



# Kurita Water Industries Ltd.

## Management Briefing

(Securities code: 6370)

May 2017

- 1 Policy for the Final Year of Competitive Kurita 2017 (CK-17) Plan**
- 2 Acceleration of Business Expansion Overseas**
- 3 Acquisition of Leading-Edge Technologies and New Development**
- 4 Promotion of Services Business**
- 5 Improvement of Capital Efficiency**
- 6 Acquisition of Own Shares and Retirement of Treasury Stock**
- 7 Sales Plan for the Ultrapure Water Supply Business**
- 8 Major Contracts in the Ultrapure Water Supply Business**
- 9 Enhancing CSR Activities**

**Basic policy**

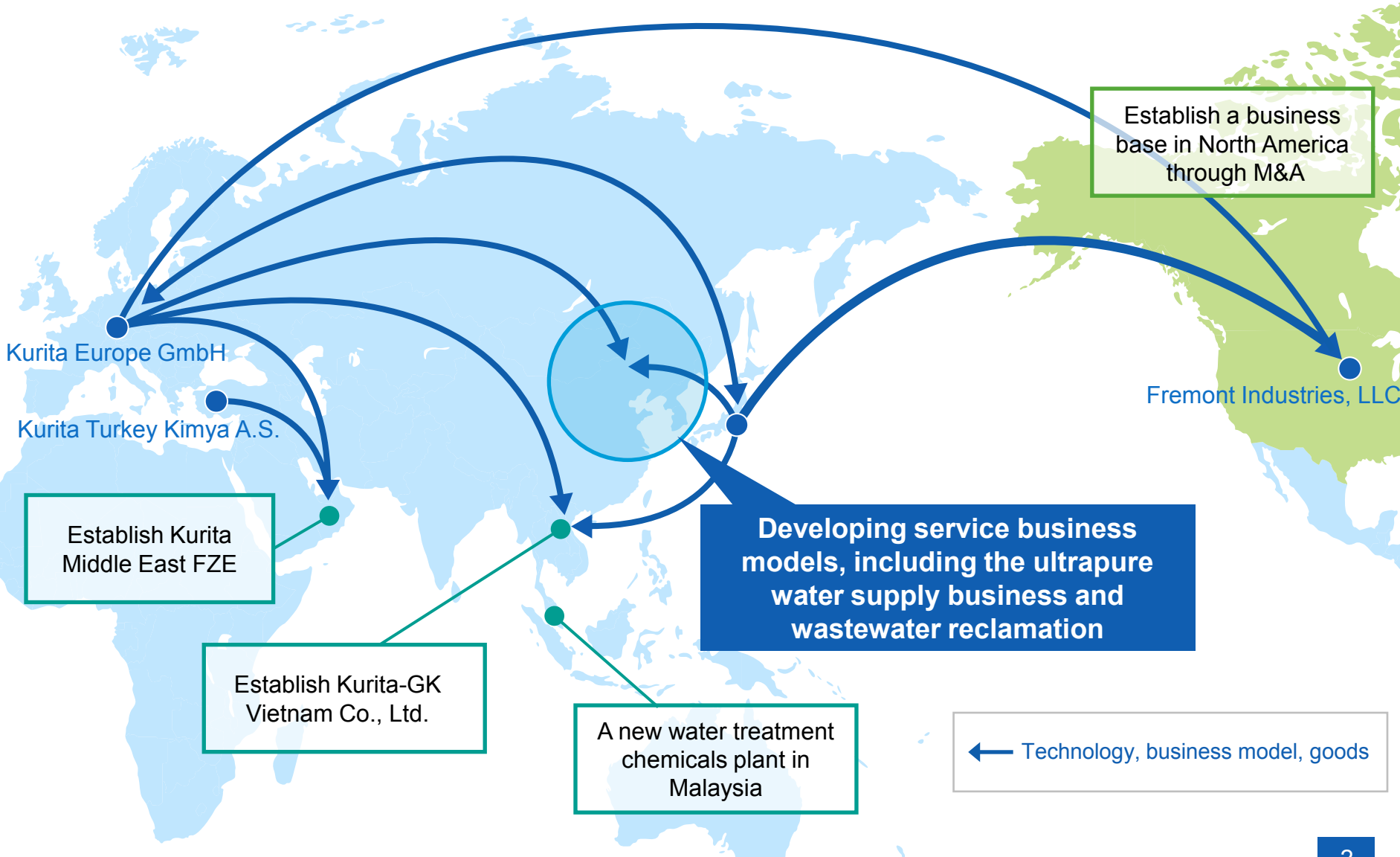
**Improve customer intimacy by providing the best customer solutions**

**Reconfigure  
business  
processes with  
use of information  
technologies**

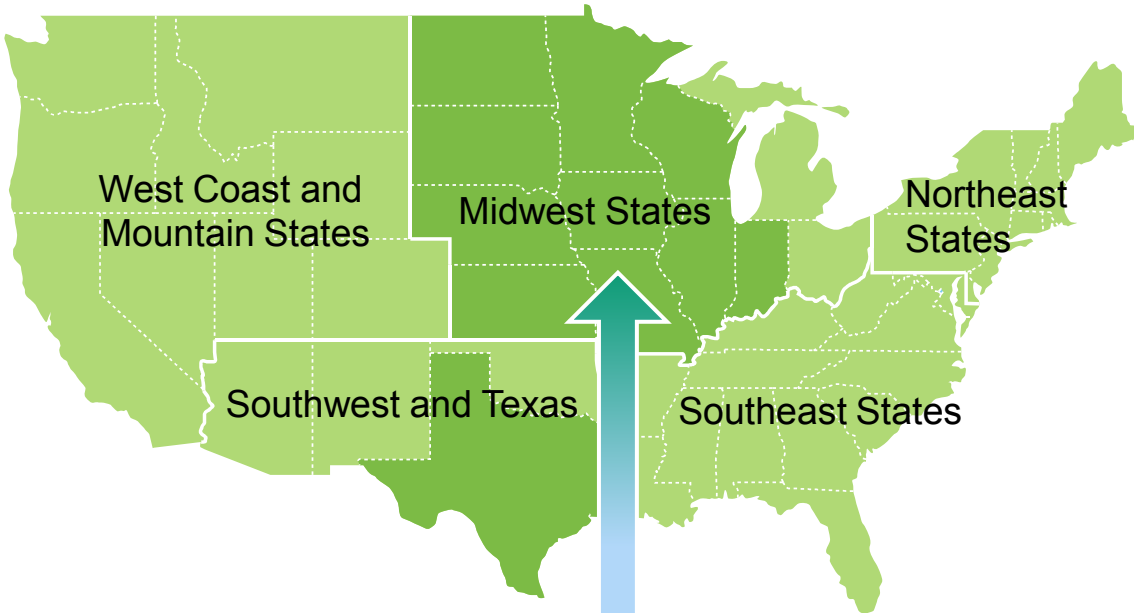
**Invest in focused  
growth areas and  
reorganize  
business portfolio**

**Enhance  
competitive  
advantage and  
reduce risk by  
stepping up  
CSR activities**

# 2. Acceleration of Business Expansion Overseas (1)

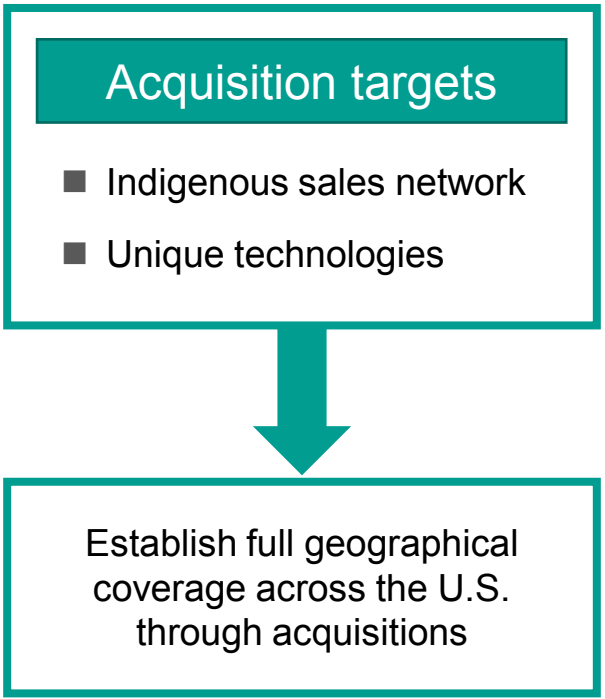


# 2. Acceleration of Business Expansion Overseas (2)

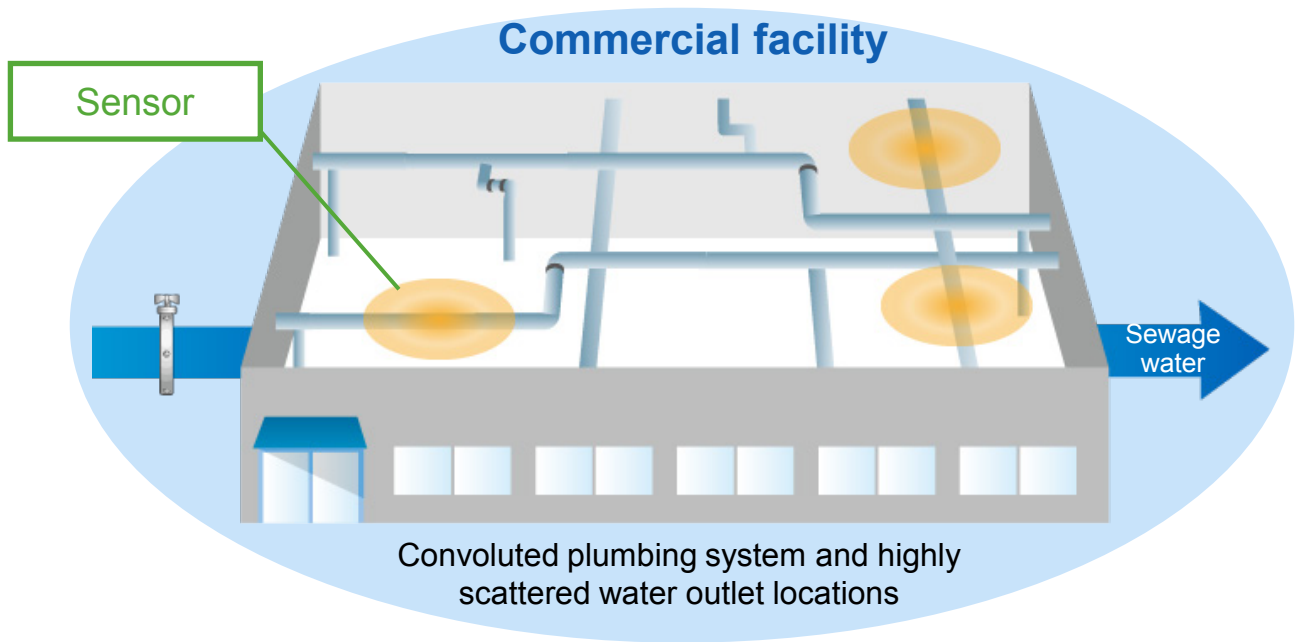


Business base acquired from Fremont Industries

Products	Customers
Boiler water treatment chemicals, cooling water treatment chemicals, and wastewater treatment chemicals	2,000 companies in areas such as the food industry, hospitals, and building air-conditioning



## Investment in APANA Inc.



Convolutd plumbing system and highly scattered water outlet locations

### Technological advantage

- Sensor technology
- Power-saving data communication technology
- Data analysis technology based on unique logic

### Customer benefits realized

Rationalized water usage for air conditioning, cooking, and cleaning at large commercial facilities

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Possible application to commercial facilities and plants in Japan

## Expansion of service type business models



Standardized wastewater reclamation system



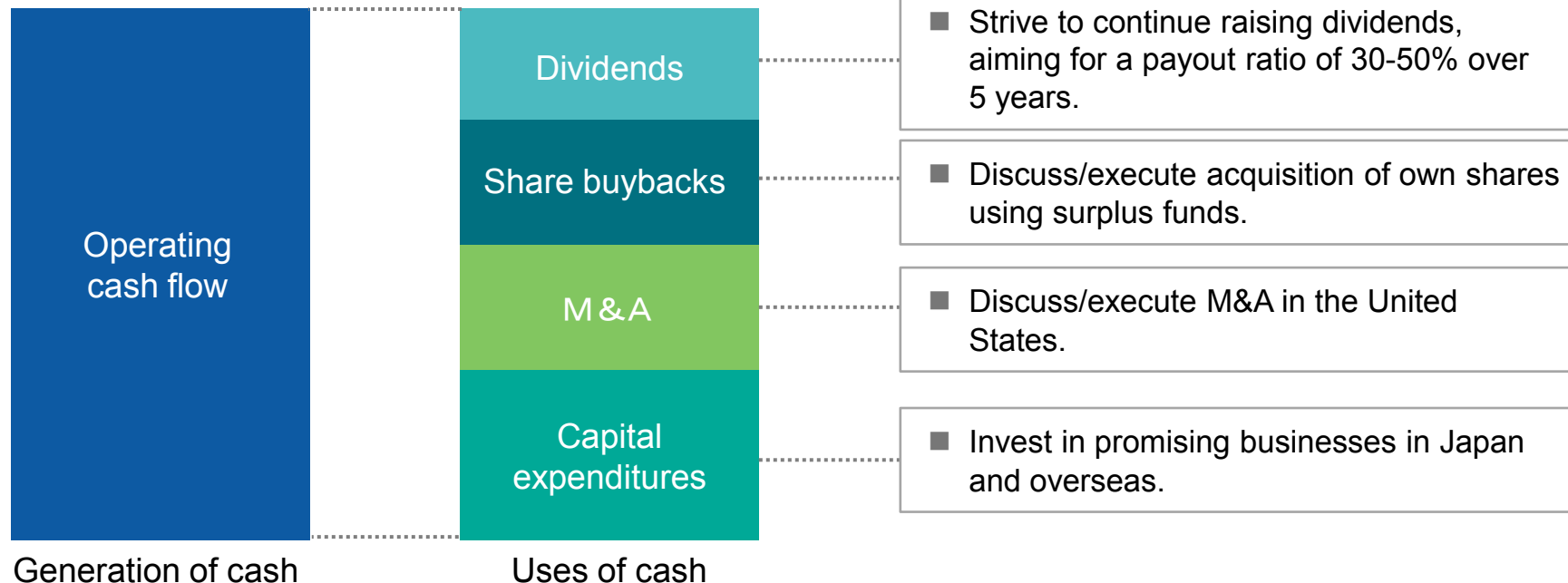
Pure water supply service

The ultrapure water supply business



# 5. Improvement of Capital Efficiency

## Uses of Cash (Plan): During the tenure of CK-17



- Control unwarranted accumulation of internal cash and resultant increases in shareholders' equity, while securing sufficient working capital and reserve funds for contingencies.
- Maintain and improve ROE above the cost of equity.



### Planned acquisition

Number of shares to be acquired	4 million shares (maximum) (Ratio to the number of shares outstanding (excluding treasury stock): 3.45%)
Total value	10 billion yen (maximum)
Acquisition period	From March 2 to May 31, 2017

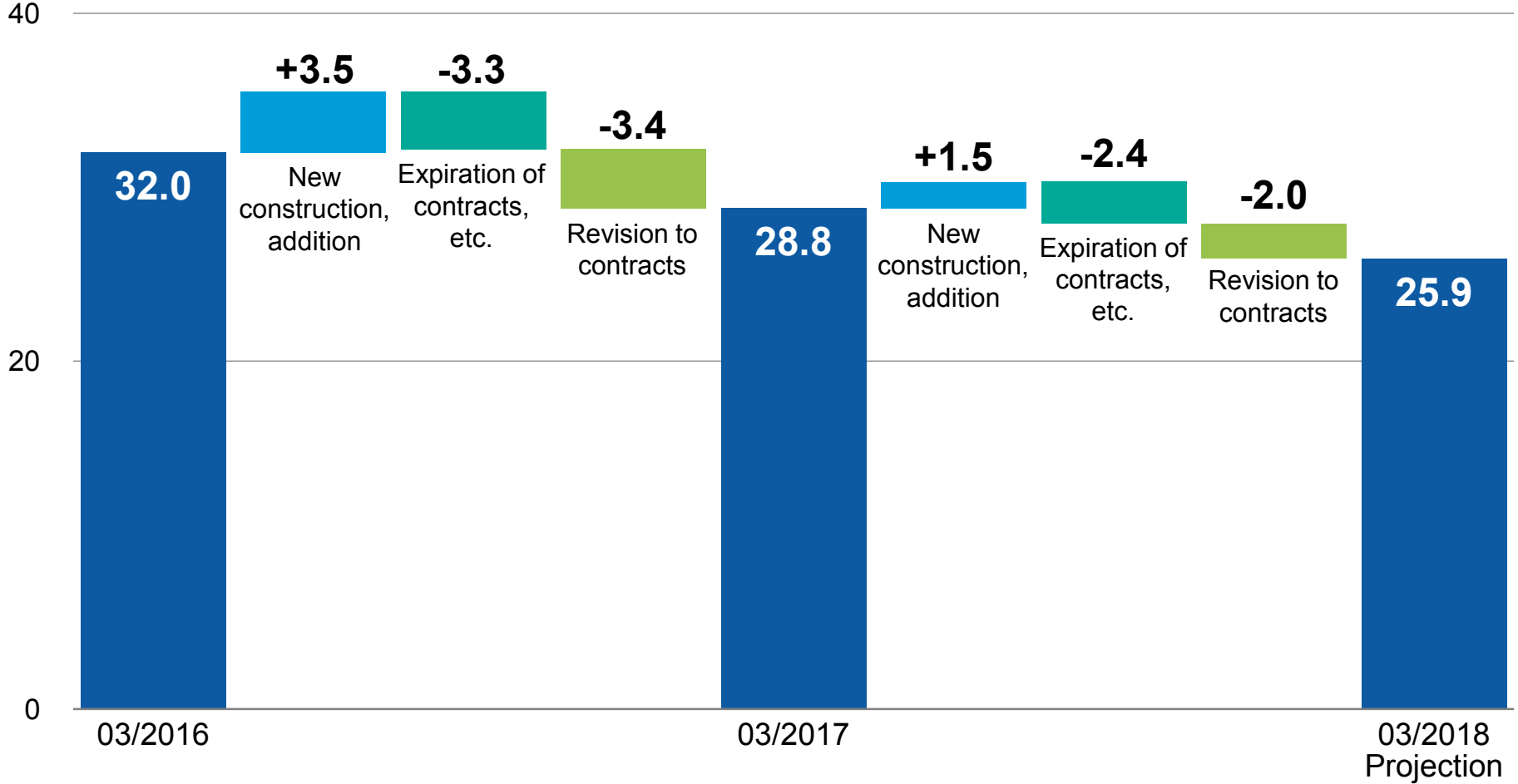
### Retirement

Number of shares to be canceled	2,963,900 shares (Ratio to the number of issued shares before retirement: 2.49%)
Date of retirement	April 6, 2017
Number of issued shares after retirement	116,200,694 shares

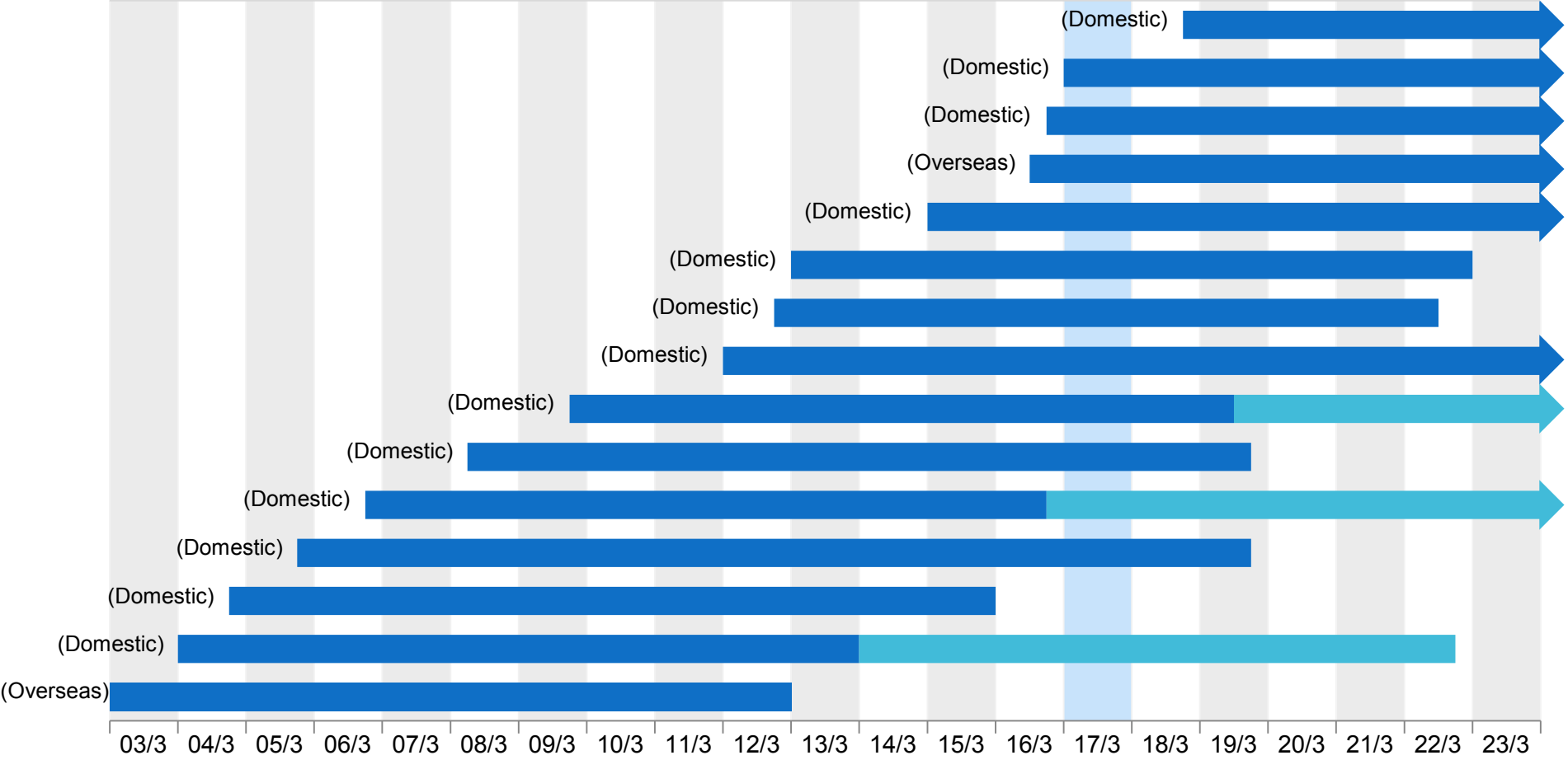
# 7. Sales Plan for the Ultrapure Water Supply Business



(Billions of Yen)

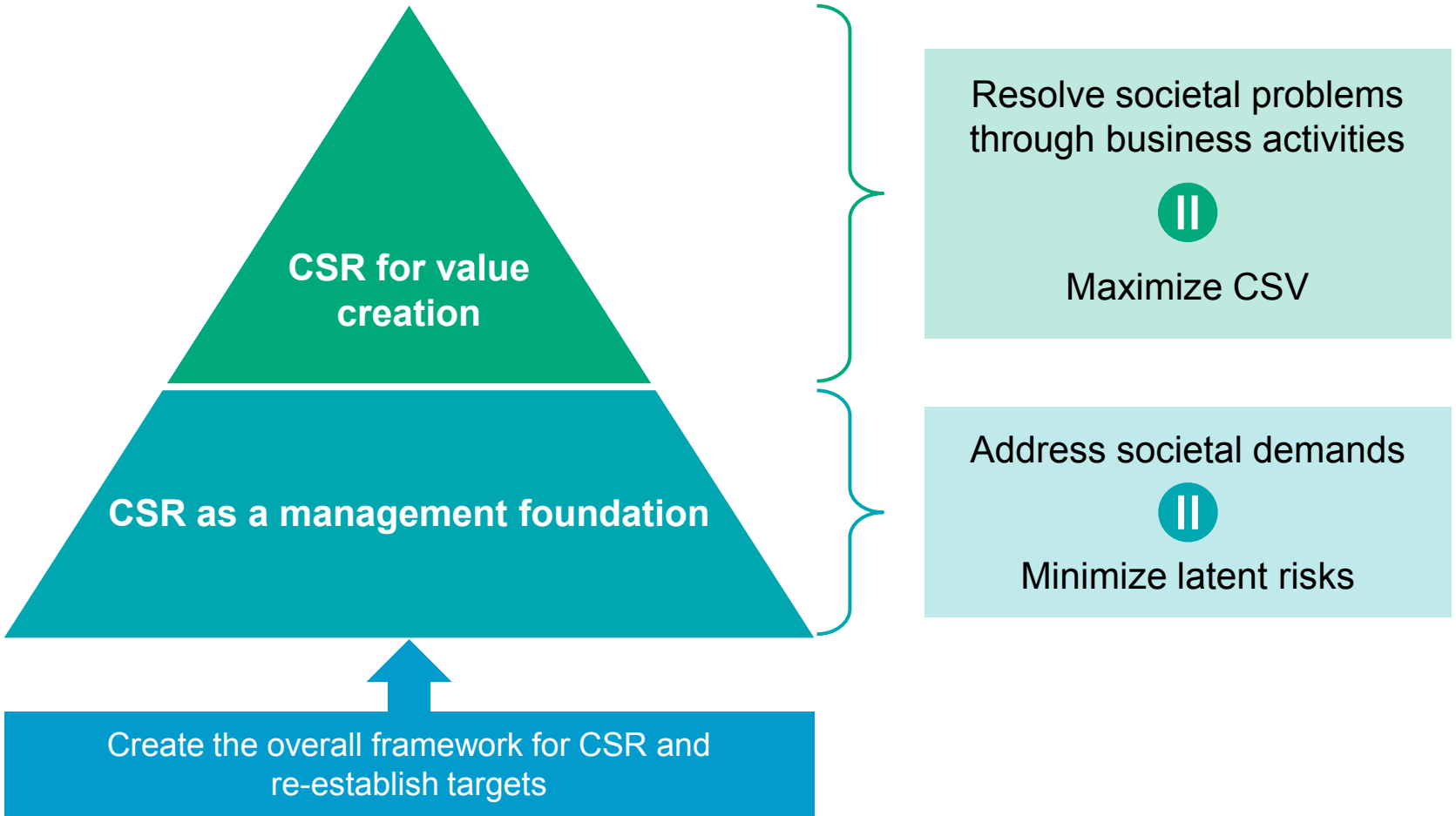


# 8. Major Contracts in the Ultrapure Water Supply Business



\* Key contracts are shown above. This does not cover all contracts.

**Aiming to increase medium- to long-term corporate value and gain a competitive advantage**





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#### **Forward-looking Statements**

This presentation contains forward-looking statements, business plan projections, and judgments based on information available to management at the time of writing. Due to the existence of a variety of risk factors and uncertainties, actual results may differ from those specified or implied by these forward-looking statements and projections.