



Kurita Water Industries Ltd.

Sustainability Briefing
Fiscal year ending March 31, 2026

(Securities code : 6370)

January 9, 2026



1		Kurita Group's Sustainability Management	2 - 9
2		Materiality Initiatives	10 - 19
3		Initiatives to address PFAS challenges	20 - 28
4		Corporate Governance	29 - 35
5		Appendix	36 - 47

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.

A collage of images on the left side of the slide, including a large green globe, a scientist in a lab, a landscape, and people working in a laboratory, all framed within a blue circular border.

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.

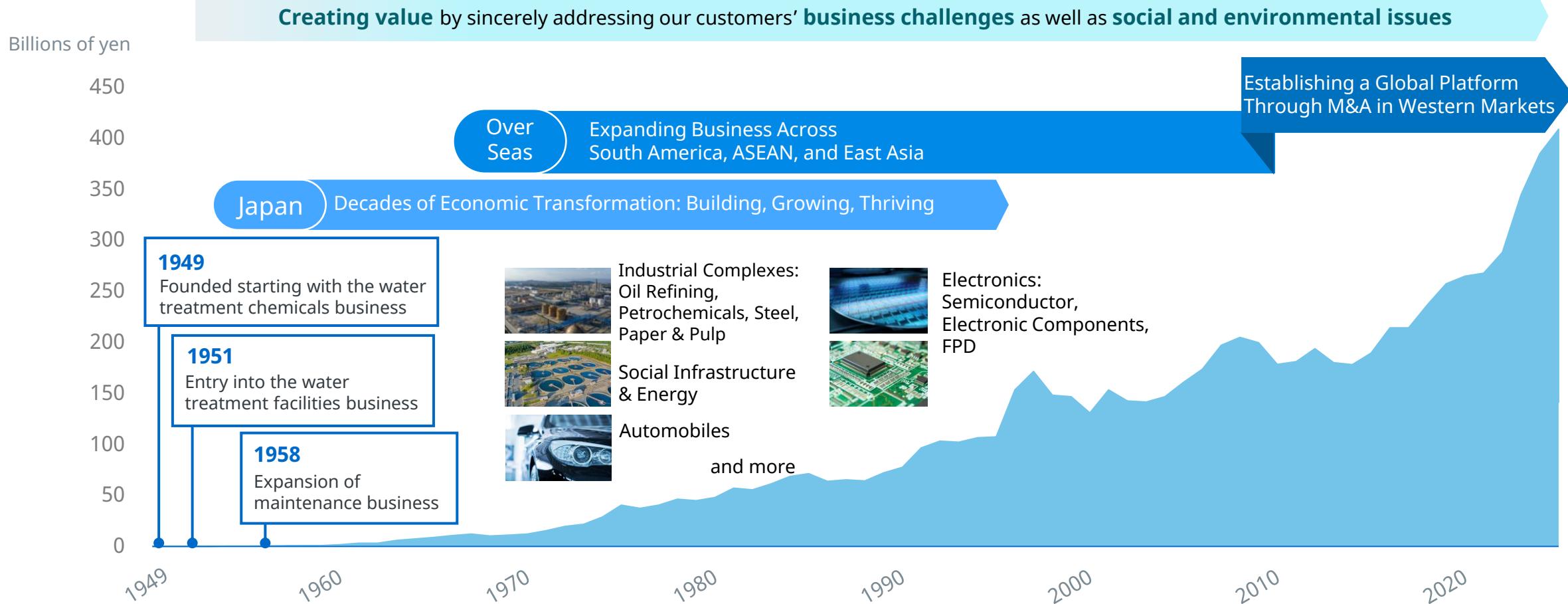
Through the evolution of Kurita Water Intelligence, which is all the knowledge, experience, and technology gained through pursuing the power of water, we strive toward a better future—for both industry and the Earth.

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



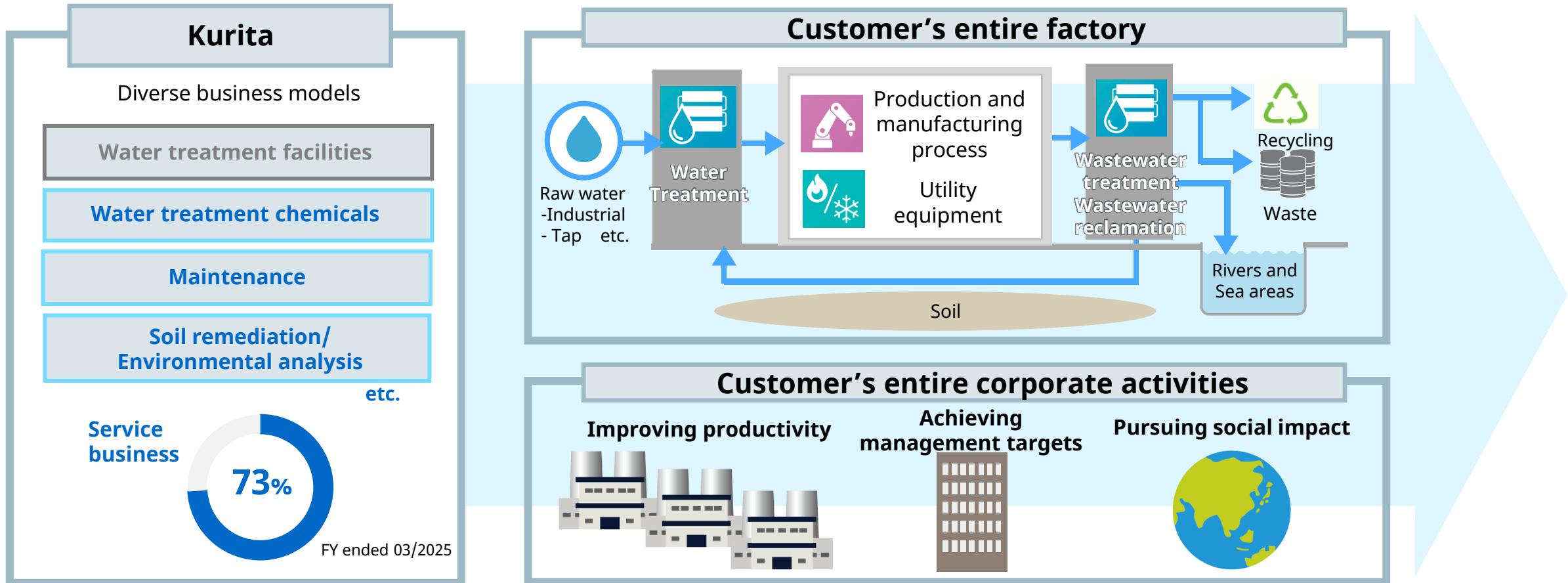
Expanding global touchpoints by continuously addressing challenges across various industries



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

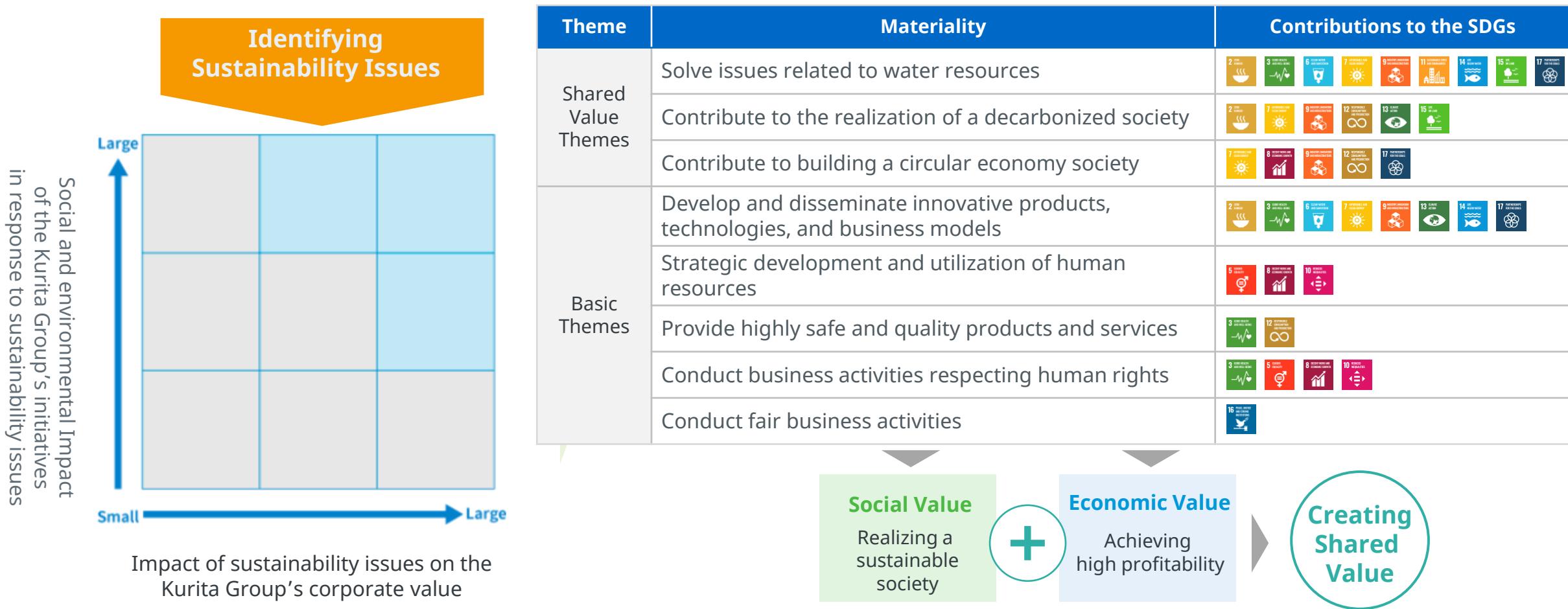
Pursuing customer breadth and diversity, together with depth in addressing challenges, creates new value, drives further expansion, and delivers additional shared value.



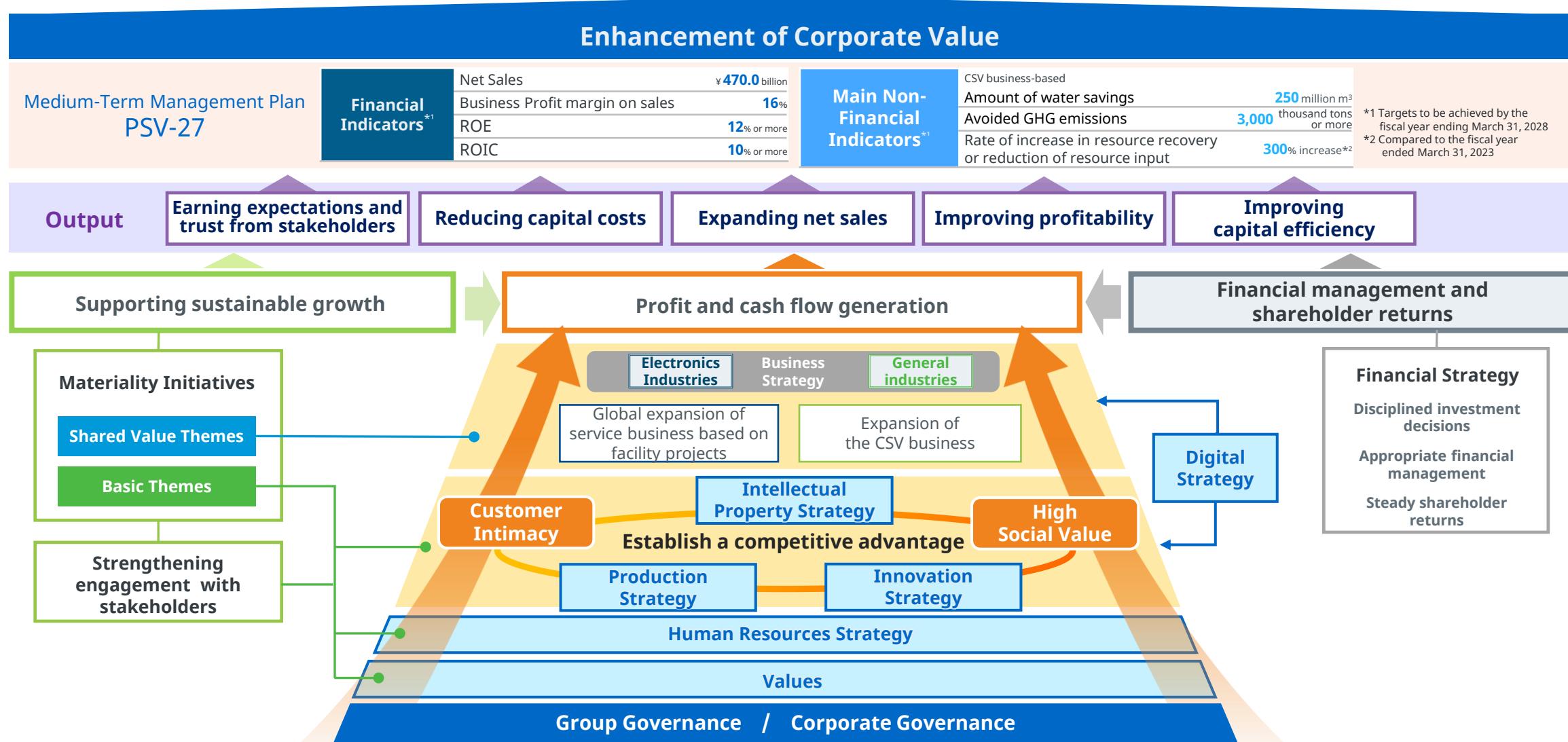
The Kurita Group's Materiality



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

PSV-27

Higher growth

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 *Greenhouse Gas	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	△2%	12%	100%	300% increase*2

Realizing a better society

Key measures to create high social value



New businesses based on social value

2 | Materiality Initiatives

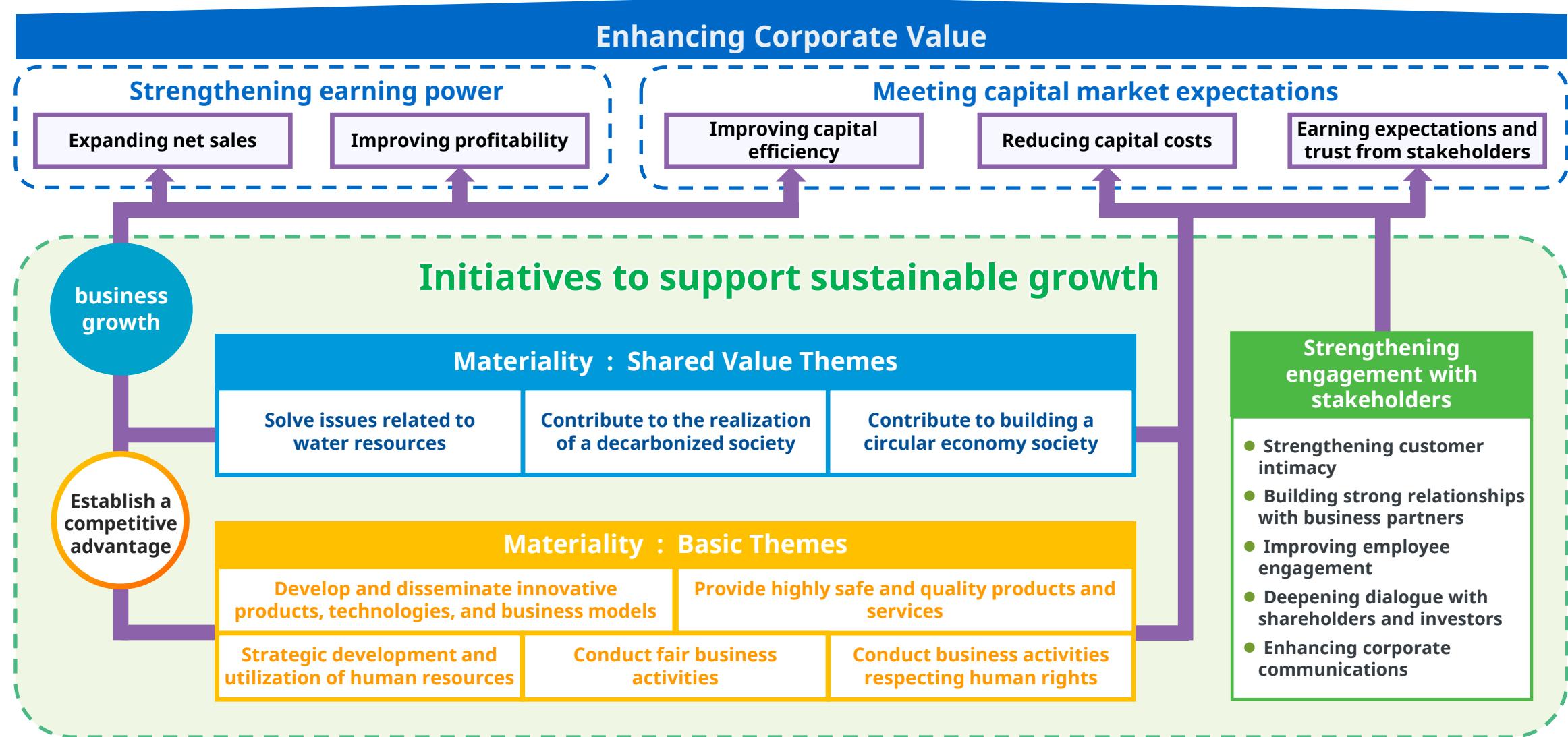
Deputy Executive
General Manager
Sustainability Corporate
Strategy Division

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

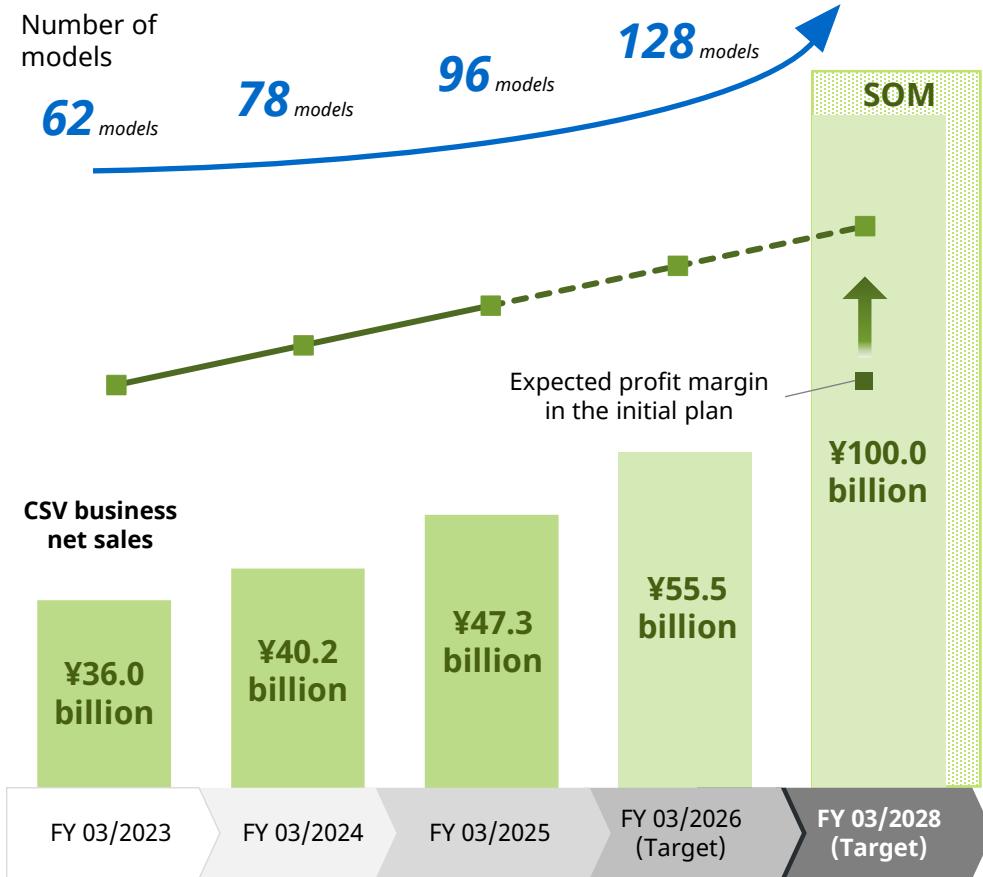


			Earning power		Capital market expectations		
			Expanding net sales	Improving profitability	Improving capital efficiency	Reducing capital costs	Earning expectations and trust from stakeholders
Shared Value Themes	Solve issues related to water resources	CSV Business	●	●	●	●	●
	Maintain appropriate water 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		●	●	●		●
Basic Themes	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						
Basic Themes	Conduct business activities respecting human rights					●	●
	Promoting efforts based on the United Nations Guiding Principles on Business and Human Rights						
Basic Themes	Conduct fair business activities					●	●
	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.

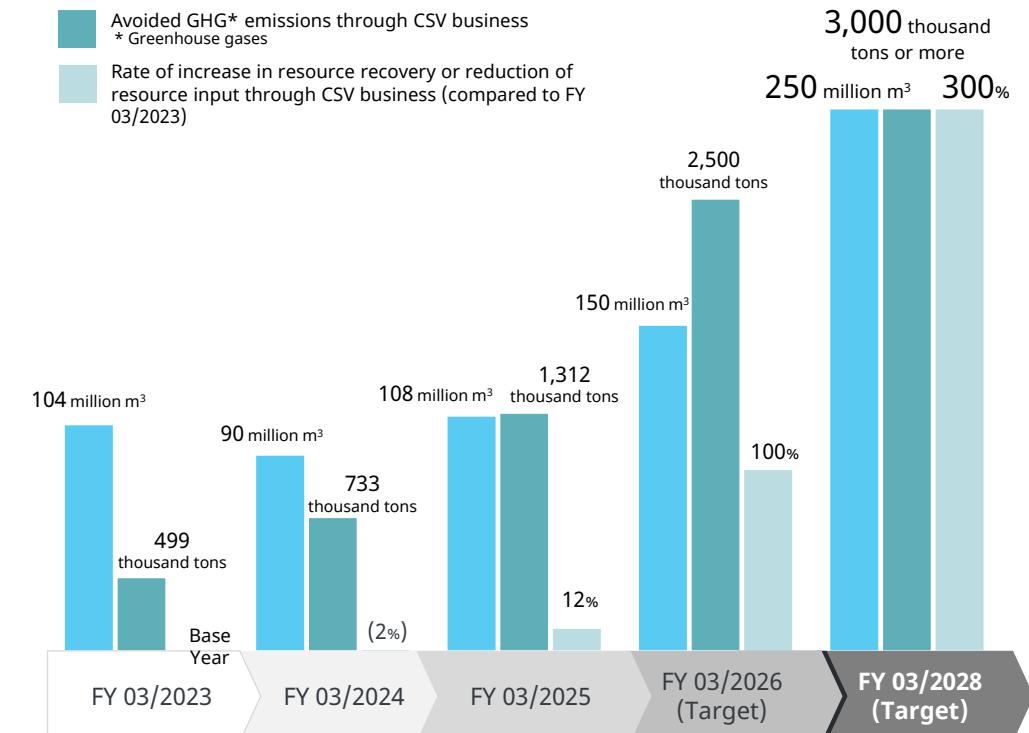


Positioning CSV Business as a growth driver and creating shared value



Creating social value

- Amount of water savings through CSV business
- Avoided GHG* emissions through CSV business
* Greenhouse gases
- Rate of increase in resource recovery or reduction of resource input through CSV business (compared to FY 03/2023)



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

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.

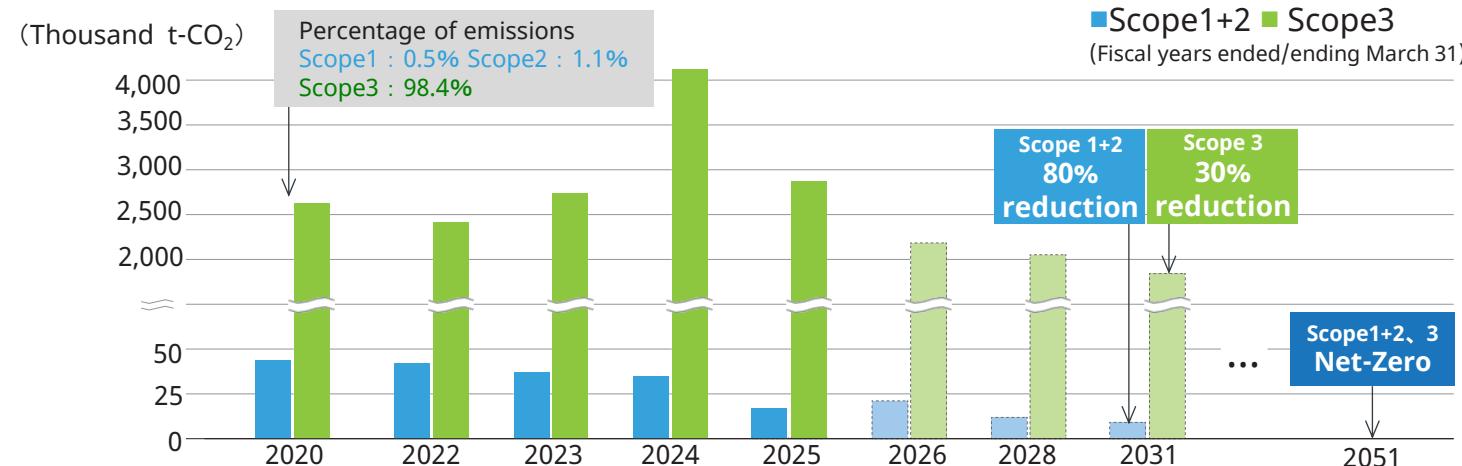
Targets and Results

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 · 93 million 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



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)

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%

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

Related Initiatives

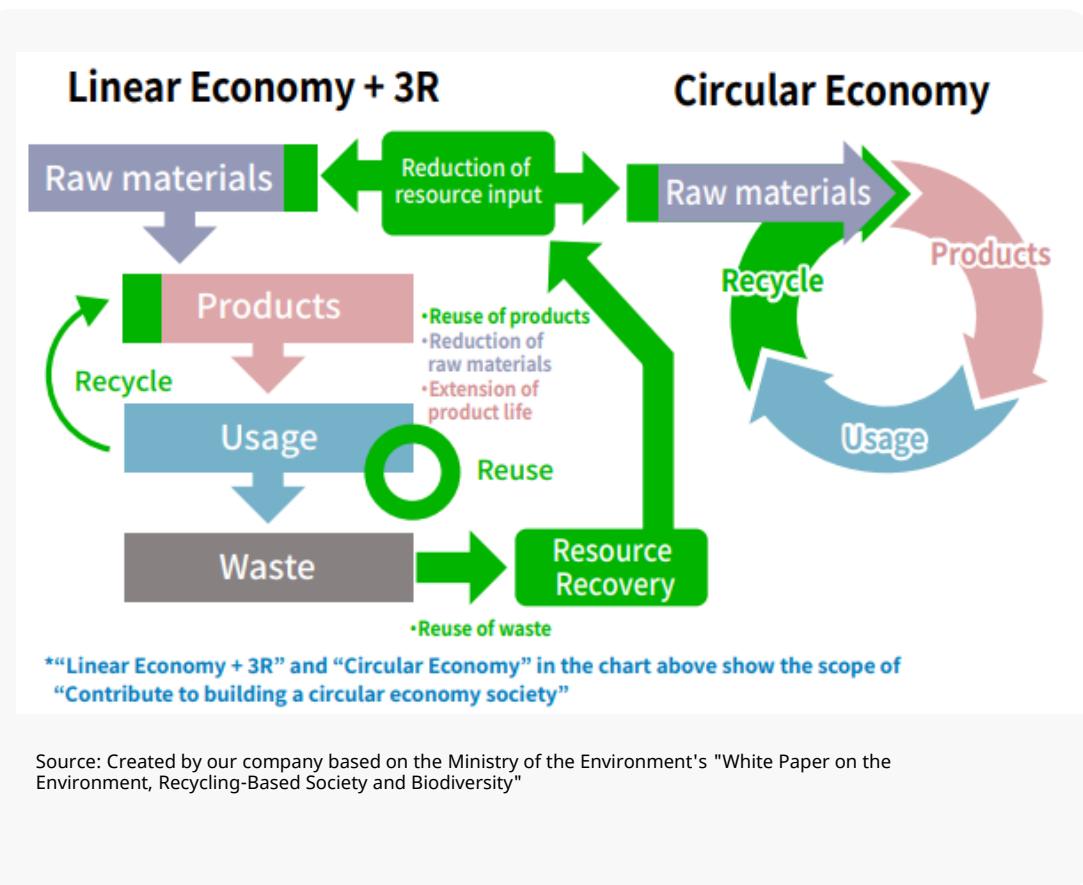
Participation in external initiatives

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



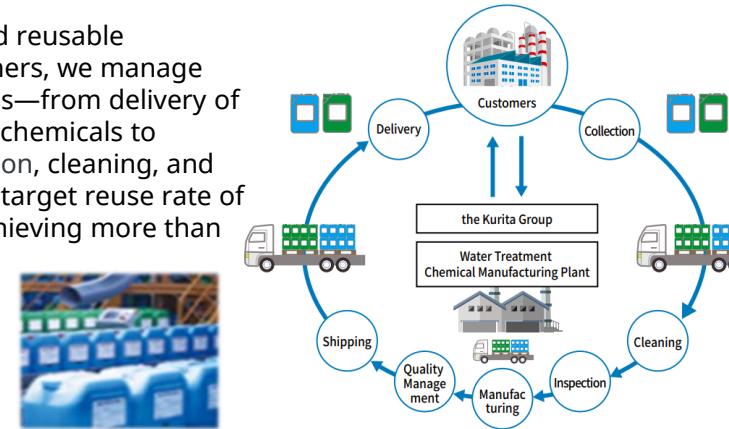
Targets and Results

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?

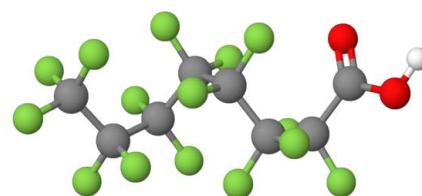
PFAS refers to a group of synthetic organofluorine compounds known for their high level of resistance to water, oil, chemicals and heat.

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

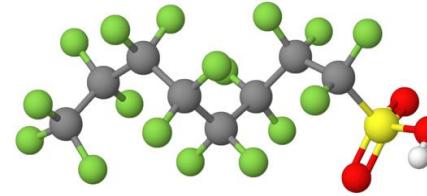
Perfluoroalkyl : Compounds where all hydrogen atoms on the carbon chain are replaced by fluorine

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

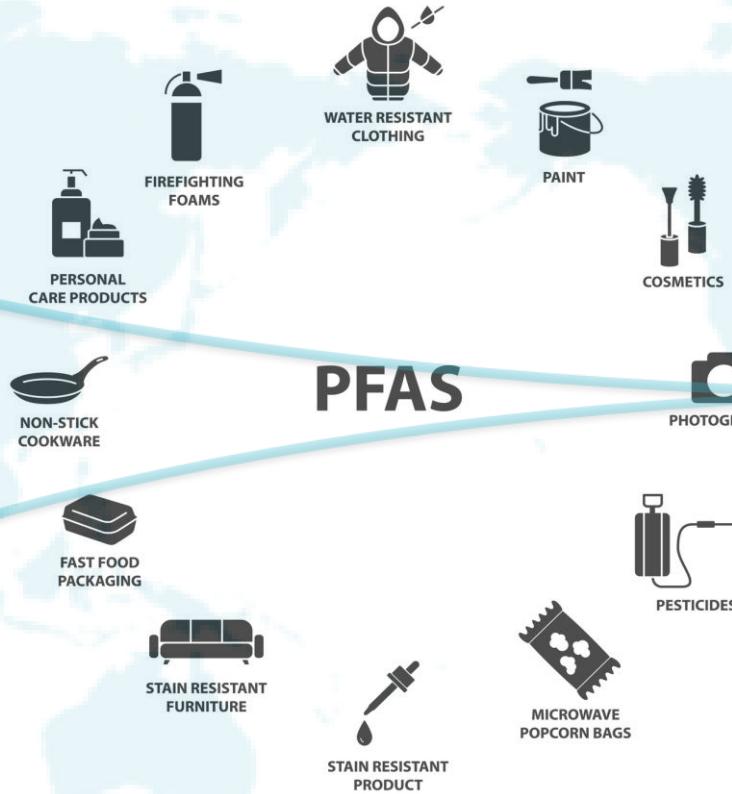
PFAS have been widely used, but their persistence, bioaccumulation, and mobility lead to long-term environmental presence and widespread dispersion. These properties raise health concerns and have become a major social issue.

**INTENTIONALLY
synthesized**

Super STABLE

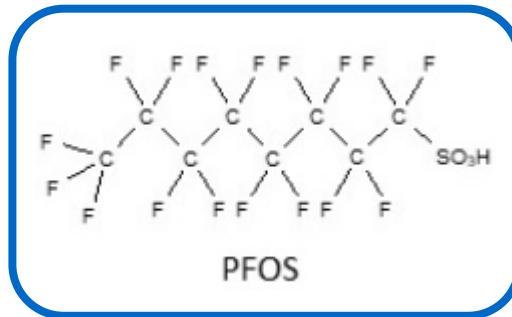
PFAS

**Convenient
Versatile**

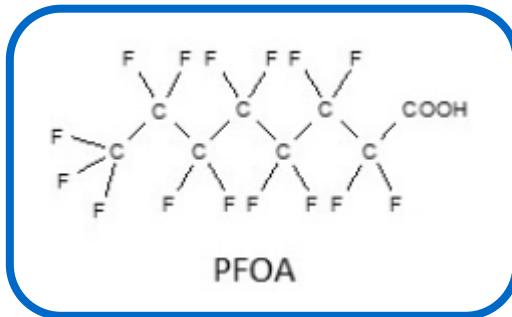


Approaches by Region

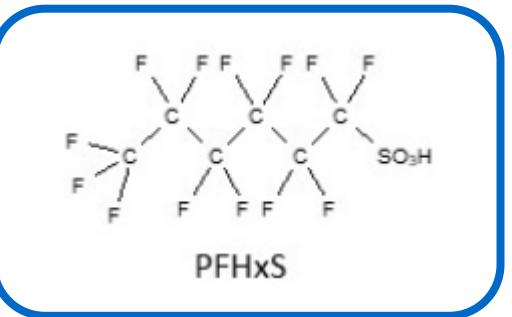
Three PFAS substances designated for elimination under
Stockholm Convention on Persistent Organic Pollutants



CY2009



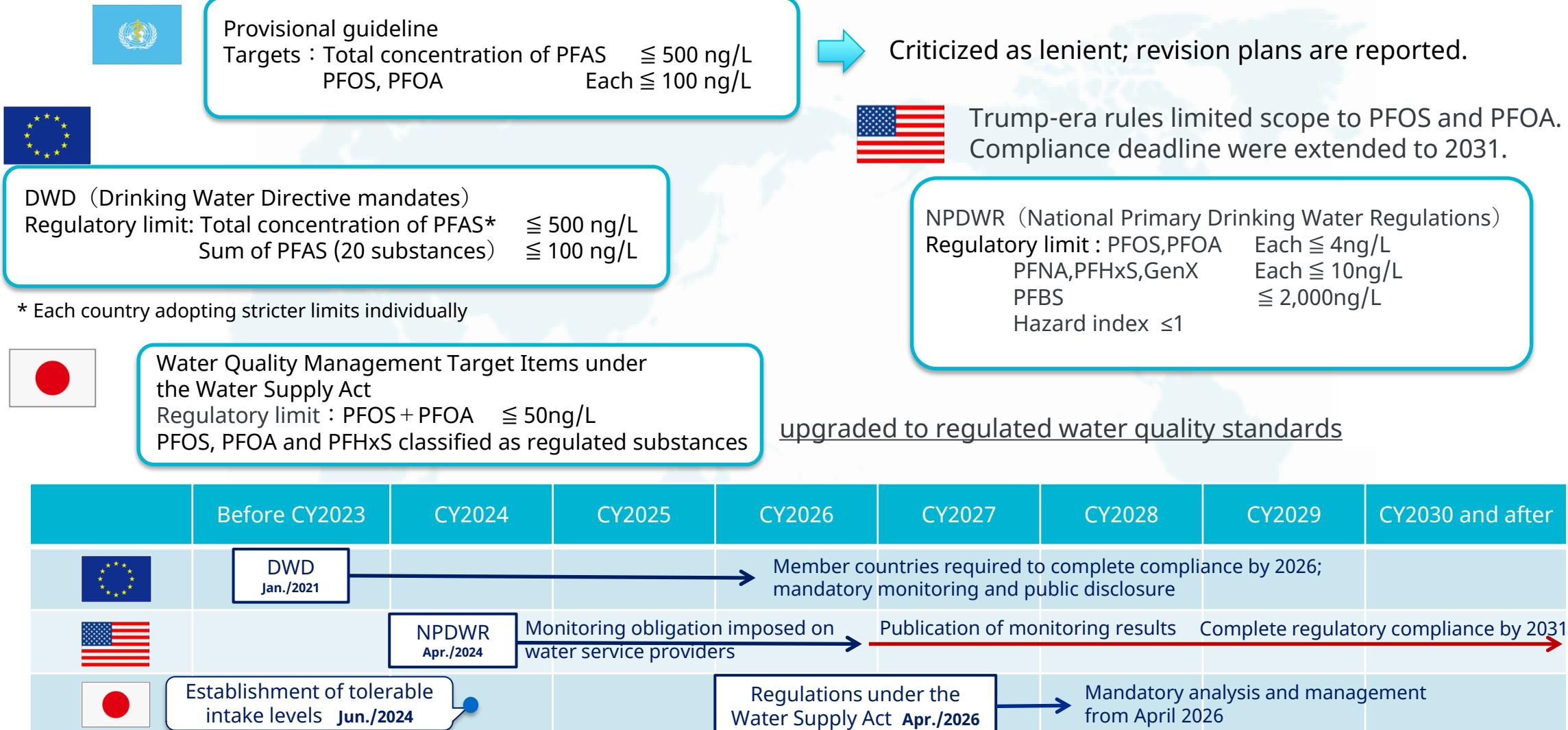
CY2019



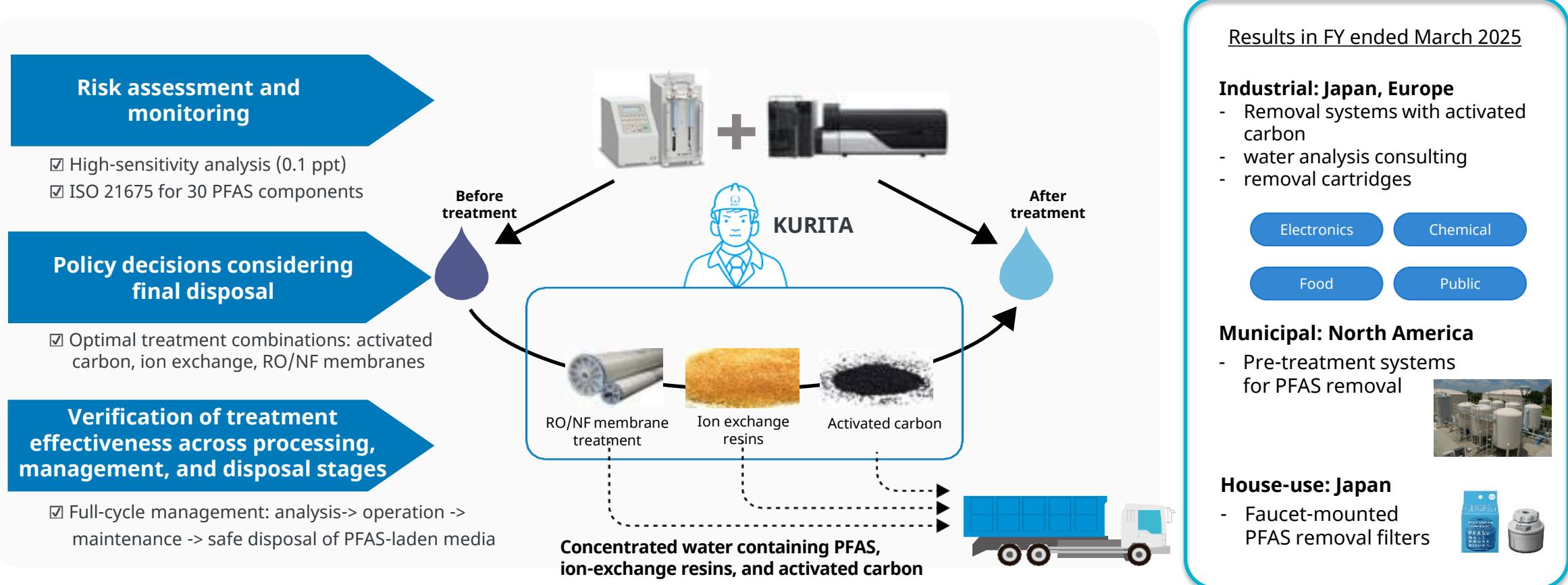
CY2022

	 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



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



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

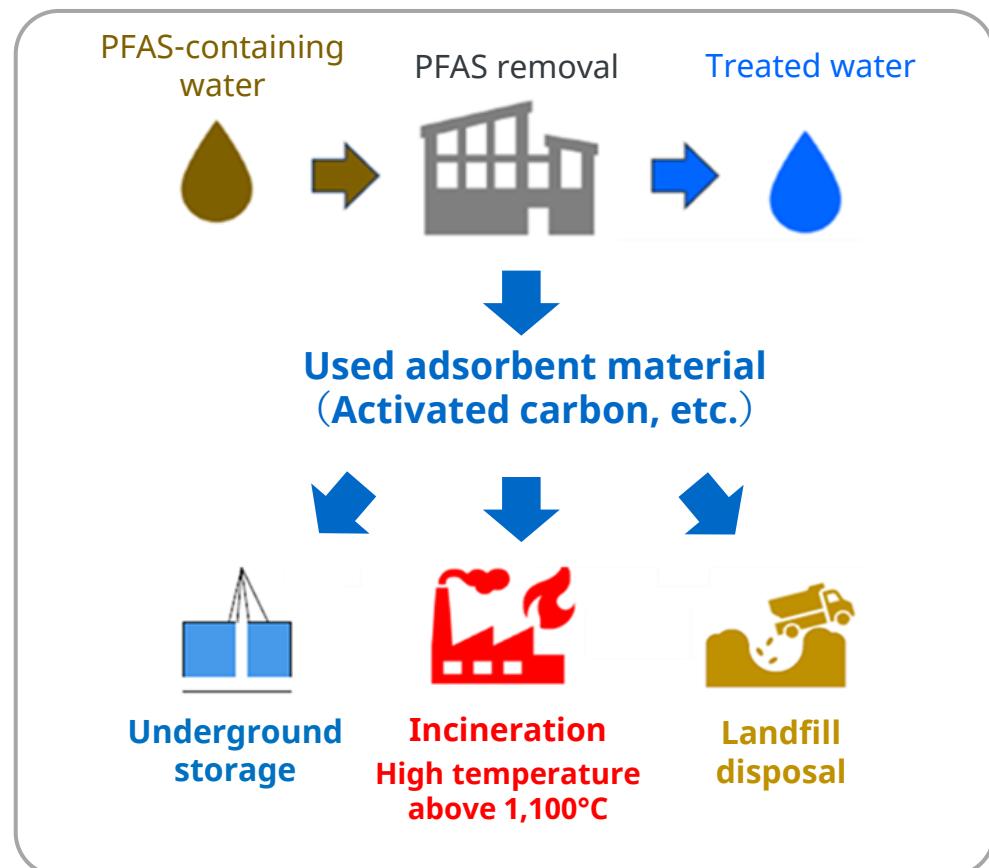
Contributing to the health of local residents

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



	To March 2018	MVP-22 April 2018 — March 2023	PSV-27 From April 2023
Organizational design	Company with the Audit & Supervisory Board		<ul style="list-style-type: none"> From June 2023 Company with a Nominating Committee, etc.
Corporate governance structure	<ul style="list-style-type: none"> 2006 Introduced the corporate officer system 2014 Appointed an independent external director 2014 Reduced the term of office of directors from two years to one year 2016 Established Nomination & Remuneration Advisory Council 2016 Started evaluating the effectiveness of the Board of Directors <ul style="list-style-type: none"> 2018 Appointed a female external director 2018 Established the Investment Committee 	<ul style="list-style-type: none"> 2019 Established the Successor Planning Committee 	<ul style="list-style-type: none"> From June 2023 Nominating Committee Audit Committee Sustainability Advisory Council
Remuneration system	<ul style="list-style-type: none"> 2009 Abolished the retirement benefit system for directors 2017 Increased the proportion of remuneration linked to consolidated results performance and introduced a performance-linked stock compensation program 2019 Revised the remuneration system for corporate officers 2022 Trialed reflecting non-financial indicators in performance evaluation standards 	<ul style="list-style-type: none"> 2023 Inclusion of non-financial indicators and TSR outcomes in performance evaluation standards for executive officers and corporate officers 2025 Added the plan achievement rate of CSV business sales as a evaluation indicator for executive officers and corporate officers 	Compensation Committee

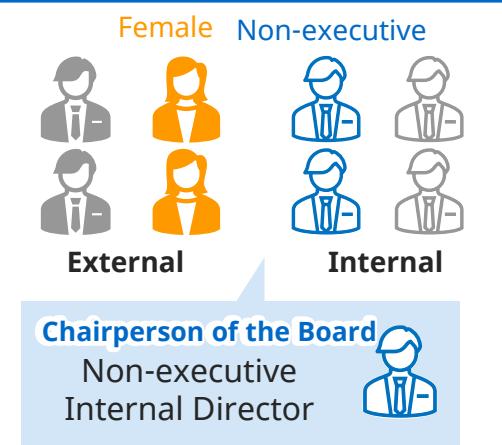
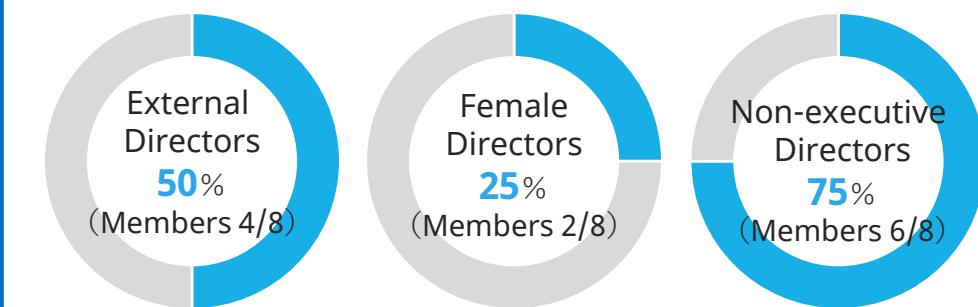
* Fiscal years ended March 31

Since 2015: Accelerated globalization through M&A in Europe and North America

Since 2023: Sustainability positioned at the core of our management strategy

Corporate Governance Structure

Composition of the Board of Directors (8 individuals)



Nominating Committee (5 individuals)



Audit Committee (3 individuals)

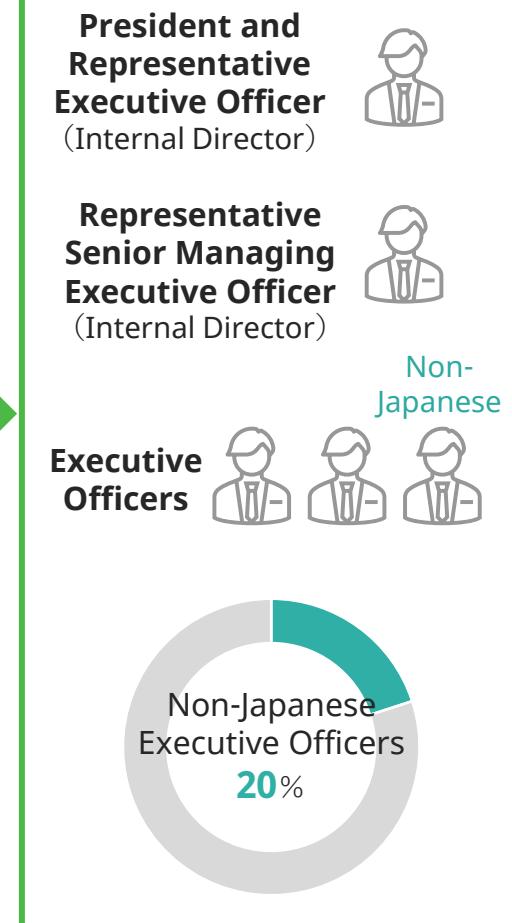


Compensation Committee (5 individuals)



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

Business Execution (5 individuals)



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

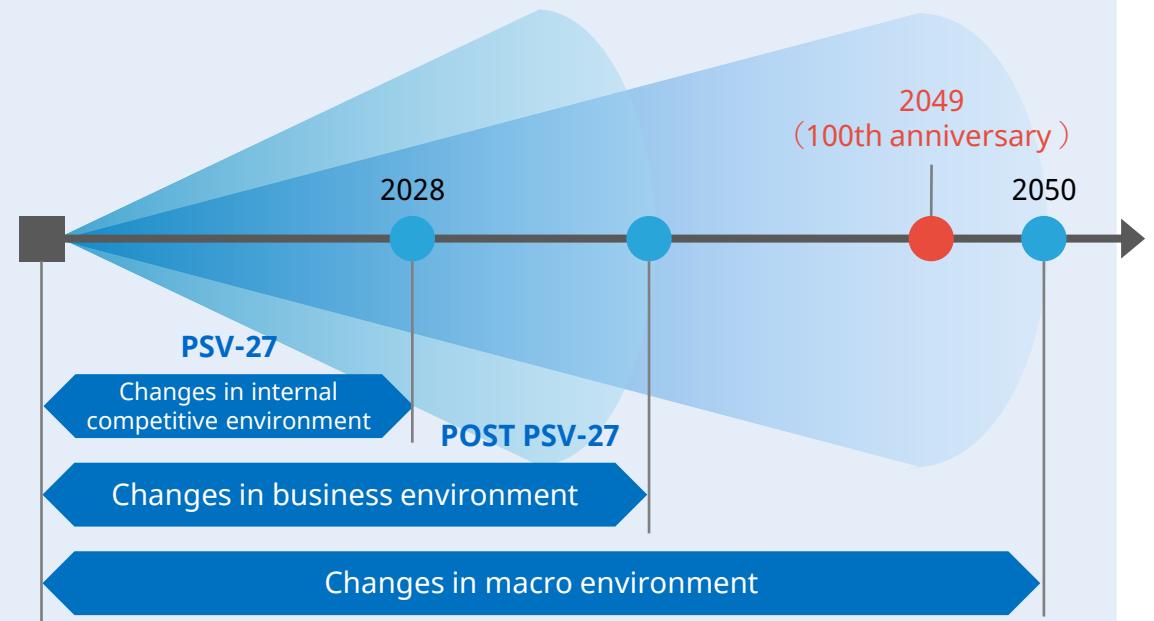
Changes in agenda items and time frame for consideration
Focusing on the Kurita Group's long-term direction

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

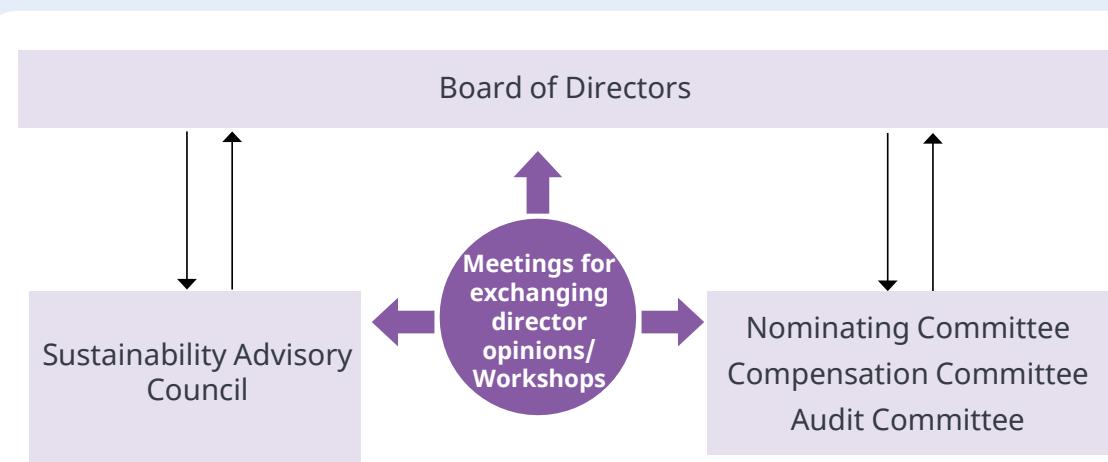
Meeting overview in FY ended March 2025	
Main topics discussed	Number of meetings
<ul style="list-style-type: none">Decisions on matters reserved for the Board, including executive appointments, based on laws and internal regulationsLong-term direction of the Kurita GroupMonitoring progress on key initiatives for PSV-27 plan achievementEvaluation and follow-up on Board effectivenessConfirmation of resolutions and reports from the Nomination, Audit, Compensation Committees, and Sustainability Advisory CouncilRevisions 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

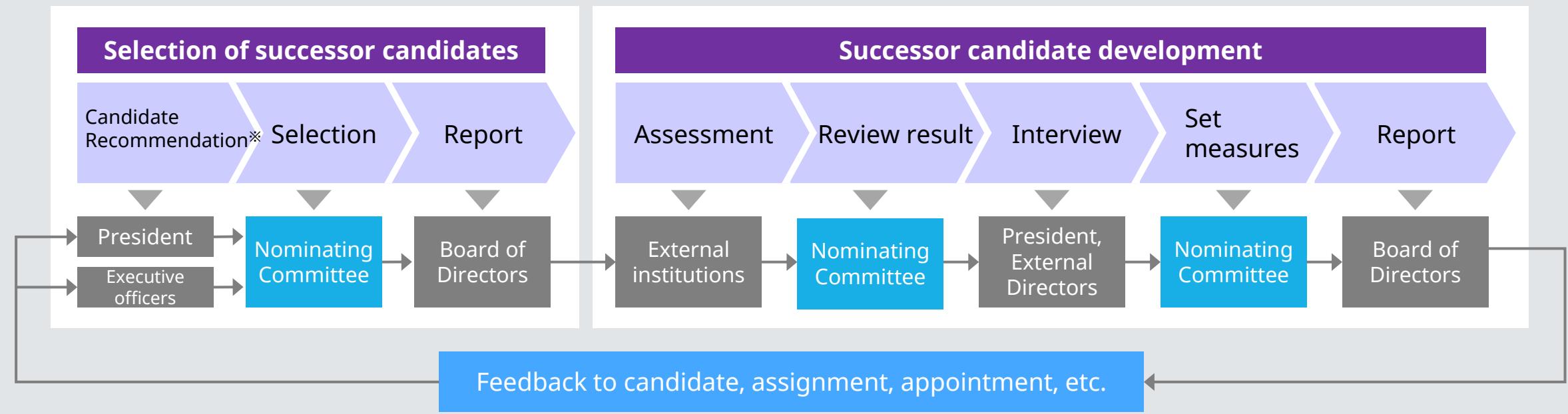
- Opinion exchange on the Group's long-term direction
- Workshop on global water business trends
- Workshop on sustainability disclosure, inviting an institutional investor

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)

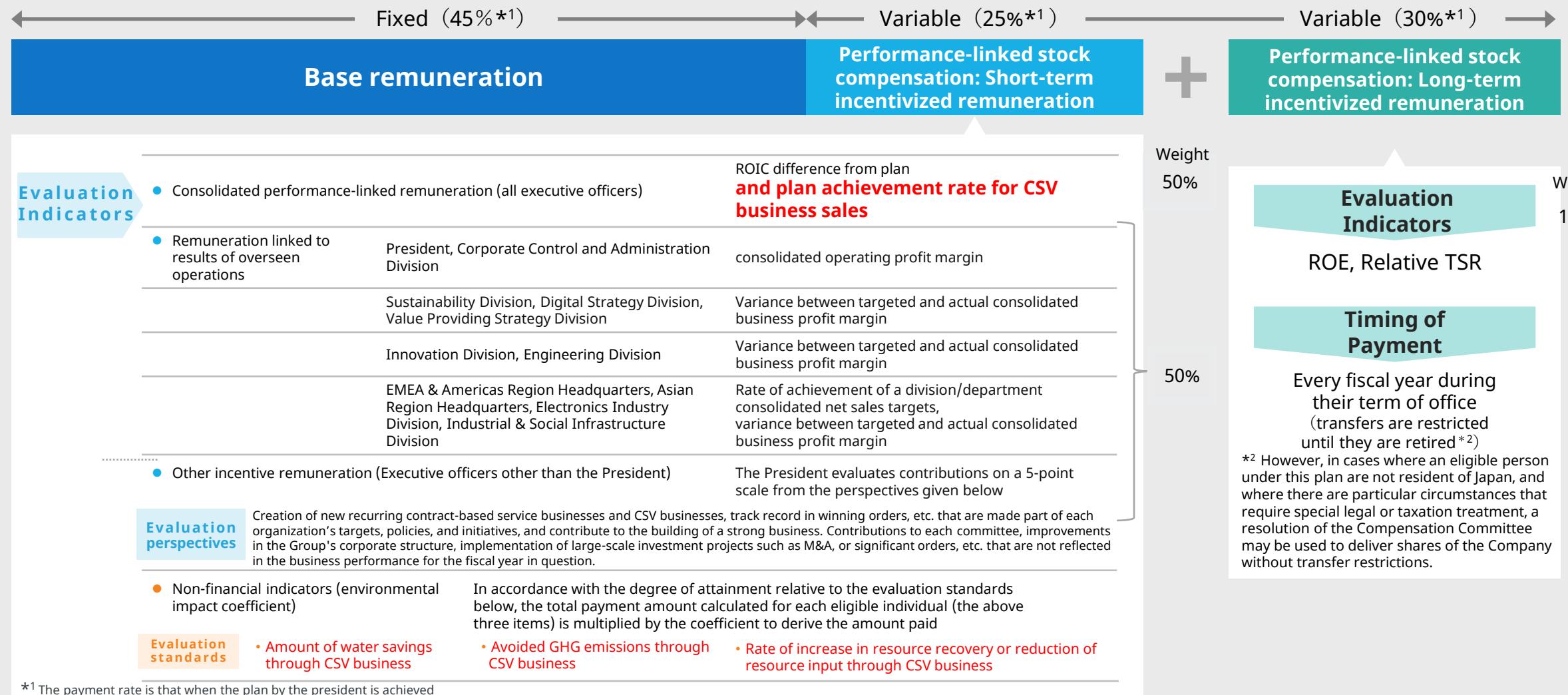


※ The president recommends candidates for the president's successor, while the president and executive officers recommend candidates for the executive officer's successor.

Remuneration system for Executive Officers



Executive Officers (including two who also serve as Directors)

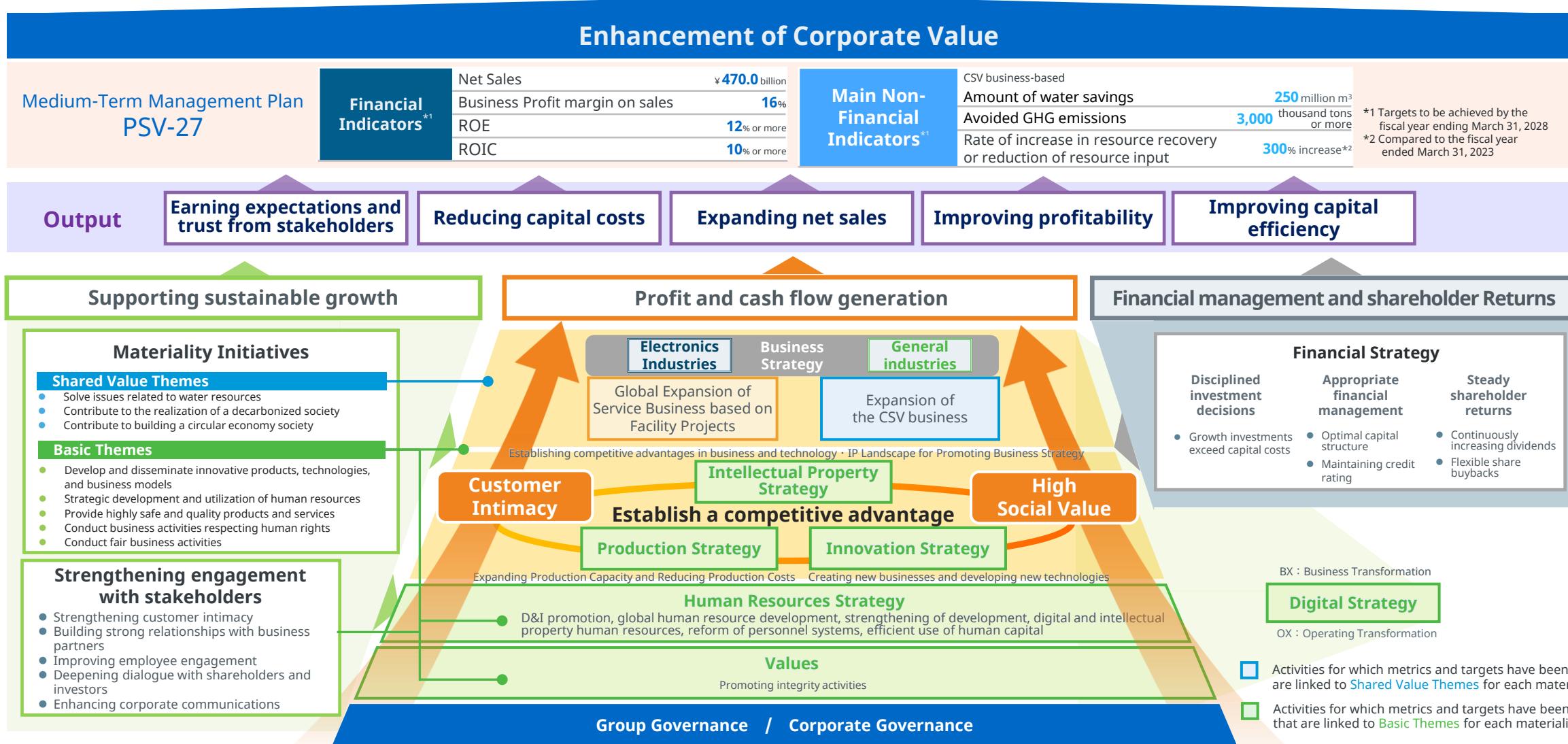


*1 The payment rate is that when the plan by the president is achieved

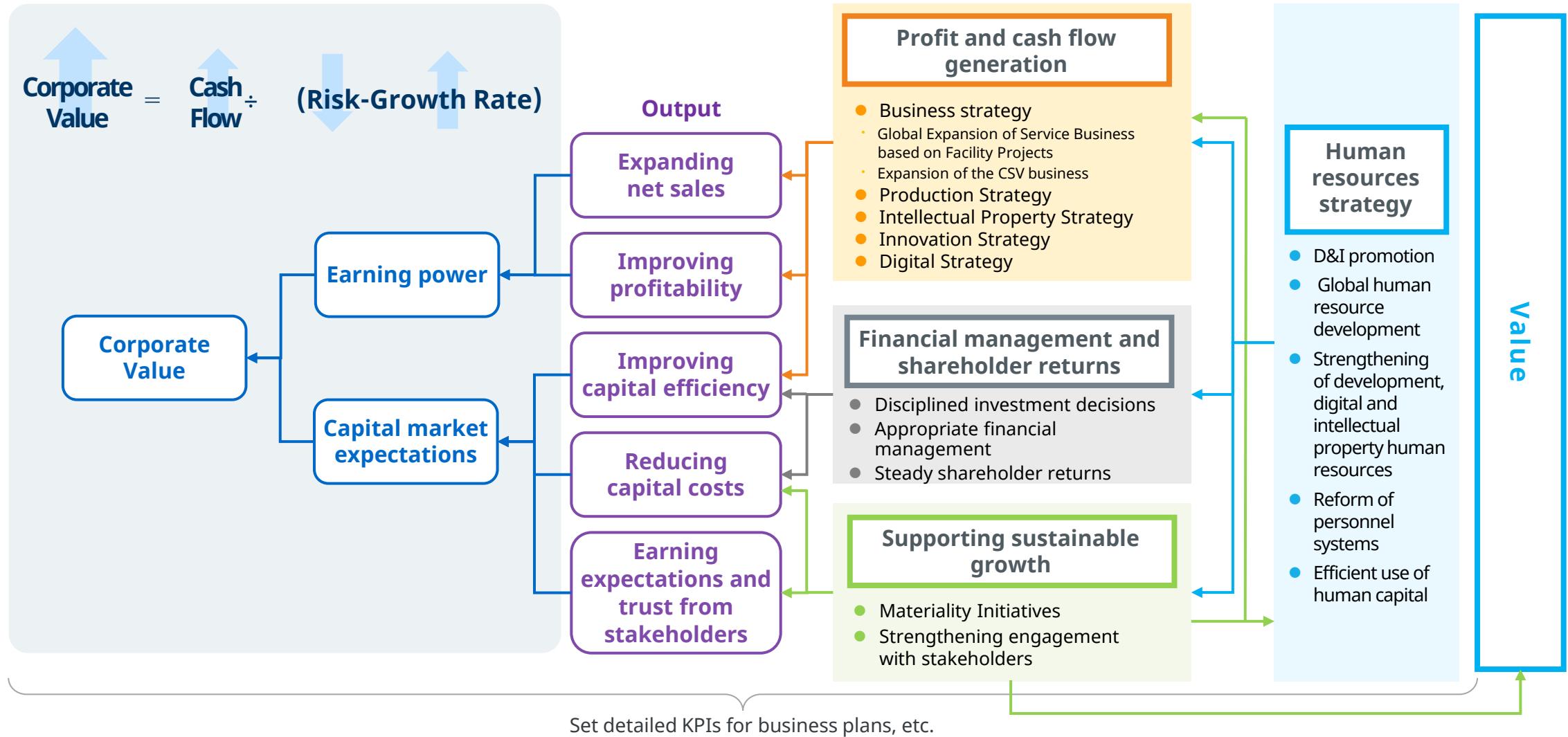
*2 However, in cases where an eligible person under this plan are not resident of Japan, and where there are particular circumstances that require special legal or taxation treatment, a resolution of the Compensation Committee may be used to deliver shares of the Company without transfer restrictions.

5 | Appendix

Value Pioneering Path



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 m³	Not Achieved (108 million m³)	150 million m³	250 million m³
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-CO₂	Achieved (1,312 thousand t-CO₂)	2,500 thousand t-CO₂*2	Meet or exceed 3,000 thousand t-CO₂*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.

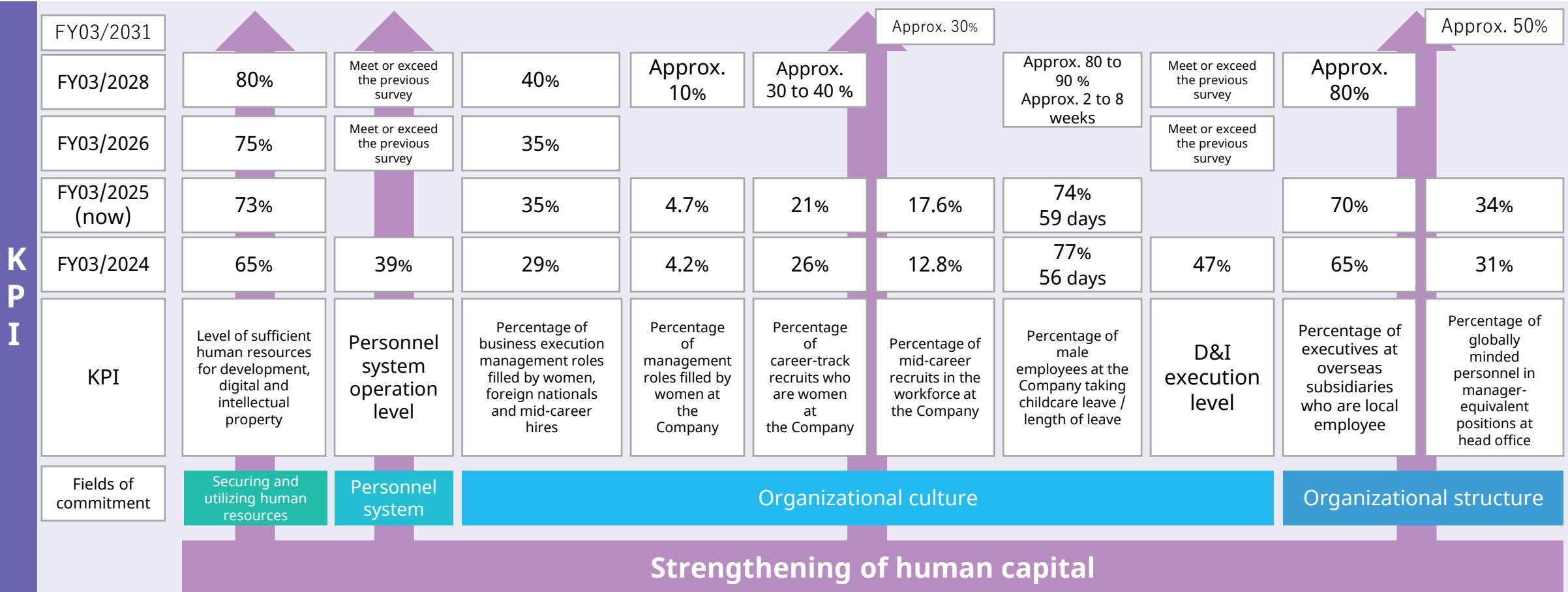
*2 Conduct surveys, etc. from the fiscal years ended March 31, 2024 to March 31 to the fiscal years ending 2026, would be prepared for establishment by the fiscal year ending March 31, 2028. After establishment, set targets related to raising awareness.

HR Strategy KGI and KPIs

K
G
I

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)



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
Supply services	Animal power					
	Animal/vegetable-derived raw Materials					
	Genetic material					
	Groundwater	Medium	Low	Low		Very low
	Surface water	Medium	Low	Low		Very low
	Degradation of pollutants			Very low		
	Pollution control			Very low		
	Climate adjustment	Very low		Very low		
	Dilution of pollutants	Low		Low		
	Disease control					
Dependent ecosystem services	Filtering/accumulation of Pollutants	Very low	Low	Low	Low	Very low
	Protection from flooding/heavy rainfall	Medium	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	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
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					

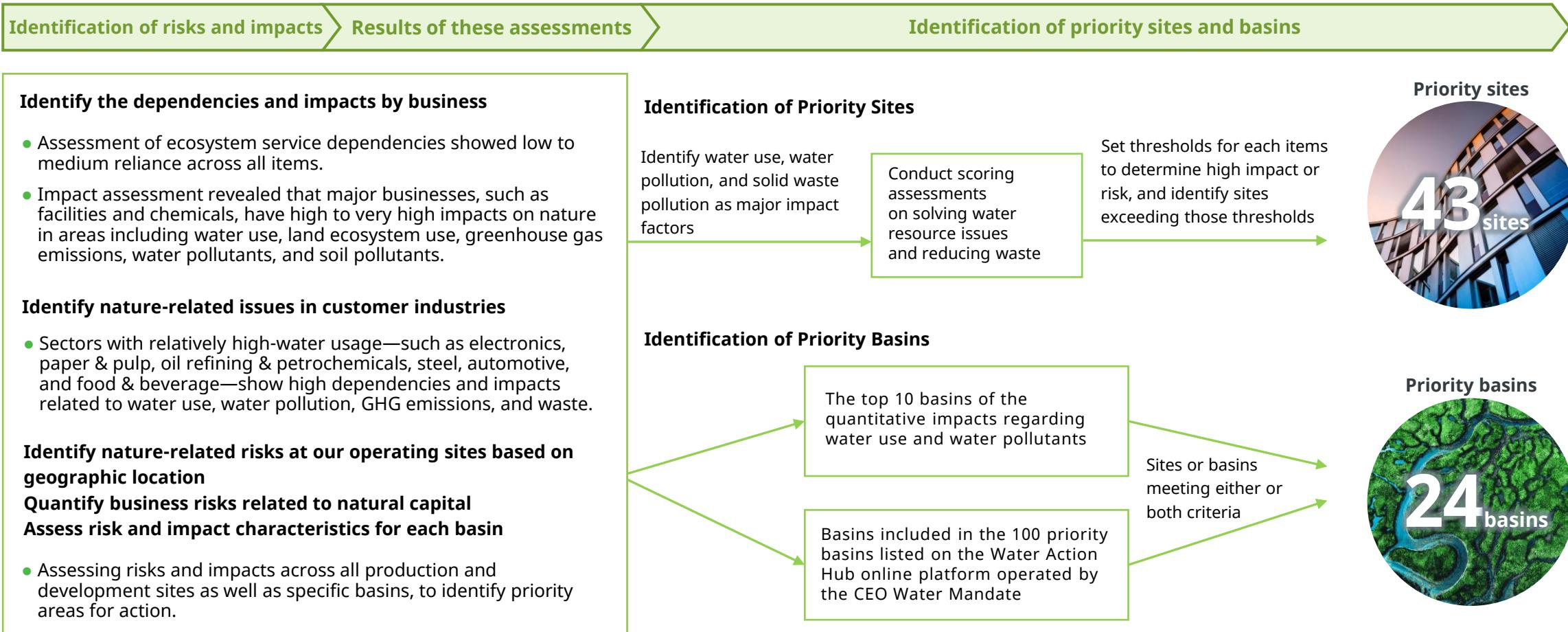
Legend

Very high
High
Medium
Low
Very low
N/A

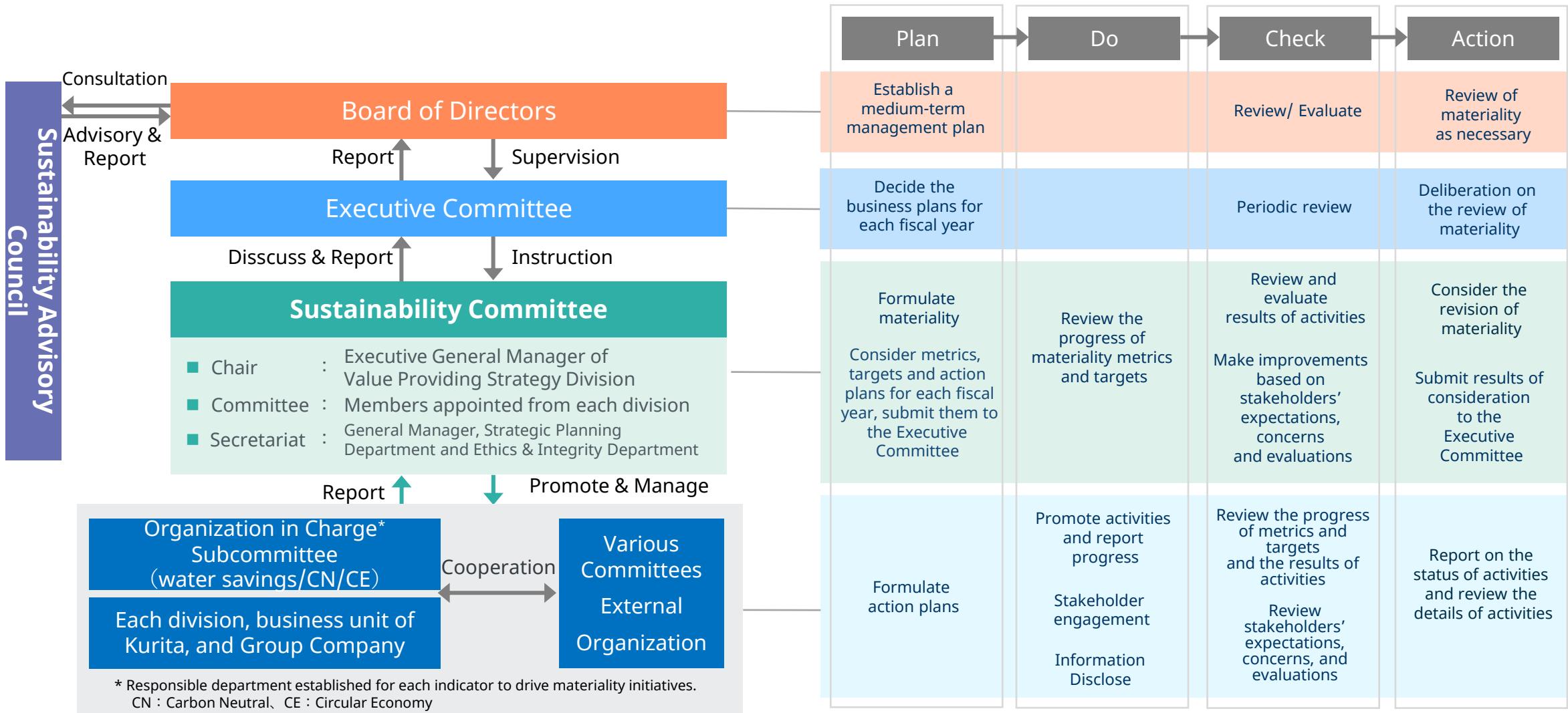
Risk and Impact Management



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

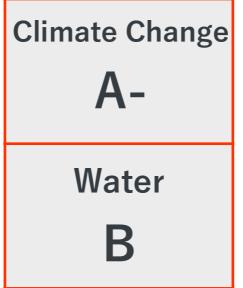


External Evaluation

Inclusion in ESG Indexes

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

Evaluation by ESG Rating Organization

ISS-ESG	CDP2025
	

Evaluation by Supplier Evaluation Organization

EcoVadis 

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