

[Translation for Reference and Convenience Purposes Only]

Please note that the following is an unofficial English translation of Japanese original text of the Notice of Convocation of the 90th Ordinary General Meeting of Shareholders of Kurita Water Industries Ltd. The Company provides this translation for reference and convenience purposes only and without any warranty as to its accuracy or otherwise. In the event of any discrepancy between this translation and the Japanese original, the latter shall prevail.

Notice of Convocation of the 90th Ordinary General Meeting of Shareholders

Kurita Water Industries Ltd.

[Translation for Reference and Convenience Purposes Only]

Dear Shareholders,

We would like to express sincere thanks to all our shareholders for the support you provide. The shareholders of Kurita Water Industries Ltd. are hereby notified of the 90th Ordinary General Meeting of Shareholders to be held on Thursday, June 25, 2026.

This notice details the agenda proposals of the General Meeting of Shareholders and provides an overview of business operations of Kurita Group in the fiscal year ended March 31, 2026. We request that you read it.

We look forward to your continued understanding and support in the future.

May 2026

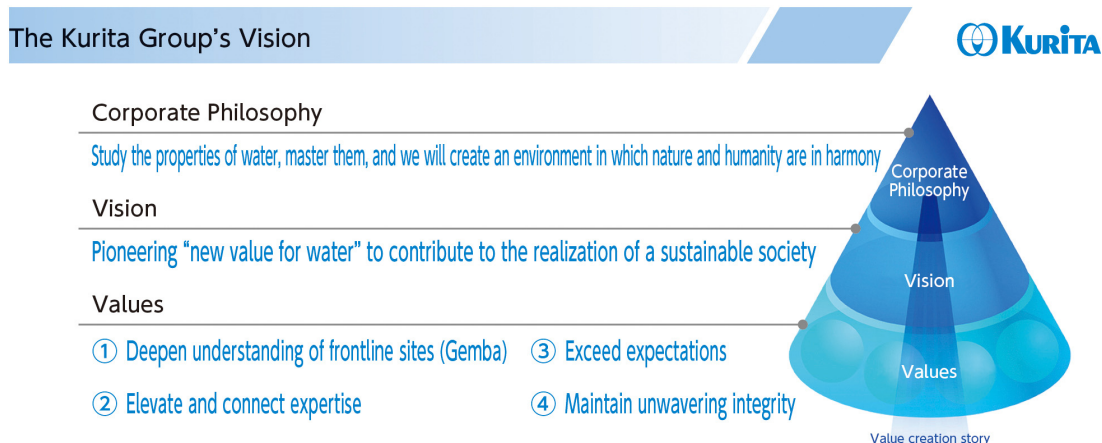
Sincerely yours,

Hirohiko Ejiri
Director, President and Representative
Executive Officer

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The Kurita Group's Vision



The Kurita Group Sustainability and Materiality

The Kurita Group defines sustainability as conducting business within natural and social systems, striving for sustainable growth while accounting for their mutual impacts, and places sustainability at the core of corporate management. The Kurita Group's Materiality refers to the priority issues for realizing the vision. It consists of three shared value themes and five basic themes, identified from sustainability-related global issues. We incorporated our materiality efforts into the strategies of the medium-term management plan "Pioneering Shared Value 2027" in an organic manner, working toward the achievement of our vision by creating shared value through both the sustainable growth of the Group and the generation of social value.

■ Kurita Group's Materiality

Shared value themes

- Solve issues related to water resources
- Contribute to the realization of a decarbonized society
- Contribute to building a circular economy society

Basic themes

- Develop and disseminate innovative products, technologies, and business models
- Strategic development and utilization of human resources
- Provide highly safe and quality products and services
- Conduct business activities respecting human rights
- Conduct fair business activities

June 5, 2026

(Electronic provision measures commencement date: May 28, 2026)

Dear Shareholders

Hirohiko Ejiri
Director, President and Representative
Executive Officer
Kurita Water Industries Ltd.
10-1, Nakano 4-chome, Nakano-ku, Tokyo

NOTICE OF CONVOCATION OF THE 90th ORDINARY GENERAL MEETING OF SHAREHOLDERS

We hereby provide notice that the 90th Ordinary General Meeting of Shareholders of Kurita Water Industries Ltd. (hereinafter the “Company”) shall be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision of information that is the content of reference documents for the general meeting of shareholders, etc. (hereinafter the “Electronic Provision Measures Matters”), and such information is posted on the Company’s website shown below as “Notice of Convocation of the 90th Ordinary General Meeting of Shareholders.” Please access the Company’s website below to confirm the information.

The Company’s website:	https://www.kurita-water.com/en/ir/shareholder/meeting/
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Electronic Provision Measures Matters are also posted on the website of Tokyo Stock Exchange (TSE), in addition to the Company’s website.

Please access the TSE website (TSE Listed Company Search) below, enter the Issue name (Kurita Water Industries) or the Code (6370) to search, and confirm the information by selecting “Basic information” and then “Documents for public inspection/PR information” in this order.

TSE website (TSE Listed Company Search):	https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
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If you do not attend the meeting in person, you can exercise your voting rights via the Internet or in writing. Please review the attached Reference Documents for the General Meeting of Shareholders described hereinafter, and exercise your voting rights, no later than 5:15 p.m. on Wednesday, June 24, 2026 (JST).

- 1. Time and Date:** 10:00 a.m., Thursday, June 25, 2026 (JST) (Reception starts at 9:00 a.m.)
 - 2. Place:** 10F Conference Room
Kurita Water Industries Ltd.
Nakano Central Park East,
10-1, Nakano 4-chome, Nakano-ku, Tokyo
 - 3. Objectives of the Meeting:**
 - Reports:**
 1. Reports on Business Report and Consolidated Financial Statements, as well as Results of the Audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit Committee for the 90th Fiscal Year (From April 1, 2025 to March 31, 2026)
 2. Reports on Non-Consolidated Financial Statements for the 90th Fiscal Year (From April 1, 2025 to March 31, 2026)
- Agenda:**
- Proposal No. 1:** Appropriation of Surplus
 - Proposal No. 2:** Election of Eight (8) Directors

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4. Other Matters Regarding the Convocation of the General Meeting of Shareholders:

- (1) Of the Electronic Provision Measures Matters, the following matters are posted on the Company's website and the TSE website in accordance with laws and regulations as well as the Company's Articles of Incorporation. Therefore, they are not described in the physical documents provided to shareholders who made requests for provision of physical documents. The Audit Committee and the Accounting Auditor audited the documents subject to audit that include following matters.
 - 1) "Main Business Locations" and "System to ensure appropriate operations and operational status" in the Business Report
 - 2) "Consolidated Statement of Changes in Equity" and "Notes to consolidated financial statements"
 - 3) "Non-consolidated Statement of Changes in Shareholders' Equity" and "Notes to non-consolidated financial statements"
- (2) If your voting rights are exercised in duplicate in writing and via the Internet, etc., the exercise of your voting rights that reaches the Company last shall be deemed valid. Provided, however, that in the event your Voting Rights Exercise Form and your exercise via the Internet, etc. reach the Company on the same date, the exercise of your voting rights via the Internet, etc. shall be deemed valid.
- (3) If there is no indication of a vote for or against a specific proposal on the returned Voting Rights Exercise Form, it shall be deemed as an indication of approval to that proposal.

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- If you attend the meeting, we request that you submit the Voting Rights Exercise Form to the reception desk at the meeting. Any persons other than the shareholders who are entitled to exercise their voting rights are not allowed to enter the place of this meeting (excluding a person who accompanies a shareholder with physical disabilities).
 - If there are any corrections to the Electronic Provision Measures Matters, such notice will be posted on the Company's website and the TSE website shown above, together with the matters before and after the corrections.
 - The result of resolution will be posted on the Company's website and disclosed through an extraordinary report after the closing of the General Meeting of Shareholders.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

1. Year-end dividends

The Company's basic policy is to pay stable dividends on an ongoing basis. Setting the target dividend payout ratio for the most recent five-year period between 30% and 50%, the Company will strive to continue increasing dividends in a well-planned manner for the long term, based on the maintenance of a stable financial position as a prerequisite.

The Company proposes that the year-end dividend for the current fiscal year be ¥56 per share, an increase of ¥10 per share from a year earlier.

The Company's annual dividend for the fiscal year under review would be ¥112 per share, including ¥56 per share distributed as an interim dividend, an increase of ¥10 per share from a year earlier, and the consolidated dividend payout ratio would be 77.1%.

(1)	Type of Property for Dividends	Cash	
(2)	Allotment of Property for Dividends and Total Amount Thereof	Dividend per common share of the Company	¥56
		Total amount of dividends	¥6,153,024,584
(3)	Effective Date of the Distribution of Surplus	June 26, 2026	

2. Other appropriation of surplus

We propose the following internal reserves to be used for investments aimed at enhancing corporate value, etc., in order to strengthen the management foundation in preparation for the development of operations in the future.

(1)	Item of surplus to be increased and its amount thereof	General reserve	¥12,000,000,000
(2)	Item of surplus to be decreased and its amount thereof	Retained earnings brought forward	¥12,000,000,000

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Proposal No. 2: Election of Eight (8) Directors

The term of office of all eight (8) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes the election of eight (8) Directors, including five (5) External Directors, in accordance with the determination of the Nominating Committee. The candidates for Directors are as follows:

No.	Name	Positions and Assignments in the Company	Record of attendances at the Board of Directors meetings	Record of attendances at the Nominating Committee meetings	Record of attendances at the Audit Committee meetings	Record of attendances at the Compensation Committee meetings	Number of years as Director (at the conclusion of this General Meeting of Shareholders)
1	Norikazu Kachi	Director Member of the Audit Committee Reappointment	100% (12/12)	—	100% (12/12)	—	1 year
2	Hirohiko Ejiri	Director President and Representative Executive Officer Member of the Nominating Committee Member of the Compensation Committee Reappointment	100% (15/15)	100% (10/10)	—	100% (5/5)	10 years
3	Kunihiro Kuse	Director Representative Managing Executive Officer Executive General Manager of Engineering Division Chief Technology Officer (CTO) New	—	—	—	—	—
4	Masahiro Miyazaki	External Director Chairperson of the Compensation Committee Member of the Nominating Committee Reappointment External Independent	100% (15/15)	100% (10/10)	—	100% (5/5)	4 years
5	Yoshiko Takayama	External Director Member of the Nominating Committee Member of the Compensation Committee Reappointment External Independent	100% (15/15)	100% (8/8)	100% (2/2)	100% (5/5)	3 years
6	Mie Matsuo	External Director Chairperson of the Audit Committee Member of the Compensation Committee Reappointment External Independent	100% (12/12)	—	100% (12/12)	100% (4/4)	1 year
7	Shigenao Ishiguro	— — New External Independent	—	—	—	—	—
8	Kuniko Torayama	— — New External Independent	—	—	—	—	—

- Notes: 1. The attendance records of the Board of Directors meetings and Audit Committee meetings for Norikazu Kachi indicate his attendance after he assumed office as Director on June 25, 2025.
2. The attendance records of the Nominating Committee meetings for Yoshiko Takayama indicate her attendance after she assumed office as a member of the Nominating Committee on June 25, 2025. In addition, as she retired as a member of the Audit Committee on the same date, her attendance records of the Audit Committee meetings before her retirement are also indicated.
3. The attendance records of the Board of Directors meetings and each committee meeting for Mie Matsuo indicate her attendance after she assumed office as Director on June 25, 2025.

New

New candidates for Director

Reappointment

Candidates for reappointment as Director

External

Candidates for External Director

Independent

Independent Director as set forth under regulations of the Tokyo Stock Exchange, Inc.


Skills matrix (Note)								
Name	Corporate governance and management			Leveraging diversity ▶ Making full use of water knowledge ▶ Creating social value				
	Corporate management	Finance and accounting	Legal and HR management	Global management	Understanding and solving issues on site	R&D, technology, and engineering	DX	Sustainability
Norikazu Kachi	•	•		•				
Hirohiko Ejiri	•			•	•	•	•	•
Kunihiro Kuse	•			•	•	•	•	
Masahiro Miyazaki	•	•	•	•	•		•	
Yoshiko Takayama	•	•		•				•
Mie Matsuo	•	•		•			•	
Shigenao Ishiguro	•			•	•	•		
Kuniko Torayama	•		•	•				•


• indicates areas of strength among the knowledge and experience possessed by each Director.

(Note) Towards realizing the corporate philosophy, the skills set out on the skills matrix comprise the knowledge, experience, and capabilities necessary based on the Company's management strategies, such as the Group's value creation story and medium-term management plan. The skills are broadly classified into two categories. One is corporate governance and management, with three essential basic elements set as skills : corporate management, finance and accounting, and legal and HR management. The other category is creation of shared value with society through the provision of solutions driven by "water knowledge," obtained by leveraging the diversity including human resources. To promote this initiative, we have set five skills: global management, understanding and solving issues on site, R&D, technology, and engineering, DX, and sustainability. The Company believes that these eight skills should be possessed by our Board of Directors to oversee management. Please note that we will partially change the skills from the structure following the conclusion of this General Meeting of Shareholders.

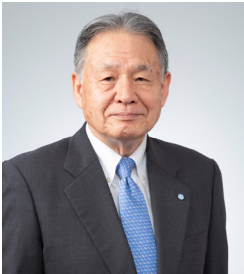
<Skills and reason for selection>


High-level concepts	Skills	Reason for selection
Corporate governance and management	Corporate management Finance and accounting Legal and HR management	These are regarded as the skills, knowledge, and experience that provide a foundation for conducting management oversight.
Leveraging diversity ▼ Making full use of water knowledge ▼ Creating social value	Global management	To accelerate global business development, the Kurita Group is working to speed up the development of products and services tailored to local and regional market characteristics. The category “Global management” represents a level of response capabilities based on international experience and understanding of these regions and countries. We see it as one of the essential elements in cultivating the “diverse points of contact with sites” that constitute a source of the Group’s competitive advantage. We also believe that diversity in human resources is the foundation for generating innovation and the driving force for value creation that leads to sustainable growth, and we consider it important to leverage this diversity. “Global management” has been selected as a skill category for Board oversight of management because we consider response capabilities based on a deep knowledge of global markets as essential for developing business globally and increasing corporate value.
	Understanding and solving issues on site	The Kurita Group delivers solutions addressing water-related issues at the sites of various customers worldwide. At “diverse points of contact with sites,” we engage seriously with customers’ issues, utilizing our “water knowledge” in the form of accumulated information and data to create proprietary and innovative solutions. We see this as the source of shared value creation with customers and society. This area has been selected as a skill category for Board oversight of management because we value having a deep understanding of the points of contact with customer sites as a source of value creation, alongside extensive experience of addressing such issues. This skill category may be applicable to even External Directors on condition that he or she has a deep knowledge of the “site” matters, such as manufacturing processes and utilities of the Group’s customers.
	R&D, technology, and engineering	The Kurita Group combines technology and expertise acquired from various business domains to create new products, services, and technologies. Amid significant recent changes in the external environment, we work on reviewing our methods to deliver product, service, and technology that also emphasize value in customer business continuity and improving our cost competitiveness and production capacity by reviewing the procurement and production set-up. Because we see strengthening of development, technology, and production as a key platform for creating and providing solutions, this area has been selected as a skill category for Board oversight of management.
	Digital Transformation (DX)	The Kurita Group aims to achieve digital transformation (DX) by utilizing digital technology to change business processes and to transform business models. “DX” has been selected as a skill category for Board oversight of management since we consider it a priority for the deployment of digital tools, AI, and IoT, and for the utilization of information and data collected from diverse customer sites as “water knowledge,” resulting in creation of innovative shared value with customers and society.
	Sustainability	The Kurita Group’s corporate vision for 2030 is “Pioneering ‘new value for water’ to contribute to the realization of a sustainable society.” We consider that corporate activities are positioned in the natural environment and social system, and we are aiming to achieve sustainable growth based on the interaction of them, with sustainability underpinning our management. The key issues for achieving this vision are set forth in the “Kurita Group’s Materiality,” which comprises three shared value themes chosen from global issues related to sustainability: “Solve issues related to water resources,” “Contribute to the realization of a decarbonized society” and “Contribute to building a circular economy society,” and five basic themes that support efforts to achieve them: “Develop and disseminate innovative products, technologies, and business models,” “Strategic development and utilization of human resources,” “Provide highly safe and quality products and services,” “Conduct business activities respecting human rights” and “Conduct fair business activities.” With indices and targets set, we are working on these themes. “Sustainability” is a core of the Group’s management and has been selected as a skill category for Board oversight of management.

Candidate No. 1	Norikazu Kachi	Date of birth May 4, 1962 64 years old Male	Reappointment
 <p>Number of the shares of the Company held 4,900 shares</p> <p>Number of years as Director 1 year (at the conclusion of this General Meeting of Shareholders)</p> <p>Record of attendances at the Board of Directors meetings 100% (12/12)</p> <p>Record of attendances at the Audit Committee meetings 100% (12/12)</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>May 2018 Joined Kurita Water Industries Ltd.</p> <p>Apr. 2019 General Manager of International Finance Control Department, Corporate Control and Administration Division</p> <p>Aug. 2019 General Manager of International Finance Control Department, Corporate Control and Administration Division and North America Integration Management Office</p> <p>Apr. 2020 General Manager of International Finance Control Department, Corporate Control and Administration Division</p> <p>Apr. 2021 General Manager of Corporate Finance Department, Corporate Control and Administration Division</p> <p>Jul. 2021 Deputy Executive General Manager of Corporate Control and Administration Division and General Manager of Corporate Finance Department, Corporate Control and Administration Division</p> <p>Apr. 2022 Corporate Officer, and Deputy Executive General Manager of Corporate Control and Administration Division of the Company</p> <p>Jun. 2025 Director of the Company (Current Position)</p> <p>Significant positions concurrently held</p> <p>None</p> <p>Reasons for deciding to make him a candidate for Director</p> <p>Mr. Norikazu Kachi has high expertise through job experience in the areas of finance, accounting, and auditing at business companies and audit corporations, as well as diverse experiences such as working overseas and managing subsidiaries.</p> <p>At the Company, as Deputy Executive General Manager of Corporate Control and Administration Division from 2021, he has managed the Group's finance and accounting functions and formulated and steadily promoted financial strategies of the Group. In addition, as Deputy Executive General Manager of Corporate Control and Administration Division and chairperson of the Investment Committee from 2022, he has strictly examined investment and financing matters.</p> <p>Since assuming office as Director in 2025, he has actively verified financial and growth strategies at Board of Directors meetings, while fully fulfilling his responsibilities as a member of the Audit Committee by leveraging his expertise.</p> <p>The Company believes that he can contribute to strengthening the supervisory function of the Board of Directors as its chairperson by making objective and rational judgments from both internal and external perspectives. The Company has therefore nominated him as a candidate for Director.</p>		


Candidate No. 2	Hirohiko Ejiri	Date of birth October 6, 1962 63 years old Male	Reappointment
 <p>Number of the shares of the Company held 30,000 shares</p> <p>Number of years as Director 10 years (at the conclusion of this General Meeting of Shareholders)</p> <p>Record of attendances at the Board of Directors meetings 100% (15/15)</p> <p>Record of attendances at the Nominating Committee meetings*1 100% (10/10)</p> <p>Record of attendances at the Compensation Committee meetings 100% (5/5)</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>Apr. 1985 Joined Kurita Water Industries Ltd.</p> <p>Apr. 2005 President of Kurita Europe GmbH</p> <p>Apr. 2011 General Manager of Sales Department for Heavy Industries, Group II, Chemicals Division</p> <p>Jun. 2013 General Manager of Business Management Department, Chemicals Division</p> <p>Apr. 2014 Corporate Officer of the Company</p> <p>Jun. 2014 Senior General Manager of Sales Group I, Chemicals Division</p> <p>Apr. 2016 Executive General Manager of Corporate Planning Division</p> <p>Jun. 2016 Director of the Company (Current Position)</p> <p>Apr. 2018 Executive General Manager of Engineering Division</p> <p>Apr. 2019 Managing Director of the Company</p> <p>Apr. 2020 Executive General Manager of Engineering Division and Chief Business Officer for Facilities Operation</p> <p>Jun. 2021 Executive Senior Managing Director and Representative Director of the Company</p> <p>Apr. 2022 Executive General Manager of Japan Sales Business Division and Chief Business Officer for Chemical Operation</p> <p>Apr. 2023 President and Representative Director of the Company</p> <p>Jun. 2023 President and Representative Executive Officer of the Company (Current Position)</p> <p>Significant positions concurrently held None</p> <p>Reasons for deciding to make him a candidate for Director Mr. Hirohiko Ejiri has considerable insight in the market and onsite operations accumulated through his years of experience at the sales departments of the Water Treatment Chemicals business. After his assumption of office of Director in 2016, he led the initiative for expansion of the Kurita Group's business fields and transformation of revenue structure, as well as transformation of the production structure including utilization of DX. He assumed the office of President and Representative Executive Officer in 2023, and has led construction of a strong business foundation, and creation of solutions that generate shared value with society, and new businesses, toward the achievement of the medium-term management plan. Having this candidate, who is well-versed in the Water Treatment business, double as a Director would continue to contribute to strengthening the supervisory function of the Company's Board of Directors, while enabling the status of business execution to be shared in an appropriate manner, and he also fulfills his responsibilities adequately as the member of the Nominating and Compensation Committees. The Company has therefore nominated him as a candidate for Director.</p>		


Candidate No. 3	Kunihiro Kuse	Date of birth March 20, 1970 56 years old Male	<div style="border: 1px solid black; padding: 2px; display: inline-block;">New</div>
 <p>Number of the shares of the Company held 19,400 shares</p> <p>Number of years as Director —</p> <p>Record of attendances at the Board of Directors meetings —</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>Apr. 1992 Joined Kurita Water Industries Ltd.</p> <p>Apr. 2013 General Manager of Engineering Department II, Engineering Group, Facilities Production Division</p> <p>Apr. 2015 Senior General Manager of Global Facilities Group, Facilities Division</p> <p>Apr. 2017 Senior General Manager of Engineering Group, Global Business Division</p> <p>Apr. 2018 Corporate Officer of the Company</p> <p>Apr. 2022 Senior General Manager of Engineering Group I, Engineering Division</p> <p>Apr. 2023 Executive General Manager of Engineering Division (Current Position)</p> <p>Jun. 2023 Executive Officer of the Company</p> <p>Apr. 2024 Chief Technology Officer (CTO) of the Company (Current Position)</p> <p>Apr. 2026 Representative Managing Executive Officer of the Company (Current Position)</p> <p>Significant positions concurrently held None</p> <p>Reasons for deciding to make him a candidate for Director</p> <p>Mr. Kunihiro Kuse has a wealth of experience in the production division of the water treatment facilities business, as well as high expertise in the design of water treatment facilities in Japan and overseas. Since assuming office as Corporate Officer in 2018, he has worked to strengthen the production functions of the water treatment facilities business. Since 2023, as Executive General Manager of Engineering Division, he has been driving the reinforcement of the global production structure, including the supply chain. Furthermore, he assumed office as Executive Officer in 2023 and as Chief Technology Officer (CTO) in 2024, and from 2026, he has taken on the role of Representative Managing Executive Officer, overseeing research and development, technology, and production across the entire Group.</p> <p>The Company believes that having the CTO, one of the key positions in the Kurita Group, concurrently serve as a Director will facilitate appropriate sharing of information regarding the execution of operations, and will contribute to high-quality discussions and the strengthening of the supervisory function of the Board of Directors. The Company has therefore nominated him as a candidate for Director.</p>		


Candidate No. 4	Masahiro Miyazaki	Date of birth April 13, 1954 72 years old Male	<input type="checkbox"/> Reappointment <input checked="" type="checkbox"/> External <input checked="" type="checkbox"/> Independent
 <p>Number of the shares of the Company held 1,700 shares</p> <p>Number of years as Director 4 years (at the conclusion of this General Meeting of Shareholders)</p> <p>Record of attendances at the Board of Directors meetings 100% (15/15)</p> <p>Record of attendances at the Nominating Committee meetings 100% (10/10)</p> <p>Record of attendances at the Compensation Committee meetings 100% (5/5)</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>Apr. 1977 Joined Nissei Sangyo Co., Ltd. (current Hitachi High-Tech Corporation)</p> <p>Apr. 2007 Executive Officer, General Manager, Regional Branch Office for West Japan Area and Kansai Branch Office of Hitachi High-Technologies Corporation (current Hitachi High-Tech Corporation)</p> <p>Apr. 2010 President & CEO of Hitachi High-Technologies America, Inc. (current Hitachi High-Tech America, Inc.)</p> <p>Apr. 2014 Senior Vice President and Executive Officer, General Manager of Corporate Strategy Division of Hitachi High-Technologies Corporation (current Hitachi High-Tech Corporation)</p> <p>Apr. 2015 Representative Executive Officer, President and Chief Executive Officer of Hitachi High-Technologies Corporation (current Hitachi High-Tech Corporation)</p> <p>Jun. 2015 Representative Executive Officer, President and Chief Executive Officer and Director of Hitachi High-Technologies Corporation (current Hitachi High-Tech Corporation)</p> <p>Apr. 2021 Advisor of Hitachi High-Tech Corporation</p> <p>Jun. 2022 External Director of the Company (Current Position)</p> <p>Jun. 2023 Outside Director of Astellas Pharma Inc. (Current Position)</p> <p>Significant positions concurrently held</p> <p>Outside Director of Astellas Pharma Inc.</p> <p>Reasons for deciding to make him a candidate for External Director and a summary of expected roles</p> <p>Mr. Masahiro Miyazaki has held important positions such as a Representative Executive Officer and President and Chief Executive Officer at corporate groups with global operations mainly in the electronics industry, both in Japan and overseas. Based on this experience, he has actively expressed his opinions at the Board of Directors on growth strategies, capital management policy, and employee engagement, considering appropriate risk-taking from a medium- to long-term perspective. He also has appropriately conducted discussions and deliberations on performance evaluation and remuneration details for Officers as a Chairperson of the Compensation Committee. The Company believes that by continuing to leverage his extensive experience in corporate management and global business, and by newly taking on the role of Lead Independent External Director and supporting the Board chairperson in managing meeting proceedings and facilitating dialogue with management and stakeholders such as shareholders, he is an individual capable of continuously increasing the rationality and transparency of the Kurita Group's management and strengthening the supervisory function of the Board of Directors from an outside perspective, and therefore nominated him as a candidate for External Director.</p> <p>Notes concerning the candidate for External Director</p> <ul style="list-style-type: none"> ● There were no transactions between the Company and Astellas Pharma Inc., at which Mr. Miyazaki serves as Outside Director. ● The Company has entered into an agreement with Mr. Miyazaki that limits liability for damages stipulated in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of the Articles of Incorporation thereof based on the provisions of Paragraph 1, Article 427 of the Act. The amount stipulated in Paragraph 1, Article 425 of the Act has been set as the maximum liability for damages based on this agreement. The Company intends to continue this agreement in case this proposal is approved and adopted at this meeting and Mr. Miyazaki is reappointed as an External Director of the Company. ● The Company has notified the Tokyo Stock Exchange, Inc. of the appointment of Mr. Miyazaki as an Independent Director as set forth under regulations thereof. 		

Candidate No. 5	Yoshiko Takayama	Date of birth August 9, 1956 69 years old Female	<input type="checkbox"/> Reappointment <input checked="" type="checkbox"/> External <input type="checkbox"/> Independent
	Brief personal history, positions and assignments in the Company		
Number of the shares of the Company held 500 shares	Apr. 1980 Joined Bank of America N.A. Dec. 1990 Vice President of Merrill Lynch & Co., Inc. Dec. 1997 Senior manager of Thomson Financial Investor Relations Dec. 1998 Asia-Pacific Regional Director of Thomson Financial Investor Relations Jun. 2001 Managing Director of J-Eurus IR Co., Ltd. Mar. 2003 Managing Director/Board Member of J-Eurus IR Co., Ltd Jun. 2010 Governor of International Corporate Governance Network Oct. 2010 Director of Japan Corporate Governance Network (Current Position) Jun. 2015 Outside Director of AUTOBACS SEVEN Co., Ltd. Sep. 2015 Member of the Council of Experts Concerning the Follow-up of Japan's Stewardship Code and Japan's Corporate Governance Code of Financial Services Agency and Tokyo Stock Exchange, Inc. (Current Position) Oct. 2015 Representative Director of Japan Board Review Co., Ltd. Jan. 2022 Committee member representing Japan, ISO/PC 337, Guidelines for the promotion and implementation of gender equality, Japanese Standards Association Apr. 2023 Vice Chairperson of J-Eurus IR Co., Ltd. (Current Position) Apr. 2023 Director of Japan Board Review Co., Ltd. Jun. 2023 External Director of the Company (Current Position) Jul. 2023 Representative Director of Japan Board Review Co., Ltd. (Current Position) Aug. 2023 External Member of the Governance Council of Ernst & Young ShinNihon LLC (Current Position) Jul. 2025 Member of the "Committee for Studying Scoring Criteria for Selecting Enterprises as Nadeshiko Brands" operated by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, FY2025		
Number of years as Director 3 years (at the conclusion of this General Meeting of Shareholders)			
Record of attendances at the Board of Directors meetings 100% (15/15)			
Record of attendances at the Nominating Committee meetings 100% (8/8)			
Record of attendances at the Audit Committee meetings 100% (2/2)			
Record of attendances at the Compensation Committee meetings 100% (5/5)	Significant positions concurrently held Director of Japan Corporate Governance Network Vice Chairperson of J-Eurus IR Co., Ltd. Representative Director of Japan Board Review Co., Ltd. External Member of the Governance Council of Ernst & Young ShinNihon LLC		

	<p>Reasons for deciding to make her a candidate for External Director and a summary of expected roles</p> <p>Ms. Yoshiko Takayama has high expertise related to corporate governance, in addition to abundant experience and skills in the field of Investor Relations at international companies. She has actively expressed her opinions on engagement with capital markets, the role of governance, and growth strategy based on the latest trends of capital markets and corporate governance at the Board of Directors. She also identified issues for increasing corporate value and submitted reports to the Board of Directors, through appropriate discussions and deliberations on initiatives for materiality as a Chairperson of the Sustainability Advisory Council, while explaining sustainability management to stakeholders. The Company believes that she is an individual capable of continuously increasing the rationality and transparency of the Kurita Group's management and strengthening the supervisory function of the Board of Directors by utilizing her extensive insight backed by management experience at several companies. The Company has therefore nominated her as a candidate for External Director.</p> <p>Notes concerning the candidate for External Director</p> <ul style="list-style-type: none">● Ms. Yoshiko Takayama serves as Director of Japan Corporate Governance Network, which is one of the business partners to the Company. However, because the transaction value with Japan Corporate Governance Network is less than 0.1% of consolidated net sales of the Company, it does not fall under a major customer. There were no transactions between the Company and J-Eurus IR Co., Ltd., at which Ms. Takayama serves as Vice Chairperson, Japan Board Review Co., Ltd., at which she serves as Representative Director, and Ernst & Young ShinNihon LLC, at which she serves as External Member of the Governance Council, respectively.● The Company has entered into an agreement with Ms. Takayama that limits liability for damages stipulated in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of the Articles of Incorporation thereof based on the provisions of Paragraph 1, Article 427 of the Act. The amount stipulated in Paragraph 1, Article 425 of the Act has been set as the maximum liability for damages based on this agreement. The Company intends to continue this agreement in case this proposal is approved and adopted at this meeting and Ms. Takayama is reappointed as an External Director of the Company.● The Company has notified the Tokyo Stock Exchange, Inc. of the appointment of Ms. Takayama as an Independent Director as set forth under regulations thereof.
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Candidate No. 6	Mie Matsuo	Date of birth October 17, 1964 61 years old Female	<input type="checkbox"/> Reappointment <input checked="" type="checkbox"/> External <input type="checkbox"/> Independent
 <p>Number of the shares of the Company held 100 shares</p> <p>Number of years as Director 1 year (at the conclusion of this General Meeting of Shareholders)</p> <p>Record of attendances at the Board of Directors meetings 100% (12/12)</p> <p>Record of attendances at the Audit Committee meetings 100% (12/12)</p> <p>Record of attendances at the Compensation Committee meetings 100% (4/4)</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>Apr. 1987 Joined IBM Japan, Ltd. Apr. 1997 Joined Tohmatsu & Co. (current Deloitte Touche Tohmatsu LLC) Mar. 2000 Joined Konami Hawaii Ltd. (Chief Administrative Officer) Dec. 2001 Joined IBM Japan, Ltd. Jul. 2009 Vice President of IBM Business Consulting Services KK Apr. 2010 Partner, Global Business Services of IBM Japan, Ltd. Jan. 2018 Vice President, Global Business Services of IBM Japan, Ltd. Jan. 2019 Managing Partner, Asia Pacific Global Business Services of IBM Global Services Pte. Ltd. Jan. 2021 Managing Partner, Global Business Services of IBM Japan, Ltd. Apr. 2022 Managing Partner, IBM Consulting of IBM Japan, Ltd. Oct. 2023 Audit and Supervisory Board Member of IBM Japan, Ltd. Jun. 2024 Outside Director of Sumitomo Mitsui Trust Asset Management Co., Ltd. (Current Position)</p> <p>Jun. 2025 External Director of the Company (Current Position)</p> <p>Jun. 2025 Outside Director of Nishi-Nippon Railroad Co., Ltd. (Current Position) Jul. 2025 Representative Director of MG CORP Co.Ltd (Current Position)</p> <p>Significant positions concurrently held</p> <p>Outside Director of Sumitomo Mitsui Trust Asset Management Co., Ltd. Outside Director of Nishi-Nippon Railroad Co., Ltd. Representative Director of MG CORP Co.Ltd</p> <p>Reasons for deciding to make her a candidate for External Director and a summary of expected roles</p> <p>Ms. Mie Matsuo has qualifications in finance and accounting, as well as extensive experience globally in management and auditing at audit corporations, U.S. subsidiaries of Japanese companies, and a large foreign-affiliated information system company. At the Board of Directors, she has actively expressed her opinions, primarily in the areas of business strategy based on a medium- to long-term perspective, internal controls, and diversity. She also has appropriately expressed her opinions from a global perspective, mainly on corporate governance and internal controls as a Chairperson of the Audit Committee. The Company believes that by continuing to leverage her extensive knowledge, experience, and expertise in finance, accounting, and technology and by expressing her opinions from an outside perspective, she is an individual capable of increasing the rationality and transparency of the Kurita Group's management and strengthening the supervisory function of the Board of Directors. The Company has therefore nominated her as a candidate for External Director.</p> <p>Notes concerning the candidate for External Director</p> <ul style="list-style-type: none"> ● Ms. Mie Matsuo serves as Outside Director of Nishi-Nippon Railroad Co., Ltd., which is one of the business partners to the Company. However, because the transaction value with Nishi-Nippon Railroad Co., Ltd. is less than 0.1% of consolidated net sales of the Company, it does not fall under a major customer. There were no transactions between the Company and Sumitomo Mitsui Trust Asset Management Co., Ltd., at which she serves as Outside Director, and MG CORP Co.Ltd, at which she serves as Representative Director, respectively. ● The Company has entered into an agreement with Ms. Matsuo that limits liability for damages stipulated in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of the Articles of Incorporation thereof based on the provisions of Paragraph 1, Article 427 of the Act. The amount stipulated in Paragraph 1, Article 425 of the Act has been set as the maximum liability for damages based on this agreement. The Company intends to continue this agreement in case this proposal is approved and adopted at this meeting and Ms. Matsuo is reappointed as an External Director of the Company. ● The Company has notified the Tokyo Stock Exchange, Inc. of the appointment of Ms. Matsuo as an Independent Director as set forth under regulations thereof. 		

Candidate No. 7	Shigenao Ishiguro	Date of birth October 30, 1957 68 years old Male	<input type="checkbox"/> New <input checked="" type="checkbox"/> External <input checked="" type="checkbox"/> Independent
 <p>Number of the shares of the Company held 0 shares</p> <p>Number of years as Director —</p> <p>Record of attendances at the Board of Directors meetings —</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>Jan. 1982 Joined Tokyo Denki Kagaku Kogyo K.K. (current TDK Corporation)</p> <p>Jun. 2014 Corporate Officer of TDK Corporation</p> <p>Apr. 2015 CEO of Magnetic Heads and Sensors Business Company of TDK Corporation</p> <p>Jun. 2015 Senior Vice President of TDK Corporation</p> <p>Jun. 2016 President & Representative Director of TDK Corporation</p> <p>Apr. 2022 Chairman & Representative Director of TDK Corporation</p> <p>Jun. 2022 Chairman & Director of TDK Corporation</p> <p>Jun. 2022 Outside Director of NTT DATA Group Corporation (Current Position) (Expected to retire in June 2026)</p> <p>Jun. 2023 Outside Director of Ricoh Company, Ltd. (Current Position)</p> <p>Significant positions concurrently held</p> <p>Outside Director of NTT DATA Group Corporation (Expected to retire in June 2026)</p> <p>Outside Director of Ricoh Company, Ltd.</p> <p>Reasons for deciding to make him a candidate for External Director and a summary of expected roles</p> <p>Mr. Shigenao Ishiguro has management experience leading corporate growth at a listed company with global electronic components operations, drawing on his extensive experience working overseas as Company CEO and President & Representative Director, where he spearheaded the transformation of business structures, the development of new businesses, and the reform of personnel systems. He also possesses broad knowledge of global business backed by a track record in the Digital Transformation (DX) and Energy Transformation (EX) fields, as well as deep insight into corporate governance. The Company believes that by expressing his opinions from an outside perspective based on this knowledge and experience, he is an individual capable of increasing the rationality and transparency of the Kurita Group's management and strengthening the supervisory function of the Board of Directors. The Company has therefore nominated him as a candidate for External Director.</p> <p>Notes concerning the candidate for External Director</p> <ul style="list-style-type: none"> ● Mr. Shigenao Ishiguro serves as Outside Director of NTT DATA Group Corporation (expected to retire in June 2026) which is one of the business partners to the Company, and Outside Director of Ricoh Company, Ltd. which is one of the business partners to the Company. However, because the transaction value with NTT DATA Group Corporation and Ricoh Company, Ltd. is less than 0.1% of consolidated net sales of the Company, they do not fall under the category of major customers. ● In case this proposal is approved and adopted at this meeting, the Company will enter into an agreement with Mr. Ishiguro that limits liability for damages stipulated in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of the Articles of Incorporation thereof based on the provisions of Paragraph 1, Article 427 of the Act. The amount stipulated in Paragraph 1, Article 425 of the Act has been set as the maximum liability for damages based on this agreement. ● The Company will notify the Tokyo Stock Exchange, Inc. of the appointment of Mr. Ishiguro as an Independent Director as set forth under regulations thereof. 		

Candidate No. 8	Kuniko Torayama	Date of birth April 11, 1970 56 years old Female	<input type="checkbox"/> New <input checked="" type="checkbox"/> External <input checked="" type="checkbox"/> Independent
 <p>Number of the shares of the Company held 0 shares</p> <p>Number of years as Director —</p> <p>Record of attendances at the Board of Directors meetings —</p>	<p>Brief personal history, positions and assignments in the Company</p> <p>Apr. 1993 Joined Mitsubishi Electric Corporation</p> <p>Sep. 2000 Joined Squire, Sanders & Dempsey LLP (current Squire Patton Boggs LLP)</p> <p>Nov. 2000 Registered as an attorney at law (California)</p> <p>Jan. 2004 Joined Novartis Pharma K.K.</p> <p>Nov. 2004 Joined Milbank, Tweed, Hadley & McCloy LLP (current Milbank LLP)</p> <p>Nov. 2005 Joined Squire, Sanders & Dempsey LLP (current Squire Patton Boggs LLP)</p> <p>Jun. 2008 Outside Corporate Auditor of RENAISSANCE INCORPORATED</p> <p>Feb. 2010 Joined DIC Corporation</p> <p>Jan. 2022 Executive Officer, Head of ESG Unit in charge of Diversity of DIC Corporation</p> <p>Jun. 2022 Outside Director of RENAISSANCE INCORPORATED (Current Position) (Expected to retire in June 2026)</p> <p>Aug. 2024 Executive Officer, Head of ESG Unit, General Manager of Sustainability Strategy Department, in charge of Diversity of DIC Corporation (Current Position)</p> <p>Significant positions concurrently held</p> <p>Outside Director of RENAISSANCE INCORPORATED (Expected to retire in June 2026) Executive Officer, Head of ESG Unit, General Manager of Sustainability Strategy Department, in charge of Diversity of DIC Corporation</p> <p>Reasons for deciding to make her a candidate for External Director and a summary of expected roles</p> <p>Ms. Kuniko Torayama holds qualifications as an attorney in the State of California, USA, and has accumulated practical experience in legal and human resources matters at international law firms and globally operating companies. She currently holds an important position related to ESG at a company with global operations founded on chemical technology. The Company believes that by expressing her opinions from an outside perspective based on her extensive knowledge, experience, and expertise in legal affairs and sustainability, she is an individual capable of increasing the rationality and transparency of the Kurita Group's management and strengthening the supervisory function of the Board of Directors. The Company has therefore nominated her as a candidate for External Director.</p> <p>Notes concerning the candidate for External Director</p> <ul style="list-style-type: none"> ● There were no transactions between the Company and RENAISSANCE INCORPORATED, at which Ms. Kuniko Torayama serves as Outside Director (expected to retire in June 2026). DIC Corporation, where she serves as Executive Officer, Head of ESG Unit, General Manager of Sustainability Strategy Department, in charge of Diversity, is one of the business partners to the Company. However, because the transaction value with DIC Corporation is less than 0.1% of the consolidated net sales of the Company, it does not fall under the category of major customers. ● In case this proposal is approved and adopted at this meeting, the Company will enter into an agreement with Ms. Torayama that limits liability for damages stipulated in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of the Articles of Incorporation thereof based on the provisions of Paragraph 1, Article 427 of the Act. The amount stipulated in Paragraph 1, Article 425 of the Act has been set as the maximum liability for damages based on this agreement. ● The Company will notify the Tokyo Stock Exchange, Inc. of the appointment of Ms. Torayama as an Independent Director as set forth under regulations thereof. 		

- Notes: 1. No special interest exists between the Company and any of the above candidates for Director.
2. Ages of the candidates indicated are as of the date of the General Meeting of Shareholders.
3. The Company has entered into directors and officers liability insurance agreements with insurance companies. These insurance agreements cover any damages, legal fees etc. that arise as a result of an insured Director's liability in relation to the execution of his or her duties, or claims related to the pursuit of such liability. Provided, however, that there are exemptions, including the fact that damages arising from intentional or malicious actions shall not be covered. The Company bears all premiums for the insurance agreements, including riders, and no substantial premiums are borne by the insured. Furthermore, if each candidate is appointed as Director, they will be insured under these insurance agreements, and the Company intends to renew these insurance agreements during their time in office.

<Reference> Corporate Governance

1. Corporate governance policies and organizational structure

(1) Corporate governance policies

Kurita Water Industries Ltd. and its consolidated subsidiaries (hereinafter the “Kurita Group,” and Kurita Water Industries Ltd. on a non-consolidated basis shall be hereinafter referred to as the “Company”) aim to contribute broadly to society through corporate activities in the fields of water and environment in accordance with the Kurita corporate philosophy, “Study the properties of water, master them, and we will create an environment in which nature and humanity are in harmony.” The Kurita Group will make efforts to promote sustainable growth and enhance its corporate value in the medium and long term, deferring to the rights and position of various stakeholders such as customers, business partners, employees, shareholders, and local communities while striving to meet their expectations. To this end, the Kurita Group will establish corporate governance, with the aim of realizing transparent, fair, prompt, and decisive decision-making measures and highly effective management supervision.

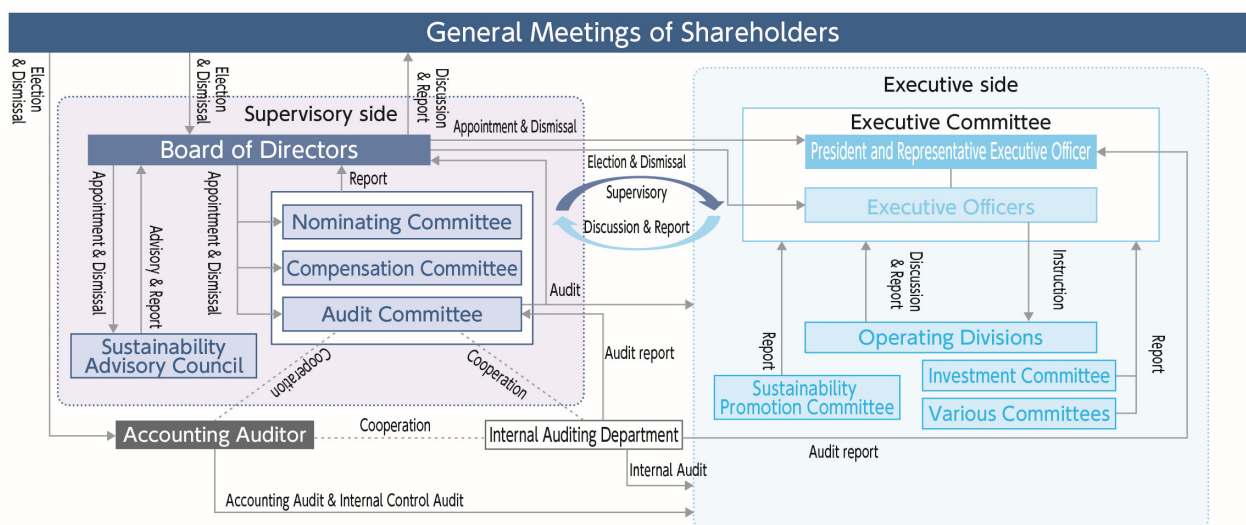
Further details of the basic policy and each policy have been made available to the public via the following URL on the Company’s website on the Internet.

(<https://www.kurita-water.com/en/ir/cg/policy.html>)

(2) Corporate governance organizational structure

The Company has become a company with a Nominating Committee, etc. for the purpose of establishing a more effective and transparent corporate governance system by strengthening management supervision and business execution functions in order to further enhance the Group’s sustainable growth and corporate value. Through a system that clearly separates management supervision and execution, the Company focuses on supervision based on the perspectives of various stakeholders in management supervision, while in management execution, the Company utilizes the knowledge and appropriate monitoring functions of the supervisory side to make decisions on business execution.

In addition, to enhance and strengthen the review process for investments and loans within our group, we have established an investment committee that conducts evaluations of proposals for investments and loans submitted to the Board of Directors or the Executive Committee.



2. Policies and procedures for nominating Directors

(1) Policies and procedures for nominating Directors

In the selection of candidates for Directors including External Directors, considerations will be given to diversity, and candidates for Directors will be nominated based on Section (12), “Makeup and size of the Board of Directors,” of our “Corporate Governance Policies” and requirements specified by the Nominating Committee, so that the Board of Directors will reflect the perspective of shareholders and other stakeholders and focus its efforts on supervision of management to help enhance the corporate value. The Nominating Committee will decide on candidates for Directors to be recommended at a general meeting of shareholders by clarifying reasons for the recommendation.

(Reference) Corporate Governance Policies Section (12) “Makeup and size of the Board of Directors”

(12) Makeup and size of the Board of Directors

1) Human resources structure

To fulfill the highly effective supervisory function over operational execution, the Board of Directors will consist of persons with the necessary knowledge, experience and competence, taking into consideration gender and diversity. With regard to this knowledge, experience and competence, the Company will identify skills regarding corporate management, corporate planning and other aspects of corporate governance management, skills required to realize the direction sought by the Kurita Group of creating social value by leveraging diversity and Water Knowledge, and necessary skills, etc. for realizing the corporate philosophy. The Board of Directors as a whole will be organized in a way that complements the above.

2) Number of Directors

There shall be three or more Directors in total. No less than one-third of these Directors shall be External Directors to ensure the independence and objectivity of the Board of Directors.

(2) Criteria for judging the independence of independent External Directors

The criteria for judging the independence of the Independent External Directors in selecting candidates shall be that the candidates for Independent External Directors and their close relatives (*1) must not fall under any of the following items.

- a. A person who currently executes the operations of the Company or its subsidiary, or has executed such operations in the past 10 years
- b. A person whose major business partner is currently the Company (*2) or was the Company at some time during the past year, or an individual who executes the operations of this party
- c. A current major business partner of the Company (*3) or a major business partner at some time during the past year, or a person who executes the operations of the major business partner
- d. A consultant, an accountant, or a legal professional who currently receives or has received at some point during the past year a lot of money or property (*4) other than remuneration for officers from the Company
- e. A current major shareholder of the Company (*5) or a person who executes the operations of a major shareholder
- f. A person who executes the operations of an organization in which an external officer also currently assumes office (the person only)
- g. A person who executes the operations of an organization to which the Company currently makes a donation (the person only)

*1 The term “close relatives” means relatives within the second degree of kinship.

*2 The term “person whose major business partner is the Company” means a person whose sales in transactions with the Company make up 2% or more of that person’s consolidated net sales.

*3 The term “major business partner of the Company” means a business partner with whom the Company’s sales in transactions make up 2% or more of the consolidated net sales of the Company, or a business partner from which borrowings make up 1% or more of the consolidated total assets of the Company.

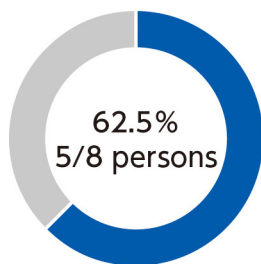
*4 The term “a lot of money or property” means money and other property that are equivalent to 10 million yen or more per year, other than remuneration for officers.

*5 The term “major shareholder of the Company” means a shareholder who has voting rights that account for 10% or more of the voting rights of the Company.

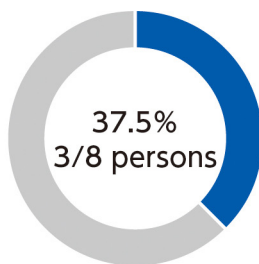
[Translation for Reference and Convenience Purposes Only]

<Ratio of Directors at the Board of Directors if Proposal No. 2 is approved and adopted as originally proposed>

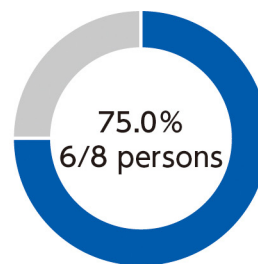
Ratio of External Directors:



Ratio of Female Directors:



Ratio of Non-executive Directors:

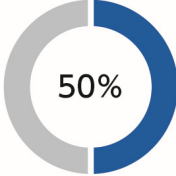
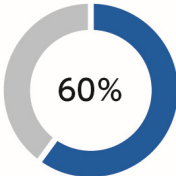
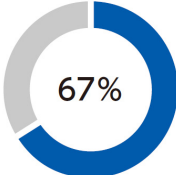


Name (*) : Independent External Director	Committees and advisory council the Directors are to enter (Note) "◎" indicates the chairperson.			
	Nominating Committee	Audit Committee	Compensation Committee	Sustainability Advisory Council
Norikazu Kachi		●		●
Hirohiko Ejiri	●		●	●
Kunihiro Kuse				
Masahiro Miyazaki (*)	◎		●	●
Yoshiko Takayama (*)	●		◎	◎
Mie Matsuo (*)		◎		●
Shigenao Ishiguro (*)	●	●		●
Kuniko Torayama (*)			●	●

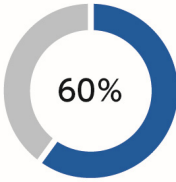
Ratio of External Directors:	Ratio of External Directors:	Ratio of External Directors:	Ratio of External Directors:

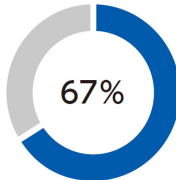
3. Results of corporate governance initiatives

(1) Results of activities of the Board of Directors and each committee and advisory council

Board of Directors	Chairperson Michiya Kadota (Director and Chairman)	Meetings held 15 times
<p>Roles</p> <ul style="list-style-type: none"> Setting the major direction of the Company, mainly through determining basic policies of management Objective supervision through the nomination of top management (Executive Officers including the President) Support for appropriate risk-taking by top management Determination of matters required by law to be exclusively decided by the Board of Directors, and other designated matters <p>Main matters discussed</p> <ul style="list-style-type: none"> Decisions on matters to be exclusively resolved by the Board of Directors based on laws and the Company's regulations, including the appointment of top management Discussions and formulations on the "long-term direction," which forms the core of our Group's medium- and long-term management strategy Monitoring of the key initiatives to achieve the medium-term management plan "Pioneering Shared Value 2027" Evaluation of the effectiveness of the Board of Directors and its follow-up Confirmation of actions taken by the Nominating Committee, Audit Committee, Compensation Committee and Sustainability Advisory Council Revisions of the Corporate Governance Policies and the Basic Policies for Constructing an Internal Control System 		<p>Ratio of External Directors</p>  <p>50%</p>
Nominating Committee	Chairperson Kenjiro Kobayashi (Independent External Director)	Meetings held 10 times
<p>Roles</p> <ul style="list-style-type: none"> Determining the content of proposals to be submitted to a general meeting of shareholders for the election and dismissal of Directors Decisions on candidates for the successor to the President and Executive Officer and succession planning measures, and decisions on candidates for the successors to the Executive Officers and succession planning measures Deliberating and reporting the nomination of the President and Executive Officer and Executive Officers <p>Main matters discussed</p> <ul style="list-style-type: none"> Content of proposals concerning election of Directors to be submitted to a general meeting of shareholders for resolution, selection of candidates for the successors to the President and Executive Officer and Executive Officers, and their succession planning measures, etc. Confirmation of the appropriateness of the continued terms of the President and Executive Officer, Executive Officers, and Corporate Officers, selection of candidates for successors to Executive Officers and their succession planning measures, etc. Review of the Board of Directors' skills matrix, board succession, and measures to develop young management personnel, etc. 		<p>Ratio of External Directors</p>  <p>60%</p>
Audit Committee	Chairperson Mie Matsuo (Independent External Director)	Meetings held 14 times
<p>Roles</p> <ul style="list-style-type: none"> Auditing execution of duties by Directors and the Executive Officers Creation of audit reports Decisions on the contents of proposals relating to the nomination, dismissal, or refusal to reappoint, etc., the accounting auditor to be submitted to a general meeting of shareholders <p>Main matters discussed</p> <ul style="list-style-type: none"> Development of audit plan, status of audits by selected members of the Audit Committee, and status of internal audits by the Internal Auditing Department Determining the propriety of reappointment of the Accounting Auditor and approving their remuneration 		<p>Ratio of External Directors</p>  <p>67%</p>

[Translation for Reference and Convenience Purposes Only]

Compensation Committee	Chairperson Masahiro Miyazaki (Independent External Director)	Meetings held 5 times
Roles <ul style="list-style-type: none"> Decision of the details of individual remuneration of Directors and Executive Officers Decision of policies related to decisions on the details of individual remuneration, etc. of Directors and the Executive Officers, and on the assessment of performance of individual Executive Officers 		Ratio of External Directors 
Main matters discussed <ul style="list-style-type: none"> Revising internal regulations for remuneration, etc. of Officers, and determining individual remuneration amounts for Directors, and Executive Officers, etc. Performance evaluation of Corporate Officers, etc. Revisions to the remuneration system in conjunction with the transition to the Executive System, etc. 		

Sustainability Advisory Council	Chairperson Yoshiko Takayama (Independent External Director)	Meetings held 4 times
Roles <ul style="list-style-type: none"> An advisory body for the Board of Directors on the long-term direction of the Board of Directors in order to achieve sustainable growth by solving environmental and social issues Providing advice to the Board of Directors on the creation of the environmental/social value expected of the Kurita Group (the issues we are expected to solve) based on a value creation story from a multistakeholder viewpoint and long-term perspective 		Ratio of External Directors 
Main matters discussed <ul style="list-style-type: none"> Examining materials for debate and perspectives to reinforce to ensure the continuous creation of both social value and economic value as the Board of Directors looks to investigate and make decisions on the long-term direction of the Kurita Group Verifying the policy and process for identifying materiality in the next medium-term management plan, in light of the long-term direction and a medium to long-term and multi-stakeholder perspective Provided the Board of Directors with the following recommendations: <ul style="list-style-type: none"> As the highest decision-making body responsible for defining the future of the Kurita Group, the Board of Directors should ensure that the long-term direction is firmly established, and continuously verify that the vision and materiality are being examined in accordance with that direction The Board of Directors should request the executive side to formulate a corporate vision that is distinctly “Kurita,” grounded in the long-term direction and growth strategy, and to identify materiality accordingly 		

(2) Reduction of strategic shareholdings in other listed companies

In accordance with the reduction of the holdings of shares owned for policy purposes as stated in the Company’s Corporate Governance Policies, the Company sold four holdings (some of which were partially sold) in the fiscal year ended 2026.

(3) Evaluation of Effectiveness of the Board of Directors

In order to establish an effective and highly transparent corporate governance structure and to enhance medium- to long-term corporate value of the Group, the Company conducts an annual analysis and evaluation of the effectiveness of the Board of Directors.

The evaluation results for all the Directors in the fiscal year ended March 31, 2026 were favorable, and indicated that the effectiveness of the Board of Directors had been maintained. We have confirmed that sufficient discussions and constructive exchanges of opinions have been conducted in collaboration with the Sustainability Advisory Council regarding long-term direction, contributing to improved effectiveness of the Board of Directors. In order to continuously assess the Group’s competitive advantage, it is necessary to further deepen discussions on the allocation of management resources aimed at realizing growth strategies, including the creation of new businesses and innovation, by understanding stakeholders’ opinions and expectations and sharing the recognition of the current situation between the supervisory and executive sides. We have reached a common understanding of the need to further strengthen supervision by the Board of Directors through measures such as revising the incentive remuneration for executive officers to promote medium- to long-term corporate value enhancement based on management strategies. Currently, the Board of Directors is discussing the identified issues and measures to be taken to address them. Details of the evaluation results will be disclosed in the upcoming corporate governance report, integrated report, etc.

(Notice of Convocation of the 90th Ordinary General Meeting of Shareholders)

Business Report

(From April 1, 2025 to March 31, 2026)

1. Group Overview of Operations

(1) Operations and results

During the fiscal year ended March 31, 2026, the global economy experienced ongoing uncertainty due to disruptions in supply chains for essential goods and rising prices. These challenges were attributed to the stalemate in the Ukraine situation and the prolonged deterioration of the strife in the Middle East, as well as changes in trade policies of various countries. Despite these obstacles, a moderate recovery was observed overall. In Japan, production in the manufacturing industry remained roughly flat, though U.S. tariff hikes negatively affected certain sectors in the first half of the fiscal year. Capital expenditures remained solid due to high corporate earnings. Overseas, the U.S. economy slowed but remained firm. European economies continued to recover. In China, signs of slowdown intensified, particularly in domestic demand. Asian economies, outside China experienced a moderate overall recovery. The pace of recovery varied by country.

In this environment, Kurita Water Industries Ltd. (hereinafter the “Company”) and its consolidated subsidiaries entered the third year of PSV-27 (Pioneering Shared Value 2027), a five-year medium-term management plan. The Group implemented its priority measures based on the basic policy of refining human resources, technologies and business processes to create value that exceeds expectations from stakeholders through overwhelming speed and problem-solving ability.

In the electronics industry, the Group aimed to enhance customer engagement, particularly with its global account customers who are among the leading semiconductor manufacturers. To achieve this, the Group focused on launching projects won in Europe and the Americas during the same period of the previous fiscal year, and establishing a foundation for managing large-scale projects. Additionally, the Group utilized engineering and technical capabilities to secure orders for water treatment facility projects, which will serve as launching pad for its global services business. Meanwhile, the Group conducted a thorough assessment of the future growth potential and profitability of Pentagon Technologies Group, Inc., which primarily operates in the precision tool cleaning business mainly in the United States and determined that the best option for Pentagon Technologies Group, Inc. is to pursue further growth under new ownership that will enhance its value. The Group decided to transfer the shares of Pentagon Technologies to a subsidiary of AEQUITA SE & Co. KGaA effective May, 13, 2026, and entered into an agreement for the transfer of the shares. In the fiscal year ended March 31, 2026, the assets of Pentagon Technologies Group, Inc. met the criteria for classification as assets held for sale under IFRS 5 Non-current Assets Held for Sale and Discontinued Operations. The Group has thus classified the business of Pentagon Technologies Group, Inc. as discontinued operations. The format of its consolidated financial statements has been updated for the fiscal year ended March 31, 2026. Additionally, the information for the previous fiscal year has been restated to align with the new format.

In the general industry, in order to provide optimal solutions to the diverse challenges faced by customers engaged in a wide range of businesses in each country and region, the Group accelerated the expansion of sales of the CSV business. This business refers to products and services that significantly contribute to water savings, GHG emission reductions, recycling waste into resources or reducing resource inputs compared to previous technologies. To expand sales, the Group focused on increasing the number of solution models it offers and horizontal business development utilizing a group-wide information platform. Kurita America, Inc., primarily engaged in the manufacture and sale of water treatment chemicals and facilities, absorbed Avista Technologies, Inc., which specializes in the manufacture and sale of chemicals for reverse osmosis (RO) membranes. This acquisition aims to strengthen the Group’s presence in the North America. The Group focused on strengthening its PFAS (organic fluorine compounds) removal and treatment business to create and develop new businesses addressing social issues. Regulations regarding PFAS are being tightened mainly in Europe, the United States, and Japan due to concerns about their environmental persistence and potential effects on human health. The Group has begun working to evolve its offerings into a one-stop solution encompassing PFAS analysis, removal, and detoxification of hazardous substances.

These initiatives resulted in a total of 442,961 million yen in consolidated orders for continuing operations, a 7.3% increase year on year. Net sales increased by 3.6% year on year, to 402,889 million yen. Business profit increased 12.7% year on year, to 57,343 million yen. Operating profit stood at 58,290 million yen, up 16.8% year on year. Profit before tax was 58,160 million yen, up 14.7% year on year. Profit attributable to owners of parent, which

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encompasses profits from both continuing and discontinued operations, came to 15,957 million yen, down 21.4% year on year. This decline resulted from an increase of 3,418 million yen in impairment losses on fixed assets, including goodwill, related to Pentagon Technologies Group, Inc., which has now been classified as discontinued operations.

During the fiscal year under review, other income of 2,414 million yen and other expenses of 1,468 million yen were posted in continuing operations. Other income decreased 704 million yen from the previous fiscal year. This decrease was chiefly due to the absence of a gain on reversal of advances received of 1,653 million yen recorded in the previous fiscal year, resulting from cancellations of ultrapure water supply contracts with a certain customer. The decline was partially offset by a liquidation gain of 785 million yen resulting from the cancellations that was recorded in the fiscal year under review. Other expenses fell 2,630 million yen from the previous fiscal year. This decrease reflects the absence of impairment losses of 2,501 million yen on goodwill for Kurita Fracta Holdings, Inc., a U.S.-based subsidiary, that was recorded in the previous fiscal year.

(2) Status of segment of the Kurita Group

Due to reorganization that occurred in the fiscal year under review, Arcade Engineering GmbH in Germany and certain divisions of Kurita America, Inc., which were previously classified into the General Industry segment, have been moved to the Electronics Industry segment. Accordingly, figures for the previous fiscal year have been adjusted to conform to reflect changes in the reportable segments.

Electronics Industry

Total Group orders for the Electronics Industry segment in continuing operations (the same applies hereinafter) were 208,970 million yen, up 7.5% compared to the previous fiscal year. Orders for water treatment facilities exceeded the year-ago level, which was high, due to the acquisition of multiple large-scale projects amid global investments to enhance semiconductor manufacturing plants. Orders for maintenance rose due to high capacity utilization at customer plants, particularly in Japan and South Korea.

Total Group net sales for the Electronics Industry segment amounted to 171,797 million yen, an increase of 1.4% year on year. Net sales of water treatment facilities declined due to the lack of sales from multiple large-scale projects in China, which were recorded in the previous fiscal year. However, maintenance performed strong and increased.

In terms of profits, business profit stood at 27,657 million yen, up 5.6% year on year due to growth in sales in maintenance services and improved profitability in water treatment facilities. Operating profit came to 28,712 million yen, an increase of 3.2% year on year.

(Note) In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations. Orders, net sales, business profit, and operating profit for the fiscal year ended March 31, 2026 are figures pertaining only to continuing operations and exclude figures from discontinued operations. The financial figures for the fiscal year ended March 31, 2025 have been restated accordingly.

General Industry

Total Group orders for the General Industry segment increased 7.1% from the same period of the previous fiscal year, to 233,991 million yen. Orders for water treatment facilities rose in the United States and Singapore. Orders for water treatment chemicals increased due to the growth of the CSV business, despite weak conditions in the Chinese and Southeast Asian markets. There was a significant increase in orders for soil remediation services due to a large project. Orders for maintenance and recurring contract-based services also increased.

Total Group net sales for the General Industry segment amounted to 231,091 million yen, an increase of 5.4% year on year. Net sales for water treatment facilities rose chiefly due to progress on large projects mainly in Japan. Net sales for water treatment chemicals, maintenance and recurring contract-based services also increased.

In terms of profits, business profit stood at 29,700 million yen, an increase of 20.1% year on year, reflecting higher sales and a lower cost of sales ratio, driven by higher net sales for the CSV business with high added value. Operating profit came to 29,592 million yen, up 34.0% year on year. This increase primarily reflects the absence of impairment losses of 2,501 million yen on goodwill for Kurita Fracta Holdings, Inc. that was recorded in the previous fiscal year.

(3) Status of capital expenditure

The Kurita Group carried out capital expenditure amounting to a total of 21,856 million yen (down 15,370 million yen year on year).

The amount consists of capital expenditure in the Electronics Industry segment for the ultrapure water supply business of 13,749 million yen, and in the General Industry segment of 8,106 million yen.

(Note) In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations, and as a result, figures pertaining only to continuing operations are presented excluding figures from discontinued operations. Furthermore, for calculation of year-on-year comparisons, the amounts for the previous fiscal year have been restated in the same way.

(4) Status of financing

The Company issued the third series of unsecured corporate bonds (Blue Bonds) amounting to 10,000 million yen on September 4, 2025.

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In addition, the Company obtained long-term borrowings of 20,000 million yen from financial institutions in the fiscal year under review, for the purpose of appropriation for operating funds.

(5) Significant company reorganization

On April 1, 2025, Avista Technologies Inc., which primarily engages in providing products, services, and support related to RO and other membrane treatments, was absorbed into Kurita America Inc., which primarily engages in manufacturing and sales of water treatment chemicals and equipment in the United States, with Kurita America Inc. as the surviving company.

(6) Changes in assets and profit and loss

[The Kurita Group]

	Classification	87th Fiscal Year 03/2023	88th Fiscal Year 03/2024	89th Fiscal Year 03/2025	90th Fiscal Year 03/2026
		IFRS	IFRS	IFRS	IFRS
Profit and Loss	Orders (Million yen)	374,268	390,152	412,878	442,961
	Net sales (Million yen)	344,608	384,825	388,814	402,889
	Business profit (Million yen)	38,589	42,055	50,898	57,343
	Operating profit (Million yen)	29,058	41,232	49,918	58,290
	Profit before tax (Million yen)	30,151	41,686	50,709	58,160
	Profit attributable to owners of parent (Million yen)	20,134	29,189	20,305	15,957
	Basic earnings per share (Yen)	179.14	259.70	180.66	145.34
Assets	Total assets (Million yen)	501,538	557,407	548,949	564,422
	Total equity (Million yen)	295,759	333,411	338,504	343,977
	Equity attributable to owners of parent per share (Yen)	2,615.42	2,947.73	2,995.84	3,117.58
Number of Companies	Consolidated subsidiaries	69	72	61	61
	Equity method affiliates	5	3	3	3

- (Notes)
1. Basic earnings per share is calculated by deducting the number of treasury shares from the average total number of issued shares during the fiscal year.
 2. Equity attributable to owners of parent per share is calculated by deducting the number of treasury shares from the total number of issued shares at the end of the fiscal year.

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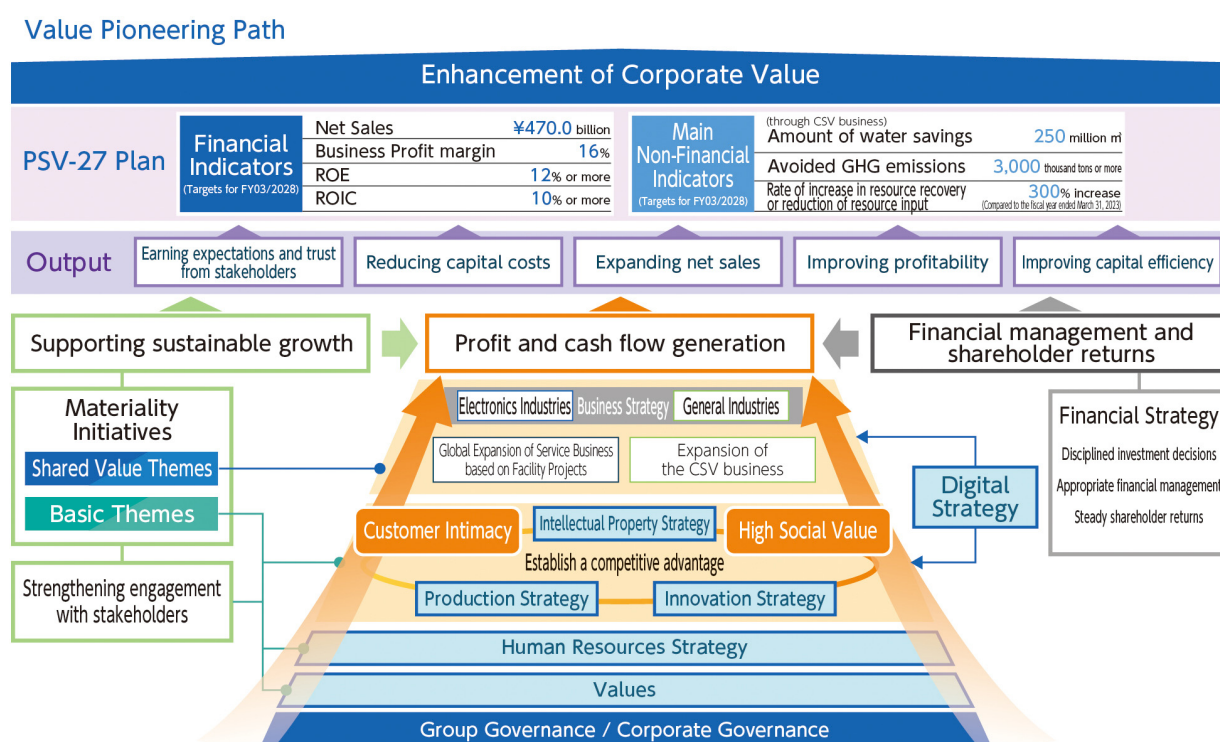
3. Treasury shares include about 447 thousand shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account) for the stock compensation plan for the Officers of the Company and for certain Officers of the major domestic Group companies.
4. In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations. Orders, net sales, business profit, operating profit, and profit before tax for the fiscal year ended March 31, 2026 are figures pertaining only to continuing operations and exclude figures from discontinued operations. Profit attributable to owners of parent encompasses profits from both continuing and discontinued operations. The financial figures for the fiscal year ended March 31, 2025 have been restated accordingly.

(7) Issues to be addressed

The PSV-27 Plan aims to enhance corporate value by providing unique solutions that deliver higher and new value to customers and society, driven by two competitive advantages: “customer intimacy,” which builds on the Kurita Group’s longstanding strengths, and the creation of “high social value,” a new challenge for long-term growth.

“Value Pioneering Path” is a roadmap that defines the medium-term direction of the Kurita Group by organizing the relationships among the vision, “the Kurita Group’s Materiality” as priority issues for achieving our corporate vision, and the PSV-27 Plan, which incorporates materiality efforts in an organic manner. The Kurita Group advances each strategy along this value-creation path, aiming to achieve our corporate vision by providing unique, high-value solutions to industry and society.

In the fiscal year ended March 31,2026, in order to more clearly articulate the link to enhancement of corporate value, we have evolved our approach by reorganizing this path into three categories, “profit and cash flow generation,” “financial management and shareholder returns,” and “supporting sustainable growth,” with the aim of connecting them to five outputs that realize enhanced corporate value.



The following outlines the progress made on priority initiatives over the three years through the fiscal year ended March 31, 2026, which marks the third year of the PSV-27 Plan.

1) Electronics Industry segment

Capturing robust capital investment demand in the semiconductor industry worldwide as a business opportunity, we worked to establish a business foundation in Europe, the United States, and Taiwan, regions with significant growth potential, in order to support our customers’ global business expansion, and successfully secured large-scale water treatment facility projects on a global basis.

2) General Industry segment

We worked to expand CSV business, growing the implementation track record globally, including in emerging markets. Through increased sales of this business, which delivers high value to customers and offers greater profitability compared to our existing businesses, we sought to improve the profitability of the General Industry segment.

3) Creation of new businesses

Looking beyond the PSV-27 Plan toward future growth, we pursued innovation based on social value, launching multiple new businesses globally, including PFAS removal and treatment, an area of growing health concern worldwide, as well as lithium resource recovery. In the space-related business, we invested in ispace, Inc. with a view to securing lunar water resources and building water supply infrastructure, and reached an agreement on a strategic partnership on lunar water resource development.

4) Financial strategy

In addition to proactive growth investment and stable dividend payments, we acquired treasury shares worth 15,000 million yen in the fiscal year ended March 31, 2026 as part of an agile capital policy responsive to changes in the business environment. We also strengthened our financial strategy with a view to growth investment and improved capital efficiency beyond the PSV-27 Plan.

As a result of these initiatives, progress up to the fiscal year ended March 31, 2026 is as follows.

Performance under the PSV-27 Plan

	Fiscal Year 03/2024 Results	Fiscal Year 03/2025 Results	Fiscal Year 03/2026 Results	Fiscal Year 03/2028 Targets	
Financial indicators	Net sales	¥384.8 billion	¥388.8 billion	¥402.8 billion	¥470.0 billion
	Business profit margin	10.9%	13.1%	14.2%	16.0%
	ROE	9.3%	6.1%	4.7%	12.0% or more
	Adjusted ROE			11.7%	
	ROIC	7.2%	8.8%	8.3%	10.0% or more
	Adjusted ROIC			9.1%	

(through CSV business)

Main non-financial indicators	Amount of water savings	90 million m ³	108 million m ³	145 million m ³	250 million m ³
	Avoided GHG emissions	733 thousand t	1,312 thousand t	3,082 thousand t	3,000 thousand t or more
	Rate of increase in resource recovery or reduction of resource input (Compared to FY03/2023)	(2)%	12%	177%	300%

(Note) In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations. As a result, the net sales for the fiscal year ended March 31, 2026 are figures pertaining only to continuing operations and exclude figures from discontinued operations. Business profit margin is also calculated based on the same criteria. Additionally, the figures for the fiscal year ended March 31, 2025 have been restated accordingly. ROE and ROIC have been calculated after combining continuing operations and discontinued operations together. For the fiscal year ended March 31, 2026, we have estimated information based on continuing operations excluding discontinued operations, and have listed adjusted ROE and adjusted ROIC alongside.

The fiscal year ending March 31, 2027, which marks the fourth year of the PSV-27 Plan, is positioned as an extremely important year for bringing the achievement of the PSV-27 Plan into sharper focus. We will address the following four priority challenges for the Kurita Group.

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1) Electronics Industry segment

To increase our presence in the electronics market, where strong growth is expected over the medium to long term, we will leverage our global business foundation to continuously secure water treatment facility projects and use these projects as a starting point with the aim of expanding our service business. At the same time, to meet our customers' robust capital investment demand, we will enhance production capacity through the deployment of automated design, the use of prefabrication methods such as our ready-made ultrapure water production system "e-WT," and the utilization of external resources including M&A and partnerships.

2) General Industry segment

In the General Industry segment, which serves a broad range of industries and regions outside the electronics industry, we aim to develop new business areas and markets through our unique value delivery model centered on the CSV business, and to build a business foundation that combines stability and growth. To this end, we will accelerate the expansion of CSV business through strategies tailored to regional market characteristics, while also working to expand our maintenance business through "NEXTANCE," a new solution service that offers multi-faceted assessments and optimization of various water treatment facilities, including non-Kurita facilities.

3) Creation of new businesses

We will drive the launch of multiple businesses that show promise as pillars of future growth. For our PFAS removal and treatment business, to increase our presence in the U.S. market, where stringent regulations have been introduced, we decided in April 2026 to invest in Cyclopure Inc., which has innovative PFAS adsorption technology. We will also launch new businesses to respond to the social issues of forest fires and lithium-ion battery fires, as well as declining food self-sufficiency.

4) Financial strategy

In order to connect the growth potential and profitability of each business to the enhancement of corporate value, we will seek to expand our equity spread by improving ROE. Specifically, we will build a robust business portfolio through proactive growth investment in growth areas and business restructuring, and work to achieve an optimal capital structure through growth investment and shareholder returns while maintaining financial soundness. In May 2026, we resolved to transfer the shares of Pentagon Technologies Group, Inc. to optimize our business portfolio, and resolved to acquire treasury shares worth 35,000 million yen as part of our shareholder returns.

(8) Principal businesses (As of March 31, 2026)

Major principal businesses in each business segment of the Kurita Group are as follows:

Segment	Principal business
Electronics Industry	Manufacture and sale of water treatment facilities, recurring contract-based services, manufacture and sale of water treatment chemicals, precision tool cleaning services, maintenance of water treatment facilities, operation and maintenance of water treatment facilities
General Industry	Manufacture and sale of water treatment facilities, recurring contract-based services, manufacture and sale of water treatment chemicals, maintenance of water treatment facilities, engineering cleaning, operation and maintenance of water treatment facilities, soil and groundwater remediation, environmental analysis and testing, software services

(9) Main Business Locations (As of March 31, 2026)

The Company	Head Office	10-1, Nakano 4-chome, Nakano-ku, Tokyo
	Osaka Office	3-9, Hommachi 4-chome, Chuo-ku, Osaka-shi, Osaka
	Production, R&D facilities	Ichihara Plant (Ichihara-shi, Chiba)
		Shizuoka Plant (Yoshida-cho, Haibara-gun, Shizuoka)
		Tsuruga Plant (Tsuruga-shi, Fukui)
		Takahama Plant (Takahama-cho, Oi-gun, Fukui)
		Toyoura Plant (Shimonoseki-shi, Yamaguchi)
		Engineering Center (Mitaka-shi, Tokyo)
		Kurita Innovation Hub (Akishima-shi, Tokyo)
Subsidiary	Japan	Kurita East Japan Co., Ltd. (Tokyo and others)
		Kurita West Japan Co., Ltd. (Osaka and others)
		Kurita Chemical Manufacturing Ltd. (Ibaraki and others)
		Kuritec Service Co., Ltd. (Osaka and others)
		Kuritaz Co., Ltd. (Tokyo and others)
	Overseas	KURITA HANSU Water Industries Ltd. (South Korea)
		Kurita Water Industries (Dalian) Co., Ltd. (China)
		Kurita Water Industries (Suzhou) Ltd. (China)
		Kurita (Singapore) Pte. Ltd. (Singapore)
		Kurita America Inc. (United States)
		Pentagon Technologies Group, Inc. (United States)
		Kurita do Brasil LTDA. (Brazil)
		Kurita Europe GmbH (Germany)

- (Notes)
1. As of March 31, 2026, the Company had 20 sales branch offices.
 2. In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations.

[Translation for Reference and Convenience Purposes Only]

(10) Important subsidiaries (As of March 31, 2026)

Company name	Share capital (In millions)	Ownership (%)	Principal business
Kurita East Japan Co., Ltd.	JPY 30	100	Sale of water treatment chemicals Maintenance and service of water treatment facilities
Kurita West Japan Co., Ltd.	JPY 30	100	Sale of water treatment chemicals Maintenance and service of water treatment facilities
Kurita Chemical Manufacturing Ltd.	JPY 50	100	Manufacture of water treatment chemicals
Kuritec Service Co., Ltd.	JPY 50	100	Precision tool cleaning services
Kuritaz Co., Ltd.	JPY 220	100	Operation and maintenance of water treatment facilities
KURITA HANSU Water Industries Ltd.	KRW 38,900	100	Manufacture and sale of water treatment chemicals and water treatment facilities Operation and maintenance of water treatment facilities
Kurita Water Industries (Dalian) Co., Ltd. (China)	JPY 550	90.1	Manufacture and sale of water treatment chemicals
Kurita Water Industries (Suzhou) Ltd.	JPY 1,330	100	Manufacture and sale of water treatment facilities Operation and maintenance of water treatment facilities
Kurita (Singapore) Pte. Ltd.	SGD 11	100	Manufacture and sale of water treatment chemicals and water treatment facilities Operation and maintenance of water treatment facilities
Kurita America, Inc.	USD 0.00001	100	Manufacture and sale of water treatment chemicals and water treatment facilities Operation and maintenance of water treatment facilities
Pentagon Technologies Group, Inc.	USD 108.202	100	Precision tool cleaning services Cleaning and certification of clean rooms Manufacture and sale of equipment
Kurita do Brasil LTDA.	BRL 6.986	100	Manufacture and sale of water treatment chemicals
Kurita Europe GmbH	EUR 50	100	Manufacture and sale of water treatment chemicals

(Note) In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations.

[Translation for Reference and Convenience Purposes Only]

(11) Employees (As of March 31, 2026)

[The Kurita Group]

Number of employees	Year-on-year change
8,268	+117

(Note) The number of employees in the Group includes 843 employees of Pentagon Technologies Group, Inc., which is classified as discontinued operations.

[The Company]

Number of employees	Year-on-year change	Average age	Average length of service
1,677	+16	43.3	16 years and 11 months

(12) Main lenders and outstanding borrowings (As of March 31, 2026)

Main lenders	Outstanding borrowings
MUFG Bank, Ltd.	24,753 million yen
Resona Bank, Limited	13,600 million yen
Sumitomo Mitsui Trust Bank, Limited	13,858 million yen

- (Notes)
1. The borrowing amounts above include the borrowings from overseas subsidiaries of the lenders.
 2. Although the Company has concluded commitment line contracts with a maximum loan amount of 20,000 million yen with two financial institutions with which it has transactions, the Company had no outstanding borrowings based on this contract as of March 31, 2026.

(13) Important matters concerning the Kurita Group

1) Transfer of shares of consolidated subsidiary

At the Executive Committee held on May 13, 2026, the Company decided to transfer all outstanding shares of Pentagon Technologies Group, Inc. held by Kurita America Holdings Inc., a consolidated subsidiary of the Company, to AEQH20 GmbH, a subsidiary of AEQUITA SE & Co. KGaA, and signed into a share transfer agreement on the same day.

2) Acquisition of treasury shares

At a Board of Directors meeting held on May 14, 2026, the Company resolved to acquire treasury shares in accordance with Article 156 of the Companies Act applicable pursuant to Article 165, paragraph 3 of the said Act.

(Details of acquisition of treasury shares based on the resolution of the Board of Directors meeting held on May 14, 2026)

- | | | |
|-------|----------------------------------------|------------------------------------------------|
| (i) | Class of shares to be acquired | Common shares of the Company |
| (ii) | Total number of shares to be acquired | Up to 5,000,000 shares |
| (iii) | Total amount of share acquisition cost | Up to 35,000,000,000 yen |
| (iv) | Period of acquisition | From May 15, 2026 to March 31, 2027 |
| (v) | Method of acquisition | Market acquisition on the Tokyo Stock Exchange |

[Translation for Reference and Convenience Purposes Only]

2. Shares of the Company (As of March 31, 2026)

(1) Total number of issuable shares

531,000,000 shares

(2) Total number of issued shares

116,200,694 shares (including 6,325,255 treasury shares)

(3) Number of shareholders

26,545 persons

(4) Major shareholders (Top 10 shareholders)

Name of shareholder	Number of shares (thousand shares)	Ratio of shareholding (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	17,259	15.70
Custody Bank of Japan, Ltd. (Trust Account)	7,975	7.25
Nippon Life Insurance Company	5,979	5.44
BANK PICTET AND CIE (EUROPE) AG, SUCCURSALE DE LUXEMBOURG REF UCITS	3,807	3.46
J.P. MORGAN BANK LUXEMBOURG S.A. 385598	2,087	1.89
STATE STREET BANK AND TRUST COMPANY 505001	1,684	1.53
KBC BANK NV-UCITS CLIENTS NON TREATY	1,624	1.47
CLEARSTREAM BANKING S.A.	1,609	1.46
JP MORGAN CHASE BANK 385781	1,591	1.44
MUFG Bank, Ltd.	1,436	1.30

- (Notes)
1. Treasury shares held by the Company are omitted from the above table.
 2. Ratio of shareholding is calculated based on the number of shares after deduction of the number of treasury shares from the total number of issued shares.
 3. Treasury shares do not include about 447 thousand shares of the Company held by Custody Bank of Japan, Ltd. (Trust Account) for the stock compensation plan for the Officers of the Company and for certain Officers of the major domestic Group companies.

(5) Shares delivered to Directors and Executive Officers of the Company as consideration for the execution of duties during the fiscal year under review

Classification	Number of shares	Number of persons to whom shares were delivered
Director (excluding External Director)	8,094	1
Executive Officer	17,157	5

(6) Other important matters regarding shares

As of March 31, 2026, 447,293 shares of treasury shares have been acquired by the share distribution trust established with monetary funds contributed by the Company on the basis of the performance-linked stock compensation plan which was adopted upon resolution made at the 80th Ordinary General Meeting of Shareholders held on June 29, 2016 and held by Custody Bank of Japan, Ltd. (Trust Account).

3. Directors and Executive Officers of the Company (As of March 31, 2026)

(1) Directors and Executive Officers

1) Directors

Name	Position	Responsibility	Significant concurrent positions
Michiya Kadota	Director and Chairman	Chairperson of the Board of Directors Member of the Nominating Committee Member of the Compensation Committee	
Hirohiko Ejiri	Director	Member of the Nominating Committee Member of the Compensation Committee	
Shuji Shirode	Director		
Norikazu Kachi	Director	Member of the Audit Committee	
Kenjiro Kobayashi	External Director	Chairperson of the Nominating Committee Member of the Audit Committee	
Masahiro Miyazaki	External Director	Chairperson of the Compensation Committee Member of the Nominating Committee	Outside Director, Astellas Pharma Inc.
Yoshiko Takayama	External Director	Member of the Nominating Committee Member of the Compensation Committee	Director, Japan Corporate Governance Network Vice Chairperson, J-Eurus IR Co., Ltd. Representative Director, Japan Board Review Co., Ltd. External Member of the Governance Council, Ernst & Young ShinNihon LLC
Mie Matsuo	External Director	Chairperson of the Audit Committee Member of the Compensation Committee	Outside Director, Sumitomo Mitsui Trust Asset Management Co., Ltd. Outside Director, Nishi-Nippon Railroad Co., Ltd. Representative Director, MG CORP Co.Ltd

- (Notes)
1. Kenjiro Kobayashi, Masahiro Miyazaki, Yoshiko Takayama, and Mie Matsuo are External Directors of the Company under Item 15, Article 2 of the Companies Act.
 2. The Company has registered External Directors Kenjiro Kobayashi, Masahiro Miyazaki, Yoshiko Takayama and Mie Matsuo as independent officers with the Tokyo Stock Exchange, Inc.
 3. Member of the Audit Committee Norikazu Kachi has considerable insight with respect to finance and accounting, having been engaged in finance and accounting operations at business companies including the Company, as well as through his professional experience at audit corporations.
 4. Member of the Audit Committee Kenjiro Kobayashi has considerable insight with respect to finance and accounting, having handled operations that include the investment and loan business of Japan Development Bank (currently, Development Bank of Japan Inc.) for 27 years.
 5. Member of the Audit Committee Mie Matsuo holds qualifications in finance and accounting, and has considerable insight with respect to finance and accounting, having been engaged in finance and accounting operations at audit corporations and business companies.
 6. To ensure audit levels, Norikazu Kachi has been selected as a full-time member of the Audit Committee.

2) Executive Officers

Name	Position	Responsibility and significant concurrent positions
Hirohiko Ejiri	President and Representative Executive Officer	Executive General Manager of Sustainability Corporate Strategy Division
Shuji Shirode	Managing Executive Officer	Executive General Manager of Corporate Control and Administration Division Chief Financial Officer (CFO)
Katsuya Amano	Executive Officer	Executive General Manager of Electronics Industry Division and Chief Business Officer for Electronics Industry
Kunihiro Kuse	Executive Officer	Executive General Manager of Engineering Division and Senior General Manager of Value Engineering Group Chief Technology Officer (CTO)
Jordi Verdés Prieto	Executive Officer	Executive General Manager of West Division Chief Business Officer for General Industry

- (Notes)
1. Hirohiko Ejiri and Shuji Shirode concurrently serve as Directors.
 2. No Executive Officers have significant concurrent positions.
 3. Responsibilities of Executive Officers were changed as of April 1, 2026, as follows:
Shuji Shirode retired from Managing Executive Officer (Executive General Manager of Corporate Control and Administration Division and Chief Financial Officer (CFO)) as of the same date upon the expiration of his term of office.

Name	Position	Responsibility and significant concurrent positions
Hirohiko Ejiri	President and Representative Executive Officer	
Kunihiro Kuse	Representative Managing Executive Officer	Executive General Manager of Engineering Division Chief Technology Officer (CTO)
Takehiro Nozue	Executive Officer	Executive General Manager of Group Corporate Control and Administration Division Chief Financial Officer (CFO)

(2) Outline of agreements for limitation of liability with external officers

The Company has entered into an agreement with External Directors Kenjiro Kobayashi, Masahiro Miyazaki, Yoshiko Takayama, and Mie Matsuo that limits liability for damages stipulated in Paragraph 1, Article 423 of the Companies Act in accordance with the provisions of the Articles of Incorporation thereof based on the provisions of Paragraph 1, Article 427 of the Act. The amount stipulated in Paragraph 1, Article 425 of the Act has been set as the maximum liability for damages based on this agreement.

(3) Outline of the directors and officers liability insurance agreements

The Company has entered into directors and officers liability insurance agreements provided for in Paragraph 1, Article 430-3 of the Companies Act with insurance companies. The insurance agreements cover compensation for damages and litigation costs to be borne by the insured persons in the event of claims for damages by shareholders or third parties. The insurance premiums are fully paid by the Company. The insured parties of the insurance agreements include the Directors, Executive Officers, Corporate Officers, and employees with managerial positions of the Company, and Directors, members of the Audit & Supervisory Board, and employees with managerial positions of its subsidiaries.

(4) Remuneration of Directors and Executive Officers during the fiscal year under review

1) Total amount of remuneration, etc. for the fiscal year under review

Classification	Number of payees	Total amount by type of remuneration, etc.			
		Fixed remuneration, etc.	Performance-linked remuneration, etc.		Total
			Short-term incentive remuneration (monetary compensation)	Long-term incentive remuneration (stock compensation)	
Directors	3 (excluding External Directors)	122 million yen	–	–	122 million yen
	5 (External Directors)	62 million yen	–	–	62 million yen
	Total 8	184 million yen	–	–	184 million yen
Executive Officers	5	252 million yen	129 million yen	119 million yen	501 million yen

- (Notes)
- Directors who concurrently serve as Executive Officers are not paid remuneration as Directors. Accordingly, remuneration of two persons who concurrently serve as Directors and Executive Officers is included in the Executive Officers' section.
 - The Company recorded the estimate of money to be paid for short-term incentive remuneration and the amount related to the granting of share delivery points for long-term incentive remuneration as provisions, etc. as of March 31, 2026, and these amounts are provided above. Additionally, the above-stated fixed remuneration, etc. amount of Directors (excluding External Directors) includes the amount related to the granting of share delivery points for one Director as non-performance-linked stock compensation as a part of fixed remuneration, which was recorded as provisions, etc. as of March 31, 2026.
 - In addition to the above-stated remuneration paid to Directors, 8,094 shares of non-performance-linked stock compensation for the previous fiscal year have been granted to one Director. In addition to the above-stated remuneration paid to Executive Officers, 111 million yen of short-term incentive remuneration for the previous fiscal year, and 17,157 shares of long-term incentive remuneration for the previous fiscal year have been granted to five Executive Officers.

2) Matters related to policy for determining the contents of individual remuneration of Directors and Executive Officers

The Company resolves on matters related to policy for determining the contents of individual remuneration of Directors and Executive Officers and determines remuneration, etc. at the Compensation Committee meeting. The Compensation Committee consists of five members with three External Directors, the Director and Chairman who is non-executive; and the Director, President and Representative Executive Officer; and an External Director, Masahiro Miyazaki, serves as the chairperson. As a basic idea of determining remuneration of Directors and Executive Officers, the "Basic policy regarding the determination of remuneration for Directors and Executive Officers" is provided by the Company's internal regulations on officers' remuneration that are resolved by the Compensation Committee. Individual remuneration of Directors and Executive Officers is calculated based on the Company's internal regulations on officers' remuneration. Therefore, the Compensation Committee has judged that the contents of individual remuneration for the fiscal year under review are in line with this policy.

Basic policy regarding the determination of remuneration for Directors and Executive Officers

1. The remuneration paid to Directors and Executive Officers is designed to attract and retain talented people with diverse skills, experience, etc. to help realize the corporate philosophy.
2. The Company intends that remuneration be linked to business performance and medium- to long-term corporate value in order to function as a sound incentive for sustainable growth.
3. The Company ensures the objectivity of decisions on remuneration and the remuneration decision-making process be highly transparent.

[Objectives of the basic policy]

- The basic policy is to establish a structure and level of remuneration that enables us to secure excellent personnel capable of supervising and executing the management of the Company in order to realize its corporate philosophy.
- The remuneration system shall function as a sound incentive for sustainable growth, taking into account the enhancement of corporate value from a long-term perspective and the accommodation of expectations and requests from shareholders and other stakeholders.
- The remuneration decision-making process shall be highly objective and transparent, in compliance with the Companies Act and other laws and regulations relating to executive remuneration, through efforts such as the establishment of a process to verify the remuneration levels on a regular basis with reference to external remuneration data.

3) Matters related to performance-linked remuneration, etc. and non-monetary remuneration, etc.

The Company's remuneration framework of Directors and Executive Officers is as follows:

Type of remuneration			Directors (excluding External Directors and Directors who are Audit Committee members)	External Directors and Directors who are Audit Committee members	Executive Officers
Fixed remuneration, etc.	Monetary compensation	Fixed remuneration	○	○	○
		Appropriation to Shareholding Scheme		○	
	Stock compensation	Non-performance- linked stock compensation	○		
Variable remuneration, etc.	Monetary compensation	Short-term incentive remuneration			○
	Stock compensation	Long-term incentive remuneration			○

The remuneration system for the Company's Directors consists only of fixed remuneration, as Directors focus on supervising. The amount of Directors' remuneration is decided by position. In order for Directors to share the risks of share price fluctuations with the shareholders, non-performance-linked stock compensation is applied to Directors (excluding External Directors and Directors who are Audit Committee members), whereby points are granted to Directors in accordance with position, and a number of shares of the Company's shares with restriction on transfer equivalent to the number of points are annually delivered to the Directors. A portion of fixed remuneration of External Directors, and Directors who are Audit Committee members is appropriated for the Directors' Shareholding Scheme for the acquisition of the Company's shares.

The remuneration system for the Company's Executive Officers consists of fixed remuneration and incentive remuneration that reflects performance. The fixed remuneration is a fixed amount by position, etc. for Executive Officers. The incentive remuneration is intended to motivate Executive Officers to continuously improve the Kurita Group's business results, and to enhance corporate value through the realization of social value. The incentive remuneration consists of short-term incentive remuneration, which increases or decreases depending on factors such as the level of attainment of the annual business plan, the evaluation of each individual's performance of his or her duties, and the level of attainment of environmental indicators and targets tied to the Kurita Group's materiality, and long-term incentive remuneration, whereby points are

granted to Executive Officers in accordance with business performance and position during their time in office, and a number of shares of the Company's shares with restriction on transfer equivalent to the number of points granted are annually delivered to the Executive Officer (However, for Executive Officers who are non-resident in Japan, if special handlings are required according to laws, regulations, and taxation, or due to other special circumstances, the Company may deliver the shares without transfer restrictions, subject to resolution of the Compensation Committee). Additionally, in the event of a rational judgment that the application of the Company's internal regulations on officers' remuneration is difficult due to laws and regulations in countries of residence, and other reasons, the Company may handle the remuneration in a different way from the internal regulations, subject to determination of the Compensation Committee.

Short-term incentive remuneration consists of remuneration linked to consolidated performance, remuneration linked to the results of operations executed by each Executive Officer, remuneration related to other contributions, and an environmental impact coefficient. Details are as follows:

Evaluation items	Performance indicators	Weight	Total weight
Consolidated performance-linked remuneration	ROIC difference from plan and plan achievement rate for consolidated CSV business sales	50.0%	100%
Remuneration linked to results of executed operations	<ul style="list-style-type: none"> · Division in charge of business uses following indicators Achievement rate of consolidated net sales, and variance between targeted and actual consolidated operating profit margin on sales of division in charge · Division not in charge of business select from following indicators Variance between targeted and actual consolidated operating profit margin, variance between targeted and actual consolidated business profit margin on sales, variance between targeted and actual consolidated gross profit margin on sales 	50.0%	
Other incentive remuneration (Executive Officers other than the President)	<ul style="list-style-type: none"> · The President evaluates the contribution of each Executive Officer focusing on the following points Evaluation points: creation of new recurring contract-based service businesses and CSV businesses, track record in winning orders, etc., that are made part of each organization's targets, policies, and initiatives, and contribute to the building of a strong business. Contributions to each committee, improvements in the Group's corporate structure, implementation of large-scale investment projects such as M&A, or significant orders, etc. that are not reflected in the business performance for the fiscal year in question. 		
Environmental impact coefficient	Average value of degree of achievement in each indicator of water saving, avoided GHG emissions, and increase in resource recovery or reduction of resource input, through CSV business	The payment ratio of short-term incentive is fluctuated depending on the achievement level of performance indicators	

The amount of short-term incentive remuneration is calculated by calculating a payment rate that fluctuates depending on the level of achievement of performance indicators for remuneration linked to consolidated performance, remuneration linked to the results of operations executed by each Executive Officer, remuneration related to other contributions, and by multiplying the obtained payment rate by a coefficient that corresponds to the level of achievement of the environmental impact coefficient, and multiplying a base amount by position relating to short-term incentive remuneration by the obtained amount. In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations. ROIC is calculated using the performance of continuing operations, excluding discontinued operations, while other performance indicators are calculated using the combined performance of both continuing and discontinued operations. Please note that there are no changes to the plans for each performance indicator.

Long-term remuneration consists of a common indicator and TSR coefficient. The common indicator is consolidated return on equity attributable to owners of parent (ROE). TSR coefficients use TOPIX growth rate and relative total shareholder return (TSR) as performance indicators. Details are as follows:

Evaluation items	Performance indicators	Weight
Common indicator	ROE	100%
TSR coefficient	TOPIX growth rate and relative TSR	The payment ratio of long-term incentive is fluctuated depending on the achievement level of performance indicators

The amount of long-term incentive remuneration is calculated by multiplying a payment rate that fluctuates depending on the level of achievement of consolidated return on equity attributable to owners of parent (ROE), by a coefficient that corresponds to the level of achievement of total shareholder return (TSR), and multiplying a base amount by position relating to long-term incentive remuneration by the obtained amount. In the fiscal year ended March 31, 2026, the Group classified the business of Pentagon Technologies Group, Inc. as discontinued operations. ROE is calculated using the combined performance of both continuing and discontinued operations, and there are no changes to the criteria for achieving performance indicators.

The reason for selecting return on invested capital (ROIC), consolidated CSV business sales, consolidated operating profit margin on sales, consolidated return on equity attributable to owners of parent (ROE), total shareholder return (TSR), etc. as the performance indicators for performance-linked remuneration is because they are management indicators that directly reflect the results of business performance, while also being significant indicators for equity markets.

The results of performance-linked remuneration indicators and environmental contribution coefficient which are evaluation items for the short-term incentive remuneration applied to all Executive Officers eligible for performance-linked remuneration, and the common indicators and TSR coefficient which are evaluation items for the long-term incentive remuneration, are as follows:

Remuneration category	Performance indicators	Results	Evaluation
Short-term incentive remuneration	Year-on-year change in ROIC	+ 0.7 pp	Two evaluation level out of four
	Plan achievement rate for consolidated CSV business sales	103.6%	Two evaluation level out of four
	Average value of degree of achievement in each indicator of water saving, avoided GHG emissions, and increase in resource recovery or reduction of resource	132.5%	Highest evaluation level out of three

[Translation for Reference and Convenience Purposes Only]

	input, through CSV business		
Long-term incentive remuneration	ROE	4.7%	Lowest evaluation level because it fell below the established lower limit of 8.0%
	TOPIX growth rate and relative TSR	67.6%	Lowest evaluation level out of three

(5) External Directors

- 1) The significant concurrent positions that External Directors hold at other companies are described in the aforementioned “(1) Directors and Executive Officers.” No special interest exists between the Company and the other companies, etc. at which Masahiro Miyazaki, Yoshiko Takayama, and Mie Matsuo hold concurrent positions.
- 2) Principal activities of External Directors

Name	Position	Record of attendances at the Board of Directors and Committees meetings	Principal activities and an outline of duties performed by External Directors in relation to their expected roles
Kenjiro Kobayashi	External Director	Board of Directors 15/15 (100%)	Mr. Kobayashi has actively expressed his opinions on growth strategies and capital management policies from a medium- to long-term perspective at the Board of Directors, by utilizing high expertise and a wealth of international experience in the areas of finance, corporate planning, new business development and M&A, etc. As chairperson of the Nominating Committee, he has appropriately conducted discussions and deliberations on the development plans for successor candidates for President and other positions, succession plans for Directors, and the Executive System. He also expressed his opinions in the Audit Committee meetings, mainly based on his expert perspective in finance, accounting and internal controls.
		Nominating Committee 10/10 (100%)	
		Audit Committee 14/14 (100%)	
Masahiro Miyazaki	External Director	Board of Directors 15/15 (100%)	Mr. Miyazaki actively expressed his opinions from a medium- to long-term perspective with aspects of appropriate risk-taking on growth strategies and capital management policies, as well as employee engagement at the Board of Directors meetings. He draws on his experience of holding important positions such as a representative executive officer and president and chief executive officer at corporate groups with global operations mainly in the electronics industry, both in Japan and overseas. He has also had appropriate discussions and deliberations on performance evaluation and remuneration details for Officers, as chairperson of the Compensation Committee.
		Nominating Committee 10/10 (100%)	
		Compensation Committee 5/5 (100%)	

[Translation for Reference and Convenience Purposes Only]

Name	Position	Record of attendances at the Board of Directors and Committees meetings	Principal activities and an outline of duties performed by External Directors in relation to their expected roles
Yoshiko Takayama	External Director	Board of Directors 15/15 (100%)	Ms. Takayama has expressed her opinions in the Board of Directors meetings and Audit Committee meetings, based on her international experience, as well as abundant experience in the field of Investor Relations, and high expertise related to corporate governance. In particular, she has actively expressed her opinions on engagement with capital markets, the state of governance, and growth strategies at the Board of Directors meetings. She also had appropriate discussions and deliberations on initiatives for materiality, identified issues for increasing corporate value and submitted reports to the Board of Directors, and explained sustainability management to stakeholders, as chairperson of the Sustainability Advisory Council.
		Nominating Committee 8/8 (100%)	
		Audit Committee 2/2 (100%)	
		Compensation Committee 5/5 (100%)	
Mie Matsuo	External Director	Board of Directors 12/12 (100%)	Ms. Matsuo actively expressed her opinions at the Board of Directors, focusing on areas such as business strategies, internal controls, and diversity from a medium- to long-term perspective by utilizing her qualifications in finance and accounting, as well as her abundant experience in global management and auditing at audit corporations, U.S. subsidiaries of Japanese companies, and a major foreign-affiliated information systems company. As chairperson of the Audit Committee, she has also expressed her opinions mainly on corporate governance and internal controls from a global perspective.
		Audit Committee 12/12 (100%)	
		Compensation Committee 4/4 (100%)	

- (Notes)
1. The attendance records of the Nominating Committee meetings for Yoshiko Takayama indicate her attendance after she assumed office on June 25, 2025. In addition, as she retired as a member of the Audit Committee on the same date, her attendance records of the Audit Committee meetings before her retirement are also indicated.
 2. The attendance records of the Board of Directors meetings and each committee meeting for Mie Matsuo indicate her attendance after she assumed office as Director on June 25, 2025.

4. Accounting Auditor

(1) Name of Accounting Auditor

Grant Thornton Taiyo LLC

(2) Remuneration to Accounting Auditor for the fiscal year under review

Classification	Amount of remuneration
Amount of Remuneration paid by the Company for the fiscal year under review	106 million yen
Total amount of money and other material advantage to be paid by the Company and its subsidiaries to the Accounting Auditor	122 million yen

- (Notes)
1. The amount of remuneration listed above in the row “Amount of Remuneration paid by the Company for the fiscal year under review” has been determined on the basis of the audit agreement entered into between the Company and the Accounting Auditor. The above paid amount is the total of payments since the remuneration from audits pursuant to the Companies Act and Financial Instruments and Exchange Act are not clearly divided or cannot be practically divided.
 2. “Total amount of money and other material advantage to be paid by the Company and its subsidiaries to Accounting Auditor” includes the amount payable for non-audit services, namely, the preparation of comfort letter associated with the issuance of bonds, and salary certification tasks for overseas employees.
 3. The Audit Committee has furnished its consent with respect to amount of remuneration paid by the Company for the fiscal year under review, upon having conducted requisite validation of evaluations of status of executing duties and results of audits for prior fiscal year, the audit plan for the fiscal year under review, and rationale used for calculating quotations for remuneration.
 4. Among the Company’s significant subsidiaries, overseas subsidiaries are audited by Certified Public Accountants or audit corporations (including persons or entities with equivalent qualifications overseas) other than the Company’s Accounting Auditor.

(3) Policy on decision to dismiss or not reappoint Accounting Auditor

Where the Audit Committee deems the Accounting Auditor corresponds to the provisions of each Item of Paragraph 1, Article 340 of the Companies Act based on the agreement of all members of the Audit Committee, the Accounting Auditor shall be dismissed.

Moreover, the Audit Committee evaluates the Accounting Auditor in terms of its auditing frameworks, independence and expertise, and if deemed necessary, determines the content of proposals calling for the dismissal or non-reappointment of the Accounting Auditor, to be submitted to General Meetings of Shareholders, particularly if the Audit Committee finds it difficult for the Accounting Auditor to execute its duties appropriately.

System to ensure appropriate operations and operational status

The Kurita Group's Basic Policies for Constructing an Internal Control System (as of March 31, 2026) are as follows.

1 System to ensure that the execution of the duties of Executive Officers and employees conforms with laws, regulations, and the Articles of Incorporation

- (1) The Company and its consolidated subsidiaries (the "Group Companies") will comply with laws and regulations in accordance with social ethics and have specified actions based on compliance with laws, regulations, and social ethics as a prerequisite for corporate activities to construct transparent and fair relationships with shareholders, customers, employees, local communities, and trade partners at all places in which business activities are conducted. We have also established the Kurita Group Code of Conduct and "Maintain unwavering integrity" as one of our Values that form the foundation of the Kurita Group Philosophy System, with which officers, etc. (collective term for Directors, Executive Officers, Corporate Officers, and other personnel equivalent to them and Directors, members of the Audit & Supervisory Board, and personnel equivalent to them of the Group Companies; the same applies hereinafter) and employees of the Company and the Group Companies should comply, irrespective of differences in language, custom and cultural background, to fully enforce actions based on compliance with laws, regulations and social ethics in our daily business activities. In addition, the Company and the Group Companies will stand up to antisocial forces that potentially pose a threat to social order and safety with a resolute attitude, and work to fight off the unjustified claims of antisocial forces in a determined manner.
- (2) The Company sets up the Sustainability Committee, which is chaired by the Executive General Manager of the Sustainability Corporate Strategy Division, who is a Corporate Officer. In this Committee, the members set out policies and important measures for integrity activities*, and convey them to all employees through the divisions, and a committee, etc. of each Group Company. The responsible Executive Officer or Corporate Officer will regularly report the status of activities and their results to the Board of Directors to continuously raise the compliance level. If the Chairperson of this Committee determines that there is a serious problem or a doubt related to compliance, the Chairperson will immediately report it to the President and Representative Executive Officer and the Chairperson of the Audit Committee, and then formulate and implement remedial actions and preventive measures. The President and Representative Executive Officer and the Chairperson of this Committees will report these events to the Board of Directors or the Audit Committee whenever appropriate.

*The term "integrity activities" involves activities related to compliance.

- (3) The Company establishes the Internal Auditing Department to conduct internal audits on matters such as those related to compliance activities. The Internal Auditing Department is placed under the direct control of the President and Representative Executive Officer in the organizational structure and conducts internal audits based on audit plans approved by the Audit Committee and the President and Representative Executive Officer. The General Manager of Internal Auditing Department shall report audit results to the Audit Committee and the President and Representative Executive Officer periodically or after each audit, depending on the type of audit. Moreover, the General Manager of Internal Auditing Department shall, where there is an emergency or special measures are deemed to be required during audits, immediately report to a member of the Audit Committee, and where necessary, to the President and Representative Executive Officer.
- (4) The Company establishes the Operational Regulations for Whistle-Blower Protection Systems as a mechanism for the officers, etc. and employees of the Company and the Group Companies to directly provide information about legally doubtful conducts, etc. In conjunction with these regulations, the Company also establishes the Compliance Counselling Counter. The Company also works to ensure the fairness and transparency of the management of the Company and the Group Companies by regularly reporting the status of the operation of the contact for Public Interest Whistle-Blowing to the Board of Directors.
- (5) The Company establishes and operates the "Internal Control Reporting System" in accordance with the Financial Instruments and Exchange Act to ensure the accuracy of the financial reporting of the Company and the Group Companies. Monitoring, advices on improvement, and support for improvement for the

operation of the System are implemented, with the Internal Auditing Department as the responsible department. In addition, the Corporate Accounting Department in the Corporate Control and Administration Division shares responsibility for monitoring, recommendations for improvement, and support for improvement related to the “operations process control inside the Company” and the “account settlement and financial reporting process control of consolidated subsidiaries from a company-wide perspective.”

- (6) In response to the “Corporate Governance Code” set forth in the Securities Listing Regulations of the Tokyo Stock Exchange, the Company establishes policies for corporate governance and strengthens its corporate governance, with the aim of realizing transparent, fair, prompt, and decisive decision-making and more effective management supervision of the Company and the Group Companies.

Outline of operational status

- (a) The Kurita Group views sustainability as corporate activities within the natural environment and social systems, and the pursuit of sustainable growth taking into account the impact of corporate activities on the environment and social systems, and vice versa. It positions sustainability at the core of business management. Under the corporate vision of “Pioneering ‘new value for water’ to contribute to the realization of a sustainable society,” we identified material issues toward the realization of a sustainable society as eight issues of materiality, taking account of global issues related to sustainability, and set metrics and targets. Initiatives on these issues have been led by the Sustainability Committee, which is an organization placed on the executive side, and the Board of Directors has been overseeing its activities.
- (b) The Company is operating the Regulation for Responding to Anti-social Forces that prescribes matters relating to an organizational structure and other approaches to cutting any relations with anti-social forces.
- (c) The Sustainability Committee holds meetings regularly to check the state of progress of key measures and issues. Important provision of information and reports are conducted so that the Board of Directors is able to oversee the Company’s measures to address climate change issues. In addition, the Sustainability Advisory Council is placed on the supervisory (Board of Directors) side. The Sustainability Advisory Council has been examining Kurita’s approach to sustainability management in the best interests of varied stakeholders including shareholders, based on a medium- to long-term perspective, while being consulted by, and submitting reports to the Board of Directors.
- (d) The Company established the Kurita Group Code of Conduct, the Corporate Governance Policies, the Basic Policies for Constructing an Internal Control System, the Kurita Group BCM Policy (Business Continuity Management), the Kurita Group Human Rights Policy, the Kurita Group Anti-Bribery Policy and Kurita Group Antitrust Policy as its basic policies. The Board of Directors resolved the Kurita Group’s materiality, with eight issues of materiality included in the Medium-term Management Plan PSV-27. Under the frameworks of operation and supervision described in (a) above, the Company has been conducting activities related to sustainability. Additionally, the Internal Auditing Department conducted management control monitoring related to the establishment, awareness promotion, and operation of frameworks and systems for deploying the basic policies in the Group Companies and it checked for any important inadequacies.
- (e) The Company and the Group Companies have been implementing surveys on integrity on an annual basis. They have been drawing on questionnaire results to monitor progress with respect to improvements, pinpointing issues, and then reflecting those findings in activity policies for the subsequent fiscal year. During the fiscal year under review, they worked on deepening their analysis by incorporating not only the integrity survey results but also other survey results, such as engagement surveys, thereby conducting a more accurate and in-depth examination of issues.
- (f) The Company and the Group Companies have been operating whistle-blowing system of internal control. They have accordingly established the Operational Regulations for Whistle-Blower Protection Systems and have set up consultation desk and reporting desk operated by outside organizations.
- (g) With respect to internal controls for financial reporting, a team dedicated to such tasks from the Internal Auditing Department has been engaging in monitoring in accordance with fiscal year plans, and the Accounting Department in the Corporate Planning and Control Division has also been taking on some responsibility in that regard. The Company has also been monitoring the effectiveness of respective controls.

- (h) The Company reviews its corporate governance policies regularly (at least once a year) or as necessary.

2 System to store and manage information about the execution of the duties of Executive Officers

Information about the execution of the duties of Executive Officers is stored and managed in documents (including electromagnetic records) by appointing a responsible person in charge of managing it and setting the storage period, etc., in accordance with the Document Regulations and the Confidential Information Management Regulations. The Directors may inspect these documents, etc. when necessary.

Outline of operational status

Original copies of the document of such information are being stored in vaults, and duplicates are being kept in locked document cabinets under stringent control. Access rights have been set for electromagnetic media. In addition, the Company has stipulated that those who have been granted permission to view documents must follow certain procedures in that regard, under the Company's regulations.

3 Regulations and other systems for managing the risk of loss

- (1) Risks pertaining to the Company and the Group Companies are monitored and risk management is promoted by the Executive General Manager of the Corporate Control and Administration Division. The Executive General Manager of the Corporate Control and Administration Division regularly analyzes and assesses the risks of the Company and the Group Companies, and makes efforts to prevent the occurrence of risks through continuous monitoring. If a risk that may have a material impact on management becomes apparent, the Executive General Manager of the Corporate Control and Administration Division will appoint a responsible official, draw up a system to address the risk, and immediately issue a command after gaining the approval of the President and Representative Executive Officer. The responsible official will immediately implement countermeasures and report the impact of the risk, the status of correcting the risk, and the measures for preventing the risk to the President and Representative Executive Officer, the Executive General Manager of the Corporate Control and Administration Division, and the Board of Directors or the Audit Committee.
- (2) In regard to serious risks, the Chairperson of the Sustainability Committee will be the responsible official for risks related to compliance, and the Chairperson of the Headquarters Health and Safety Committee will be the responsible official for risks related to health, safety, and occupational accidents. Risks that are directly related to daily business activities are addressed by the Executive General Managers of the divisions, who acts as the responsible official. Other day-to-day risks related to quality, the environment, information security, and export regulations, etc. are addressed by their respective departments.
- (3) The Executive General Manager of the Corporate Control and Administration Division, the Chairpersons of the Committees, and the Executive General Managers of the divisions regularly report the status of activities to promote risk management and integrity to the Board of Directors.
- (4) The status of the implementation of risk management and improvements is monitored, with the Internal Auditing Department acting as the responsible department.

Outline of operational status

- (a) The Company and the Group Companies have promoted risk management activities against "Group-wide risk" which must be addressed by the entire Kurita Group such as in the event of an earthquake or other disaster, and "business risk" which derives directly from daily business affairs. The Company and the Group Companies have also been conducting review on an annual basis of risk maps. The risk maps indicate probabilities of risks materializing, profile the impact and magnitude of impact that a risk event would pose, and assess the significance of such situations. To such ends, the Company and the Group Companies have been striving to prevent risk from materializing by implementing prevention measures, and otherwise have been preparing themselves to address unforeseen circumstances by establishing action plans for risk events. In addition, the Kurita Group implements the "which derives BCM Policy (Business Continuity Management)" which sets out the Kurita Group's principles on response measures for officers, corporate officers, and employees in handling emergencies that pose a risk to the continuity of the Kurita Group's businesses such as major earthquakes, storm and flood damage, pandemics, or geopolitical risks. In addition,

the Kurita Group will work to improve the effectiveness of measures against individual incidents that might have a significant impact on the Kurita Group.

- (b) The Company and the Group Companies have established legal violation risk maps, and accordingly engage in practices that involve identifying major risks of legal violation and regularly monitoring implementation of initiatives in that regard.
- (c) The Board of Directors and the Executive Committee have been regularly receiving reports regarding the promotion status of risk management and integrity activities, and the Board of Directors and the Audit Committee have been receiving reports whenever appropriate with respect to the occurrence and materializing of significant risk events.
- (d) The status of the implementation of risk management and improvements is monitored, with the Internal Auditing Department acting as the responsible department.

4 System to ensure the efficient execution of duties by the Executive Officers

The Company will improve the efficiency of the execution of duties of the Executive Officers based on the following management control system and mechanism.

- (1) The Board of Directors specifies the operations delegated to the Executive Officers and the responsible officials of organizations with the rank equivalent to or higher than Executive General Manager of a division.
- (2) The Board of Directors determines policies for formulating a corporate vision, a medium-term management plan, and a business plan for a single fiscal year, and the Executive Officers formulate a business plan for a single fiscal year in accordance with the said policies and set out the targets, policies, and focused measures for each organization. The Board of Directors receives reports from the Executive Officers on monthly and quarterly business performance in relation to the consolidated and non-consolidated targets of the Company and the business departments and supervises the performance.
- (3) The Board of Directors entrusts the Executive Officers to make decisions on operational execution excluding matters to be resolved by the Board of Directors. In addition, the final decision application system is set up, in line with the Executive Committee and the Final Decision and Examination Regulations, as a system to complement the decision-making.
- (4) The Executive Committee consists of the President and Representative Executive Officer and Executive Officers and Corporate Officers appointed by the President and Representative Executive Officer. The committee meets twice a month in principle, and on a temporary basis when necessary. In the Executive Committee, the members make decisions related to the management of the Company and the Group Companies, conduct a monthly and quarterly check of whether targets have been achieved and the status of implementation of policies and measures, and give each Executive Officer and Corporate Officer instructions to correct deviations. The members of the Audit Committee may attend the Executive Committee.
- (5) The decision to establish, revise, or abolish the Final Decision and Examination Regulations is made by the Board of Directors. For the Executive Officers and Corporate Officers to conduct their duties more efficiently, internal regulations conforming to the Final Decision and Examination Regulations are established and implemented.

Outline of operational status

- (a) The Board of Directors will make decisions on policies for formulating the corporate vision, medium-term management plans, and annual business plans, and receives regular reports from the Executive Officers on monthly and quarterly performance against consolidated and non-consolidated targets based on the annual business plans formulated by the Executive Officers, thereby exercising oversight.
- (b) To enable the Board of Directors to better provide strategic direction that contributes to the Kurita Group's sustainable growth, and exercise supervisory functions over the execution of duties, the Company reviewed and is operating the Final Decision and Examination Regulations when necessary.
- (c) The Executive Committee has been making judgments and decisions on matters that have been delegated to it by the Board of Directors, and has been conducting review with respect to agenda items for meetings of the Board of Directors. Executive Committee members include the President and Representative Executive

Officer, and Executive Officers and Corporate Officers appointed by the President and Representative Executive Officer. The committee has been meeting twice a month in principle, and on a temporary basis when necessary. The members of the Audit Committee selected by the Audit Committee have been attending meetings of the Executive Committee.

5 System to ensure the accuracy of operations in a corporate group consisting of the Company and its subsidiaries

The Company and Group Companies perform operations appropriately by the following systems and the frameworks that are in place.

- (1) The Company and Group Companies set a medium-term management plan and a business plan for a single fiscal year based on a unified outline for formulating plans.
- (2) The overall management of Group Companies is controlled by the Corporate Control and Administration Division. In addition, an Executive Officer, Corporate Officer, and department of the Company in charge of each Group Company are appointed to regularly determine the status of the business performance achieved and the status of risk management based on the medium-term management plan and the business plan for a single fiscal year, and to provide the Group Companies with guidance.
- (3) In principle, a Board of Directors is set up in each Group Company. In addition, the Company or Group Companies dispatch a (non-standing) director and (non-standing) member of the Audit & Supervisory Board to monitor the management of the Board of Directors, business performance, settlement of accounts, and risks. If a decision needs to be made as the Group Companies, the decision is made in accordance with “7. Matters related to subsidiaries and associates in Japan and overseas,” an appendix 1 of the Final Decision and Examination Regulations of the Company.
- (4) In regards to the Group Companies’ efforts related to integrity, the Sustainability Committee of the Company sets out policies and priority measures, and a committee, etc. of each Group Company formulates and implements specific measures. In addition, the system for ensuring the accuracy of the financial reporting by the Group is considered and established as part of the approaches stated in Article 1, Paragraph 5.
- (5) The Group Companies report the status of their management, sales activities, manufacturing, and risk management, etc. to the Company regularly, such as on a monthly or quarterly basis.

Outline of operational status

- (a) The Company and the Group Companies have set a medium-term management plan and a business plan for a single fiscal year based on a unified outline for formulating plans. Meanwhile, the President and Representative Executive Officer of the Company has been holding management plan review sessions with respective Group Companies annually, and has been making decisions on general matters with respect to the fiscal year and plans for the subsequent fiscal year. The overall management of Group Companies is controlled by the Corporate Control and Administration Division.
- (b) In regard to the Group Companies’ efforts related to integrity, the Sustainability Committee of the Company has set out policies and key measures, and a committee, etc. of each Group Company has formulated and been implementing specific measures.
- (c) In order to strengthen governance at the Group Companies, the Company improves the systems and structures provided by the Company, and the Board of Directors accurately evaluates operational status and aims to improve effectiveness.
- (d) The members of the Audit Committee selected by the Audit Committee have been conducting audits and surveys with respect to the Company and the Group Companies in accordance with audit policies and audit plans, etc. established by the Audit Committee.

6 Matters related to an employee assigned to assist the Audit Committee in fulfilling its duties, matters related to the independence of the employee from the Executive Officers, and matters related to ensuring the effectiveness of instructions issued to the employee

- (1) The Secretariat to the Audit Committee is set up as an organization that assists the Audit Committee in fulfilling its duties, and an employee, etc. is appointed as its full-time staff member. The Audit Committee may instruct a certain employee, etc. who belongs to the Internal Auditing Department to assist the Committee.
- (2) The employee, etc. who assists the Audit Committee in fulfilling its duties provides assistance independent of the Executive Officers. In addition, the opinions of the members of the Audit Committee are respected regarding personnel changes and evaluations, etc. of the employee, etc.
- (3) The employee, etc. who assists the Audit Committee in fulfilling its duties may regularly attend places where opinions are exchanged between the President and Representative Executive Officer and the accounting auditor accompanying a member of the Audit Committee.

Outline of operational status

The Secretariat to the Audit Committee was set up as an organization that assists the Audit Committee in fulfilling its duties, and an employee was appointed as its full-time staff member. The members of the Audit Committee selected by the Audit Committee have the full-time staff member assist them in attending important meetings, visiting major offices and subsidiaries, exchanging opinions with the President and Representative Executive Officer, and receiving audit results reports from the accounting auditor. In addition, along with the full-time staff member, the General Manager of Internal Auditing Department supports the Audit Committee in audit work as the Secretariat to the Audit Committee, and the Audit Committee gives instructions to specific employees in the Internal Auditing Department to assist audit work as necessary.

7 System for reporting to the Audit Committee

- (1) In order to regularly confirm that the Executive Officers, Corporate Officers, and employees of the Company perform operations appropriately, the members of the Audit Committee may attend the Executive Committee and the Sustainability Committee, etc.
- (2) The members of the Audit Committee selected by the Audit Committee (hereinafter, the “selected members of the Audit Committee”) may inspect documents, etc. necessary for their auditing work at any time, irrespective of the provisions of the Document Regulations, the Confidential Information Management Regulations, and other regulations.
- (3) The Executive Officers and Corporate Officers of the Company report important matters related to the execution of duties to the Audit Committee or the members of the Audit Committee whenever appropriate through the Board of Directors meetings and other important meetings.
- (4) The officers, etc. and employees of the Company and the Group Companies immediately report matters which may cause significant damage to the operations or financial standing of the Group, matters which are important for internal audits and risk management, matters related to a grave breach of laws, regulations, or the articles of incorporation, and other matters which are important for complying with corporate ethics, laws, and regulations, to the respective departments in charge within the Company. The departments in charge report the details of the reported matter to the Audit Committee or a member of the Audit Committee.
- (5) The selected members of the Audit Committee may request officers, etc. and employees of the Company and the Group Companies to report matters related to the execution of their duties and operations, and those who were requested to do so shall immediately submit the report. The selected members of the Audit Committee may also request the accounting auditor to report the status of accounting audits and other necessary matters, and the accounting auditor makes a report related to accounting as needed.
- (6) The Company prohibits those who made a report to a department in charge, the Audit Committee or the members of the Audit Committee in accordance with the provisions of the above paragraph (4) from being treated unfavorably on the grounds of making a report, and makes this fact fully known to officers, etc. and employees of the Company and Group Companies.

Outline of operational status

- (a) The selected members of the Audit Committee have been attending the Board of Directors meetings and other important meetings such as those of Executive Committee and Sustainability Committee, and has been performing audits of Directors, Executive Officers, Corporate Officers, and employees with respect to their execution of duties through review of approval application documents, visiting major offices and subsidiaries, and interviews with internal management departments.
- (b) The Executive Officers and Corporate Officers of the Company have been reporting important matters related to the execution of duties to the members of the Audit Committee or the Audit Committee whenever appropriate, through the Board of Directors meetings and other important meetings.
- (c) The Corporate Officers and employees of the Company, and the Directors, members of the Audit & Supervisory Board and the employees of the Group Companies report on the matters stipulated in laws and regulations as well as cases of compliance violations, cases in dispute, the occurrence of material risks, and matters related to accounting and the settlement of accounts, etc. to the departments in charge within the Company. The departments in charge report on the details of the reports from the Corporate Officers and employees of the Company, and the Directors, members of the Audit & Supervisory Board and employees of Group Companies to the members of the Audit Committee or the Audit Committee when necessary. In addition, the departments in charge also make the necessary reports at the request of selected members of the Audit Committee.
- (d) In accordance with the Operational Regulations for Whistle-Blower Protection Systems, the Company and the Group Companies have prohibited the unfair treatment of those who have reported information set forth in the previous paragraph, on the ground of having made such a report.

8 Other systems to ensure the effective auditing of the Audit Committee

- (1) The Audit Committee and the President and Representative Executive Officer exchange opinions regularly. Where the Audit Committee has requested an exchange of opinions, the Executive Officers and other requested personnel provide full cooperation.
- (2) The Audit Committee establishes standards for appointing, dismissing, and refusing to reappoint the accounting auditor, and nominates a candidate for the accounting auditor. The Company and the Group Companies secure sufficient amount of time for the accounting auditor to conduct a high-quality audit. The Audit Committee, the Internal Auditing Department, and the accounting auditor promote a cooperation by mutually checking each other's audit plans and sharing their concerns.
- (3) The Audit Committee holds discussions and exchanges opinions with the Internal Auditing Department and the accounting auditor when necessary.
- (4) The Audit Committee allocates expenses that are deemed necessary for the execution of duties in advance. However, the Audit Committee may charge the Company postmortem for expenses it spent on urgent or provisional matters.

Outline of operational status

- (a) The Audit Committee has been regularly holding meetings for exchanging opinions with the President and Representative Executive Officer of the Company in order to facilitate mutual understanding and further develop relationships of trust.
- (b) The Audit Committee establishes standards for evaluating the independence and expertise, etc., of the Accounting Auditor, obtains necessary information and receives reports from Executive Officers and related departments inside the Company, and comprehensively evaluates these factors to make judgments on whether to appoint, dismiss, or refuse to reappoint the Accounting Auditor of the Company.
- (c) The Audit Committee has been holding discussions and exchanging opinions with the Internal Auditing Department, receiving reports as needed on the status of internal audits and related matters. It has also been taking steps to promote cooperation with the Accounting Auditor by mutually checking each other's audit plans and regularly exchanging opinions through forums such as briefing sessions for reporting on key audit matters (KAM) and audit results.

[Translation for Reference and Convenience Purposes Only]

Basic Policies for Constructing an Internal Control System are made available to the public via the following URL on the Company's website on the Internet upon revision by resolution of the Board of Directors. Minor changes were made in accordance with the organizational changes and other matters effective on April 1, 2026.

(<https://www.kurita-water.com/en/policy/basic/ics.html>)

[Translation for Reference and Convenience Purposes Only]

Consolidated Financial Statements

Consolidated Statement of Financial Position (As of March 31, 2026)

(Million yen)

Account item	Amount	Account item	Amount
Assets		Liabilities	
Current assets	248,985	Current liabilities	119,066
Cash and cash equivalents	62,170	Trade payables and contract liabilities	44,732
Trade receivables and contract assets	143,378	Bonds and borrowings	15,884
Securities, deposits with a maturity of over three months	4,510	Accounts payable - other and accrued expenses	22,081
Finished products	8,809	Income taxes payable	11,378
Work in process	1,163	Provisions	2,414
Raw materials and supplies	10,379	Other	12,224
Other	10,362	Subtotal	108,717
Subtotal	240,773	Liabilities directly associated with assets held for sale	10,349
Assets held for sale	8,211		
Non-current assets	315,437	Non-current liabilities	101,379
Property, plant and equipment	186,762	Bonds and borrowings	63,945
Buildings and structures	54,835	Lease liabilities	14,441
Machinery, equipment and vehicles	75,780	Retirement benefit liability	17,537
Land	6,888	Other	5,455
Construction in progress	42,399	Total liabilities	220,445
Other	6,858		
Right-of-use assets	17,863	Equity	
Intangible assets	76,892	Equity attributable to owners of parent	341,151
Goodwill	61,497	Share capital	13,450
Software	9,891	Capital surplus	(21)
Customer and technology related assets	5,010	Treasury shares	(27,119)
Other	493	Other components of equity	40,090
Investments and other assets	33,918	Exchange differences on translation of foreign operations	34,558
Investment securities	12,756	Cash flow hedge	17
Investments accounted for using equity method	1,684	Financial assets measured at fair value through other comprehensive income	5,514
Deferred tax assets	8,291	Retained earnings	314,750
Other	11,186	Non-controlling interests	2,826
Total assets	564,422	Total equity	343,977
		Total liabilities and equity	564,422

(Note) Figures are rounded down to the nearest millions of yen.

[Translation for Reference and Convenience Purposes Only]

Consolidated Statement of Profit or Loss

(From April 1, 2025 to March 31, 2026)

(Million yen)

Account item	Amount
Continuing operations	
Net sales	402,889
Cost of sales	249,734
Gross profit	153,154
Selling, general and administrative expenses	95,811
Other income	2,414
Other expenses	1,468
Operating profit	58,290
Finance income	1,606
Finance costs	1,854
Share of profit of investments accounted for using equity method	119
Profit before tax	58,160
Income tax expense	17,926
Profit from continuing operations	40,234
Discontinued operations	
Profit (loss) from discontinued operations	(23,938)
Profit for the period	16,295
Profit attributable to	
Profit attributable to owners of parent	15,957
Profit attributable to non-controlling interests	337
Profit for the period	16,295

(Note) Figures are rounded down to the nearest millions of yen.

[Translation for Reference and Convenience Purposes Only]

Consolidated Statement of Changes in Equity

(From April 1, 2025 to March 31, 2026)

(Million yen)

	Equity attributable to owners of parent				
	Share capital	Capital surplus	Treasury shares	Other components of equity	
				Exchange differences on translation of foreign operations	Cash flow hedges
Balance as of April 1, 2025	13,450	8	(12,200)	21,067	33
Profit for the period					
Other comprehensive income				13,518	(16)
Total comprehensive income for the period	–	–	–	13,518	(16)
Acquisition of treasury shares			(15,165)		
Dividends					
Share-based payment transactions		(26)	245		
Transfer from other components of equity to retained earnings					
Other		(3)		(26)	
Total transactions with owners	–	(29)	(14,919)	(26)	–
Balance as of March 31, 2026	13,450	(21)	(27,119)	34,558	17

	Equity attributable to owners of parent					Non-controlling interests	Total equity
	Other components of equity			Retained earnings	Total		
	Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total				
Balance as of April 1, 2025	3,688	–	24,789	309,978	336,027	2,477	338,504
Profit for the period				15,957	15,957	337	16,295
Other comprehensive income	2,005	(81)	15,425		15,425	69	15,495
Total comprehensive income for the period	2,005	(81)	15,425	15,957	31,383	407	31,790
Acquisition of treasury shares					(15,165)		(15,165)
Dividends				(11,287)	(11,287)	(58)	(11,345)
Share-based payment transactions					219		219
Transfer from other components of equity to retained earnings	(179)	81	(97)	97	–		–
Other			(26)	3	(26)		(26)
Total transactions with owners	(179)	81	(124)	(11,186)	(26,260)	(58)	(26,318)
Balance as of March 31, 2026	5,514	–	40,090	314,750	341,151	2,826	343,977

(Note) Figures are rounded down to the nearest millions of yen.

[Translation for Reference and Convenience Purposes Only]

Non-Consolidated Financial Statements

Non-Consolidated Balance Sheet (As of March 31, 2026)

(Million yen)

Account item	Amount	Account item	Amount
Assets		Liabilities	
Current assets	80,214	Current liabilities	64,359
Cash and deposits	8,340	Accounts payable – trade	12,444
Notes receivable (trade), and electronically recorded monetary claims	2,083	Commercial papers and borrowings	5,000
Accounts receivable – trade	36,932	Accounts payable – other and accrued expenses	9,929
Contract assets	16,333	Income taxes payable	5,039
Finished products	1,309	Contract liabilities	1,719
Work in process	323	Deposits received	26,721
Raw materials	2,669	Provision for bonuses	1,372
Short-term loans receivable	1,896	Other	2,132
Other	10,369	Non-current liabilities	79,397
Allowance for doubtful accounts	(46)	Bonds payable and borrowings	64,000
Non-current assets	304,057	Lease obligations	811
Property, plant and equipment	154,102	Net defined benefit liability	11,235
Buildings and structures	43,532	Other	3,350
Machinery, equipment and vehicles	66,220	Total liabilities	143,756
Land	3,980	Net assets	
Leased assets	923	Shareholders' equity	235,444
Construction in progress	36,177	Common share	13,450
Other	3,268	Capital surplus	11,669
Intangible fixed assets	11,998	Legal capital surplus	11,426
Software	8,995	Other capital surplus	242
Technology-related assets	2,939	Retained earnings	237,284
Other	63	Legal retained earnings	2,919
Investments and other assets	137,956	Other retained earnings	234,365
Investment securities	11,868	Reserve for advanced depreciation of non-current assets	763
Shares of subsidiaries and associates	74,452	General reserve	207,480
Investments in capital of subsidiaries and associates	34,482	Retained earnings brought forward	26,121
Long-term loans receivable	368	Treasury shares	(26,960)
Deferred tax assets	9,135	Valuation and translation adjustments	5,070
Other	7,727	Unrealized gains (losses) on available-for-sale securities	5,794
Allowance for doubtful accounts	(79)	Revaluation reserve for land	(723)
Total assets	384,271	Total net assets	240,514
		Total liabilities and net assets	384,271

(Note) Figures are rounded down to the nearest millions of yen.

[Translation for Reference and Convenience Purposes Only]

Non-Consolidated Statement of Income

(From April 1, 2025 to March 31, 2026)

(Million yen)

Account item	Amount
Net sales	157,422
Cost of sales	106,486
Gross profit	50,935
Selling, general and administrative expenses	38,515
Operating profit	12,419
Non-operating income	19,865
Interest and dividend income	12,368
Other	7,496
Non-operating expenses	1,782
Interest expense	674
Other	1,107
Ordinary profit	30,502
Extraordinary income	785
Gain on termination of contract	785
Income before income taxes	31,287
Income taxes - current	7,246
Income taxes - deferred	(1,106)
Net income	25,147

(Note) Figures are rounded down to the nearest millions of yen.

[Translation for Reference and Convenience Purposes Only]

Non-Consolidated Statement of Changes in Shareholders' Equity

(From April 1, 2025 to March 31, 2026)

(Million yen)

	Shareholders' equity								
	Common share	Capital surplus			Retained earnings				
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings
						Reserve for advanced depreciation of non-current assets	General reserve	Retained earnings brought forward	
Balance as of the beginning of the fiscal year	13,450	11,426	237	11,664	2,919	763	225,480	(5,812)	223,351
Change during the period									
Reversal of general reserve							(18,000)	18,000	–
Dividend from surplus								(11,335)	(11,335)
Net income								25,147	25,147
Acquisition of treasury shares									
Disposal of treasury shares			1	1					
Stock compensation with restriction on transfer			3	3					
Increase by absorption-type company split								120	120
Net change in items other than shareholders' equity during the period									
Total change during the period	–	–	5	5	–		(18,000)	31,933	13,933
Balance as of the end of the fiscal year	13,450	11,426	242	11,669	2,919	763	207,480	26,121	237,284

[Translation for Reference and Convenience Purposes Only]

	Shareholders' equity		Valuation and translation adjustments			Total net assets
	Treasury share	Total shareholders' equity	Unrealized gains (losses) on available-for-sale securities	Revaluation reserve for land	Total valuation and translation adjustments	
Balance as of the beginning of the fiscal year	(12,200)	236,266	3,659	(813)	2,846	239,112
Change during the period						
Reversal of general reserve		–				–
Dividend from surplus		(11,335)				(11,335)
Net income		25,147				25,147
Acquisition of treasury shares	(15,006)	(15,006)				(15,006)
Disposal of treasury shares	20	21				21
Stock compensation with restriction on transfer	225	228				228
Increase by absorption-type company split		120				120
Net change in items other than shareholders' equity during the period		–	2,134	89	2,224	2,224
Total change during the period	(14,760)	(822)	2,134	89	2,224	1,401
Balance as of the end of the fiscal year	(26,960)	235,444	5,794	(723)	5,070	240,514

(Note) Figures are rounded down to the nearest millions of yen.

Audit Report

Accounting Auditor's Audit Report on the Consolidated Financial Statements

Independent Auditor's Report

May 22, 2026

To the Board of Directors

Kurita Water Industries Ltd.

Grant Thornton Taiyo LLC
Tokyo Office
Makio Wada
Designated and Engagement Partner
Certified Public Accountant

Koichiro Watanabe
Designated and Engagement Partner
Certified Public Accountant

Takemi Okuda
Designated and Engagement Partner
Certified Public Accountant

Opinion

Pursuant to Paragraph 4, Article 444 of the Companies Act, we have audited the accompanying consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity, the important matters that are the basis for the preparation of the consolidated financial statements, and other notes to consolidated financial statements of Kurita Water Industries Ltd. (hereinafter the "Company") applicable to the fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the consolidated financial statements above are in conformity with the accounting standards with omission of a part of disclosure items required by the designated IFRS, as stipulated in the latter part of Paragraph 1, Article 120 of the Regulation for Corporate Accounting, and present fairly, in all material respects, the consolidated financial position of the Company and its consolidated subsidiaries as of March 31, 2026, and their financial performance for the year then ended.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Company and its consolidated subsidiaries in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan (including the provisions applicable to audits of financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Matter to Be Emphasized

As described in Significant Subsequent Events, on May 13, 2026, the Company entered into a master agreement for the transfer of all outstanding shares of Pentagon Technologies Group, Inc. held by Kurita America Holdings Inc., a consolidated subsidiary of the Company. The shares will be transferred to AEQH20 GmbH, a subsidiary of AEQUITA SE & Co. KGaA.

This matter does not impact our opinion.

Other Statements

Other statements consist of the business report and related supplementary schedules. Management is responsible for the preparation and disclosure of other statements. It is also the responsibility of the Audit Committee to oversee the Executive Officers' and Directors' performance of their duties within the maintenance and operation of the reporting process for the other statements.

Our opinion on the consolidated financial statements does not include the other statements, and we express no opinion on them.

Our responsibilities in the audit of the consolidated financial statements are to read the other statements in full and, in the course of reading the other statements, to consider whether there are material differences between the other statements and the consolidated financial statements or our knowledge obtained during the audit, and to take note of any indication of material errors in the other statements besides such material differences.

If, based on the audit work performed, we determine that there are material errors in the other statements, we are required to report those facts.

We have no matters to report with respect to the other statements.

Responsibilities of Management and the Audit Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in conformity with the accounting standards with omission of a part of disclosure items required by the designated IFRS, as stipulated in the latter part of Paragraph 1, Article 120 of the Regulation for Corporate Accounting, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements with the assumption of a going concern, and for disclosing, as necessary, matters related to going concern, in accordance with the accounting standards with omission of a part of disclosure items required by the designated IFRS, as stipulated in the provisions of the latter part of Paragraph 1, Article 120 of the Regulation for Corporate Accounting in preparing the consolidated financial statements.

The Audit Committee is responsible for overseeing the Executive Officers' and Directors' performance of their duties within the maintenance and operation of the financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibilities are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that expresses our opinion on the consolidated financial statements based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these consolidated financial statements.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit process to perform the following:

- Identify and assess the risks of material misstatement, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

- When auditing the consolidated financial statements, obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances in making risk assessments, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and the appropriateness of related notes thereto.

- Conclude on the appropriateness of preparing the consolidated financial statements with the assumption of a going concern by management, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes to the consolidated financial statements or, if the notes to the consolidated financial statements on material uncertainty are inadequate, to express a qualified opinion with exceptions on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate whether the presentation of the consolidated financial statements and notes to the consolidated financial statements are in accordance with the accounting standards with omission of a part of disclosure items required by the designated IFRS, as stipulated in the provisions of the latter part of Paragraph 1, Article 120 of the Regulation for Corporate Accounting, as well as evaluate the presentation, structure, and content of the consolidated financial statements, including the related notes thereto, and whether the consolidated financial statements fairly present the underlying transactions and accounting events.

- Plan and perform audit of the consolidated financial statements to obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries to provide a basis for our opinion on the consolidated financial statements. We are responsible for the direction, supervision and inspection of the audit of the consolidated financial statements. We remain solely responsible for our audit opinion.

We report to the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit process, and other matters required by auditing standards.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and communicate with it all relationships and other matters that may reasonably be deemed to bear on our independence, and where applicable, countermeasures to eliminate obstruction factors to our independence or related safeguards in order to eliminate or reduce obstruction factors to allowable levels.

Conflicts of Interest

We or engagement partners have no interest in the Company and its consolidated subsidiaries which should be disclosed in compliance with the Certified Public Accountants Act.

Accounting Auditor's Audit Report on the Non-Consolidated Financial Statements

Independent Auditor's Report

May 22, 2026

To the Board of Directors

Kurita Water Industries Ltd.

Grant Thornton Taiyo LLC
Tokyo Office
Makio Wada
Designated and Engagement Partner
Certified Public Accountant

Koichiro Watanabe
Designated and Engagement Partner
Certified Public Accountant

Takemi Okuda
Designated and Engagement Partner
Certified Public Accountant

Opinion

Pursuant to Item 1, Paragraph 2, Article 436 of the Companies Act, we have audited the accompanying non-consolidated financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in shareholders' equity, the notes to non-consolidated financial statements and the related supplementary schedules of Kurita Water Industries Ltd. (hereinafter the "Company") (hereinafter, the "financial statements, etc.") applicable to the 90th fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the financial statements, etc. referred to above are in conformity with accounting principles generally accepted in Japan, and present fairly, in all material respects, the financial position and results of operations as of March 31, 2026, and their financial performance for the year then ended.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements, Etc. section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan (including the provisions applicable to audits of financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Statements

Other statements consist of the business report and related supplementary schedules. Management is responsible for the preparation and disclosure of other statements. It is also the responsibility of the Audit Committee to oversee the Executive Officers' and Directors' performance of their duties within the maintenance and operation of the reporting process for the other statements.

Our opinion on the financial statements, etc. does not include the other statements, and we express no opinion on them.

Our responsibilities in the audit of the financial statements, etc. are to read the other statements in full and, in the course of reading the other statements, to consider whether there are material differences between the other statements and the financial statements, etc. or our knowledge obtained during the audit, and to take note of any indication of material errors in the other statements besides such material differences.

If, based on the audit work performed, we determine that there are material errors in the other statements, we are required to report those facts.

We have no matters to report with respect to the other statements.

Responsibilities of Management and the Audit Committee for the Financial Statements, Etc.

Management is responsible for the preparation and fair presentation of the financial statements, etc. in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the financial statements, etc. that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, etc., management is responsible for assessing whether it is appropriate to prepare the financial statements, etc., with the assumption of a going concern, and in accordance with accounting principles generally accepted in Japan, for disclosing, as necessary, matters related to going concern.

The Audit Committee is responsible for overseeing the Executive Officers' and Directors' performance of their duties within the maintenance and operation of the financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements, Etc.

Our responsibilities are to obtain reasonable assurance about whether the financial statements, etc. as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that expresses our opinion on the financial statements, etc. based on our audit from an independent point of view. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these financial statements, etc.

In accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit process to perform the following:

- Identify and assess the risks of material misstatement, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Selecting audit procedures to be applied is at the discretion of the auditor. Obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- When auditing the financial statements, etc., obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances in making risk assessments, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used by management and their method of application, as well as the reasonableness of accounting estimates made by management and the appropriateness of related notes thereto.
- Conclude on the appropriateness of preparing the financial statements, etc. with the assumption of a going concern by management, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the notes to the financial statements, etc. or, if the notes to the financial statements, etc. on material uncertainty are inadequate, to express a qualified opinion with exceptions on the financial statements, etc. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation of the financial statements, etc. and notes to the financial statements, etc. are in accordance with accounting standards generally accepted in Japan, as well as evaluate the presentation, structure, and content of the financial statements, etc., including the related notes thereto, and whether the financial statements, etc. fairly present the underlying transactions and accounting events.

We report to the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit process, and other matters required by auditing standards.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements in Japan regarding independence, and communicate with it all relationships and other matters that may reasonably be deemed to bear on our independence, and where applicable, countermeasures to eliminate obstruction factors to our independence or related safeguards in order to eliminate or reduce obstruction factors to allowable levels.

Conflicts of Interest

We or engagement partners have no interest in the Company which should be disclosed in compliance with the Certified Public Accountants Act.

The Audit Committee's Audit Report

Audit Report

The Audit Committee has conducted audit on the Executive Officers' and Directors' performance of their duties during the 90th fiscal year (from April 1, 2025 to March 31, 2026), and hereby reports the methods and results of audit as follows:

1. Method and Contents of Audit

Concerning the content of the Board of Directors resolution relating to matters raised in Sub-items (b) and (e) under Item 1, Paragraph 1, Article 416 of the Companies Act and the system that has been established pursuant to that resolution (internal control system), the Audit Committee received reports from the Directors, Executive Officers and employees and other relevant personnel on its establishment and operational status, sought explanations as necessary and made opinions. In addition to this, the Audit Committee implemented the audit using the following method.

- (1) The Audit Committee stipulated auditing policies and the audit plan for the fiscal year under review, designated the status of the establishment and operation of internal control systems (including internal controls for financial reporting) and group governance systems as priority audit items. In accordance with the audit standards and the division of duties determined by the Audit Committee, and in cooperation with the Internal Auditing Department of the Company, the Audit Committee has attended important meetings, received reports from the Directors and Executive Officers regarding the status of performance of their duties, and requested them to provide explanation when needed. The Audit Committee has reviewed important authorized documents and examined the status of business operations and financial position of the head office and main business locations. As for subsidiaries, the Audit Committee also facilitated communication and information exchange with Directors, members of the Audit & Supervisory Board and employees and other relevant personnel, visited subsidiaries when needed, and examined the status of business operations and financial position of the subsidiaries. As for internal controls for financial reporting, we received reports from Accounting Auditor and Internal Auditing Department about the status of evaluation and audit of the internal controls, and requested explanations as necessary.
- (2) The Audit Committee audited whether the Accounting Auditor maintained its independence and properly conducted its audit, received a report from the Accounting Auditor on the status of its performance of duties, and requested explanations as necessary. In addition, the Audit Committee was notified by the Accounting Auditor that it had established a "System to ensure that the performance of the duties of the Accounting Auditors was properly conducted" (the matters set forth in the items of Article 131 of the Regulation for Corporate Accounting) in accordance with the "Quality Control Standards for Audits" (Business Accounting Council), and requested explanations as necessary.

Based on the above method, the Audit Committee has examined the Business Report and the supplementary schedules, the non-consolidated financial statements (the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in shareholders' equity and the notes to non-consolidated financial statements) and the supplementary schedules, as well as the consolidated financial statements (the consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated statement of changes in equity and the notes to consolidated financial statements) for the fiscal year under review.

2. Results of Audit

(1) Results of Audit of Business Report, etc.

- (a) We acknowledge that the Business Report and the related supplementary schedules fairly present the status of the Company in conformity with the applicable laws and regulations and the Articles of Incorporation of the Company.
- (b) We acknowledge that there is no misconduct or material fact in violation of the applicable laws or regulations and the Articles of Incorporation of the Company with regard to the performance of duties by Directors and Executive Officers.
- (c) We acknowledge that the Board of Directors' resolutions with respect to the internal control systems are appropriate. We also acknowledge that there are no matters warranting special mention, neither regarding content provided in the Business Report on the internal control systems, nor regarding the performance of duties by Directors and Executive Officers. As for internal controls for financial reporting, we received reports from Grant Thornton Taiyo LLC stating that the internal controls were functioning effectively Company-wide as of the date on which this report was prepared, and furthermore that there were no deficiencies warranting disclosure with respect to the internal controls in business processes.

(2) Results of Audit of Non-consolidated Financial Statements and Related Supplementary Schedules

We acknowledge that the methods and results of audit performed by the Accounting Auditor Grant Thornton Taiyo LLC, are appropriate.

(3) Results of Audit of Consolidated Financial Statements

We acknowledge that the methods and results of audit performed by the Accounting Auditor Grant Thornton Taiyo LLC, are appropriate.

May 25, 2026

Kurita Water Industries Ltd.	Audit Committee	
Member of the Audit Committee	Mie Matsuo	(Seal)
Full-time member of the Audit Committee	Norikazu Kachi	(Seal)
Member of the Audit Committee	Kenjiro Kobayashi	(Seal)

(Note) Mie Matsuo and Kenjiro Kobayashi are External Directors as prescribed in Item 15, Article 2 and Paragraph 3, Article 400 of the Companies Act.