



Kurita Water Industries Ltd.

Sustainability Briefing

Fiscal year ending March 31, 2026

(Securities code : 6370)

January 9, 2026



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1 | Kurita Group's Sustainability Management

President and Representative Executive Officer

Hirohiko Ejiri



1985 Joined Kurita Water Industries Ltd.
2005 President of Kurita Europe GmbH
2011 General Manager of Sales Dept. for Heavy Industries, Group II, Chemicals Division
2013 General Manager of Business Management Dept., Chemicals Division
2014 Corporate Officer
Senior General Manager of Sales Group I, Chemicals Division
2016 Director
Executive General Manager of Corporate Planning Division
2018 Executive General Manager of Engineering Division
2019 Managing Director
2020 Executive General Manager of Engineering Division and Chief Business Officer for Facilities Operation
2021 Director
Executive Senior Managing Director and Representative
2022 Executive General Manager of Japan Sales Business Division and Chief Business Officer for Chemical Operation
2023 President and Representative Director
Director, President and Representative Executive Officer (to present)

What is Kurita



We harness the power of water to find answers to the challenges faced by industry and society.

Through our “Holistic Optimization Approach,” which flexibly combines chemicals, facility engineering, and maintenance services, we deliver solutions tailored to each customer, winning the trust from more than 55,000 customers worldwide.

Since our founding in 1949, our pursuit has remained the same: to achieve both our customers’ business growth and a better global environment.

We aim to create a virtuous cycle—where the more industry advances, the more the Earth is revitalized.

Through the evolution of Kurita Water Intelligence, which is all the knowledge, experience, and technology gained through pursuing the power of water, we strive toward a better future—for both industry and the Earth.

We aspire to be a company that people everywhere can say, “The world is better because Kurita is a part of it.”

Our Journey and Customer Breadth



Expanding global touchpoints by continuously addressing challenges across various industries

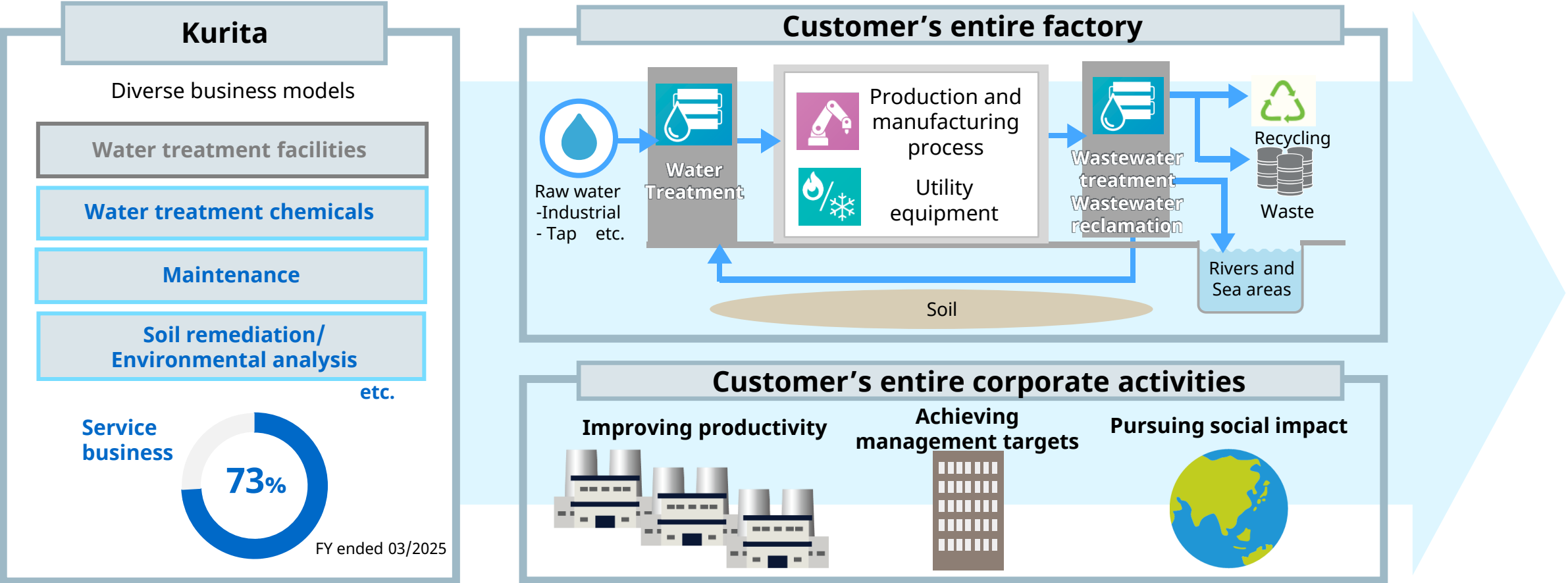
Creating value by sincerely addressing our customers' business challenges as well as social and environmental issues



Depth of Customer Understanding

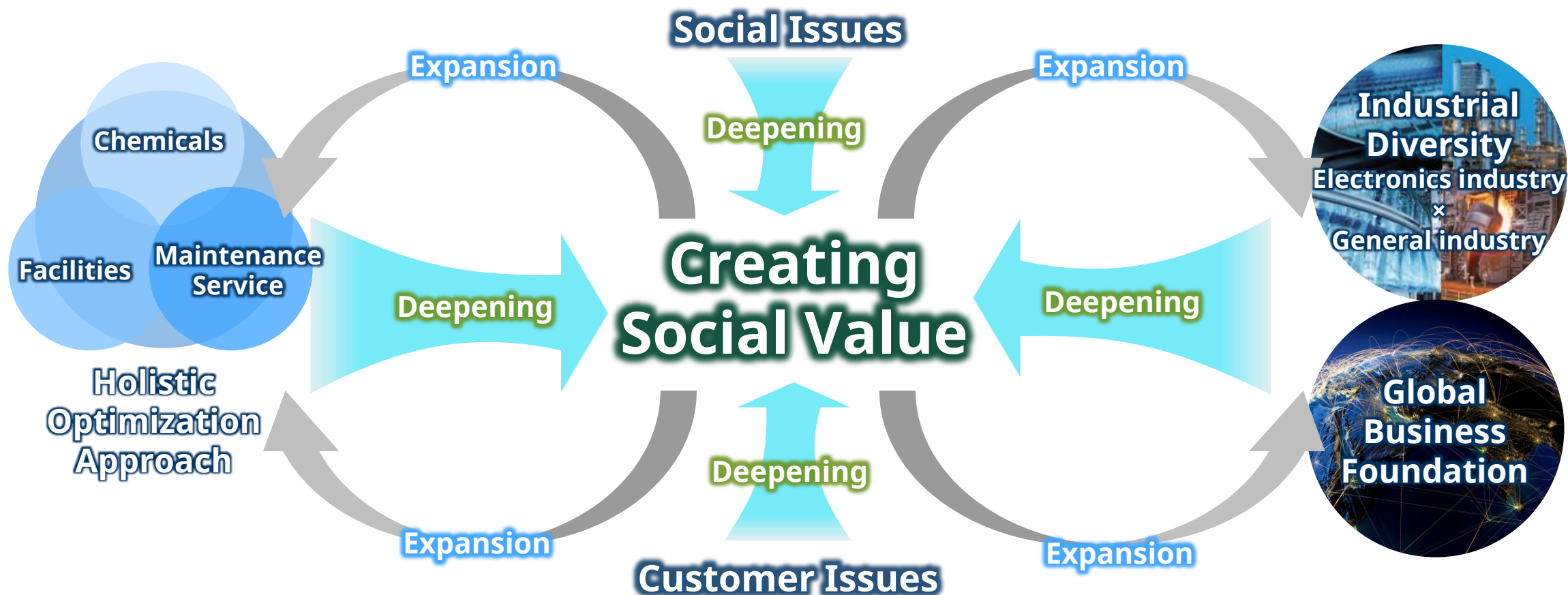


Ongoing engagement through diverse services fosters deep insights into customers—including latent challenges—becoming a foundation for creating superior value.



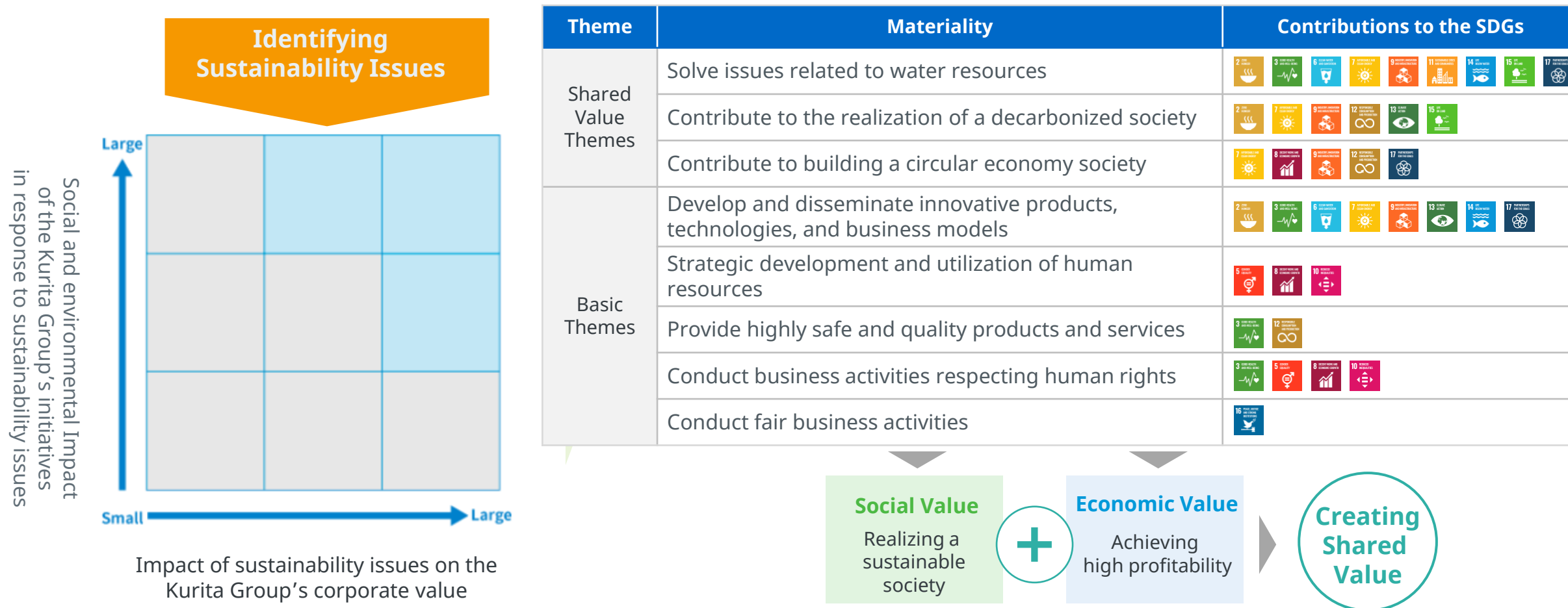
Creating Premium Value

Pursuing customer breadth and diversity, together with depth in addressing challenges, creates new value, drives further expansion, and delivers additional shared value.

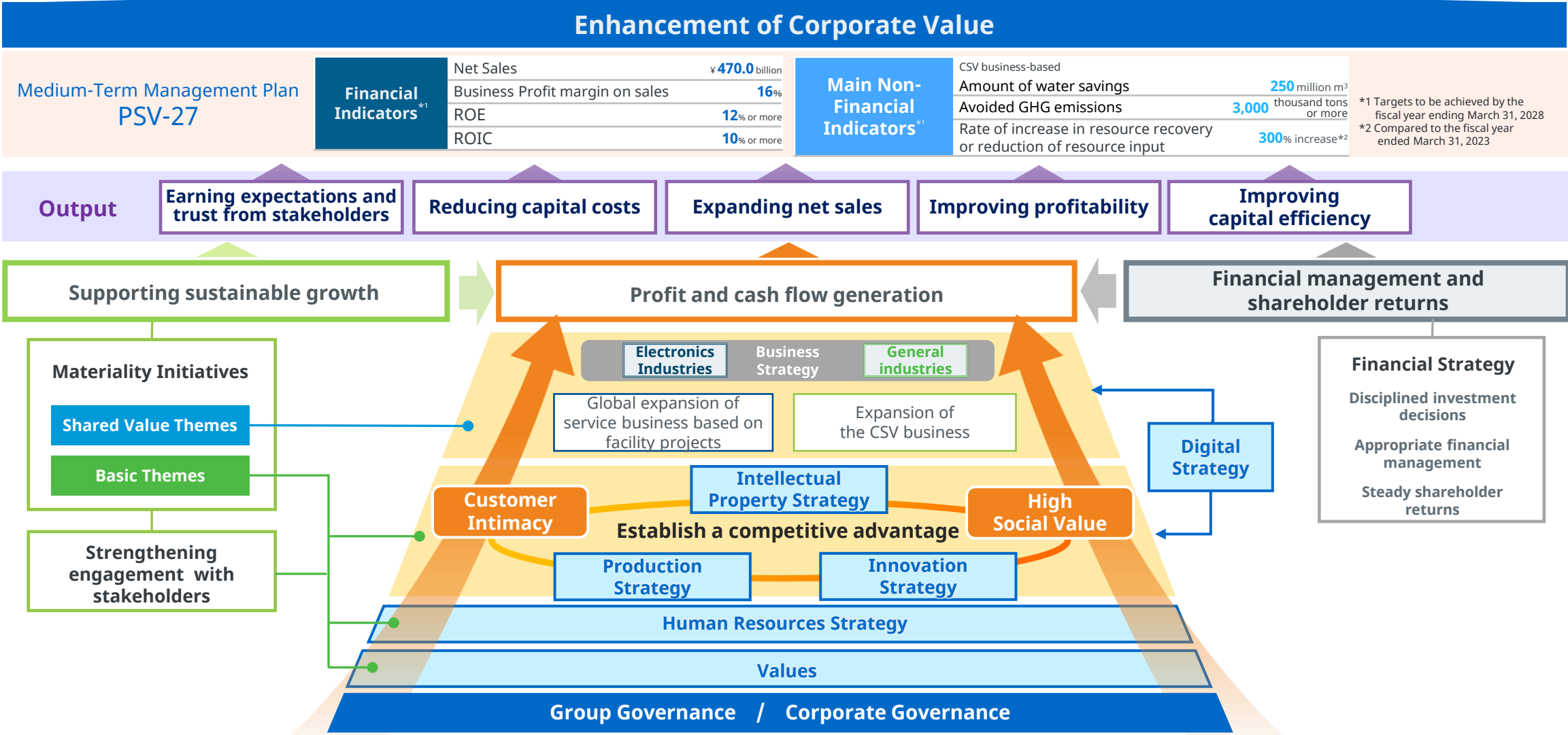


The Kurita Group's Materiality

With shared value creation at the foundation of our business, we embeds sustainability at the core of its management strategy and defines materiality to drive long-term value.



Value Pioneering Path



PSV-27 and Mid- to Long-Term Growth



Advancing sustainability management to achieve the PSV-27 plan and aim for even greater creation of economic and social value beyond

Key measures for economic growth



		FY03/2024 Results	FY03/2025 Results	FY03/2026 Forecast	FY03/2028 Target
Financial Indicators	Net Sales	¥384.8 billion	¥408.9 billion	¥425.0 billion	¥470.0 billion
	Business Profit margin on sales	10.9%	12.0%	12.7%	16%
	ROE	9.3%	6.1%	10.7%	12% or more
	ROIC	7.2%	8.8%	8.7%	10% or more

Higher growth

PSV-27

Post PSV-27

Main Non-Financial Indicators	CSV business-based Amount of water savings	90 million m ³	108 million m ³	150 million m ³	250 million m ³
	Avoided GHG emissions <small>*Greenhouse Gas</small>	733 thousand Tons	1,312 thousand Tons	2,500 thousand Tons	3,000 thousand tons or more
	Rate of increase in resource recovery or reduction of resource input	Δ2%	12%	100%	300% increase*2

Realizing a better society

Key measures to create high social value



2 | Materiality Initiatives

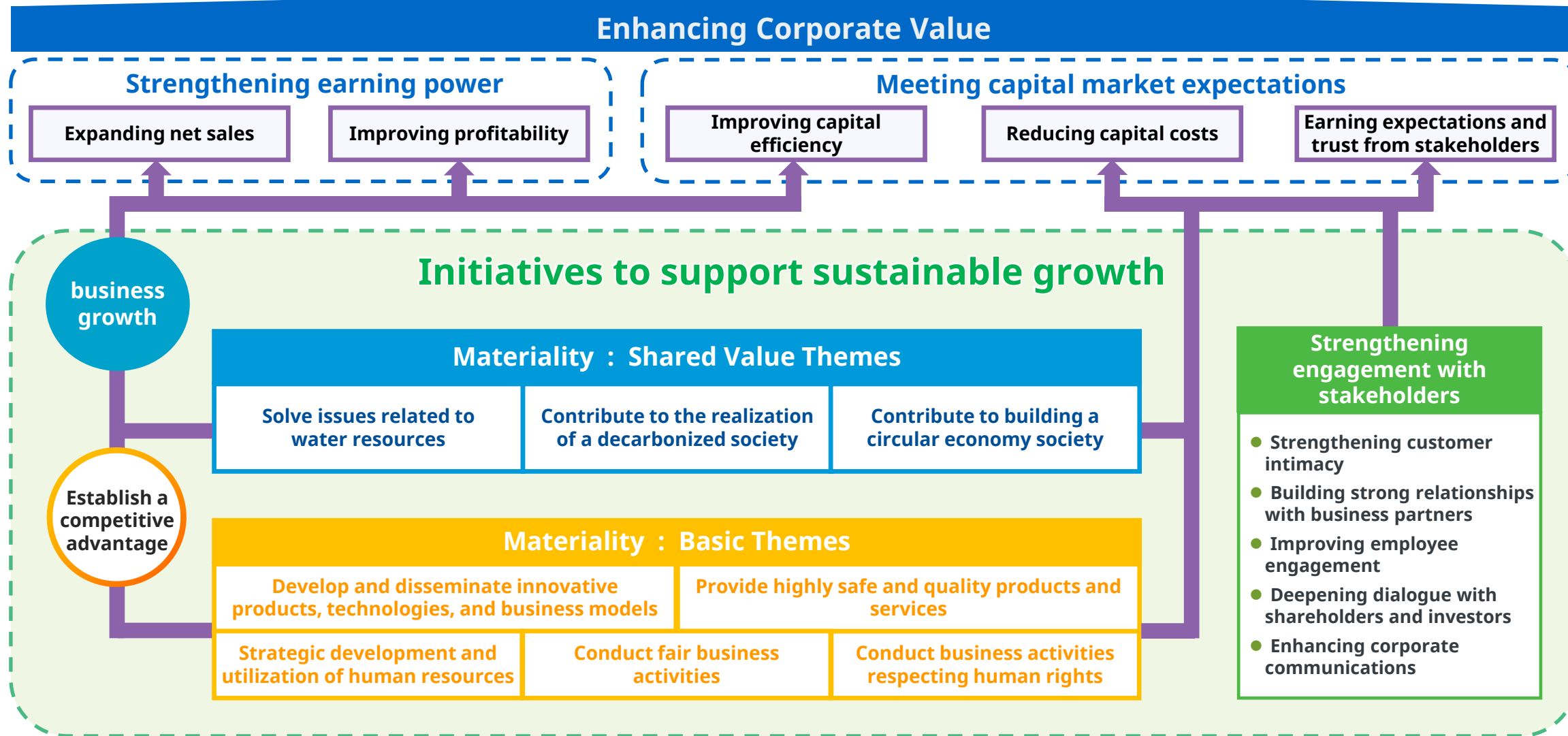
Deputy Executive
General Manager
Sustainability Corporate
Strategy Division



Kosuke Arai

- 1997 Joined Kurita Water Industries Ltd.
- 2020 General Manager of Public Relations and CSR Department, Corporate Control and Administration Division
- 2021 General Manager of CSR and Investor Relations Department, Corporate Control and Administration Division
- 2023 General Manager of ESG Integration Department, Sustainability Division
- 2024 Deputy Executive General Manager of Sustainability Division and General Manager of ESG Integration Department, Sustainability Division
- 2025 Deputy Executive General Manager of Sustainability Corporate Strategy Division (to present)

Initiatives to Support Sustainable Growth



Materiality Connectivity

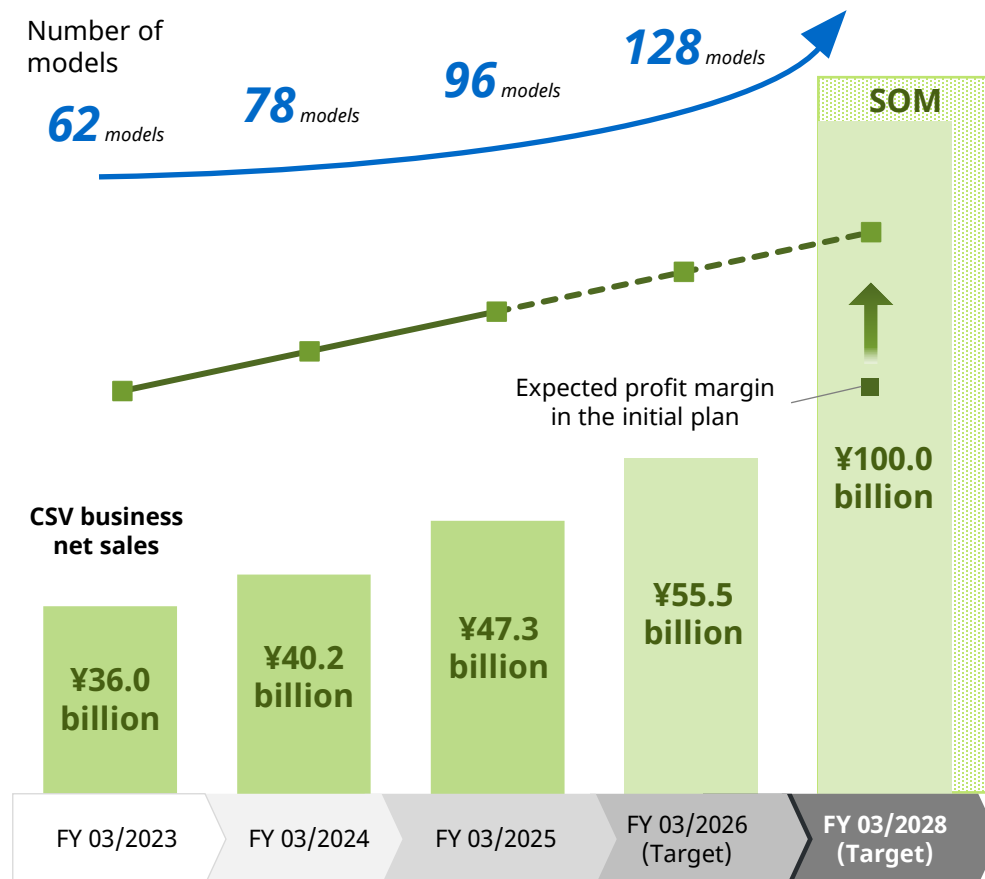


			Earning power		Capital market expectations		
			Expanding net sales	Improving profitability	Improving capital efficiency	Reducing capital costs	Earning expectations and trust from stakeholders
Shared Value Themes	Solve issues related to water resources	CSV Business	●	●	●	●	●
	Maintain appropriate water circulation as the ecosystem services						
	Contribute to the realization of a decarbonized society	CSV Business	●	●	●	●	●
Basic Themes	Developing and providing solutions that help reduce GHG emissions in industries and society and by implementing low-carbon business activities						
	Contribute to building a circular economy society	CSV Business	●	●	●	●	●
	Developing and providing products and services that make effective use and reuse of limited resources and recyclable resources in optimal ways						
Basic Themes	Develop and disseminate innovative products, technologies, and business models		●	●	●		●
	Actively investing management resources in innovative areas to implement growth strategies						
	Strategic development and utilization of human resources		●	●	●		●
	Realizing our vision by setting D&I vision as a state of our people and organization that realizes our corporate vision						
	Provide highly safe and quality products and services		●	●			●
	Continuously promote quality improvement activities based on the Kurita Group Product Quality Policy						
	Conduct business activities respecting human rights					●	●
Basic Themes	Promoting efforts based on the United Nations Guiding Principles on Business and Human Rights						
	Conduct fair business activities					●	●
Basic Themes	Embodying our values by putting the foundation of the Kurita DNA into words						

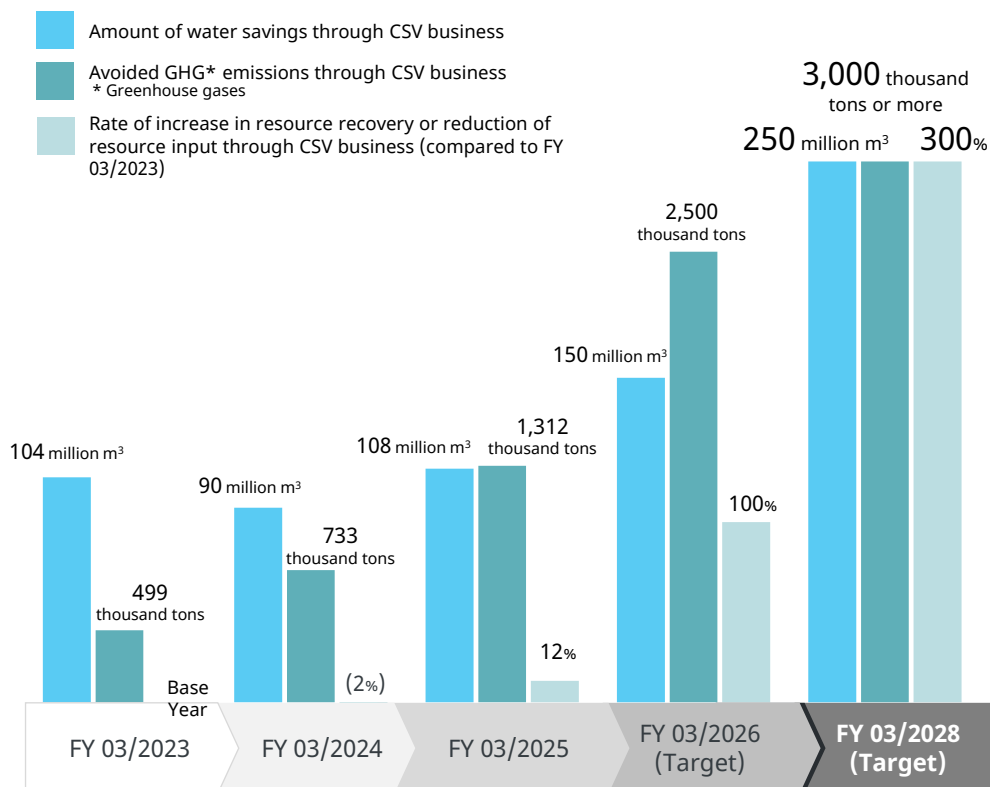
Products, technologies, and business models that contribute to saving water and reducing GHG emissions and recycling resources more greatly than conventional or competitors' ones.



Positioning CSV Business as a growth driver and creating shared value



Creating social value



Note: Past years' results for contributions to water savings have been corrected retroactively due to partial miscalculations.

New Businesses Based on Social Value



Driving new businesses that deliver the high social value
pursued by CSV business initiatives

PFAS removal and treatment

PFAS poses health risks such as carcinogenicity and hormonal disruption, and is recognized as harmful to the water environment.



Kurita is developing a comprehensive PFAS solution
—from analysis and removal to detoxification—as a CSV business.



Contributing to health protection
through water environment conservation

Direct Lithium Extraction (DLE)

Traditional lithium extraction (salt lake evaporation) uses large amounts of water, causing stress on ecosystems and damage to biodiversity and nature reserves.



DLE supports resource recovery while maintaining local environmental balance, and enables reuse of separated water
—leveraging Kurita's water treatment technologies.



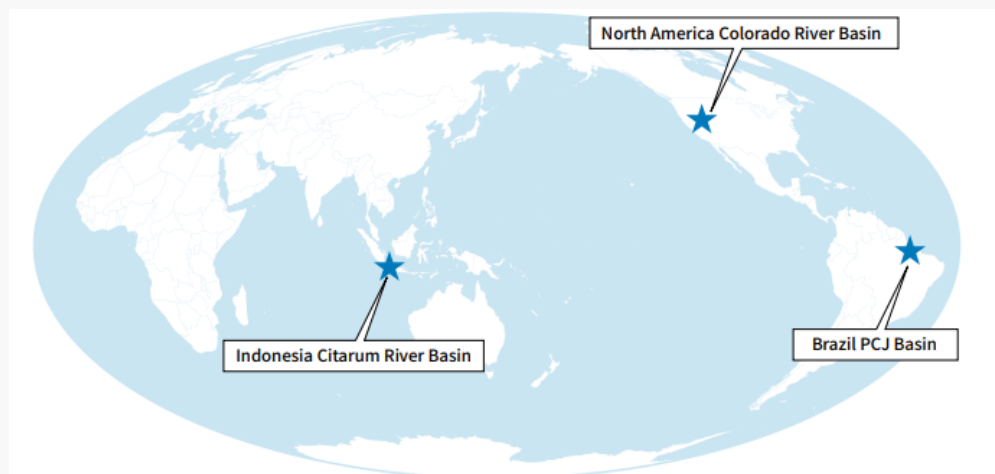
Contributing to resource security and
reducing environmental impact

Encountering water in every way and creating a positive impact

Initiatives

Promoting collective action to address water stress

- WRC*¹ implemented collective action in three river basins



- In July 2024, we have joined AWS*² and become a founding member of Japan Water Stewardship (JWS), an organization of AWS member companies in Japan.
- Through AWS and JWS activities, we promote activities based on the AWS Standards in priority sites and the watersheds where our sites are located.
- JWS activities primarily focus on raising awareness of water resource issues in Japan and promoting collective action.

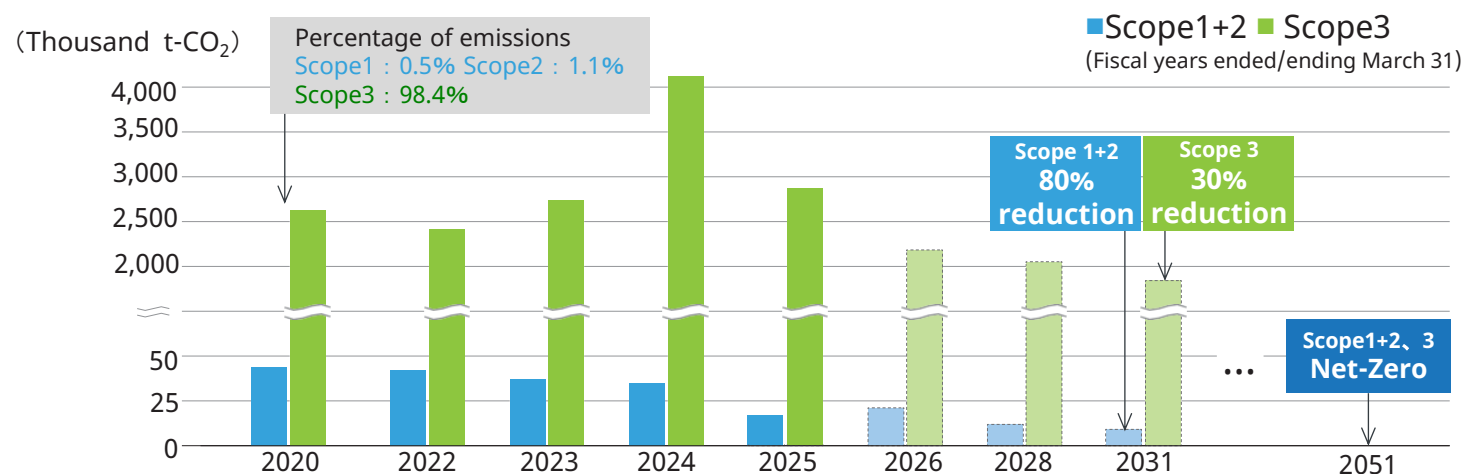
Targets and Results

Metrics	Results in FY03/2025	Target for FY03/2026	Target for FY03/2028
Total number of basins where collective actions are implemented (and total population in the basins)	Achieved 3 basins · 93million people	4 basins	5 basins
Rate of reduction in the ratio of GHG emissions to water savings (compared to FY 03/2023)	Not Achieved -2.1%	35%	50%
Rate of reduction of water withdrawal intensity (compared to FY 03/2023, excluding the ultrapure water supply business)	Achieved 24.1%	23%	27%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Achieved Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year

*¹ Water Resilience Coalition: An international industry-led initiative working to conserve and restore water resources (joined in July 2020).

*² Alliance for Water Stewardship: An international initiative working to achieve a sustainable water environment by promoting appropriate water use and management by companies in watersheds (joined in July 2024).

Scope 1 and 2 account for about 2% of GHG emissions, while Scope 3 represents roughly 98%, making Scope 3 reduction the key to Kurita Group's climate action



Targets and Results

Metrics	Results in FY03/2025	Target for FY03/2026	Target for FY03/2028
Rate of reduction in Scope 1+2 emissions (compared to FY 03/2020)	Achieved 50.2%	52%	73%
Rate of reduction in Scope 3 emissions (compared to FY 03/2020)	Not Achieved 5.3%	17%	22%

Certificated by SBTi* in April 2025
as a Science Based Target (SBT)

Scope 1

- Gradual replacement of gasoline-powered vehicles with electric vehicles and the like

Replacement of fuel with renewable energy ●

Scope 2

- Use of renewable energy for power used at business locations

Measures to reduce Scope 2 not derived from power ●

Scope 3

- Reduction of Scope 3 through promotion of CSV business / Transformation of products and services provided and businesses

- Change in external environment (customers' shift to renewable energy)

Related Initiatives

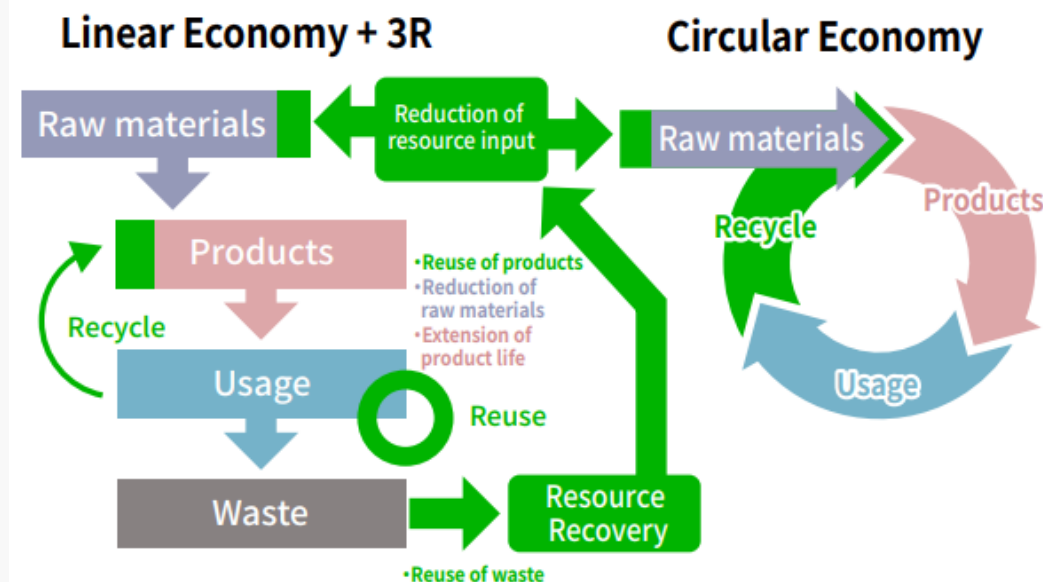
Participation in external initiatives

Participation in METI's GX League



* An initiative that encourages companies to set greenhouse gas emission reduction targets in line with scientific knowledge, with the goal of limiting global average temperature rises due to climate change to 1.5°C compared to pre-industrial levels.

Beyond recycling our own waste, driving recycled material use and improving product recyclability are key



*“Linear Economy + 3R” and “Circular Economy” in the chart above show the scope of “Contribute to building a circular economy society”

Source: Created by our company based on the Ministry of the Environment’s “White Paper on the Environment, Recycling-Based Society and Biodiversity”

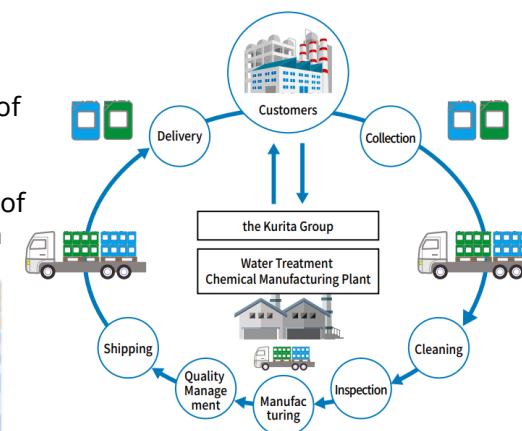
Targets and Results

Metrics	Results in FY03/2025	Target for FY03/2026	Target for FY03/2028
In-house waste recycling rate	Achieved Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year

Related Initiatives

Unique water treatment chemical container collection system

We use dedicated reusable polyester containers, we manage the entire process—from delivery of water treatment chemicals to container collection, cleaning, and reuse—setting a target reuse rate of over 80% and achieving more than 85% annually.



We position our business within natural ecosystems and social systems, aiming for sustainable growth by considering mutual impacts.



Identify priority sites

- Based on the LEAP approach^{*1} we conducted assessments to identify nature-related dependencies, impacts, risks, and opportunities. (fiscal year ended March 2025).
- We have selected priority business sites that are particularly important from an environmental conservation perspective.

Promote collective action

- Strengthen collaboration with international initiatives such as WRC and AWS, and promote collective action and site-level activities based on PWI^{*2} and AWS standards^{*3}, addressing local basin challenges.

Provide solutions for customers

- Develop solutions and new businesses that utilize knowledge gained through our business activities
- Promote collaboration with stakeholders to coexist with local communities

^{*1} A framework (Locate, Evaluate, Assess, Prepare) recommended by the Task Force on Nature-related Financial Disclosures (TNFD) for assessing the impact a company has on the natural environment and the impact changes in the natural environment have on corporate activities.

^{*2} Positive Water Impact: A framework promoted by the WRC and its parent organization, the CEO Water Mandate, for working to improve watershed resilience at the corporate level.

^{*3} An international standard developed by AWS that encourages water management practices at each company's base from a watershed perspective and collaboration with stakeholders within the watershed. Bases deemed to be implementing initiatives based on the AWS international standard are granted AWS certification.

3 Initiatives to address PFAS challenges

Corporate Officer
Executive General Manager of
Industrial & Social
Infrastructure Division



Hiroyoshi Tamai

- 1997 Joined Kurita Water Industries Ltd.
- 2010 Vice President of Kurita Water Industries (Suzhou) Ltd.
- 2011 President of Kurita Water Industries (Suzhou) Ltd.
- 2012 President of Kuritec (Shanghai) Co., Ltd.
- 2014 General Manager of Procurement Department, Administration Group, Engineering Division
- 2016 General Manager of Control & Instrumentation Department, Engineering Group, Engineering Division
- 2020 Senior General Manager of UX Group, Engineering Division
- 2023 Senior General Manager of Field Engineering Group, Engineering Division
Corporate Officer (to present)
- 2024 Executive General Manager of Industrial & Social Infrastructure Division (to present)

What is PFAS?

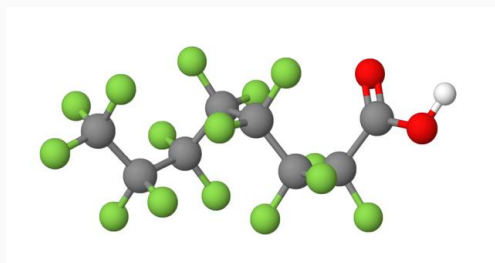
PFAS refers to a group of synthetic organofluorine compounds known for their high level of resistance to water, oil, chemicals and heat.

PFAS includes **Perfluoroalkyl** and **Polyfluoroalkyl** compounds:

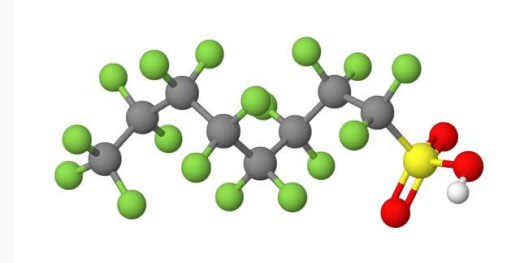
Perfluoroalkyl : Compounds where all hydrogen atoms on the carbon chain are replaced by fluorine

Polyfluoroalkyl : Compounds with multiple CF_2 units

These compounds do not exist in nature; they are intentionally synthesized for their unique characteristics.



PFOA: Perfluorooctanoic Acid



PFOS: Perfluorooctane Sulfonic Acid

Uses and Health Concerns

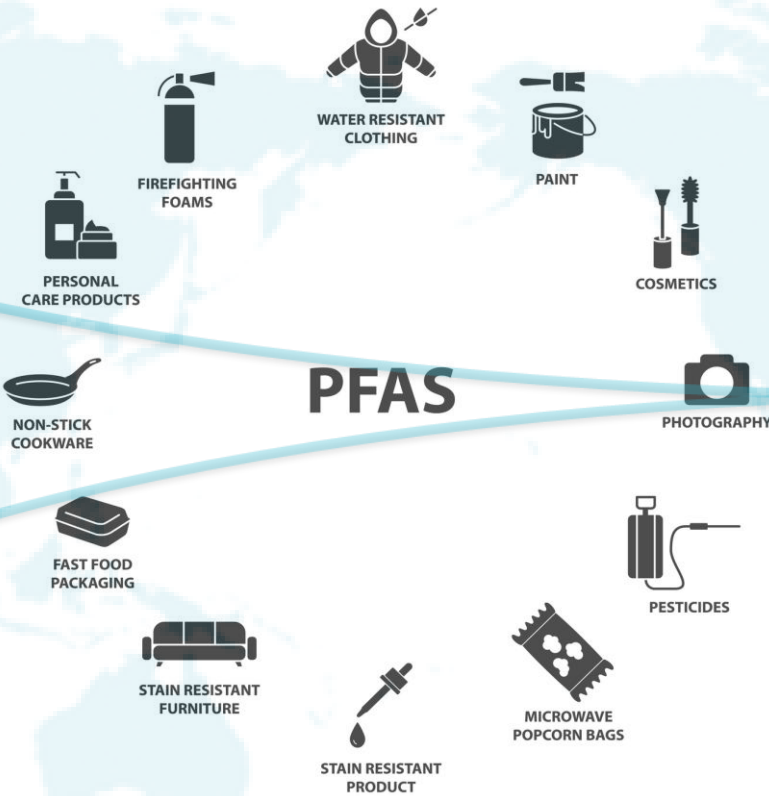
PFAS have been widely used, but their persistence, bioaccumulation, and mobility lead to long-term environmental presence and widespread dispersion. These properties raise health concerns and have become a major social issue.

INTENTIONALLY
synthesized

Super STABLE

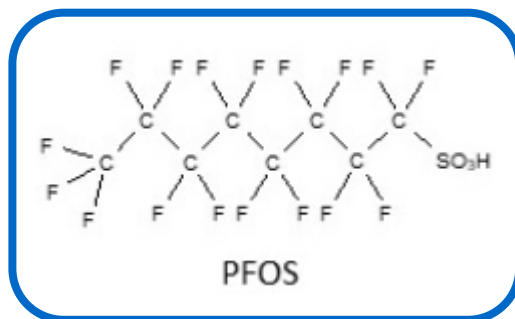
PFAS

Convenient
Versatile

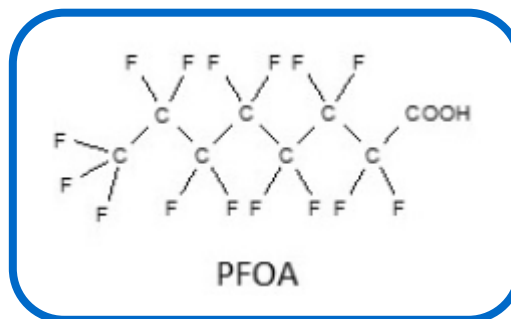


Approaches by Region

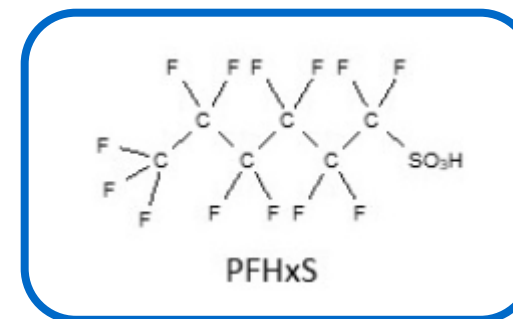
Three PFAS substances designated for elimination under Stockholm Convention on Persistent Organic Pollutants






CY2009



CY2019



CY2022

	 EU	US -Federation - 	US -States-	 Japan
Trends in regulation	Comprehensive ban on PFAS manufacturing and use under the precautionary principle	Risk-based, multi-faceted management	Some U.S. states enforce bans under the precautionary principle, varying by state	Gradual implementation based on the Stockholm Convention
Trends in management	<u>REACH</u> Proposal for broad PFAS restrictions are published; review ongoing but delayed	<u>TSCA</u> Strengthens reporting obligations (no minimum threshold)	Comprehensive regulation	<u>Chemical Substances Control Law</u> aligns with international standards (Class I Specified Chemical Substances)

Drinking Water Standards



Provisional guideline
Targets : Total concentration of PFAS ≤ 500 ng/L
PFOS, PFOA Each ≤ 100 ng/L



Criticized as lenient; revision plans are reported.



DWD (Drinking Water Directive mandates)
Regulatory limit: Total concentration of PFAS* ≤ 500 ng/L
Sum of PFAS (20 substances) ≤ 100 ng/L



Trump-era rules limited scope to PFOS and PFOA.
Compliance deadline were extended to 2031.

* Each country adopting stricter limits individually

NPDWR (National Primary Drinking Water Regulations)
Regulatory limit : PFOS,PFOA Each ≤ 4 ng/L
PFNA,PFHxS,GenX Each ≤ 10 ng/L
PFBS $\leq 2,000$ ng/L
Hazard index ≤ 1



Water Quality Management Target Items under
the Water Supply Act
Regulatory limit : PFOS + PFOA ≤ 50 ng/L
PFOS, PFOA and PFHxS classified as regulated substances

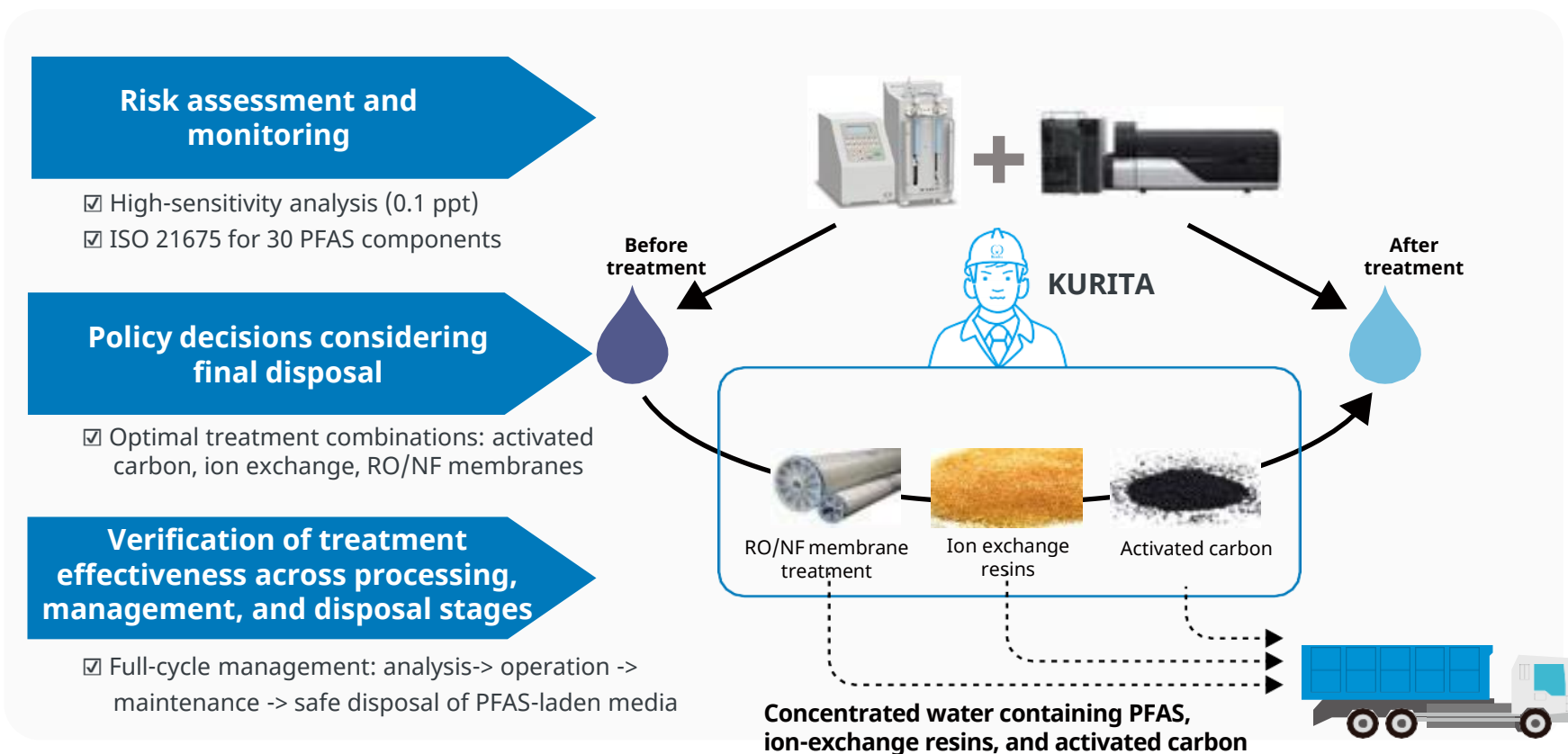
upgraded to regulated water quality standards

	Before CY2023	CY2024	CY2025	CY2026	CY2027	CY2028	CY2029	CY2030 and after
	DWD Jan./2021			Member countries required to complete compliance by 2026; mandatory monitoring and public disclosure				
		NPDWR Apr./2024	Monitoring obligation imposed on water service providers		Publication of monitoring results Complete regulatory compliance by 2031			
	Establishment of tolerable intake levels Jun./2024			Regulations under the Water Supply Act Apr./2026		Mandatory analysis and management from April 2026		

PFAS Removal in Water and Wastewater Treatment



Reduce PFAS in raw water below regulatory limits and remove PFAS from effluent before discharge, preventing environmental spread and supporting water resource sustainability.



Results in FY ended March 2025

Industrial: Japan, Europe

- Removal systems with activated carbon
- water analysis consulting
- removal cartridges

Electronics

Chemical

Food

Public

Municipal: North America

- Pre-treatment systems for PFAS removal



House-use: Japan

- Faucet-mounted PFAS removal filters



Global expansion of PFAS removal business



Leveraging Kurita America's extensive customer base, accelerating PFAS business expansion by capitalizing on opportunities due to the federally enforceable maximum contaminant limits for PFAS put in place by the US EPA requiring compliance by 2031.

Kurita America Inc.

Water treatment facility business for tap water

- Custom-made water treatment systems that meet U.S. Environmental Protection Agency (EPA) water quality standards
- Accomplished since 1956 with the acquisition of U.S. Water Services

**Over 2,800 units
across North America**
(US, Canada, Puerto Rico)

PFAS Business

**Delivery of
PFAS treatment equipment**

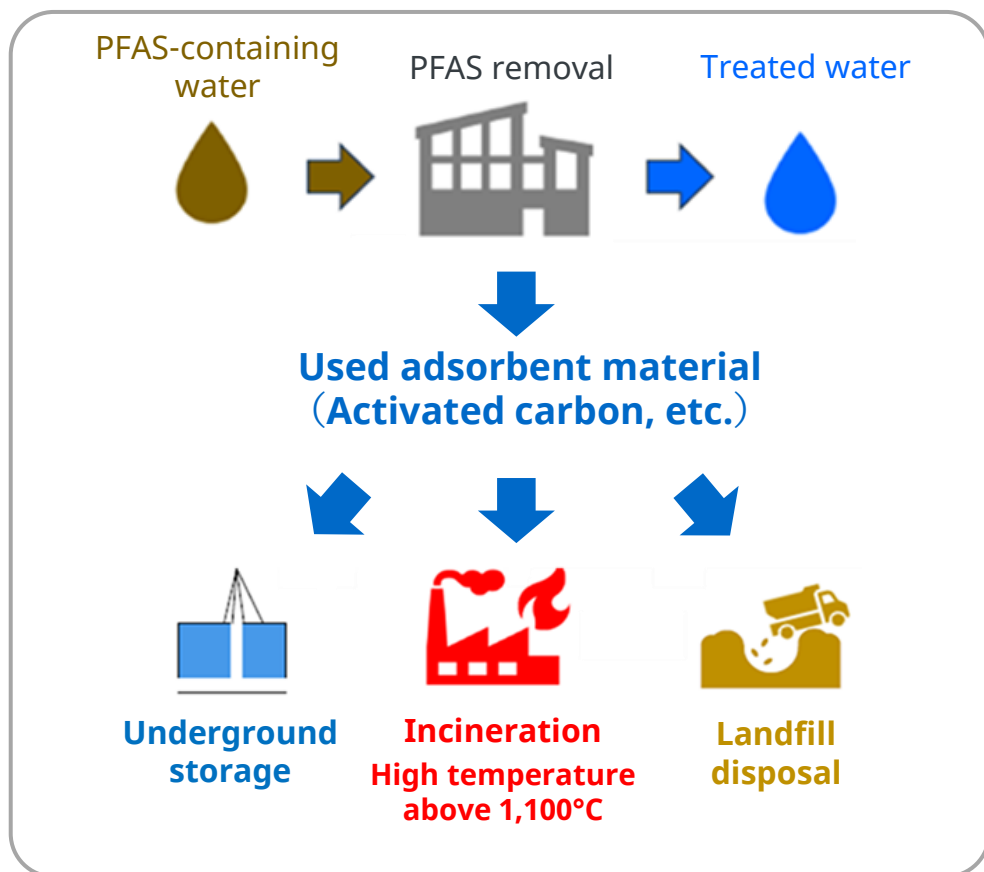
**Recurring maintenance
and service opportunities**

**Contributing to
the health
of local residents**

**Target municipality:
100k Public Water Systems**

Challenges in PFAS Disposal

Address PFAS treatment challenges by establishing low-environmental-impact detoxification technologies at an early stage



High-temperature incineration of used adsorbent material raises concerns:

- Transport of PFAS-laden activated carbon
- Fuel and energy consumption for incineration
- Emissions of CO₂ and fluorinated greenhouse gases with high global warming potential



Accelerate development of PFAS detoxification technologies with a lower environmental burden

Kurita Group is aiming to **commercialize** microwave-based technology **by FY ending March 2028.**

Aim to become the leading company in PFAS management through integrated solutions and promotion of PFAS-free practices



Vision by Final Year of PSV-27 Plan



Build a standard model by accumulating achievements in the Japanese market

Implement online PFAS monitoring in practice

Strengthen presence in global markets, focusing on the US

Establish low-environmental-impact PFAS detoxification technologies at an early stage



Initiatives to commercialize PFAS-free parts

Implement initiatives to avoid the use of fluorinated materials in response to usage restrictions, while promoting research on alternatives

Prototype development of water treatment facility-related components through collaboration with material manufacturers and others

Achievement

- Promoted joint development with Asahi Yukizai Corporation, aiming for the early commercialization of diaphragm valves



Demonstration testing using water treatment facilities in the Kurita Innovation Hub and analysis technologies



Market leader in PFAS solutions

4 | Corporate Governance

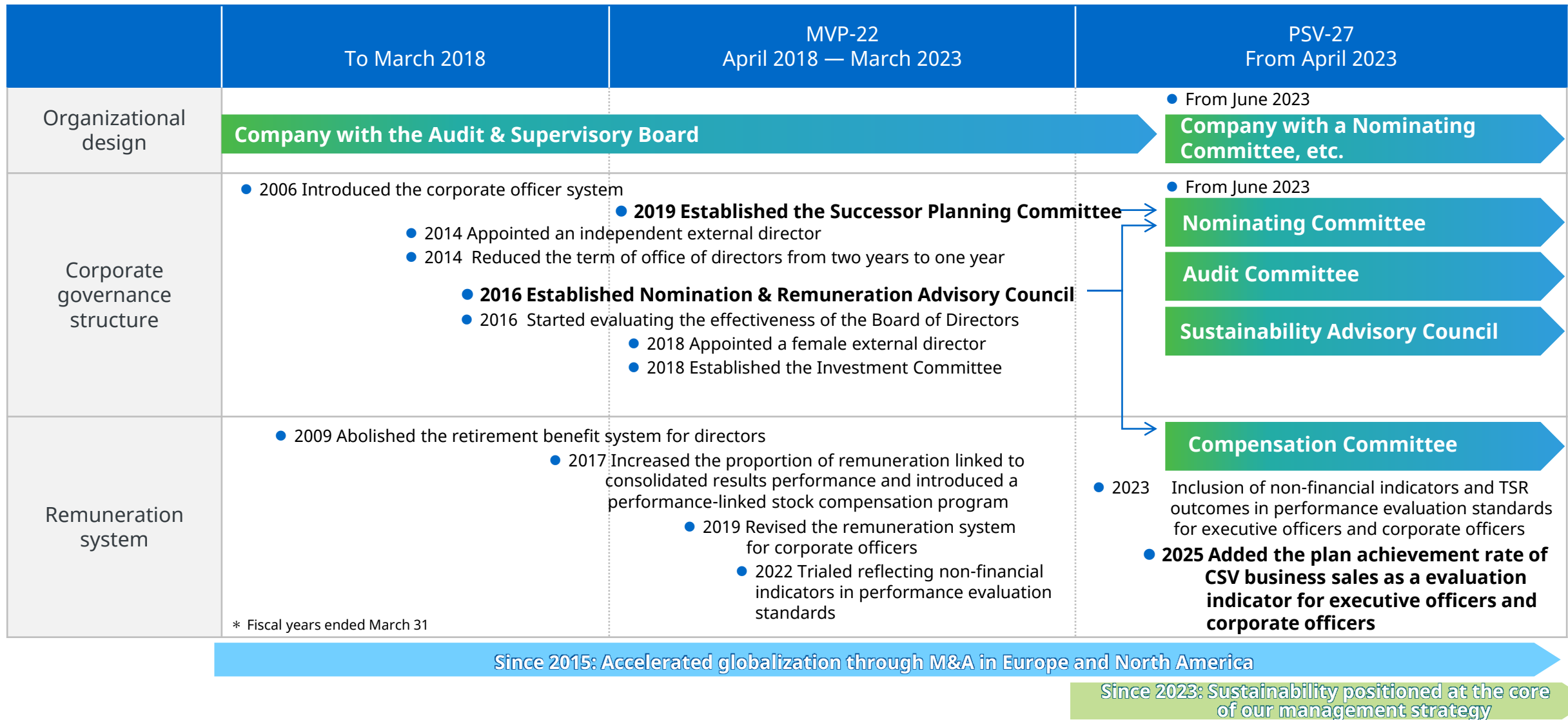
External Director
Chairperson of the
Nominating Committee

Kenjiro Kobayashi



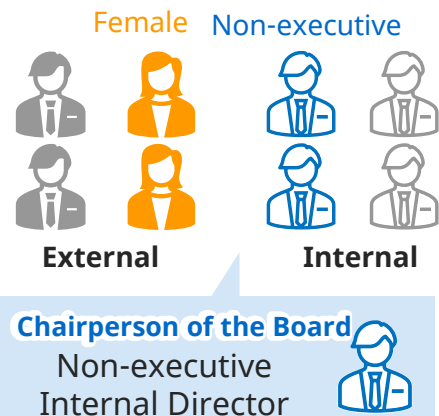
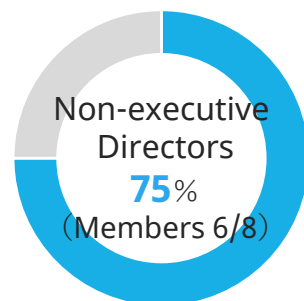
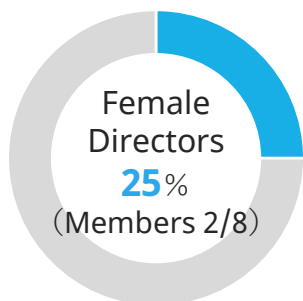
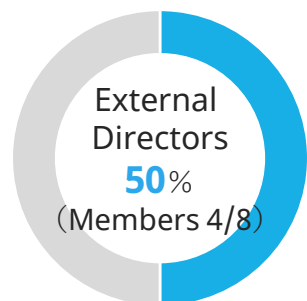
- 1977 Joined Japan Development Bank (current Development Bank of Japan Inc.)
- 2004 Managing Director of CITIC Provident Management Ltd.
- 2006 Executive Officer of Johnson Diversey(current CxS Corporation), General Manager of Corporate Strategy Planning Office
- 2008 General Manager in charge of the Co-Creation Business Promotion Project of City of Yokohama
- 2010 Representative Director and Executive Vice President of Japan Industrial Solutions Co., Ltd.
- 2013 Director of Japan Industrial Solutions Co., Ltd.
- 2016 Member of the Audit & Supervisory Board of Kurita Water Industries Ltd. (full time)
- 2023 External Director of Kurita Water Industries Ltd. (to present)

Timeline of Corporate Governance Improvements



Corporate Governance Structure

Composition of the Board of Directors (8 individuals)



Appointment and dismissal of the President and Representative Executive Officer, Election and dismissal of executive officers, Supervision of business execution

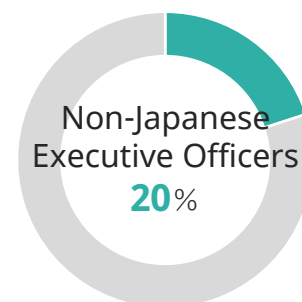
Business Execution (5 individuals)

President and Representative Executive Officer
(Internal Director)

Representative Senior Managing Executive Officer
(Internal Director)

Executive Officers

Non-Japanese



Nominating Committee (5 individuals)



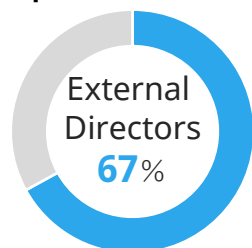
Chairperson



Audit Committee (3 individuals)



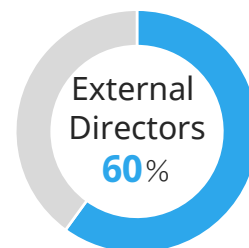
Chairperson



Compensation Committee (5 individuals)



Chairperson



Discussion at Board of Directors Meetings

Key Points of Discussion at Board of Directors Meetings

POINT

1

Clarification of the role of the monitoring board
Clear separation of management supervision and execution

POINT

2

Changes in agenda items and time frame for consideration
Focusing on the Kurita Group's long-term direction

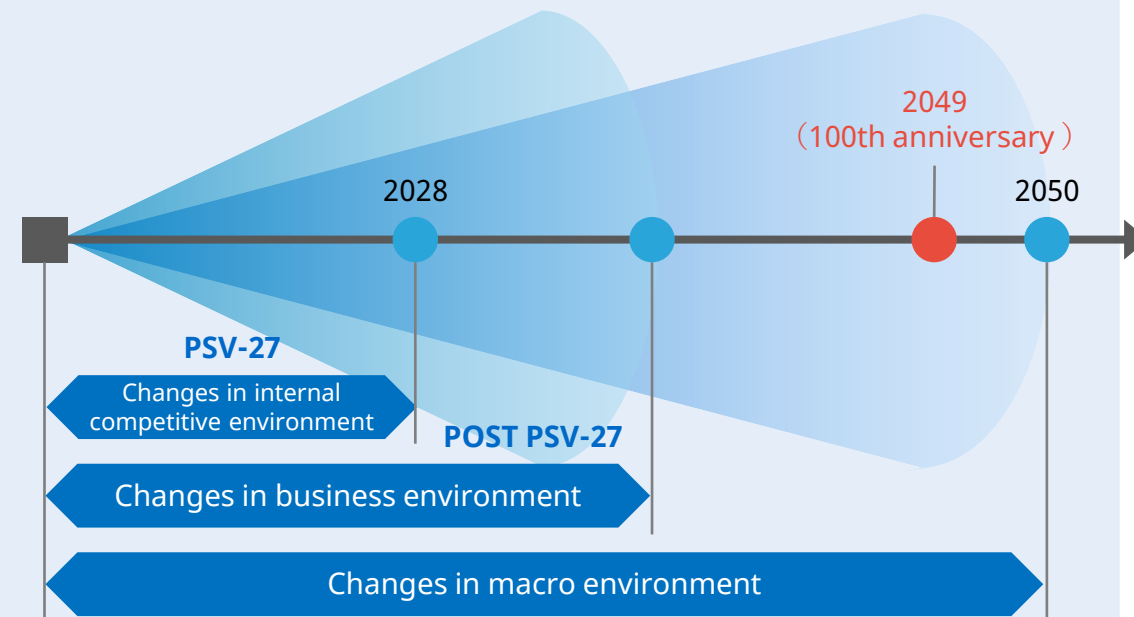
POINT

3

Support for appropriate risk taking by the executive team
Actively supporting risk-taking, after discussing the validity of necessary risks

Time scale

Consider the future of the Kurita Group on a time scale of at least 10 years



Meeting Overview and Deepening Discussions

Status of Board of Directors Meetings

Meeting overview in FY ended March 2025

Main topics discussed	Number of meetings
<ul style="list-style-type: none"> Decisions on matters reserved for the Board, including executive appointments, based on laws and internal regulations Long-term direction of the Kurita Group Monitoring progress on key initiatives for PSV-27 plan achievement Evaluation and follow-up on Board effectiveness Confirmation of resolutions and reports from the Nomination, Audit, Compensation Committees, and Sustainability Advisory Council Revisions to corporate governance and internal control policies 	16 times per year*

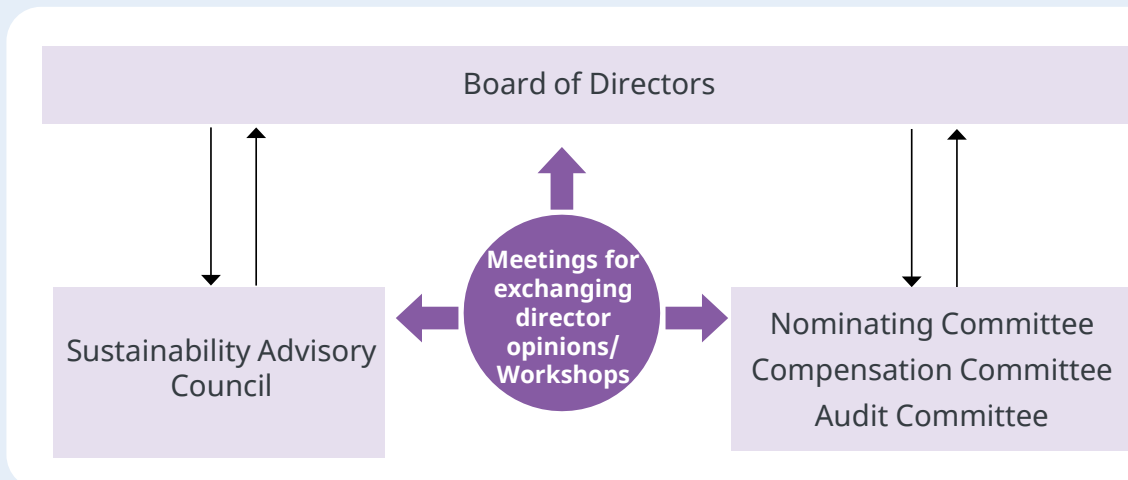
*including regular meetings held every month except August, extra quarterly meetings

Comparison with previous fiscal year (regular Board operations)

Number of agenda	Total discussion time	Average time per meeting	Average time per agenda
105 (down 15)	25h 31m (down 3h 57m)	1h 42m (down 15m)	15m (up 1m)

Initiatives to Deepen Board Discussions

In addition to regular meetings, the Board holds opinion exchange sessions and workshops to enhance the quality of discussions.



Recent Initiatives

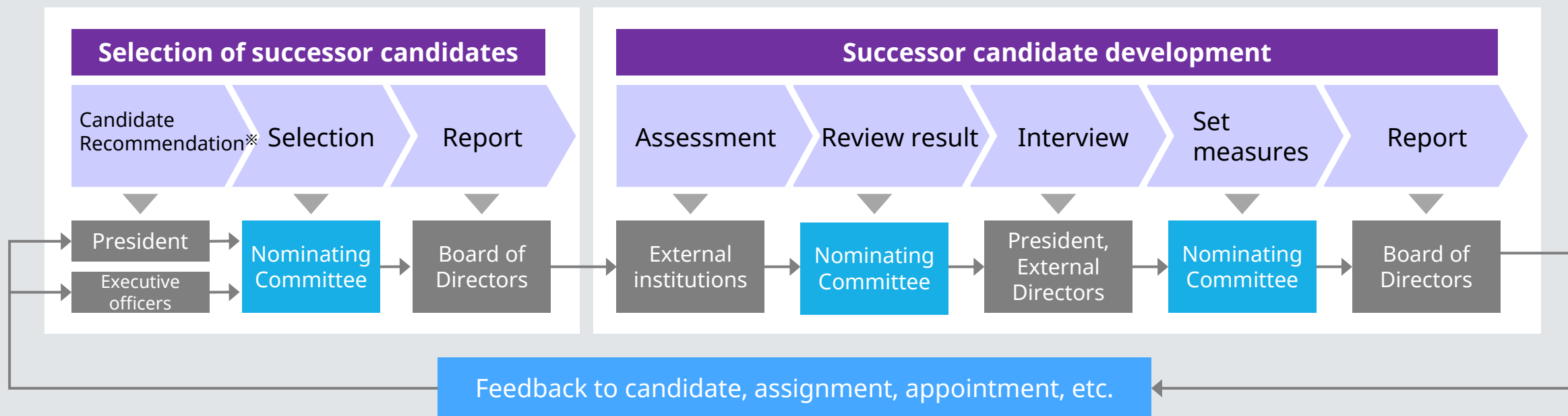
- Opinion exchange on the Group's long-term direction
- Workshop on global water business trends
- Workshop on sustainability disclosure, inviting an institutional investor

Succession Planning Process

The Nominating Committee Selects candidates for President and executive officers, and formulates development plans under the Board's delegation.

It uses objective information, such as external assessments of each candidate, to ensure a fair and transparent selection and development process.

Succession Planning Flowchart (President/Executive Officers)

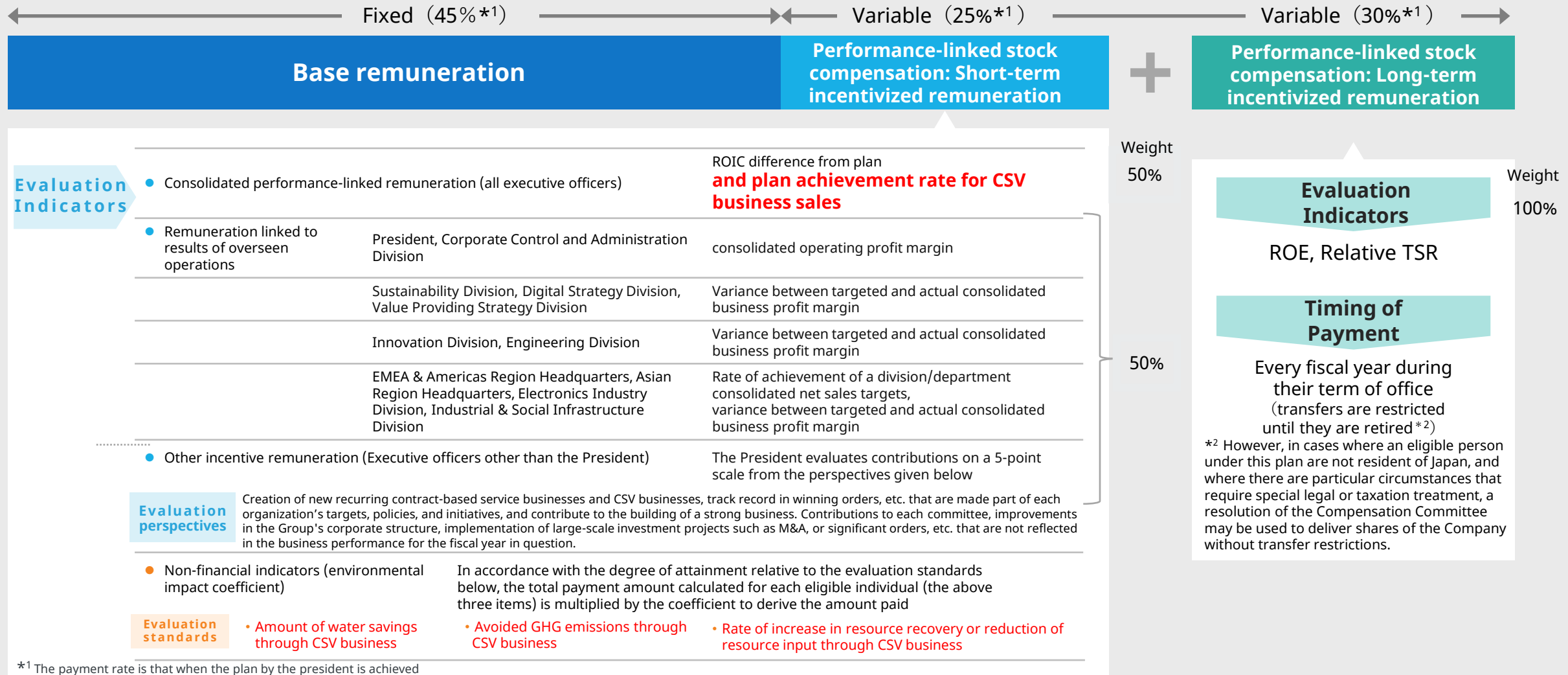


※ The president recommends candidates for the president's successor, while the president and executive officers recommend candidates for the executive officer's successor.

Remuneration system for Executive Officers



Executive Officers (including two who also serve as Directors)



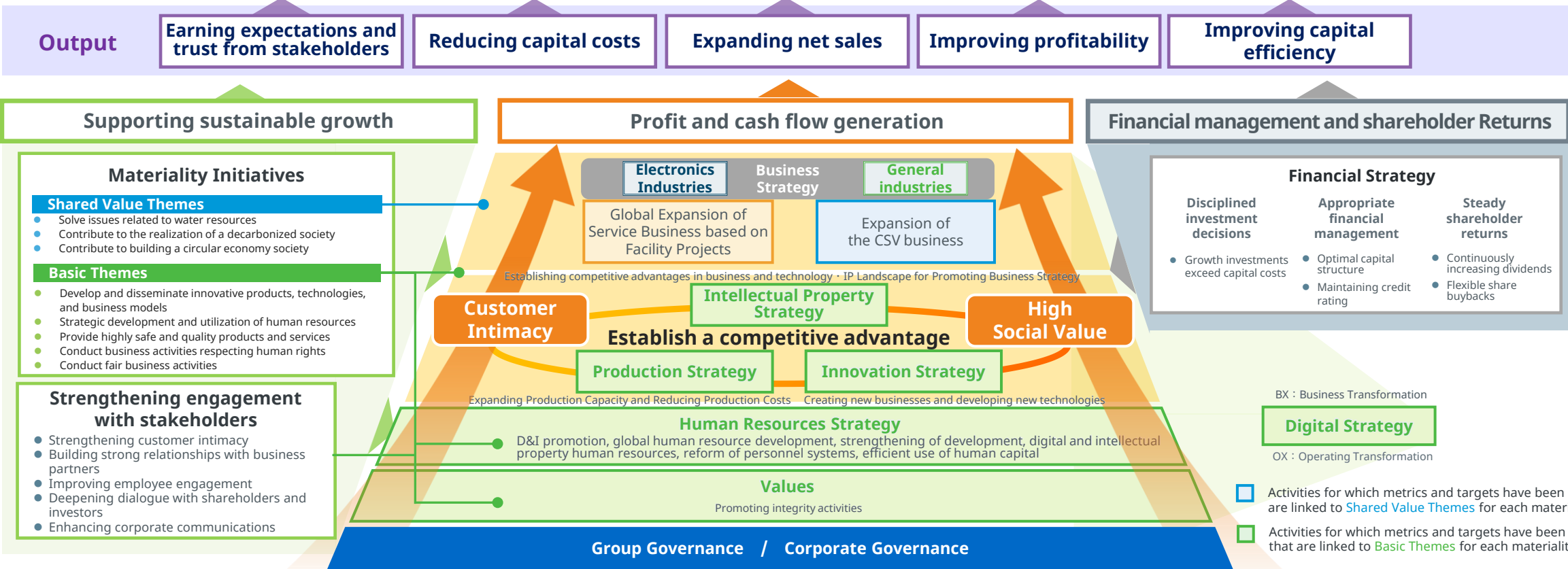
5 | Appendix

Value Pioneering Path

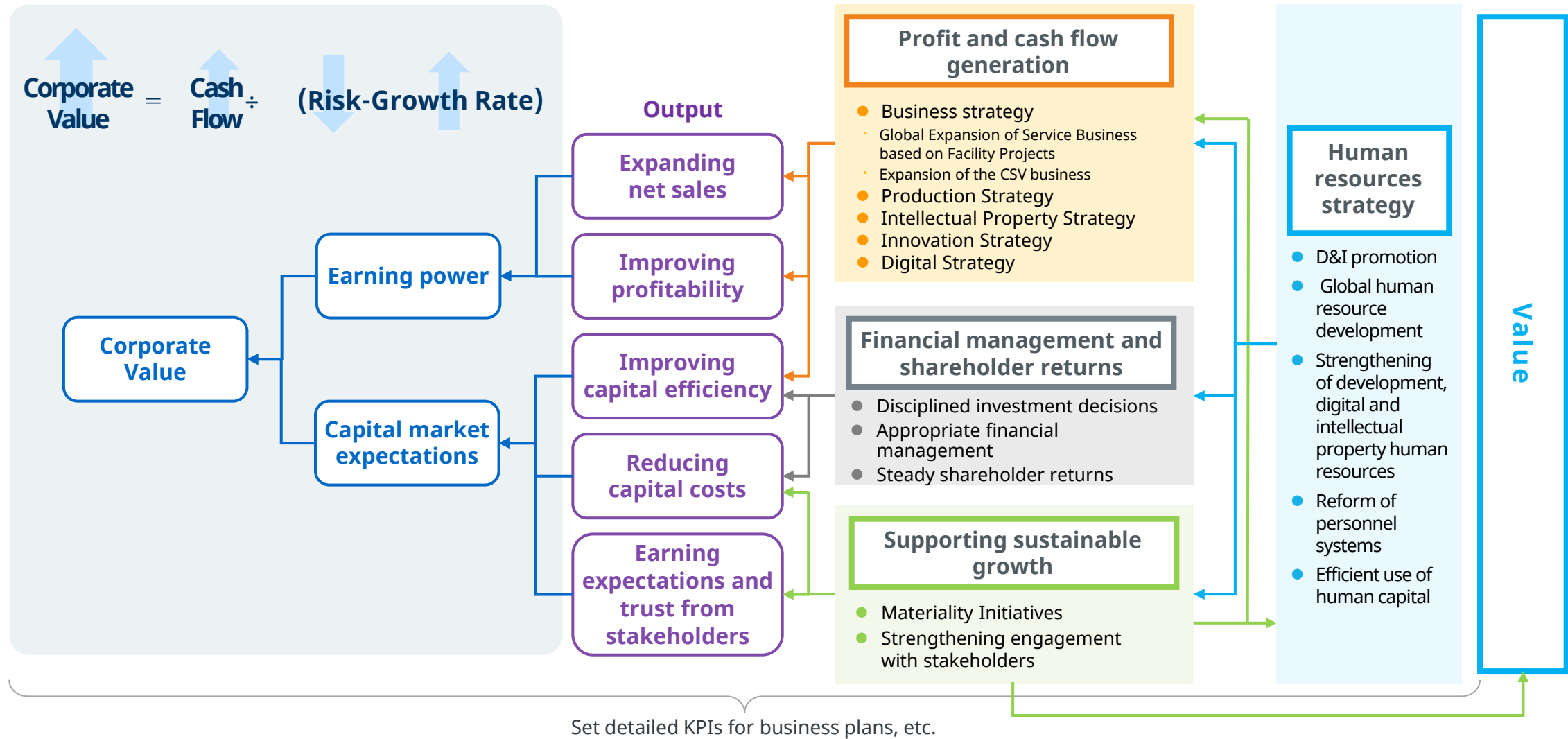


Enhancement of Corporate Value

Medium-Term Management Plan PSV-27	Financial Indicators ^{*1}	Net Sales	¥470.0 billion	Main Non-Financial Indicators ^{*1}	CSV business-based		^{*1} Targets to be achieved by the fiscal year ending March 31, 2028 ^{*2} Compared to the fiscal year ended March 31, 2023
		Business Profit margin on sales	16%		Amount of water savings	250 million m ³	
		ROE	12% or more		Avoided GHG emissions	3,000 thousand tons or more	
		ROIC	10% or more		Rate of increase in resource recovery or reduction of resource input	300% increase ^{*2}	



Connectivity Tree



Materiality Indicators (Shared Value Themes)



Shared Value Themes	FY Ended March 31, 2025 Target	FY Ended March 31, 2025 Result	FY Ending March 31, 2026 Target	FY Ending March 31, 2028 Target
Solve issues related to water resources				
Total number of basins where collective actions are implemented (and total population in the basins)*1	3 basins 93 million people	Achieved (3 basins, 93 million people)	4 basins	5 basins
Amount of water savings through CSV Businesses	135 million m ³	Not Achieved (108 million m ³)	150 million m ³	250 million m ³
Rate of reduction in the ratio of GHG emissions to water savings*2 (compared to FY 03/2023)	20%	Not Achieved (-2.1%)	35%	50%
Rate of reduction of water withdrawal intensity (compared to FY 03/2023, excluding the ultrapure water supply business)	21%	Achieved (24.1%)	27%	Meet or exceed 30%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Meet or exceed the previous year	Achieved	Meet or exceed the previous year	Meet or exceed the previous year
Contribute to the realization of a decarbonized society				
Rate of reduction in Scope 1+2 emissions (compared to FY 03/2020)	50%	Achieved (50.2%)	52%	73%
Rate of reduction in Scope 3 emissions (compared to FY 03/2020)	14%	Not achieved (5.3%)	17%	22%
Avoided GHG emissions through CSV businesses	900 thousand t-CO ₂	Achieved (1,312 thousand t-CO ₂)	2,500 thousand t-CO ₂ *2	Meet or exceed 3,000 thousand t-CO ₂ *2
Contribute to building a circular economy society				
Rate of increase in resource recovery or reduction of resource input through CSV businesses(compared to FY 03/2023)	65%	Not achieved (12%)	100%	300%
In-house waste recycling rate	Meet or exceed the previous year	Achieved	Meet or exceed the previous year	Meet or exceed the previous year

*1 The Board of Directors approved at its meeting in March 2025 removing total populations from basin where collective actions are implemented to target only the basins beginning the fiscal year ending March 31, 2026. The goal of this change is to isolate the achievements that the Kurita Group makes through collective action.

*2 This figure represents Kurita Group's Scope 3 categories 11 and 13, divided by the amount of water conservation achieved through CSV businesses involving water treatment equipment (which generate Scope 3 categories 11 and 13 emissions).

Materiality Indicators (Basic Themes:1)



Basic Themes	FY Ended March 31, 2025 Target	FY Ended March 31, 2025 Result	FY Ending March 31, 2026 Target	FY Ending March 31, 2028 Target
Develop and disseminate innovative products, technologies, and business models				
Investment rate in innovation areas*1	Meet or exceed 20%	Achieved (22%)	Meet or exceed 25%	Meet or exceed 30%
Rate of the number of themes in innovation areas	Meet or exceed 23%	Achieved (25%)	Meet or exceed 30%	Meet or exceed 30%
Number of stakeholder engagements related to innovation areas	Meet or exceed the previous year	Achieved	Meet or exceed the previous year	Meet or exceed the previous year
Strategic development and utilization of human resources				
Engagement score (a. Rate of companies above the average of all industries, b. Score of each company surveyed)	—*2	—	a : 65% b : Meet or exceed the previous survey	a : 75% b : Meet or exceed the previous survey
Rate of [women, foreigners, and experienced personnel] among executives of the Company	Meet or exceed the previous year	Achieved(35%)	35%	40%
Fill rate of human resources for development, digital, and intellectual property	70%	Achieved (73%)	75%	80%

*1 This refers to the “innovation areas” in Deloitte 7cellsSM (Deloitte’s approach to formulating growth strategies).

*2 An engagement survey is conducted every two years, with the next one scheduled for fiscal year ending March 31, 2026.

Materiality Indicators (Basic Themes:2)



Basic Themes	FY Ended March 31, 2025 Target	FY Ended March 31, 2025 Result	FY Ending March 31, 2026 Target	FY Ending March 31, 2028 Target
Provide highly safe and quality products and services				
Reduction rate in the recurrence rate of accidents that affect customers and society(compared to the previous year)	30% the Company	Not achieved(-6%)	20% the Company and the domestic Group Companies in Japan	20% the Kurita Group
Conduct business activities respecting human rights				
Conducting human rights due diligence on suppliers	Continuous implementation	Achieved	Continuous implementation	Continuous implementation
Accident severity rate*1	0.005 or less	Not achieved(0.013)	0.005 or less	0.005 or less
Rate of participation in human rights-related training	100%	Achieved(100%)	100%	100%
Establishment of a liaison for remedies from human rights violations (grievance mechanism)*2	—	—	—	Completed
Conduct fair business activities				
Rate of participation in whistle-blowing system related training	100%	Achieved(100%)	100%	100%
Rate of participation in training related to laws and internal rules for the compliance of anti-bribery and antitrust laws, etc.	100%	Achieved(100%)	100%	100%
Number of violations of anti-bribery and antitrust laws	0 cases	Achieved(0 cases)	0 cases	0 cases

*1 The scope covers the Company, the domestic Group companies in Japan, and their subcontractors. Regarding metrics and targets outside Japan, we will set them separately in fiscal year ending March 31, 2026, taking into account local laws and regulations, and will start working on them from fiscal year ending March 31, 2027.

*2 Conduct surveys, etc. from the fiscal years ended March 31, 2024 to March 31 to the fiscal years ending 2026, would be prepared for establishment by the fiscal year ending March 31, 2028. After establishment, set targets related to raising awareness.

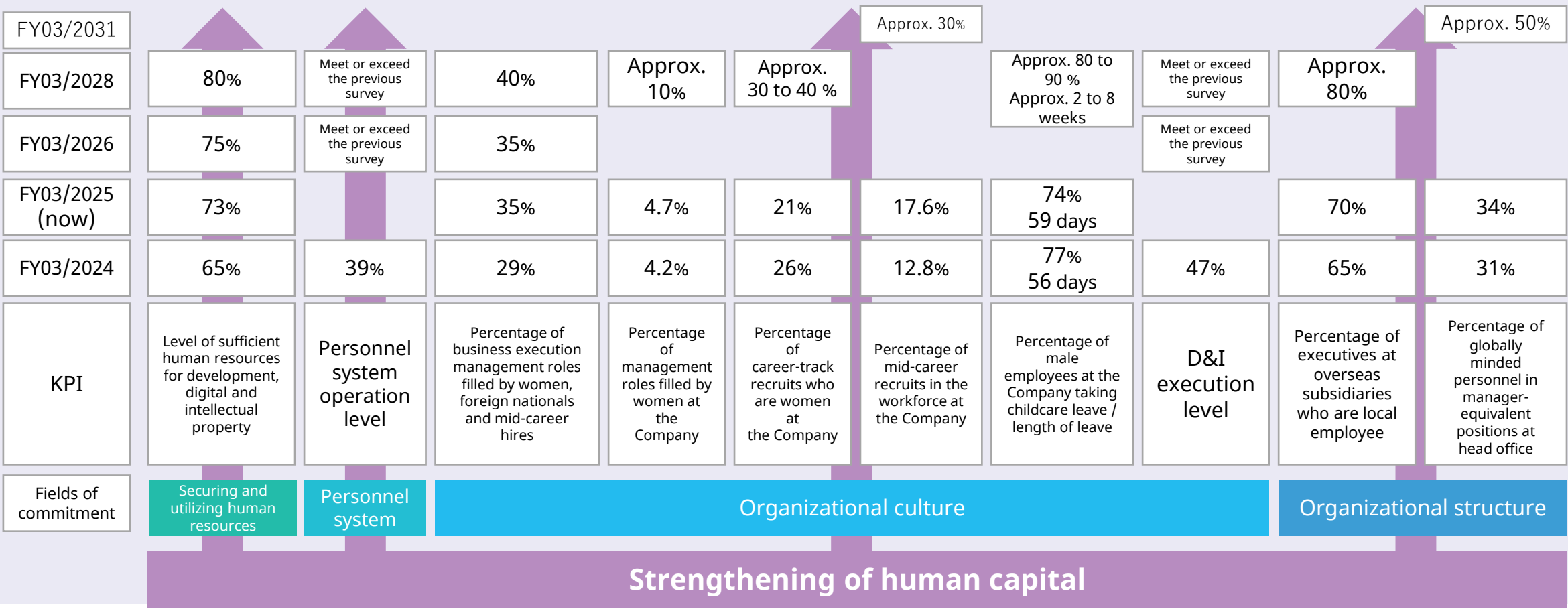
HR Strategy KGIs and KPIs



KGIs

- Continuous improvement of engagement score
- a. Percentage of companies that exceed the all-industry average : **Over 75%**(the fiscal year ending March 31, 2028)
 - b. Score among all the companies surveyed : **Meet and exceed the previous survey**(the fiscal year ending March 31,2028)

KPIs



Identify the Dependencies and Impacts of Each Business Category:1



		Business category	Facility	Chemicals		Recurring contract-based services in the electronics industry segment	Other environment-related businesses
		GICS industry category	Industrial machinery	General chemistry	Special chemicals	Semiconductor	Environment-related
Dependent ecosystem services	Supply services	Animal power					
		Animal/vegetable-derived raw Materials					
		Genetic material					
		Groundwater	Medium	Low	Low		Very low
		Surface water	Medium	Low	Low		Very low
	Adjustment services	Degradation of pollutants			Very low		
		Pollution control					
		Climate adjustment	Very low		Very low		
		Dilution of pollutants	Low		Low		
		Disease control					
		Filtering/accumulation of Pollutants	Very low		Low	Low	Low
		Protection from flooding/heavy rainfall	Medium		Medium		
		Habitat maintenance					
		Prevention of erosion/landslides	Very low	Low	Low		
		Pollution control	Medium	Low	Low		
		Pest/invasive species control					
		Pollination					
		Soil quality					
		Ventilation	Very low		Very low		
		Water flow buffering	Medium		Low		
		Water quality	Low		Low		

Legend

Very high
High
Medium
Low
Very low
N/A

Identify the Dependencies and Impacts of Each Business Category:2



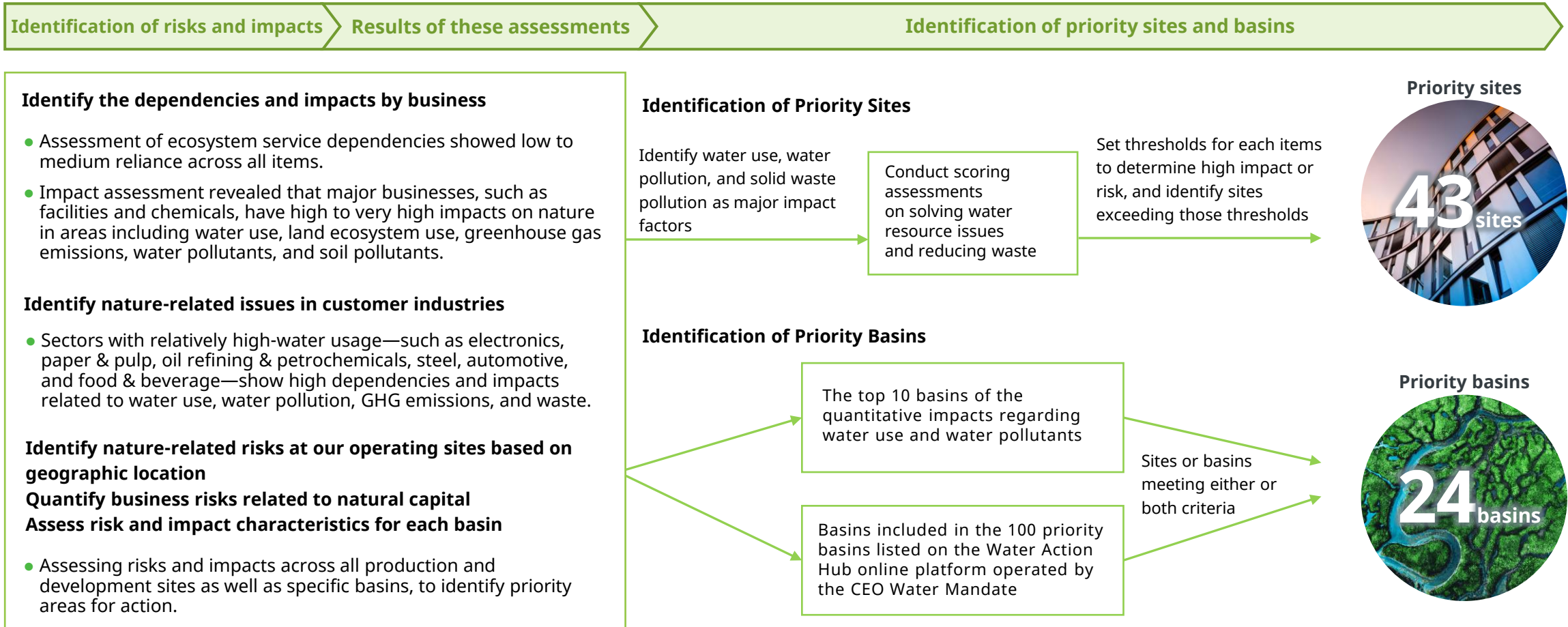
Business category		Facility	Chemicals		Recurring contract-based services in the electronics industry segment	Other environment-related businesses
GICS industry category		Industrial machinery	General chemistry	Special chemicals	Semiconductor	Environment-related
Impact factors	Water use					
	Use of other resources					
	Use of land-based ecosystem					
	Use of freshwater ecosystem					
	Use of marine ecosystem					
	Emission of greenhouse gases					
	Air pollutants other than greenhouse gases					
	Water pollutants					
	Soil pollutants					
	Solid waste					
	Lifestyle disruption					

Legend

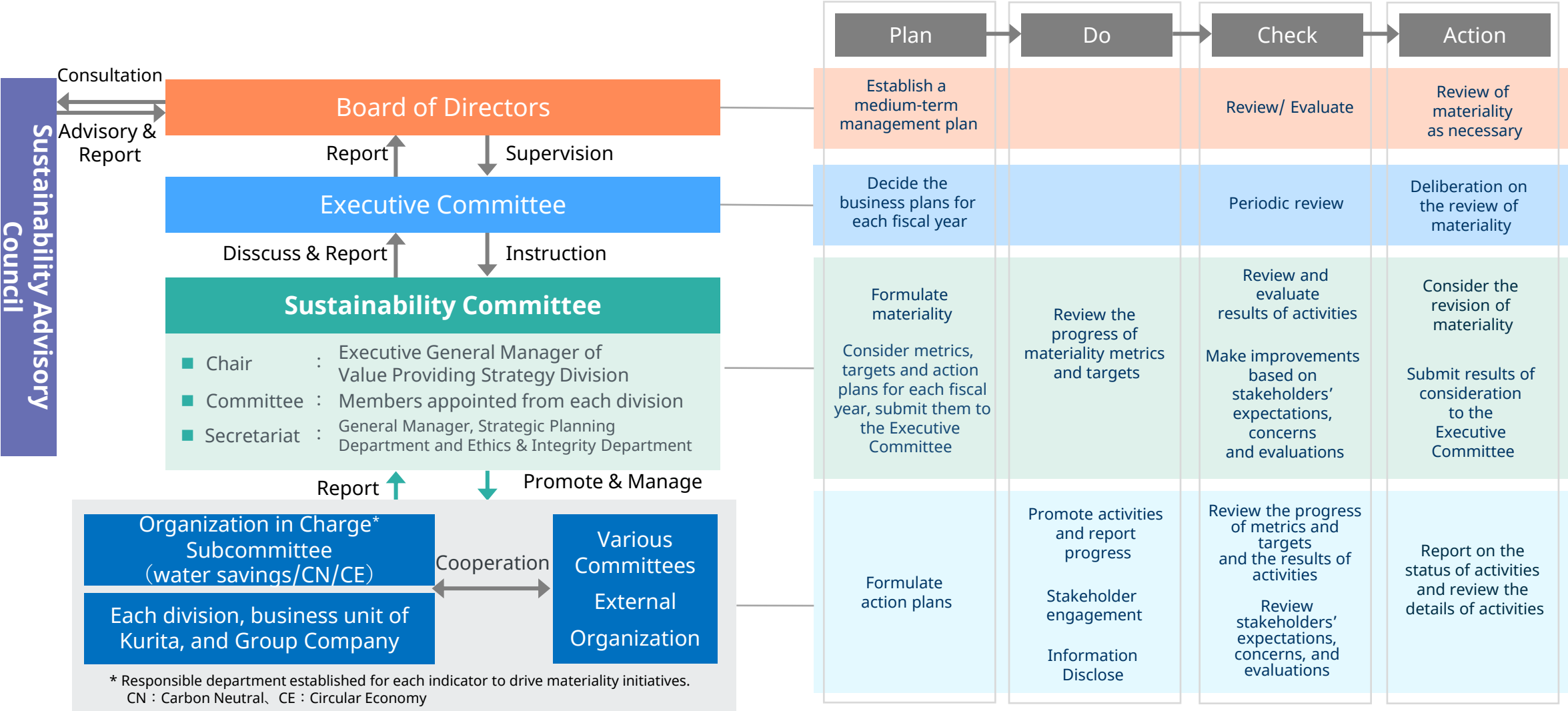
	Very high
	High
	Medium
	Low
	Very low
	N/A

Risk and Impact Management

Based on the LEAP approach, we identified and assessed nature-related dependencies, impacts, risks, and opportunities, and selected priority sites and basins for action.



Sustainability Committee and PDCA



External Evaluation



Inclusion in ESG Indexes

<div>FTSE4Good Index Series</div> <div></div> <div>FTSE4Good</div>	<div>FTSE Blossom Japan Index</div> <div></div> <div>FTSE Blossom Japan</div>	<div>FTSE Blossom Japan Sector Relative Index</div> <div></div> <div>FTSE Blossom Japan Sector Relative Index</div>	<div>SOMPO Sustainability Index</div> <div></div> <div>Sompo Sustainability Index</div>
<div>MSCI Japan ESG Select Leaders Index</div> <div></div> <div>2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX</div>	<div>MSCI Japan Empowering Women Index (WIN)</div> <div></div> <div>2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)</div>	<div>MSCI World Small Cap Selection Index</div> <div></div> <div>MSCI Selection Indexes Constituents 2025</div>	<div>S&P/JPX Carbon Efficient Index</div> <div></div> <div>S&P/JPX Carbon Efficient Index</div>

Evaluation by ESG Rating Organization

ISS-ESG	CDP2025
<div>Corporate ESG Performance RATED BY ISS ESG</div> <div>Prime</div>	<div>Climate Change A-</div> <div>Water B</div>

Evaluation by Supplier Evaluation Organization

EcoVadis
<div>SILVER Top 15%</div> <div>ecovadis</div> <div>Sustainability Rating JUL 2025</div>

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