



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

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

KITZ professionals are in a constant state of challenge, designing and directing the science of fluid flow control to provide products and services that exceed customer expectations, to create innovations that will encompass new fields and new applications throughout the world and to help conduct the flow of civilization into the future.

**KITZ Valves,
link to
the future.**



Contents

The KITZ Group's Value Creation

- 03 Value Creation Process
- 05 Growth Trajectory
- 07 Business Summary of the KITZ Group
- 09 The KITZ Group's Pursuit of Greater Heights

To Our Stakeholders

- 11 Message from the President



- 15 Message from the CFO

Business Summary and Strategy

- 17 Valve Manufacturing Business
- 17 Message from Unit General Manager, Flow Control Business Unit
- 19 KITZ Group + Water
- 21 KITZ Group + Energy
- 23 Research and Development System Creating High Added Value
- 25 Production Systems That Assure High-Quality Products
- 27 Extensive and Strong Sales Network
- 29 KITZ—A Reliable Brand
- 30 Valve Maintenance Services
- 31 Brass Bar Manufacturing Business



Sustainability

- 33 Message from Director in Charge of Sustainability
- 36 Corporate Governance
- 41 Board of Directors, Corporate Auditors and Executive Officers
- 45 Messages from Outside Directors
- 47 Environmental Activities / Health and Safety Activities
- 51 Initiatives to Encourage and Support Human Resources
- 53 Diverse Human Resources in the KITZ Group
- 55 Communication with Our Stakeholders
- 56 As a Leading Company in the Valve Industry
- 57 Social Contribution Activities

Data Section

- 59 Financial and Non-Financial Data
- 65 Group Network
- 69 Corporate Data / Stock Information
- 70 Information

Editorial Policy

The KITZ Group published *Corporate Report 2021* to provide its shareholders, investors and other stakeholders with information about the Group's initiatives toward sustainable growth. The report focuses on value creation in the short, medium and long term based on the framework presented by the International Integrated Reporting Council (IIRC).

Cautionary Note Regarding Forward-Looking Statements

This report contains forward-looking statements concerning future plans, measures and other matters that the Company believes are reasonable assumptions based on information that is currently available. These statements contain a number of risks and uncertainties. Therefore, actual results may differ materially from our expectations due to various reasons.