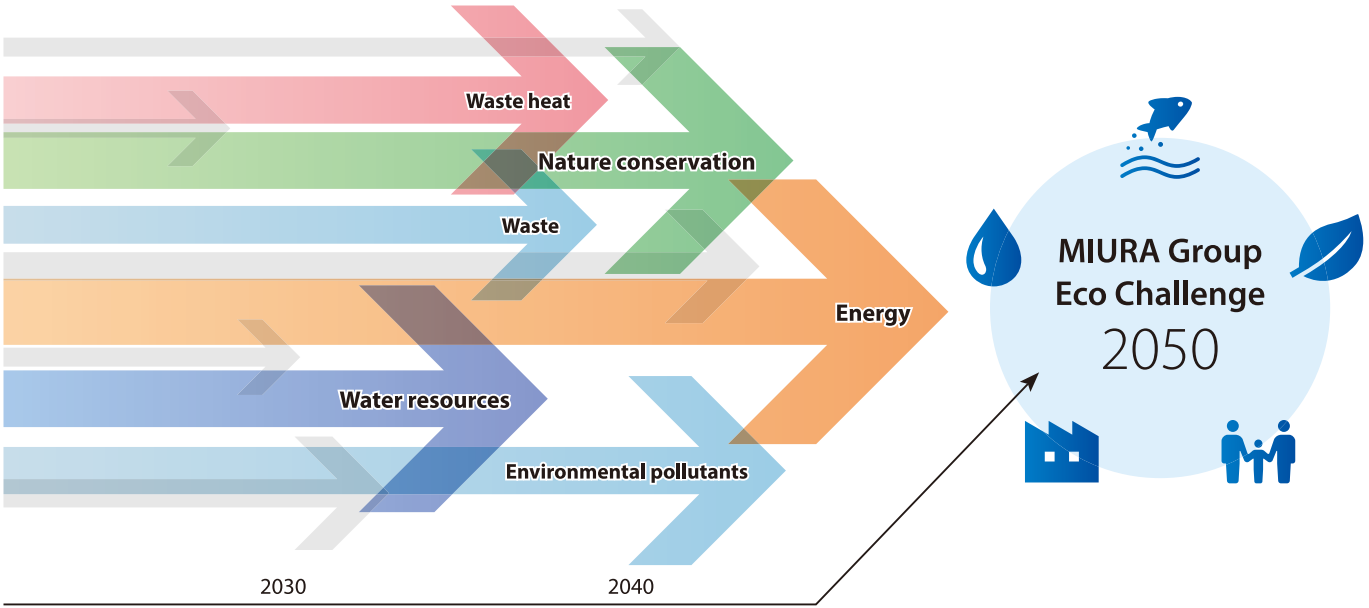
Killifish in a biotope

4. Originally a German word, meaning a space in which local wild flora and fauna reside

MIURA’s Long-Term Environmental Goals

The MIURA Group uses the Paris Agreement’s 1.5°C scenario and the Japanese government’s commitment to reducing GHG emissions by 46% from the 2013 level by 2030, as a basis for formulating its environmental strategy. Under the MIURA Group Eco-Challenge initiative, we seek to minimize GHG emissions, environmental pollutants, waste, waste heat, and water consumption in our business operations and throughout the

life cycle of our products. We have established quantitative environmental goals to achieve by 2050, including reducing Scope 1, 2, and 3 GHG emissions, improving the recycling rate of waste, and reducing water consumption. To achieve these goals, the Group has stepped up its environmental action since April 2022.

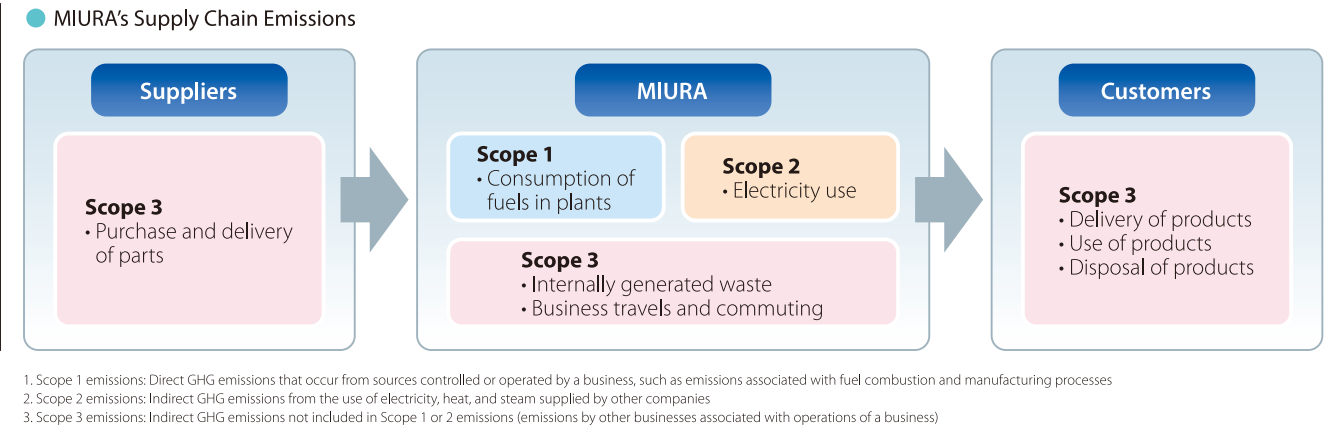
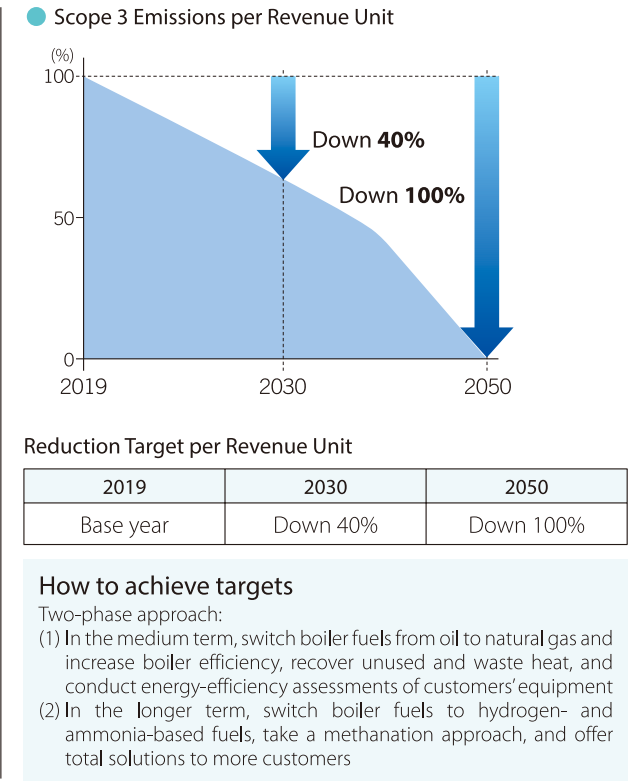
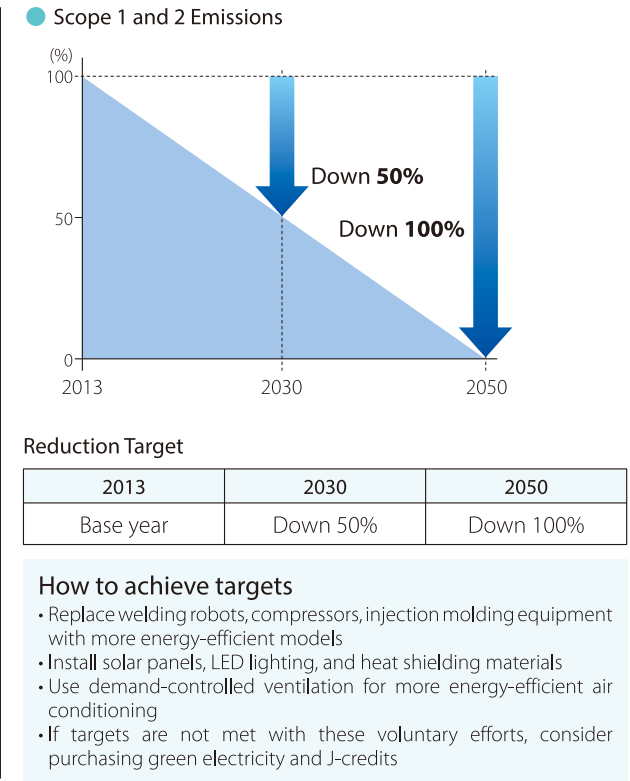


MIURA Group Eco Challenge

1. Initiatives for a carbon-free society

● Reduce Scope 1<sup>1</sup>, 2<sup>2</sup>, and 3<sup>3</sup> GHG emissions through energy-saving efforts

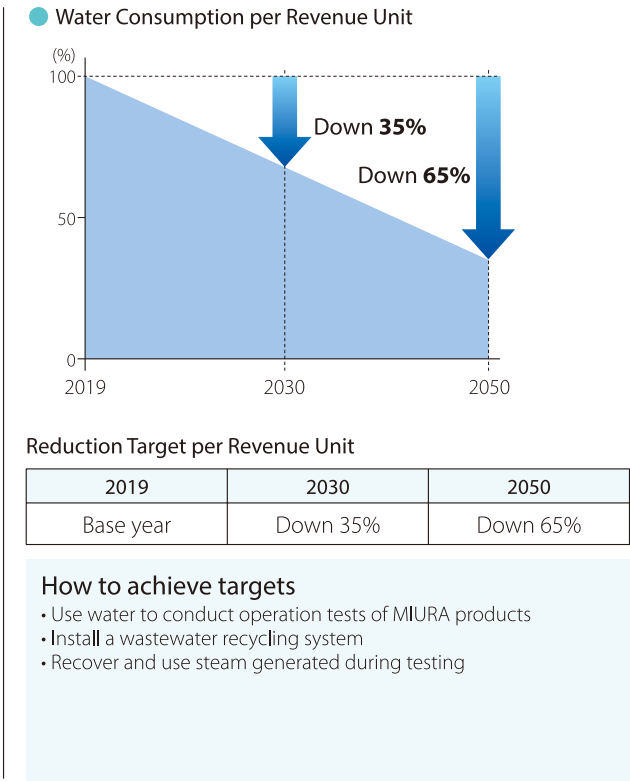
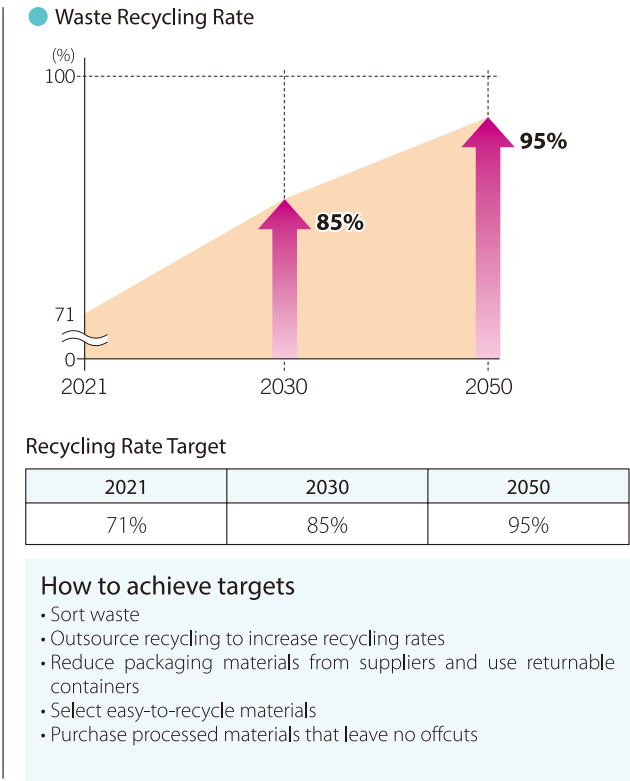
Note: Calculations for Scope 1 and 2 emissions apply to MIURA and its manufacturing subsidiaries in Japan.



2. Initiatives for a resource-circulation society

● Reduce waste and increase the recycling rate at plants in Japan ● Reduce water consumption at plants in Japan

at MIURA, excluding its branch offices, and its manufacturing subsidiaries in Japan



3. Building society that coexists harmoniously with nature

● Conserve nature in the MIURA Forest and maintain a biotope

4. Reducing the use of hazardous substances in society

● Reduce hazardous substances contained in our products by promoting green procurement

● Reduce environmental accidents to zero

5. Helping achieve an environmentally friendly society

● Establish the metrics and framework for life-cycle assessments and start assessments

● Centrally manage environmental data of all Group companies and step up environmental action



# Key Consolidated Financial Data

(in millions of yen unless otherwise indicated)

Note: The Japanese GAAP was applied up to FY2017, and IFRS has been applied from FY2018 onward.

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
Revenue	74,593	78,157	85,535	90,424	99,019	102,549	124,883	138,880	143,645	134,732	143,543	
Gross profit	29,763	32,207	35,595	37,044	40,194	41,683	48,936	54,511	57,361	54,974	58,987	
Selling, general, and administrative expenses	23,751	24,765	26,630	28,032	29,974	31,105	35,551	38,500	39,320	37,761	40,229	
Operating profit	6,012	7,441	8,965	9,011	10,220	10,577	13,868	16,682	18,540	17,858	19,441	
Profit before income taxes	6,757	8,741	10,122	10,559	11,080	11,833	14,183	17,130	18,756	18,165	20,421	
Profit attributable to owners of parent	3,577	5,187	6,288	7,464	7,476	8,163	10,363	12,280	13,746	12,695	14,415	
Capital expenditures	2,083	5,581	5,099	6,515	3,612	3,090	5,250	4,478	8,163	6,759	7,333	
Depreciations and amortizations	2,041	2,013	2,192	2,546	2,855	2,825	3,649	3,678	6,580	6,733	6,879	
Research and development expenses	1,707	1,909	2,055	2,403	2,600	2,754	3,335	3,728	3,578	3,165	2,905	
Total assets	102,627	105,941	117,498	129,525	135,861	143,008	167,083	174,161	187,241	196,342	219,154	
Interest-bearing debt	44	43	36	54	78	21	7,276	3,780	8,737	7,487	9,876	
Equity attributable to owners of parent	82,629	86,029	92,177	103,218	107,044	112,270	117,482	125,262	133,272	145,447	160,196	
Net cash generated from operating activities	6,167	7,190	8,521	8,963	11,498	10,829	9,028	17,134	18,121	22,982	19,442	
Net cash generated from (used in) investing activities	807	(6,113)	(4,681)	(661)	(7,993)	(1,441)	(13,870)	(2,552)	(10,300)	(11,073)	(14,481)	
Free cash flows	6,974	1,077	3,840	8,302	3,505	9,388	(4,842)	14,582	7,821	11,909	4,961	
Net cash generated from (used in) financing activities	(1,532)	(3,542)	(1,581)	(2,245)	(2,396)	(2,415)	505	(7,064)	(8,978)	(7,991)	(3,389)	
Gross profit margin	39.9%	41.2%	41.6%	41.0%	40.6%	40.6%	39.2%	39.3%	39.9%	40.8%	41.1%	
Operating profit margin	8.1%	9.5%	10.5%	10.0%	10.3%	10.3%	11.1%	12.0%	12.9%	13.3%	13.5%	
ROE (Return on Equity)	4.4%	6.2%	7.1%	7.7%	7.1%	7.5%	9.2%	10.1%	10.6%	9.1%	9.4%	
Total asset turnover ratio	0.74	0.75	0.77	0.73	0.75	0.74	0.81	0.81	0.79	0.70	0.69	
Ratio of equity attributable to owners of parent to total assets	80.5%	81.1%	78.3%	79.5%	78.4%	78.2%	70.3%	71.9%	71.2%	74.1%	73.1%	
EPS	Yen	93.06	136.14	167.75	66.37	66.46	72.54	92.09	109.10	122.01	112.62	127.74
BPS	Yen	2,149.33	2,293.14	2,454.98	915.75	947.00	993.18	1,043.92	1,112.71	1,182.58	1,290.15	1,416.09
Annual dividend rate <sup>1</sup>	Yen	40.00	41.00	55.00	19.67	21.00	22.00	28.00	33.00	37.00	35.00	39.00
Dividend payout ratio		43.0%	30.1%	32.8%	29.6%	31.6%	30.3%	30.4%	30.2%	30.3%	31.1%	30.5%
Consolidated number of employees		3,893	4,086	4,205	4,409	4,665	4,950	5,495	5,690	5,893	6,047	6,070
Number of consolidated subsidiaries in Japan		6	6	6	6	5	8	12	9	9	9	9
Number of consolidated subsidiaries outside Japan		6	8	9	9	8	10	11	12	15	16	16
Percentage of revenue from operations outside Japan <sup>2</sup>		10.4%	12.8%	15.8%	18.3%	21.5%	20.1%	19.3%	19.6%	20.0%	21.4%	22.6%
Percentage of maintenance revenue to total revenue in Japan <sup>3</sup>		35.4%	35.6%	34.8%	34.5%	34.2%	33.9%	29.1%	27.9%	28.4%	32.3%	32.7%
Percentage of maintenance revenue to total revenue outside Japan <sup>3</sup>		21.7%	20.7%	21.5%	20.4%	19.9%	22.8%	21.9%	21.4%	23.8%	26.7%	25.7%

1. Three-for-one stock split effective October 2014  
2. Based on locations of customers to which sales were made  
3. Bases on locations of maintenance service providers, as reported in quarterly financial statements under "Segment Information"

Company Overview as of March 31, 2022

Company name:	MIURA CO., LTD.
Business:	Manufacture, sale, and maintenance of compact once-through boilers, auxiliary marine boilers, exhaust gas (waste heat) boilers, water treatment equipment, food-processing equipment, sterilizers, and chemicals, as well as environmental measurement certification
Head office:	7 Horie, Matsuyama, Ehime 799-2696, Japan
Established:	May 1, 1959
President & CEO:	MIYAUCHI Daisuke
Capital:	9.544 billion yen
Number of employees:	Non-consolidated: 3,298; Consolidated: 6,070 (including 1,801 overseas) (Full-time and semi-full-time employees only)

MIURA Group Companies

Japan		
<b>MIURA AQUATEC CO., LTD.</b> 509-1 Nakanishisoto, Matsuyama, Ehime	<b>MIURA MANUFACTURING CO., LTD.</b> Hojo Plant 864-1 Hojotsuji, Matsuyama, Ehime Horie Plant 7 Horie, Matsuyama, Ehime Minami-Yoshida Plant 2797 Minami-Yoshida, Matsuyama, Ehime	<b>INAX CORPORATION</b> Head office 5-1-11 Osaki, Shinagawa-ku, Tokyo Hakusan Plant 948 Genpeijima, Hakusan, Ishikawa Hakusan Technical Center 1268-10 Matsumoto, Hakusan, Ishikawa
<b>MIURA ENVIRONMENTAL MANAGEMENT CO., LTD.</b> 7 Horie-cho, Matsuyama, Ehime	<b>MIURA SA CO., LTD.</b> 7 Horie, Matsuyama, Ehime	<b>KITANIHON BOILER CO., LTD.</b> 11-4-35 Sakae-dori, Shiroishi-ku, Sapporo, Hokkaido
<b>MIURA JOB PARTNER CO., LTD.</b> 7 Horie, Matsuyama, Ehime		<b>NIWA KOUGYO CO., LTD.</b> 5-1628 Mihashi, Nishi-ku, Saitama
<b>MIURA KOUKI CO., LTD.</b> 4020 Kagio, Shirokawa-cho, Seiyu, Ehime		<b>YABUSAME CO., LTD.</b> 124-18 Nishiminato, Kokurakita-ku, Kitakyushu, Fukuoka

Overseas		
<b>Asia</b>	<b>KOREA MIURA CO., LTD.</b> <b>MIURA BOILER MALAYSIA SDN. BHD.</b> <b>MIURA INDUSTRIES (CHINA) CO., LTD.</b> <b>MIURA INDUSTRIES (HONG KONG) LTD.</b>	<b>MIURA INDUSTRIES (THAILAND) CO., LTD.</b> <b>MIURA SINGAPORE CO PTE. LTD.</b> <b>MIURA SOUTHEAST ASIA HOLDINGS PTE. LTD.</b>
		<b>MIURA TAIWAN ENG CO., LTD.</b> <b>MIURA TURKEY HEATING SYSTEMS INDUSTRY CO., LTD.</b> <b>PT. MIURA INDONESIA</b>
<b>The Americas</b>	<b>MIURA AMERICA CO., LTD.</b> <b>MIURA BOILER MEXICO S.A. DE C.V.</b> <b>MIURA BOILER DO BRASIL LTDA.</b>	<b>MIURA CANADA CO., LTD.</b> <b>MIURA INTERNATIONAL AMERICAS INC.</b>
<b>Europe</b>	<b>MIURA NETHERLANDS B.V.</b>	

For more information about MIURA Group companies, visit our website at:  
<https://www.miuraz.co.jp/en/group/>



Shares Information as of March 31, 2022

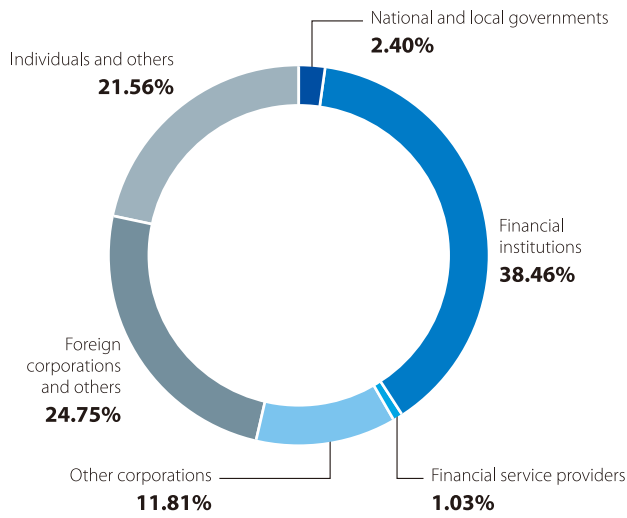
Total number of authorized shares:	300,000,000
Total number of issued shares:	113,125,892 (Excluding 12,165,220 treasury shares)
Number of shareholders:	7,065

Major Shareholders

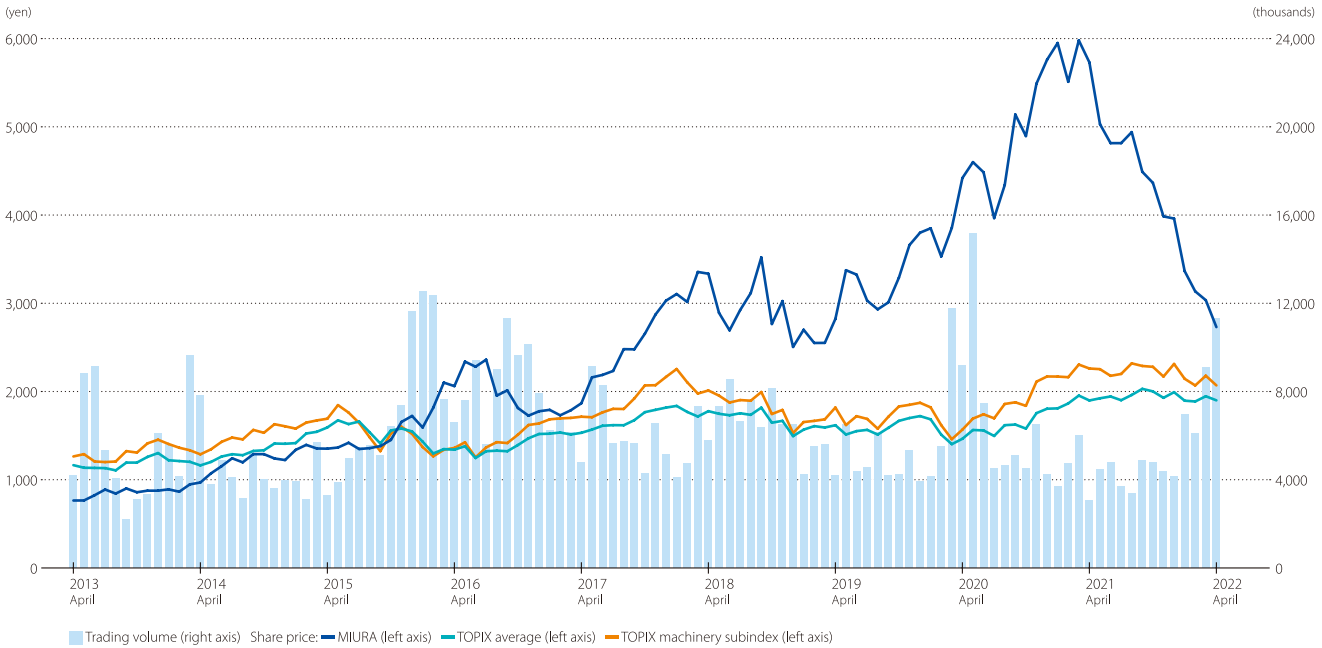
Shareholder name	Number of shares held (thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	23,454	20.73
The Iyo Bank, Ltd.	5,329	4.71
Custody Bank of Japan, Ltd. (Trust account)	5,324	4.71
The Ehime Bank, Ltd.	5,142	4.55
MIURA Employees Stock Ownership Plan	3,434	3.04
Ehime Prefecture	3,000	2.65
MIURA EDUCATIONAL FOUNDATION	3,000	2.65
Iyogin Leasing Co., Ltd.	2,906	2.57
The Nomura Trust and Banking Co., Ltd. (Trust account)	2,070	1.83
MIURA Business Partners Stock Ownership Plan	1,994	1.76

Note: Treasury shares are excluded to calculate shareholding ratios.

Distribution of Share Ownership by Type



Share Price and Trading Volume



Note: On September 30, 2014, MIURA declared a three-for-one stock split of its common stock held by shareholders listed or recorded in the company's shareholder register, effective as of the end of that date. For the period from April 2013 through August 2014, the share price and trading volume are presented with post-split values.