



Kurita Water Industries Ltd.

Fiscal year ending March 31, 2025

Sustainability Briefing

Securities code: 6370

January 21, 2025

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I Sustainability Management at the Kurita Group

President and Representative Executive Officer

Hirohiko Ejiri



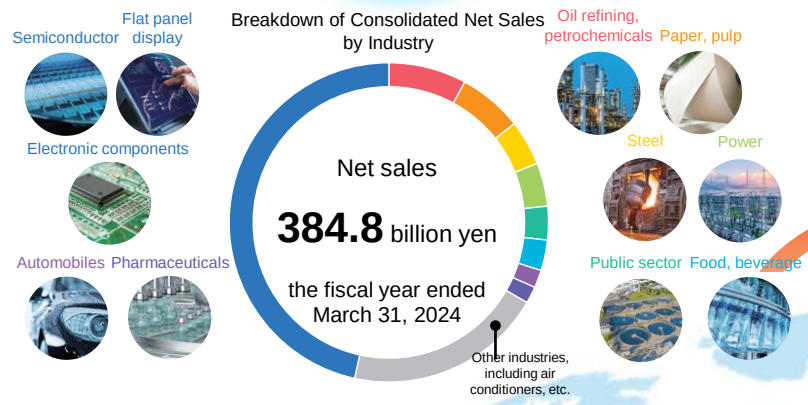
- 1985 Joined Kurita Water Industries Ltd.
- 2005 President of Kurita Europe GmbH
- 2011 General Manager of Sales Dept. for Heavy Industries, Group II, Chemicals Division
- 2013 General Manager of Business Management Dept., Chemicals Division
- 2014 Corporate Officer
Senior General Manager of Sales Group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

Foundation of Value Creation

Using water knowledge gained from various regions around the world and diverse points of contact with industry, have achieved the further creation of shared value based on the foundations that have provided solutions optimized to customer needs and issues.

Further Creation of Shared Value

Diversity of Customer Businesses



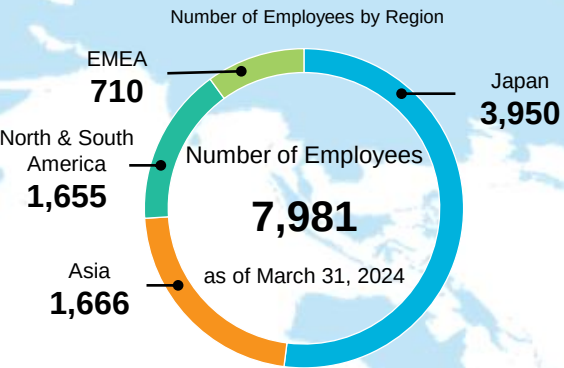
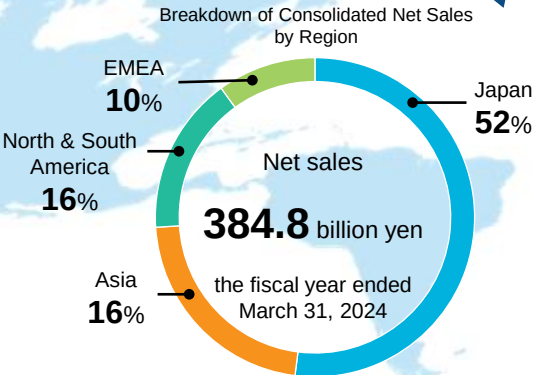
Diversity of Business Sectors

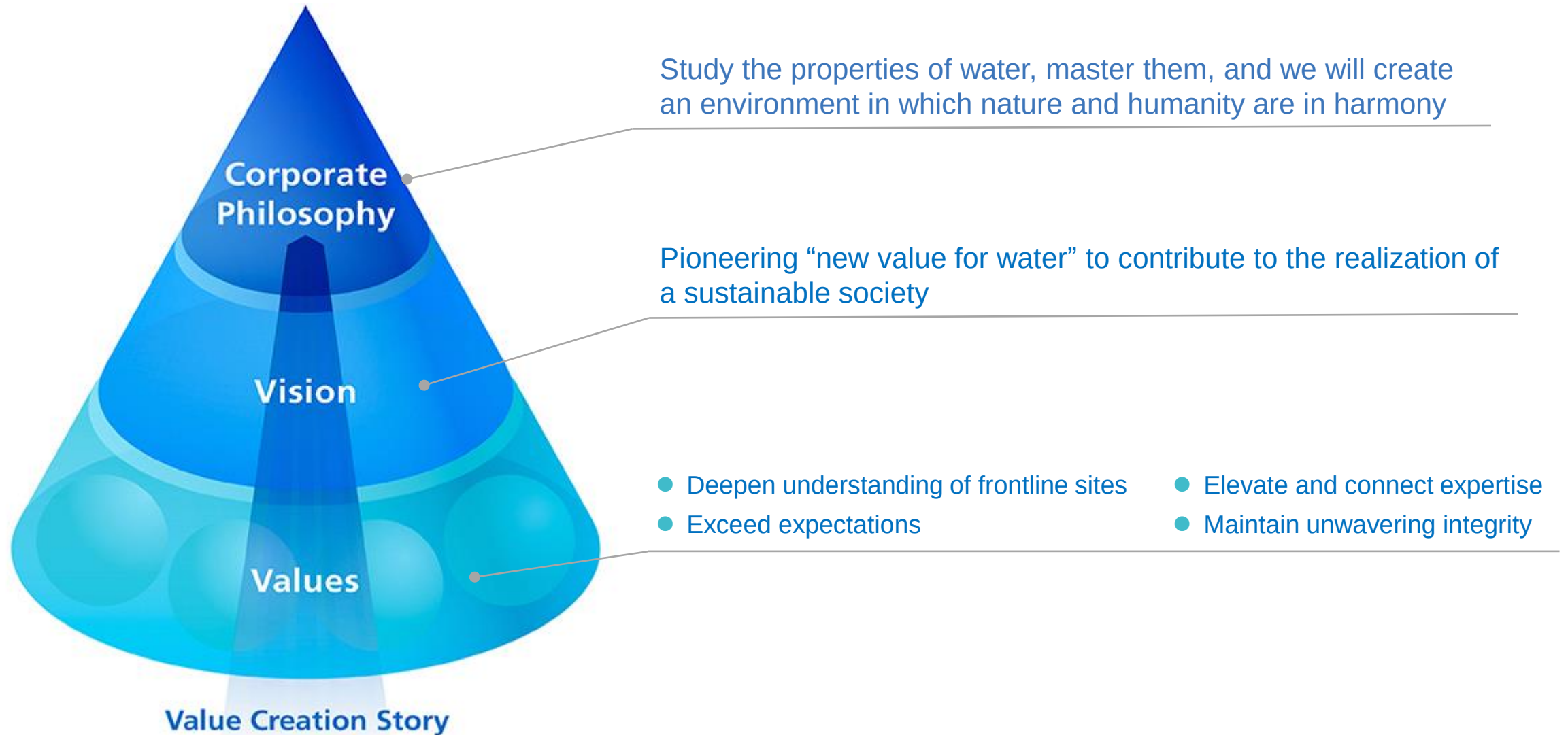


Create and provide creative and high value solutions

Water Knowledge

Diversity of Business Regions

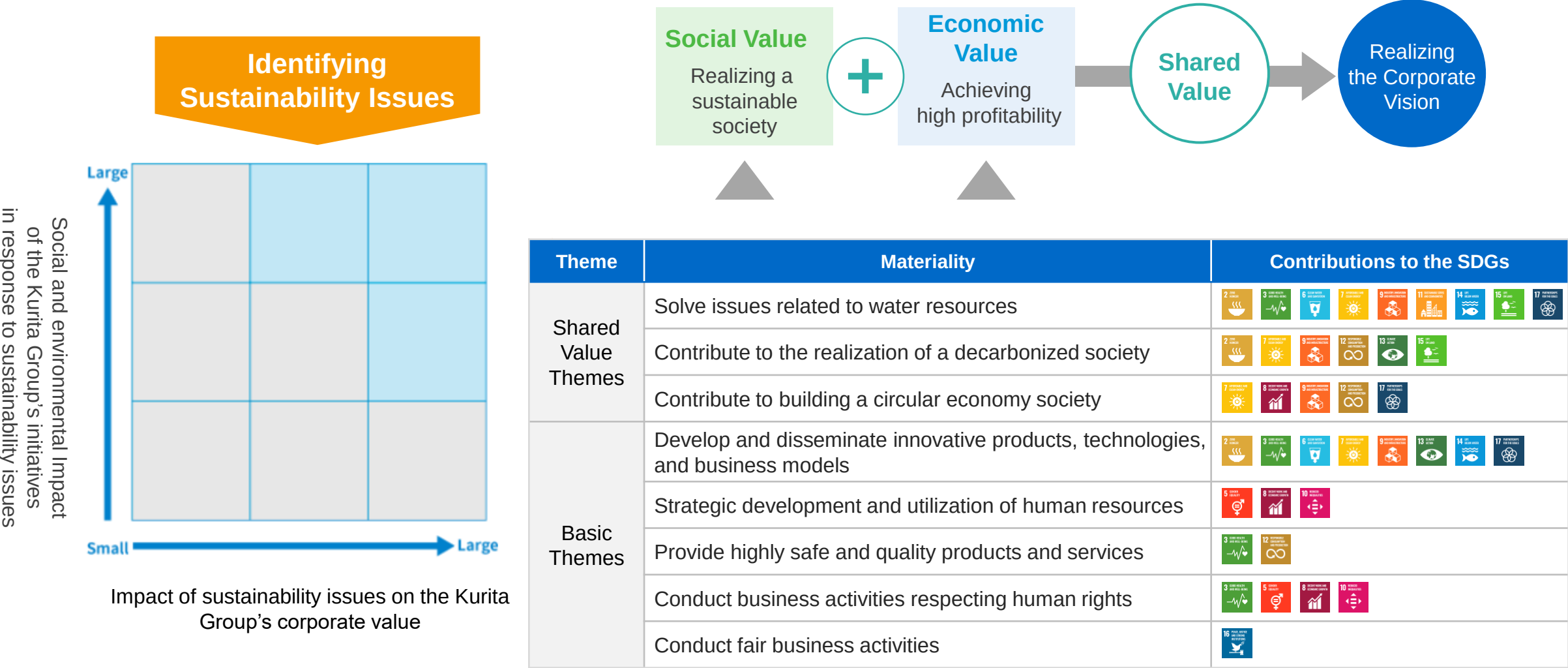




The Kurita Group's Materiality



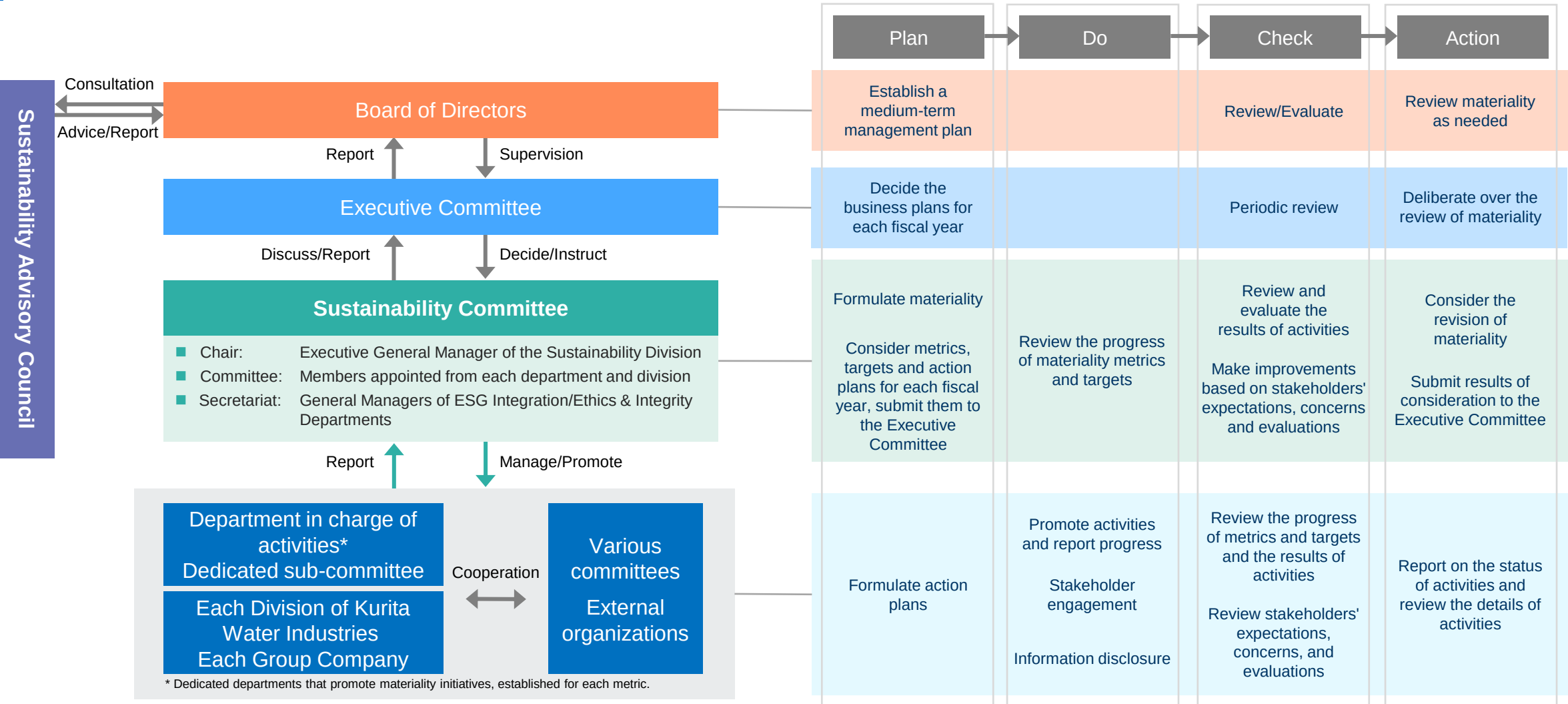
Positioning sustainability at the core of our management strategy and identifying key issues to realize our Corporate Vision



Sustainability Promotion and Governance System



The Sustainability Committee oversees and promotes the initiatives of the departments in charge of activities aimed at achieving metrics and targets



Materiality and Enhancement of Corporate Value

Vision for 2030

Corporate Vision

Pioneering “new value for water” to contribute to the realization of a sustainable society

Enhancement of Corporate Value

Creating Profit

Contributing to
Social Issues

Enhancing the Kurita's
Business Continuity
(Sustainability)

Reduced Cost of
Capital

Stakeholder
Engagement

Social Value



Economic Value

Source of Value Creation

Maintaining and Growing Kurita's
Businesses Based on Solutions

Shared Value
Themes

Solve issues related to
water resources

Contribute to the realization
of a decarbonized society

Contribute to building
a circular economy society

(including social contribution activities)

Transformation based on
customer value

Establish a
competitive
advantage

Innovation based on
social value

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

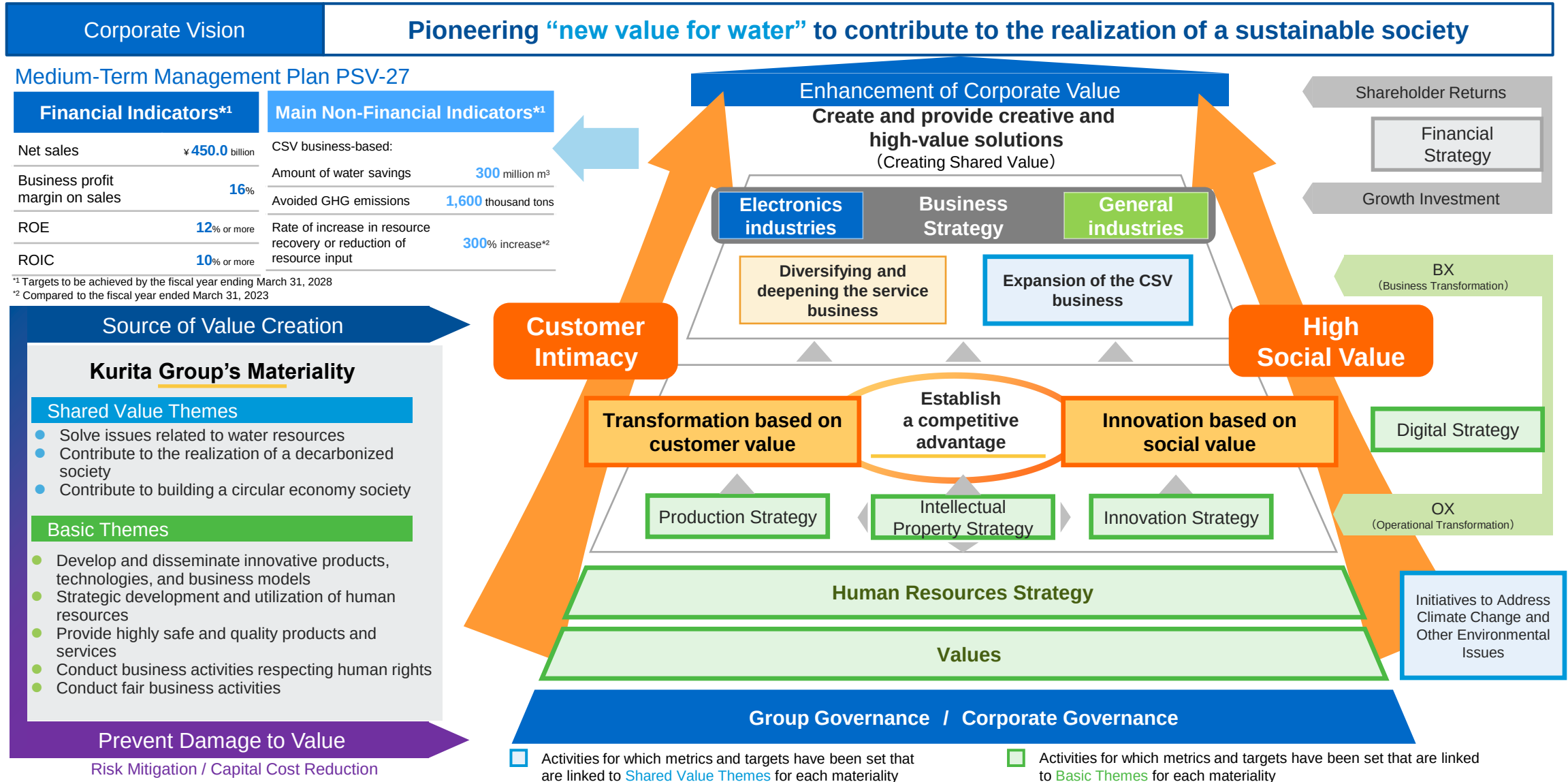
Conduct fair business
activities

Conduct business activities
respecting human rights

Prevent Damage to Value

PSV-27 and Materiality (Value Pioneering Path)

Vision for 2030



The financial and non-financial indicators are progressing towards achieving the targets for the fiscal year ending March 31, 2028.

Medium-term Management Plan

Pioneering Shared Value 2027 (FY03/2024 – FY03/2028)

		FY03/2024 Results	FY03/2025 Forecast	FY03/2028 Target
Financial Indicators	Net sales	¥ 384.8 billion	¥ 410.0 billion	¥ 450.0 billion
	Business profit margin on sales	10.9%	12.2%	16.0%
	ROE	9.3%	10.1%	12.0% or more
	ROIC	7.2%	8.0%	10.0% or more
	CSV business-based:			
Main Non- Financial Indicators	Amount of water savings	111 million m ³	135 million m ³	300 million m ³
	Avoided GHG* emissions	733 thousand t	900 thousand t	1,600 thousand t
	Rate of increase in resource recovery or reduction of resource Input	minus 2% (compared to FY03/2023)	65% (compared to FY03/2023)	300% (compared to FY03/2023)

* Greenhouse gases

II Initiatives Targeting Shared Value Themes

Corporate Officer

Executive General Manager of Sustainability Division

Hisashi Tanabe



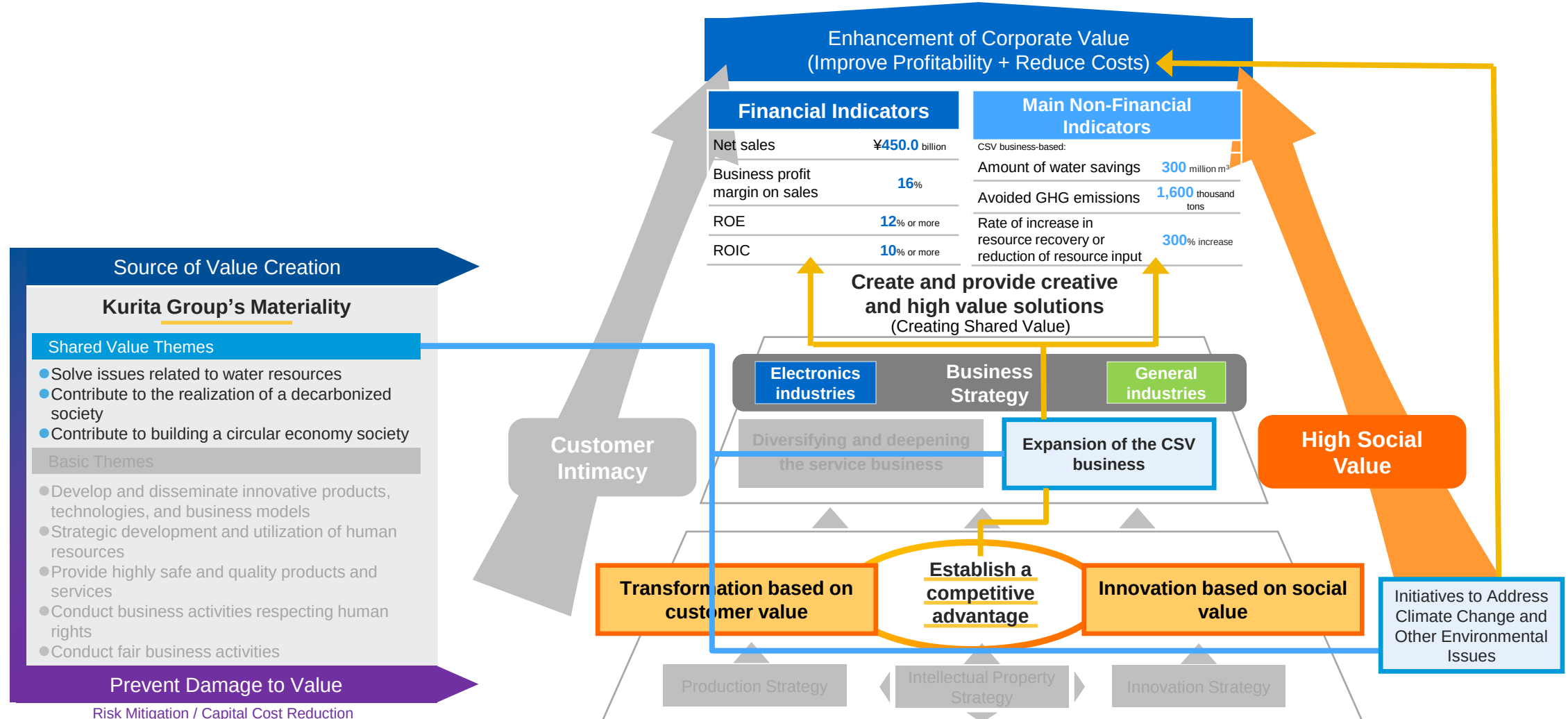
- 1995 Joined Kurita Water Industries Ltd.
Engaged in Technology Development, Business Development, Sales,
Human Resources, Public Relations, and Corporate Planning.
- 2018 General Manager of the Planning Department, Corporate Planning
Division
- 2021 Corporate Officer (to present)
Executive General Manager of Corporate Planning and Management
Office
- 2023 Executive General Manager of Sustainability Division (to present)

Initiatives Targeting Shared Value Themes

Vision for 2030

Corporate Vision

Pioneering “new value for water” to contribute to the realization of a sustainable society



The Significance of Tackling Shared Value Themes

Creating shared value is a universal belief in our business activities

Corporate Philosophy

Study the properties of water, master them, and we will create an environment in which nature and humanity are in harmony

Through business models that leverage our water knowledge to establish a competitive advantage, we achieve economic growth by creating high levels of social impact and earning consideration in return

Creating Shared Value (CSV)

Evaluated by customers as an essential partner to create shared value with society

Continue to provide customer value and social value that exceeds expectations

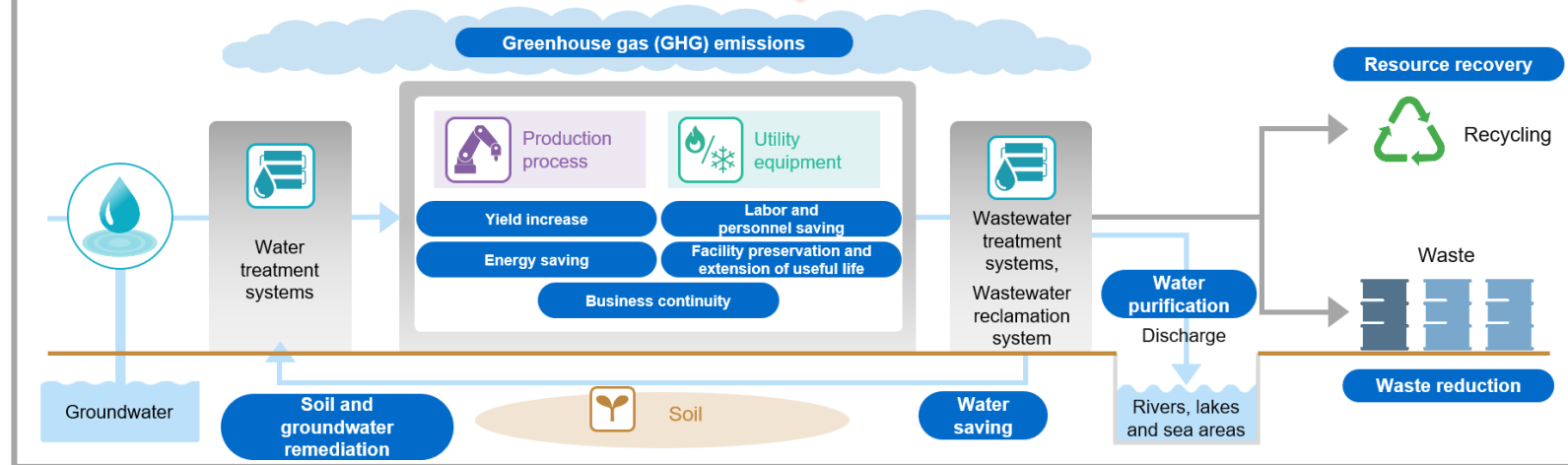
Selection of Shared Value Themes

Select areas in which we can leverage our business characteristics and provide the greatest positive impact to society through a double-materiality assessment

Water knowledge accumulated from diverse points of contact with sites

Semiconductor, Electronic components, petrochemicals and oil refining, paper and pulp, steel, food and beverage, pharmaceuticals, automobiles, power, public sector, others

Ability to solve issues for entire plants through the diversity of business models



Financial
materiality
assessment

Impact
measurability

Impact
materiality
assessment

Shared Value Themes

Solve issues related to water resources

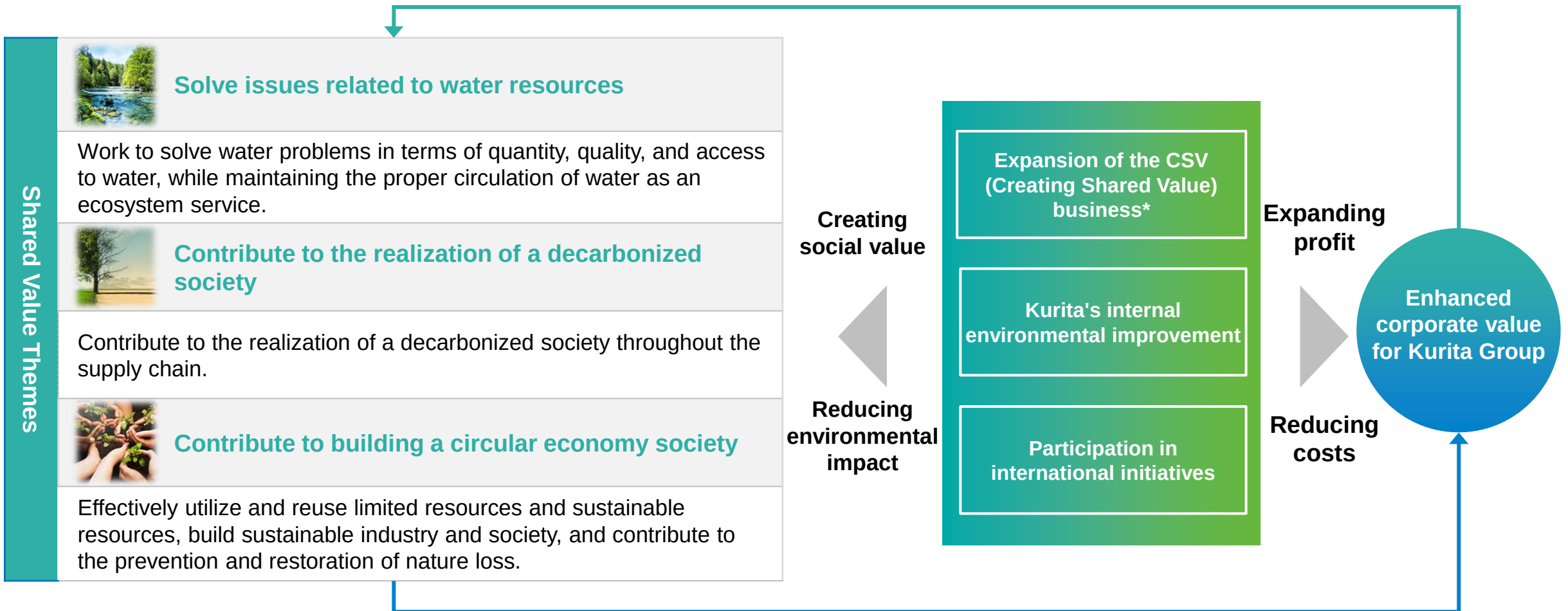
Contribute to the realization of a decarbonized society

Contribute to building a circular economy society

Human resources with a strong ability to identify with the corporate philosophy

Virtuous Cycle of Creating Shared Value

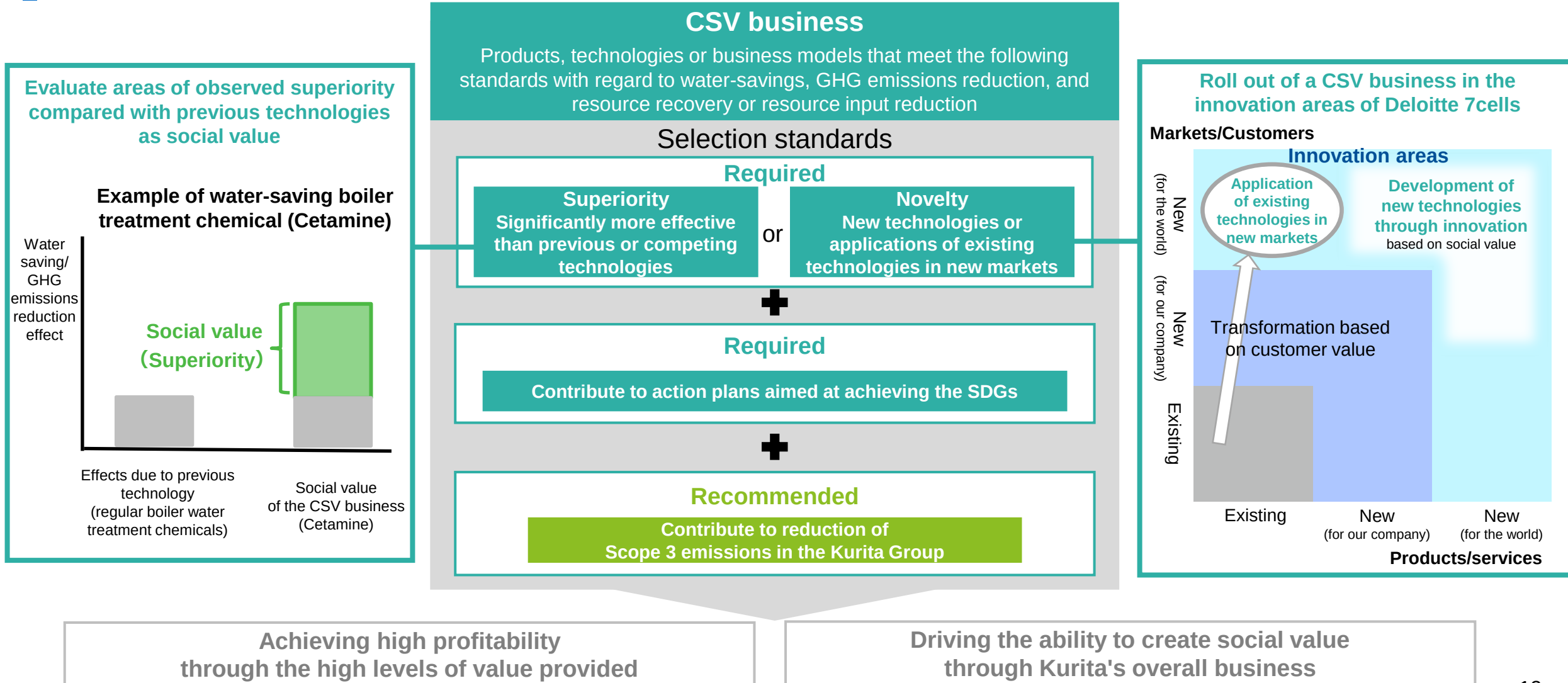
Kurita's business growth contributes to a better society by resolving materiality issues



* Products, technologies, or business models that contribute significantly to water-saving, GHG emissions reduction, and resource recovery or reduction of resource inputs compared to previous levels

CSV Businesses Driving the Creation of Shared Value

Maintain and enhance competitiveness by creating higher social value than existing water treatment and cultivating areas of value provision through new technologies



Expansion of the CSV business

On a Serviceable Obtainable Market (SOM) basis, we have achieved the target level for the fiscal year ending March 31, 2028, and we are currently focusing on the steady roll-out of existing models and development of new models

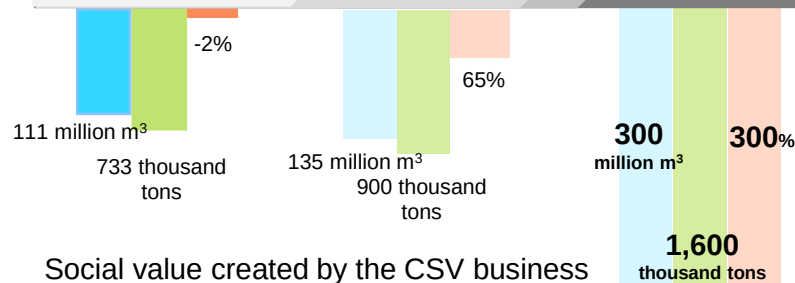
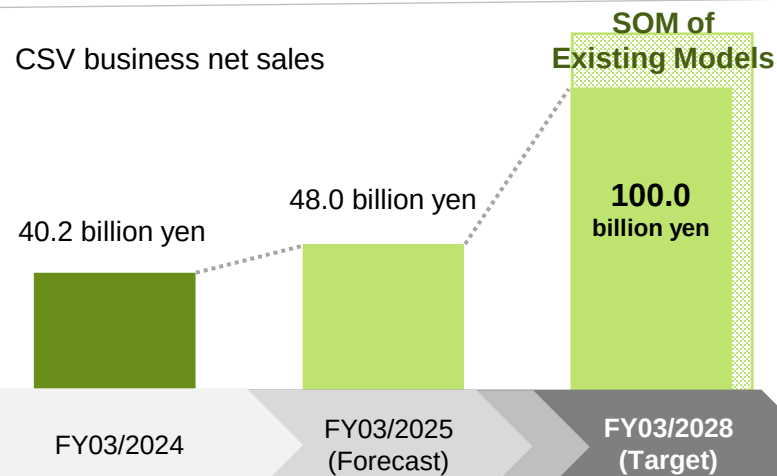
Number of models

78
models

93
models
(as of December 2024)

93+α
models

CSV business net sales



Social value created by the CSV business

Amount of water savings through CSV business

Avoided GHG* emissions through CSV business
* Greenhouse gases

Rate of increase in resource recovery or reduction of resource input through CSV business (compared to FY03/2023)

Key Points for Expansion

- Quantity of models
- Quality of models
- Approaching appropriate targets for proposals
- Quality of sales representatives making proposals
- Coordination within the Group

Innovation Strategy

Evaluation System
Intellectual Property Strategy

Measures to Strengthen Sales

Performance Evaluations

Internal Awards

Select and exclude existing models at CSV business review meetings

- Competitive advantage in social value that surpasses existing technologies and competing technologies
- Orders/Profitability

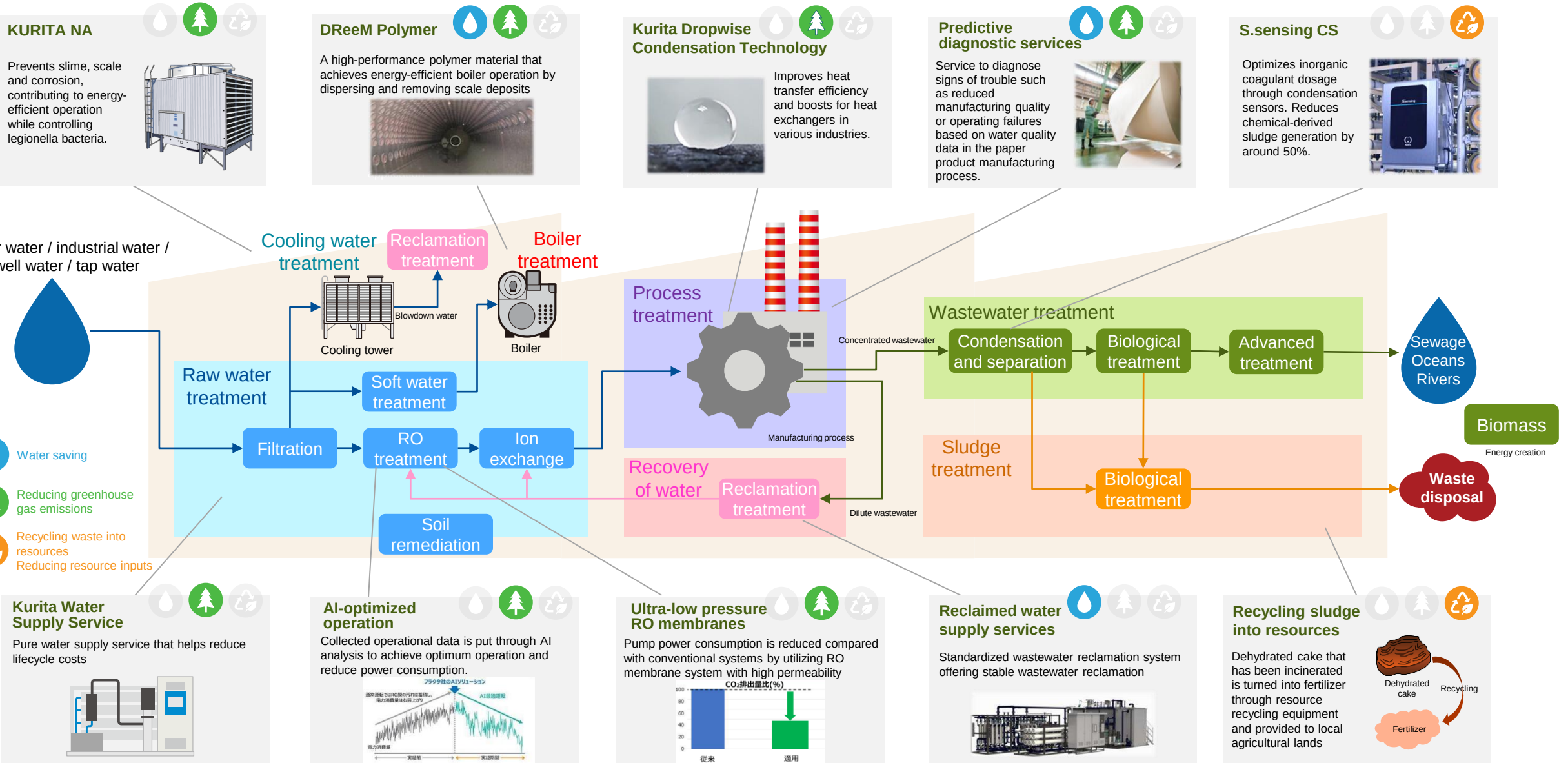
Improving ability of sales representatives to make proposals

- Business skill workshop
- CSV business briefing
- Sharing booklets of solutions within the Kurita Group

Demonstrating synergy through projects that span the Group

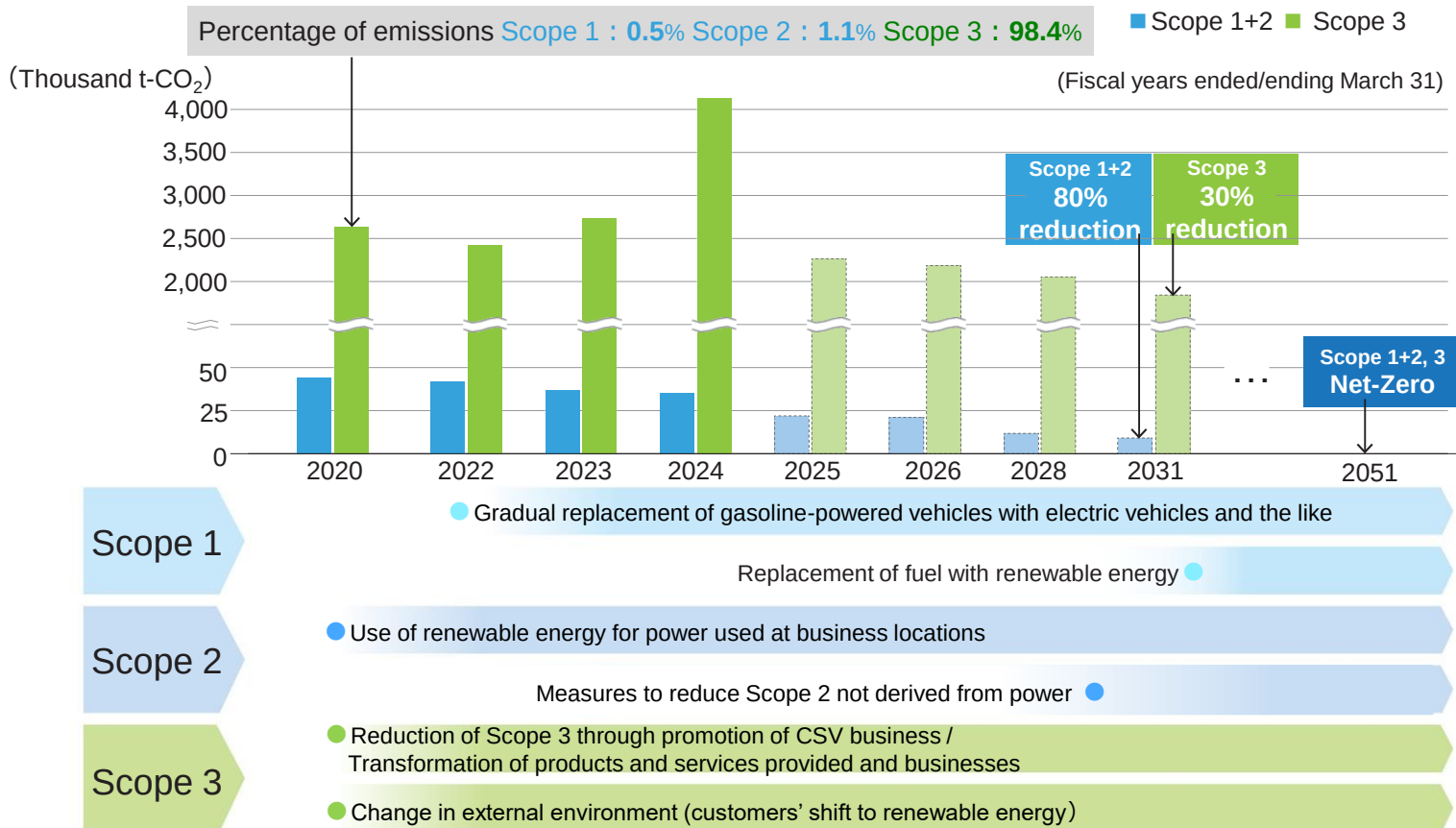
- Industry-focused projects to promote expansion
- Appointment of CSV business ambassadors
Sharing information between regions and rolling out priority models in assigned regions

Examples of CSV Business Application



Contribute to the Realization of a Decarbonized Society

We have set targets in line with the methods indicated by SBTi*, and revised Scope 1 and 2 targets for the fiscal year ending March 31, 2031 to sufficiently meet the reduction rates required for SBT certification



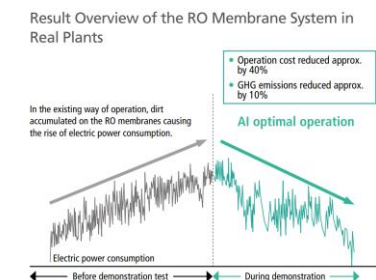
Examples of Scope 1 and Scope 2 Reductions

Kurita Innovation Hub (the Kurita Group's largest research and development site) utilizes renewable energy for 100% of its power supply



Examples of Scope 3 Reductions

Expanding the scope of AI-optimized operation, which enables reduction in power consumption of RO membrane system, to include customer-owned facility in addition to company-owned facility



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

Solve Issues Related to Water Resources



Promoting initiatives to contribute to the maintenance of appropriate water circulation

Metrics	Results for FY ended March 31, 2024	Targets for FY ending March 31, 2025	Targets for FY ending March 31, 2026	Targets for FY ending March 31, 2028
Total number of basins where collective actions are implemented and total population in the basins	Not Achieved 3 basins 93 million people	3 basins, 93 million people	4 basins, 160 million people	5 basins, 600 million people
Rate of reduction of water withdraw intensity (compared with FY ended March 31, 2023, excluding the ultrapure water supply business)	Achieved (18.2%)	21%	23%	27%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Achieved	Meet or exceed the previous fiscal year	Meet or exceed the previous fiscal year	Meet or exceed the previous fiscal year

Promoting Collective Action to Alleviate Water Stress

Water Resilience Coalition (WRC)

An international initiative striving to solve water issues through the collective action of companies, NGOs and other entities

Participation Since 2020

- Promotion of collective action in three river basins (Colorado River, the PCJ, Citarum River)
- Promotion of activities compliant with Net Positive Water Impact (NPWI) guidance

Alliance for Water Stewardship (AWS)

An international initiative working to achieve a sustainable water environment by promoting appropriate water utilization and management by companies in river basins

Participation Since 2024

- Promote activities at company sites that consider river basin issues by complying with AWS standards

Solve Issues Related to Water Resources

Promote efforts to contribute to maintaining the proper circulation of water as one of ecosystem service
Utilizing knowledge to turn customer needs for achieving nature positive into business opportunities



Strengthening our own activities

Selection of priority sites through nature-related dependency, impact and risk assessment

- ✓ Dependency, impact and risk assessment based on the LEAP approach recommended by the TNFD
- ✓ Selection of priority sites through the assessment results

Promoting efforts through international initiatives

- ✓ Strengthening activities at our own sites and promoting collective action, based on NPWI guidance and AWS standards, taking into account issues in the basin

Utilizing
knowledge

Supporting customer activities

Providing solutions to nature-related risks that have become apparent to customers

- ✓ Developing solutions and new businesses that utilize knowledge gained from our own activities
- ✓ Promoting collaboration with stakeholders to coexist with the local community

III Establishing a Competitive Advantage Through Technology

Executive Officer
Executive General Manager of
Engineering Division
Chief Technology Officer (CTO)



Kunihiro Kuse

- 1992 Joined Kurita Water Industries Ltd.
- 2013 General Manager of Engineering Dept. II , Engineering Group, Facilities Production Division
- 2014 General Manager of Engineering Dept. I, Engineering Group, Facilities Production Division
- 2015 Senior General Manager of Global Facilities Group, Facilities Division
- 2017 Senior General Manager of Engineering Group, Global Business Division
- 2018 Corporate Officer
Senior General Manager of Engineering Group, Engineering Division
- 2022 Senior General Manager of Engineering Group I, Engineering Division
- 2023 Executive General Manager of Engineering Division (to present)
Executive Officer (to present)
- 2024 Chief Technology Officer (CTO) (to present)

Contributing to the Enhancement of Corporate Value Through Technology

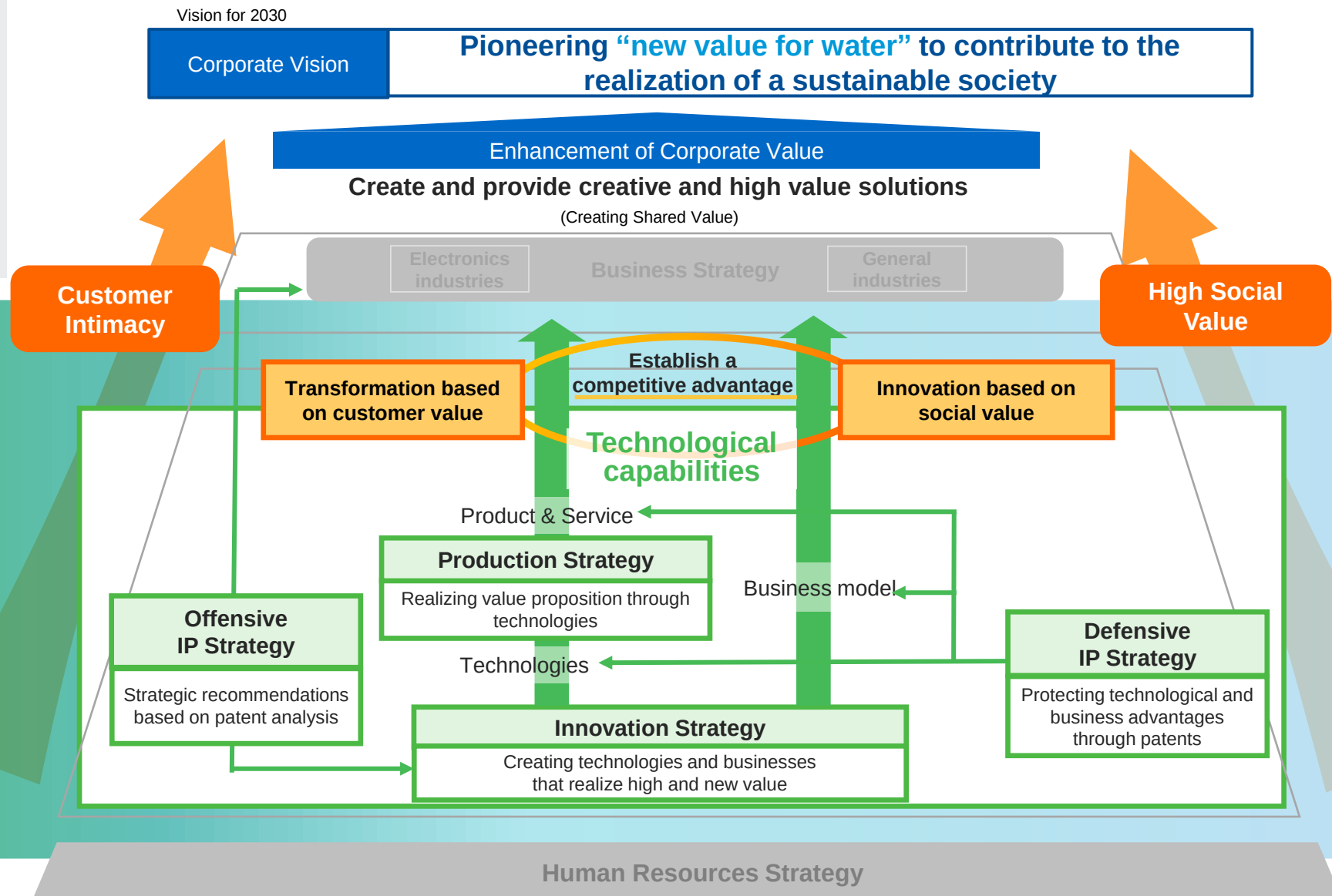
Kurita Group's Materiality

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 fair business activities
- Conduct fair business activities

Enhancing Strategy Promotion Through a CTO

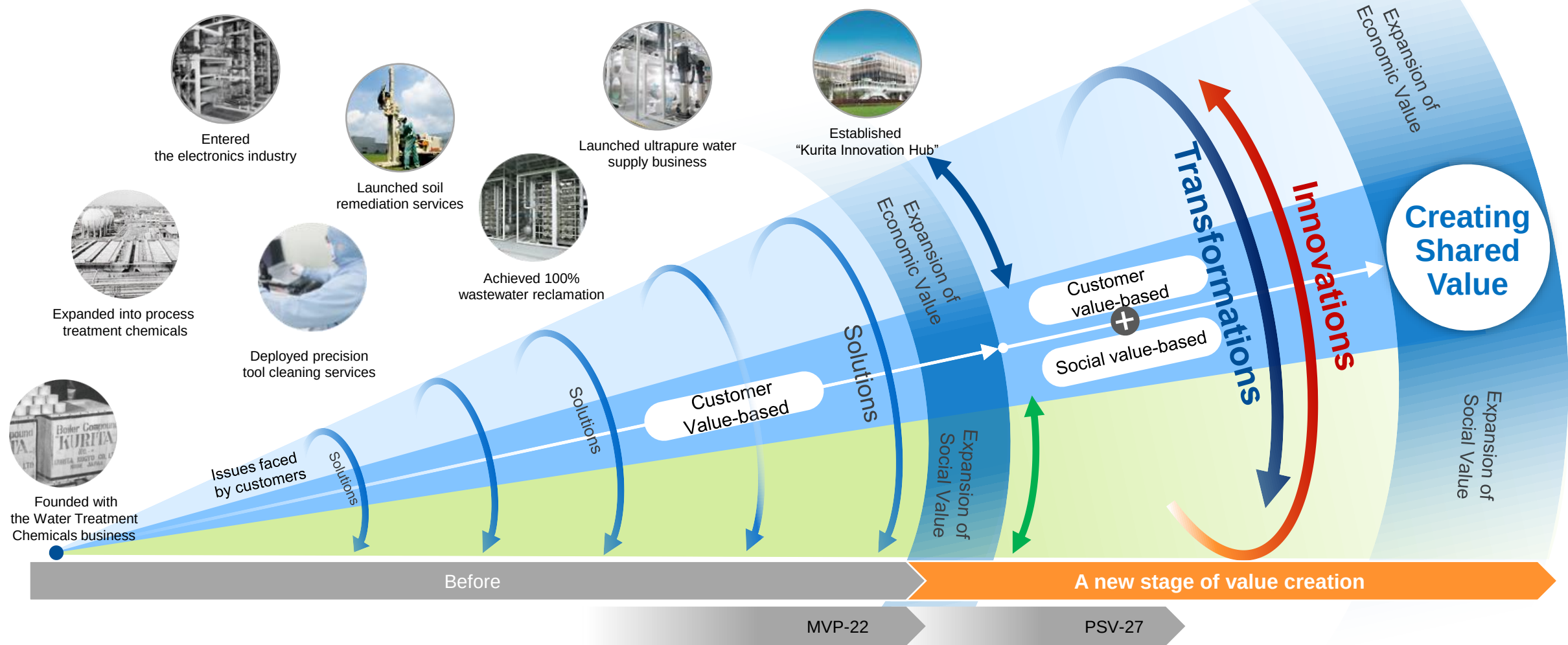
- Re-evaluating and expanding application of owned technologies
- Developing a technology roadmap
- Utilizing digital technology
- Promoting D&I, developing and acquiring talent
- Activating the group network
- External collaboration
- Stakeholder engagement



A New Stage of Securing Competitive Advantage Through Technology



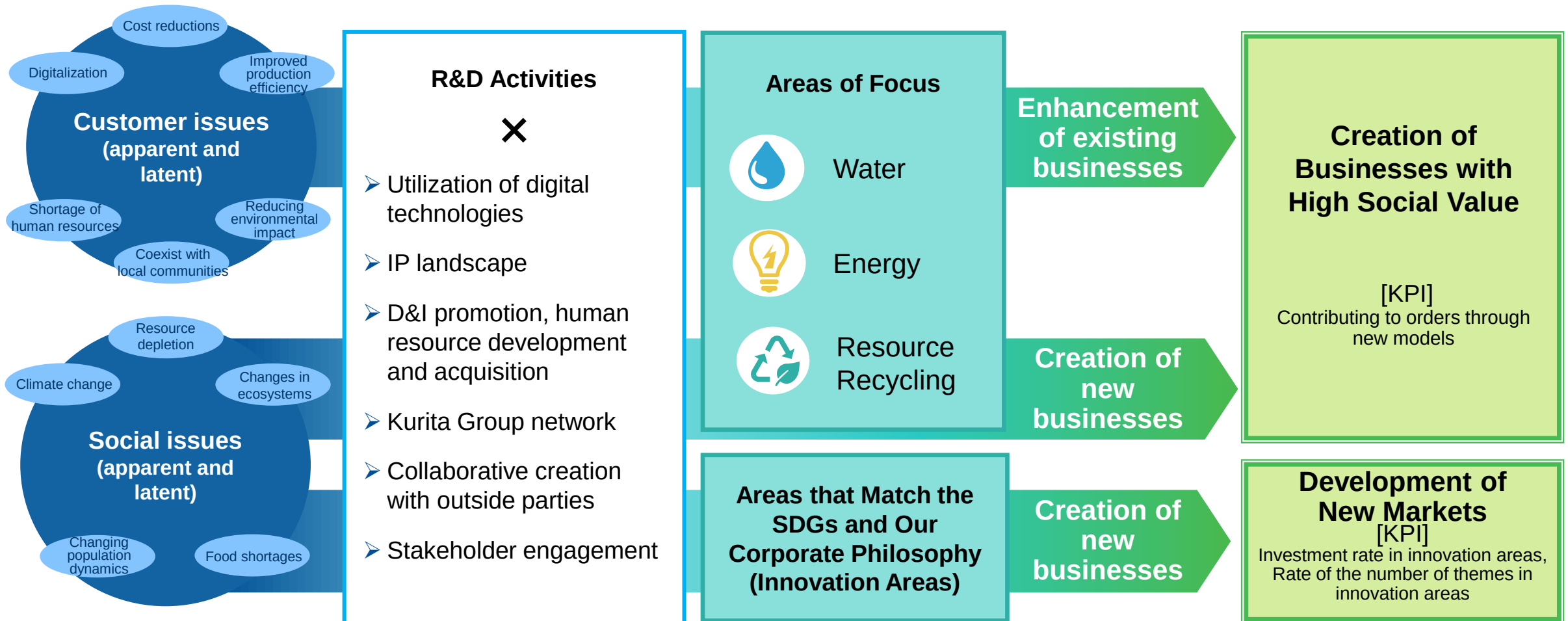
We will continually ensure a high technological superiority through the customer value-driven transformation of existing technologies and the creation of social value-driven innovation



Positioning sustainability at the core of our management strategy

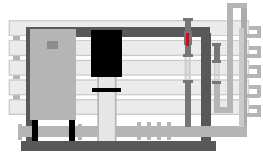
Innovation Strategy to Create High Social Value

Creation of CSV business models and new businesses rooted in both customer value and social value



Creating Businesses with High Social Value by Strengthening Existing Businesses

We will enhance the value offered with our existing businesses through a transformation that expands the scope of their application and improves technologies



RO membrane systems

These systems are essential for manufacturing high-purity water, but power consumption due to high pressure pumps has been an issue

CSV
business

Ultra-low pressure RO membranes

By achieving high permeability using a specially treated polyamide layer, even if water purity decreases, pump power consumption can be reduced by 30-60% compared with previous systems.

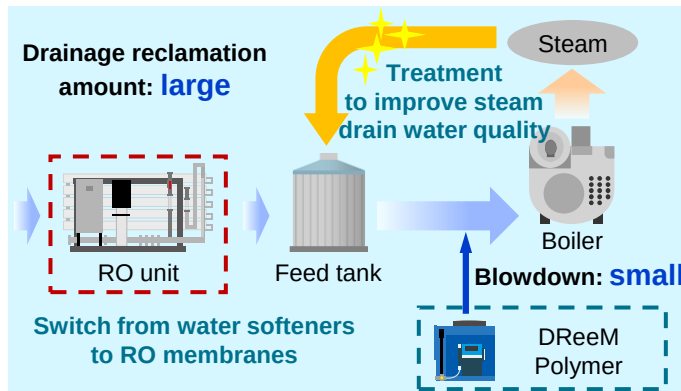
Roll out of the solution beyond the electronics industry through application for boiler water treatment



Energy conservation



Water saving



CSV
business

AI-optimized operation

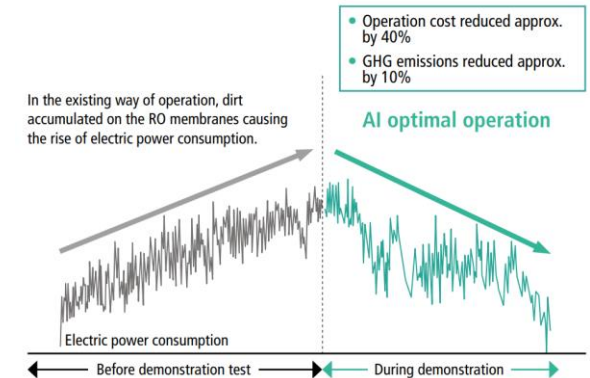
Collected operational data is put through AI analysis and optimal operating conditions are issued as direct instructions to control equipment, improving facility operation and reducing electricity usage by around 8% compared with previous implementations.

Helps reduce environmental impact and costs in the electronics industry, where RO membrane water treatment is essential



Energy conservation

Result Overview of the RO Membrane System in Real Plants



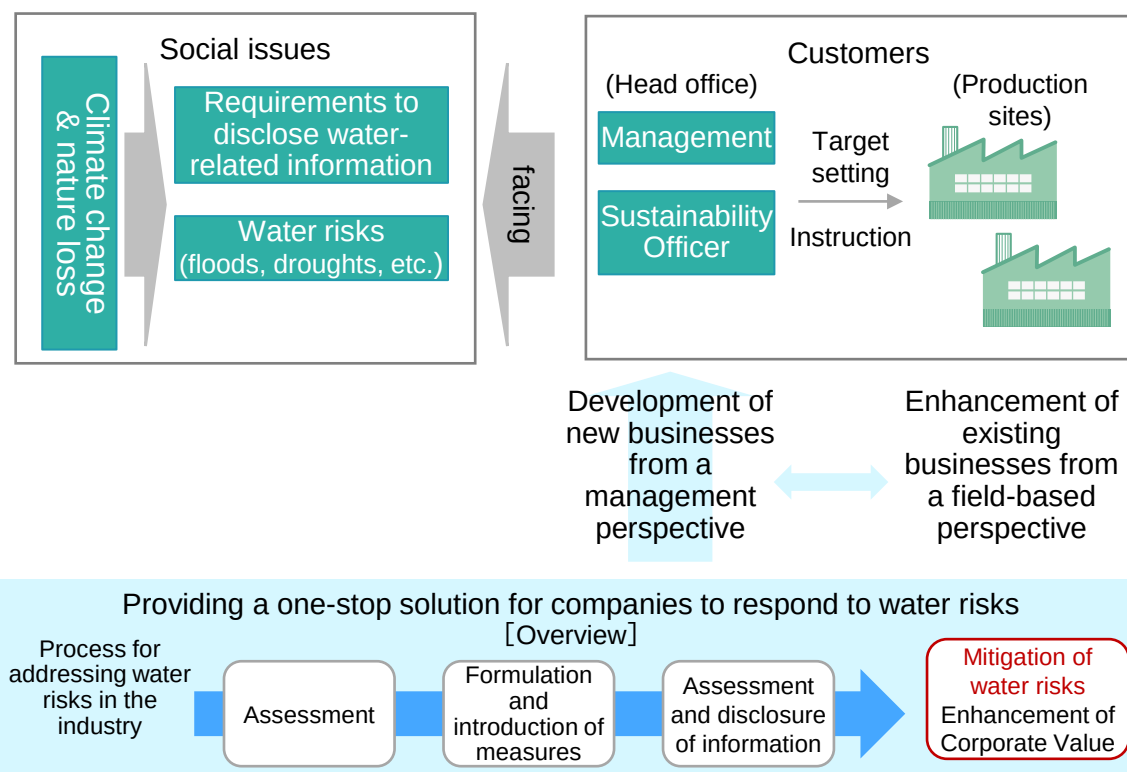
Development of New Businesses and New Technologies Based on Social Issues (Focus Areas)



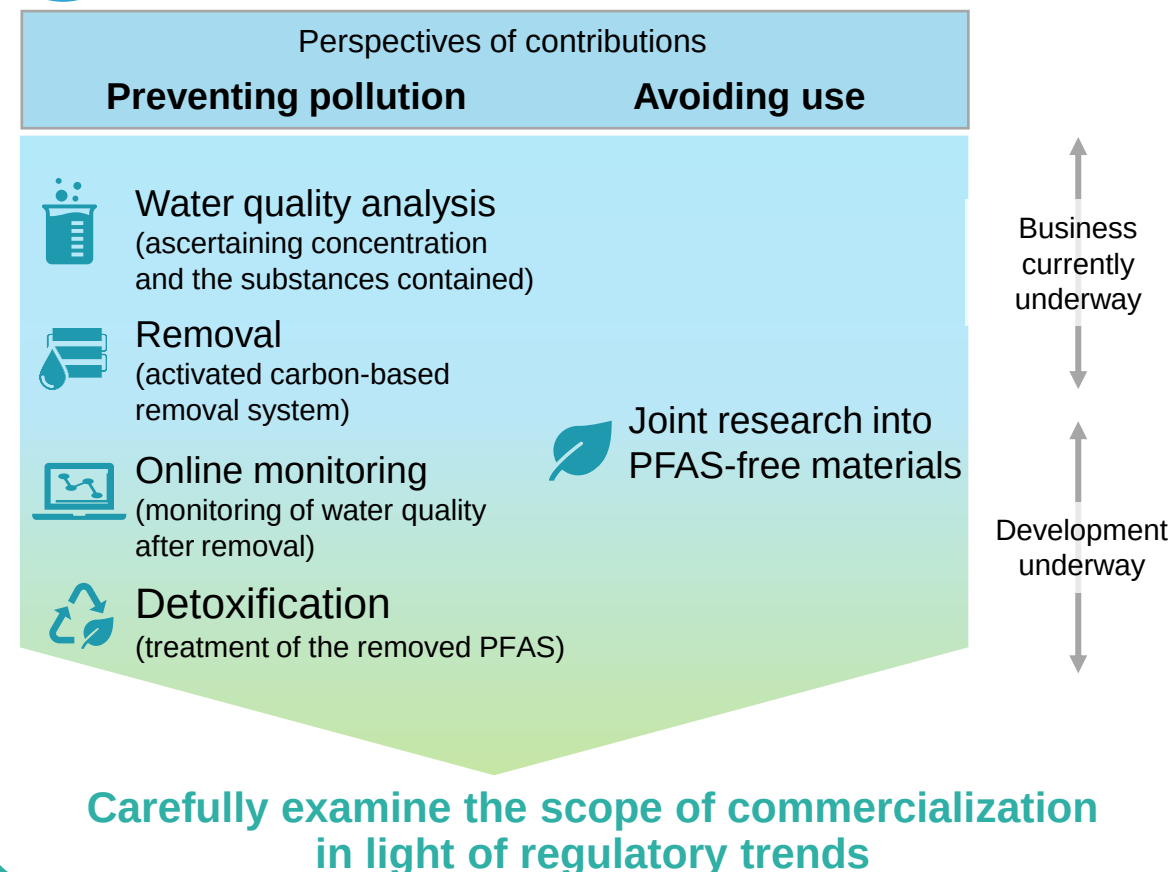
We will drive the development of new businesses and new technologies that address emerging social and industrial issues with Kurita's capabilities



Provision of Solutions Related to Water Risks



Helping to Address PFAS Issues



Developing New Markets Based on Social Value (Long-term Frame)

We are addressing water needs in a new economic zone in the form of a space water project



The first Japanese non-space-related private sector company to conduct demonstration testing in orbit

Demonstration testing with JAXA of a next-generation water recycling demonstration system on the International Space Station (ISS) and Japanese Experiment Module Kibo



New challenges such as participation in a lunar exploration program

- Taking on the challenge of developing a water treatment system for use on the lunar surface
- Participation in a project of the Stardust Program
- Participation in the HAKUTO-R lunar exploration program as a corporate partner
- Providing ultrapure water for demonstration testing of water electrolysis on the lunar surface

Diverse Points of Contact with Sites Enabling Innovation

We drive innovation by incorporating diverse internal and external perspectives

Promoting innovation by utilizing diverse human resources

- STAR Program
Internal program to take on the challenge of creating new businesses that start with a social issue to be solved
- CSV business creation project



Utilization of Kurita Innovation Hub

- Open innovation
- Collaborative creation of solutions
- Demonstration testing of new technologies
- Technical training and education



Cooperation with outside parties

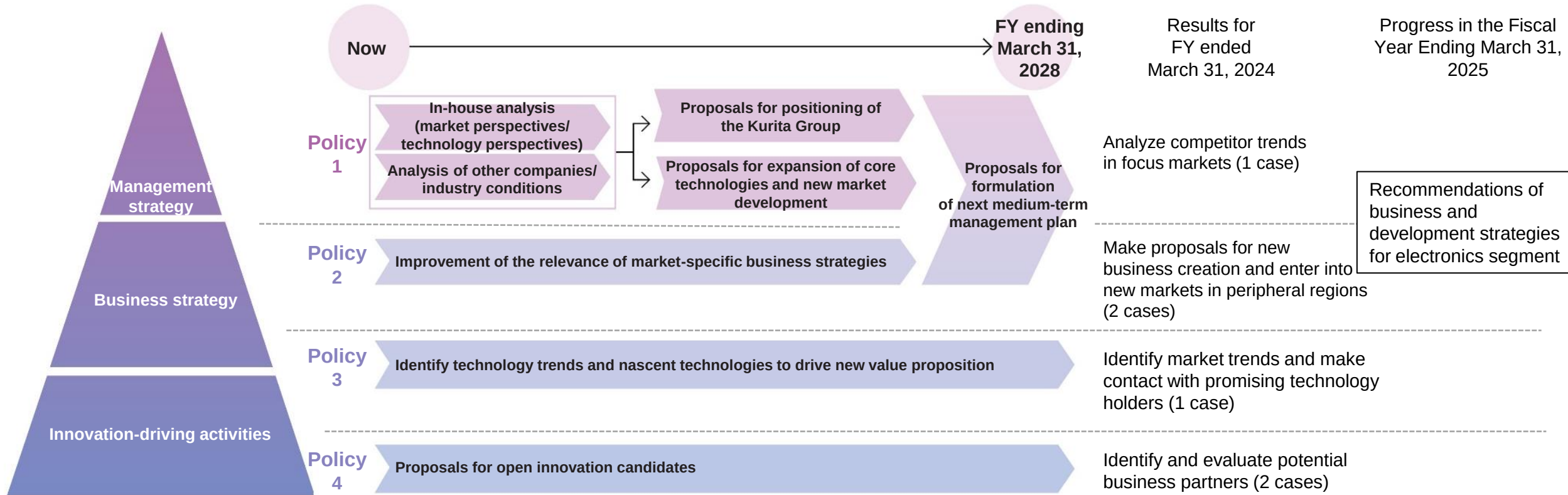
- Exploratory activities in Silicon Valley
 - Collaborations with startups
 - Development of innovative human resources and organization
- Dispatch of personnel to Interuniversity Microelectronics Centre (imec), one of the world's largest semiconductor research organizations

Group-wide R&D network



Intellectual Property Strategy (Offensive)

Promoting IP landscape activities that utilize the insights gained through a comprehensive analysis of the intellectual property of Kurita and other companies along with related market trends, for management strategy, business strategy and innovation



Promoting strategies through members with diverse perspectives and knowledge

- Intellectual property department
- Technology research department
- Business strategy department
- Corporate planning department
- External partners

Intellectual Property Strategy (Defensive)

We will ensure the competitive advantage of our business models by strategically acquiring IP rights in addition to preventing the infringement of IP rights

Enhancing the Value of Products, Services and Technologies

Building an IP portfolio for both the present situation and future business direction



Patent filing strategy based on IP landscape analysis results



Analyzes the competitive superiorities of CSV business models and protect them with patents



Globalization of patents



Patent filings based on medium- to long-term new business development

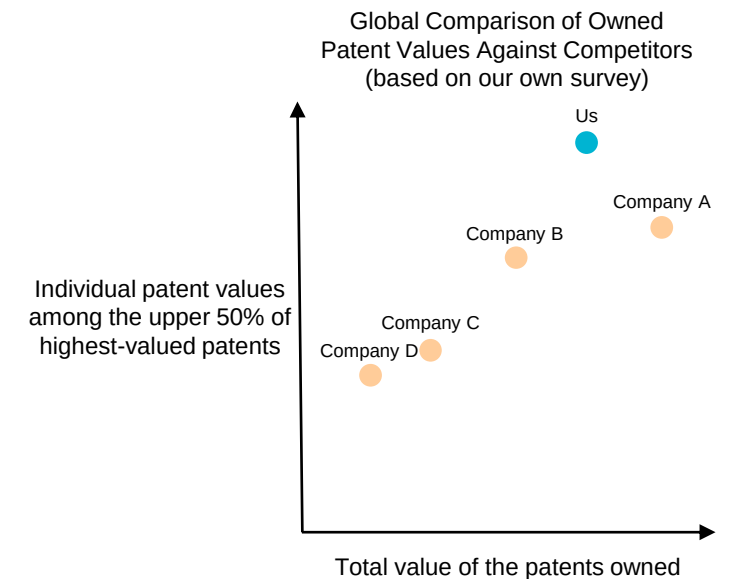
Managing IP data in both qualitative and quantitative terms

2023 Patent Asset Index Ranking
in Engineering Category

Rank	Company name	Patent asset index (pt)	Number of patents
1	Kurita Water Industries	3,687.7	111
2	Nippon Steel Engineering	3,531.9	85
3	Organo	3,100.9	115
4	JFE Engineering	1,809.2	54
5	Swing	1,655.9	45

2023 Competitor Limiting Power Ranking
in Engineering Category

Rank	Company name	Number of patents
1	JFE Engineering	245
2	Kurita Water Industries	234
3	Organo	118
4	Hitachi Power Solutions	94
5	Toshiba Plant Systems and Services	87
5	Toray Engineering	87



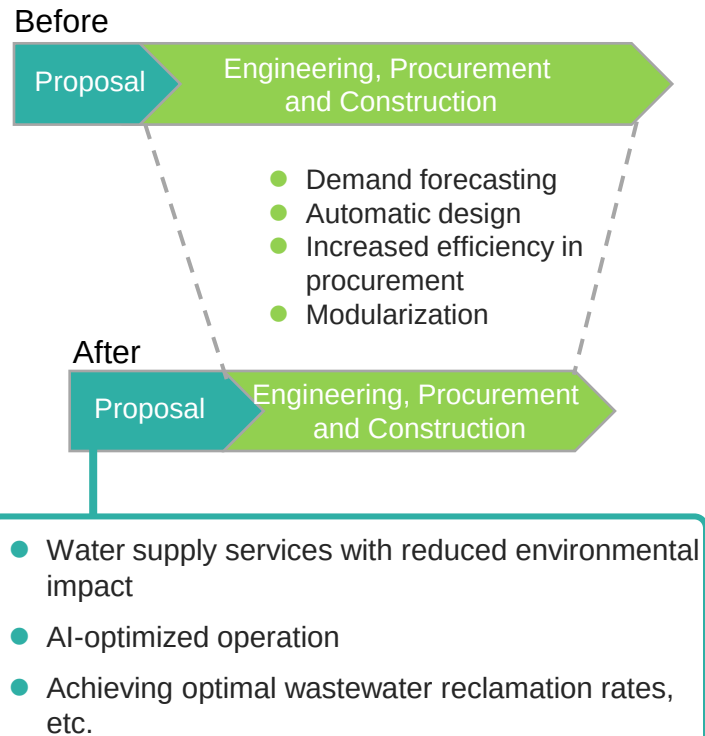
* Rankings quoted from the website of Patent Result Co., Ltd.

Production Converting Technology into Value

Strengthen competitiveness through providing high value, and pursuing high quality, safety, and security by combining technologies

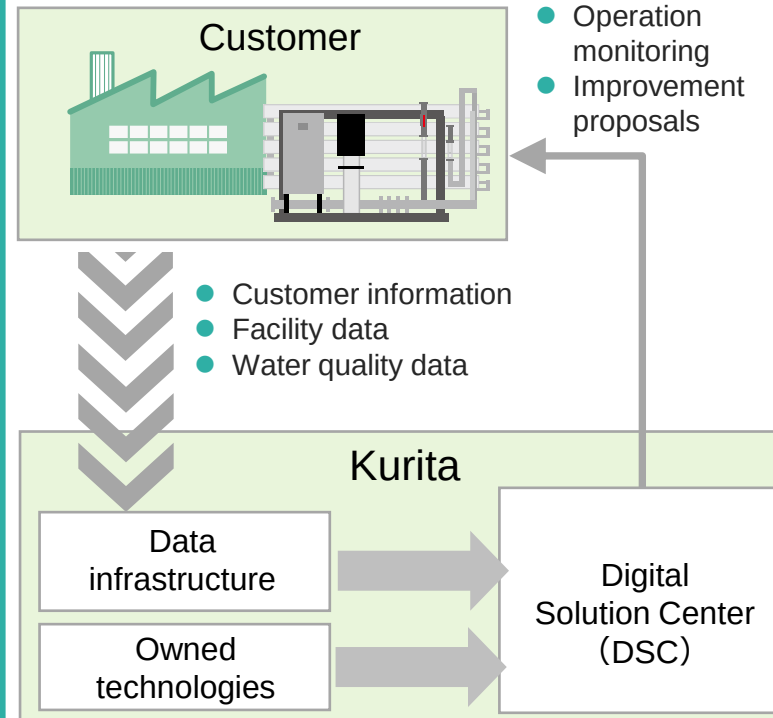
Production process transformation

- Strengthening our ability to propose high and new value through reducing production lead times



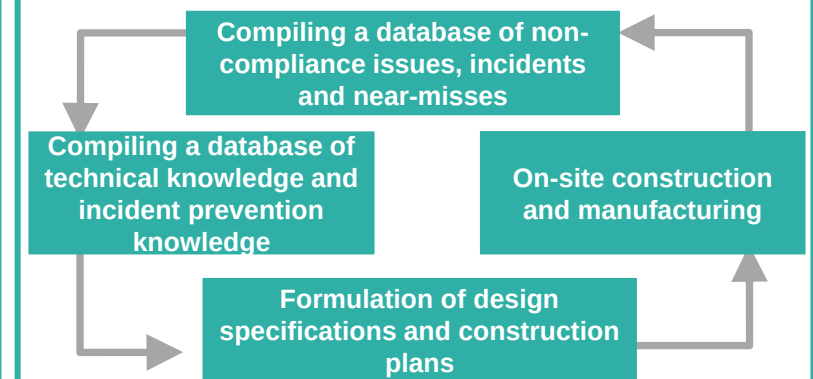
Continued value provision even after installation of facilities

- Designing, producing and proposing improvements to facilities that can realize value provision through the Digital Solution Center



Achieving high quality and safety

- Utilizing a model to prevent or mitigate the recurrence of quality nonconformance and safety incidents



- Conducting human rights due diligence on suppliers

Kurita Group's Materiality

- Provide highly safe and quality products and services
- Conduct business activities respecting human rights

IV | Human Resources Strategy

Corporate Officer
Deputy Executive General Manager
of Sustainability Division

Yasuko Tanaka



- 2014 Joined Kurita Water Industries Ltd.
- 2021 Group Leader of Governance Promotion Group, Corporate Planning and Management Office
- 2023 General Manager of Governance Promotion Department, Sustainability Division, and General Manager of Board of Directors Secretariat
- 2024 Corporate Officer (to present)
Deputy Executive General Manager of Sustainability Division (to present)

PSV-27 and Materiality (Value Pioneering Path)

Vision for 2030

Corporate Vision

Pioneering “new value for water” to contribute to the realization of a sustainable society

Medium-Term Management Plan PSV-27

Financial Indicators*1

Net sales	¥ 450.0 billion
Business profit margin on sales	16%
ROE	12% or more
ROIC	10% or more

Main Non-Financial Indicators*1

CSV business-based:	
Amount of water savings	300 million m ³
Avoided GHG emissions	1,600 thousand tons
Rate of increase in resource recovery or reduction of resource input	300% increase*2

*1 Targets to be achieved by the fiscal year ending March 31, 2028

*2 Compared to the fiscal year ended March 31, 2023

Source of Value Creation

Kurita Group's Materiality

Shared Value Themes

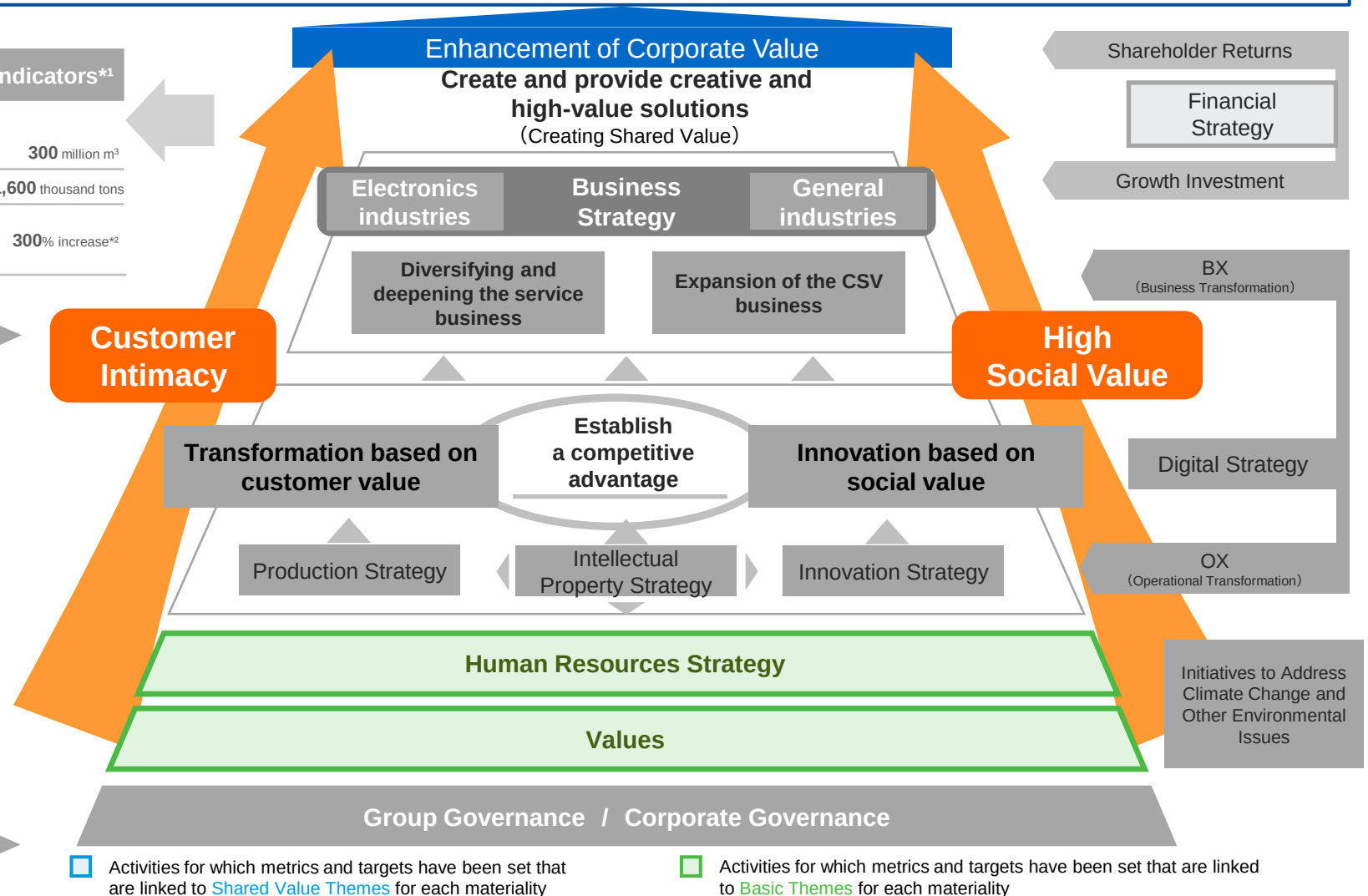
- Solve issues related to water resources
- Contribute to the realization of a decarbonized society
- Contribute to building a circular economy society

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

Prevent Damage to Value

Risk Mitigation / Capital Cost Reduction



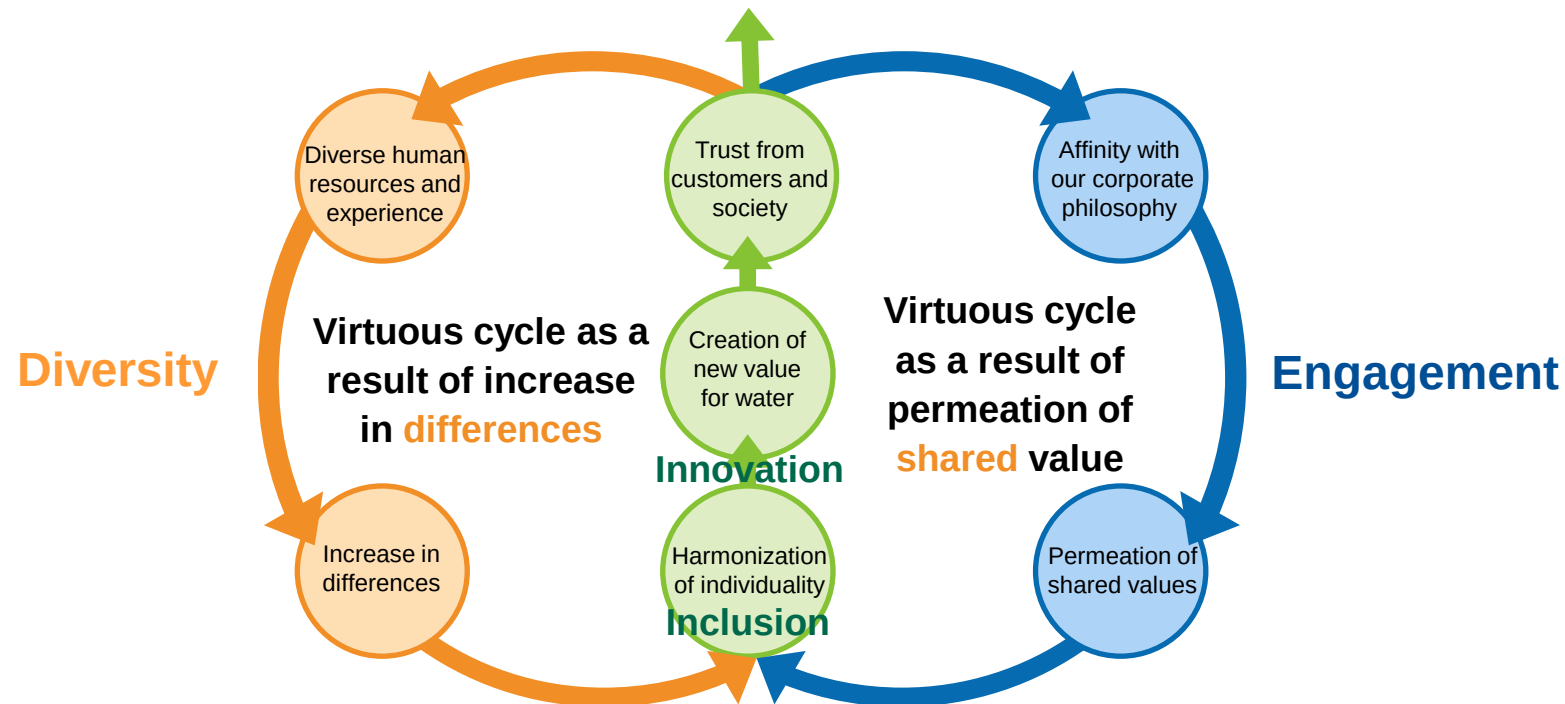
Target of Our Human Resources Strategy

In terms of the state
of personnel and
organizations
when realizing
vision

D&I Vision

The corporate group that continues to create new value of water through interaction among diverse people who care about water and the environment and who accept each other's differences.

Transforming into a corporate group that
continues to create new value for water



Overview of the Human Resource Strategy

We have defined the roles of human resources and organizations to realize our D&I Vision, and formulated the direction our efforts will take

Human Resources Policy

A group of professionals in a range of fields who obtain joy from their contributions to customers, society and the global environment through their work at the Kurita Group with their commitment to creating new value.

Personnel

- 1) Personnel that use worksite data to identify issues and deliver solutions and business models through numerous contacts within and outside the Group.
- 2) Personnel that strengthen business with the following thoughts and actions:
 - The accumulation of data and information to create explicit knowledge that can be harnessed to create and provide value
 - The utilization of new technologies
 - The highly accurate and rapid forecasting and quantification of Kurita's value
- 3) Personnel that possess an administrator's point of view and have the capacity to think logically.

Organizations

- 1) Organizations that generate new value through innovation without being shackled by the principle of self-sufficiency and differences between organizational units that welcome challenges undertaken with an agile approach, and value the idea of learning from past mistakes.
- 2) Organizations that identify with the corporate philosophy, and work earnestly to solve issues faced by customers, society, and the global environment.

Changes in External Environment

- ◆ Changing attitude in Japan towards the seniority system and the concept of life-time employment
- ◆ Diversification of working styles
- ◆ Advancements in digital technology and growing demand for digital specialists

Changes in Internal Environment

- ◆ Global business expansion through M&As
 - *Both overseas sales weighting and ratio of overseas employees expand to approx. 50% (FY ended 03/2024) from approx. 20% (FY ended 03/2014)

Direction of Human Resources Utilization

Utilizing and securing human resources / Personnel system

Direction of the Organization

Organizational culture / structure

Building the foundation for driving the increase in differences

We promote co-creation with human resources from a wide range of backgrounds, transforming into a corporate group that continues to create new value for water

Metrics	FY Ended March 31, 2024 Result	FY Ending March 31, 2025 Target	FY Ending March 31, 2026 Target	FY Ending March 31, 2028 Target
Rate of women, foreigners, and experienced personnel among executives of the Company	29.4%	Meet or exceed the previous fiscal year	35%	40%

The Kurita Group's Initiatives

● Promotion of hiring diverse human resources

- We are in the process of building mechanisms capable of assigning members to organizations and projects based on human resource information such as the experience and skills of every member of the Kurita Group

● Promotion of executives at Group companies

- We carry out assessments of candidate executives at each company based on common Group assessment criteria
- We identify candidate successors for global and promoting their development and advancement

● Supporting globally minded personnel

- The Overseas Trainee Program has been operating
- Global personnel exchange has been held



Kurita Water Industries Ltd.'s Initiatives

● Empowering female employees

- We hold round table discussions for women in career-track positions

● Supporting mid-career hires

- A percentage target of 30% for hiring mid-career employees within the entire workforce (by April 2031)

● Creating a comfortable working environment for a diverse workforce

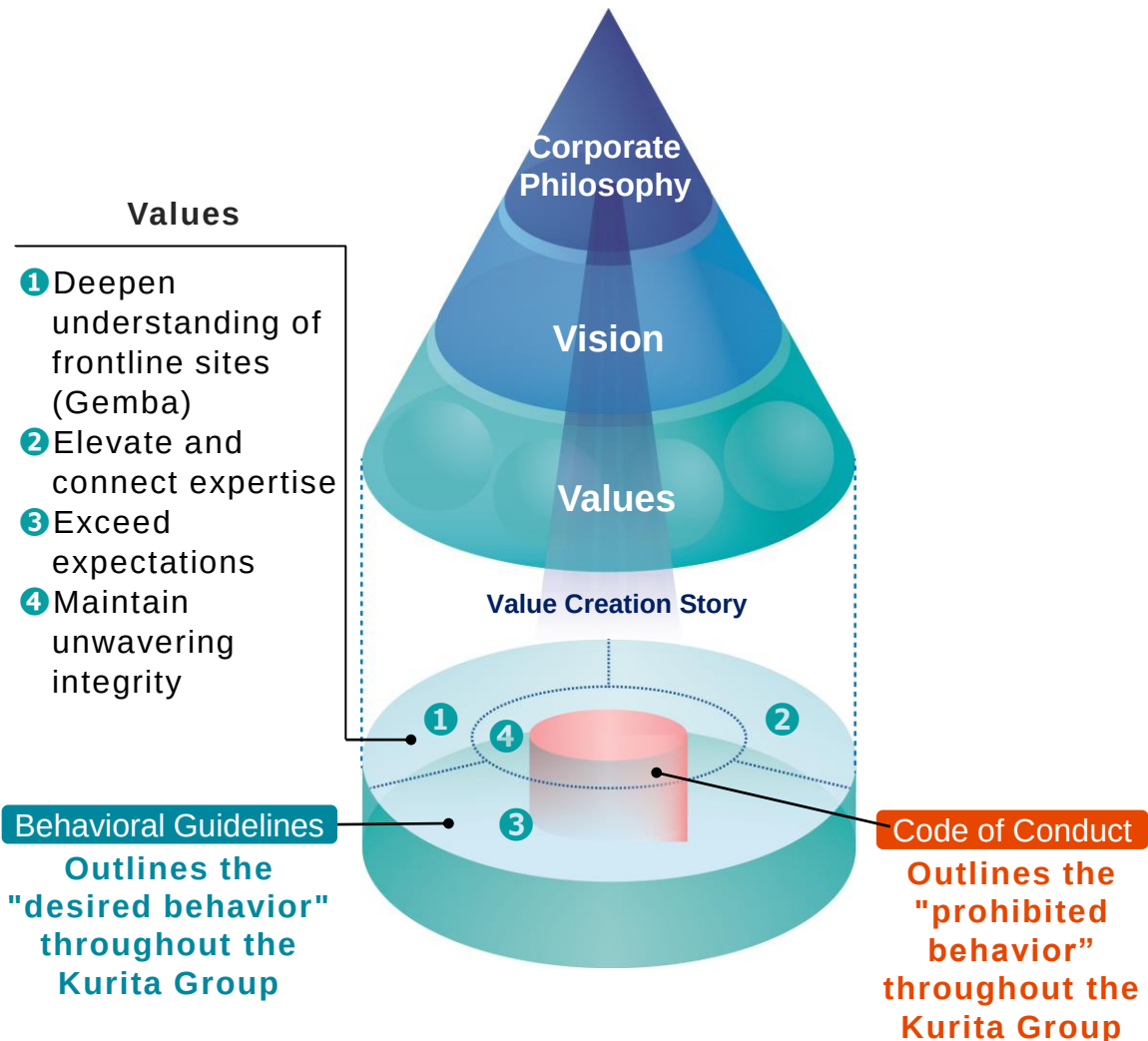
- We promote flexible work styles including at-home and remote work
- We set programs for minorities in the workplace



Permeation of Shared Values

The Values articulate Kurita's DNA into words

Consistently embodying the actions set forth in the Values helps realize our corporate vision and corporate philosophy



Events to Mark the 75th Anniversary

In November 2024, Kurita Group employees around the world took part in various events. Exchanges between people fostered a sense of unity as a Group and created opportunities for cooperation and collaboration.

● Kurita Global Award

Through the awards we celebrated the achievements and challenges of initiatives that embody the corporate philosophy and corporate vision.



● Global Workshop

For promoting global collaboration and producing a sense of organization unity, we conducted the Global Workshop designed to collaboratively consider the future of the Kurita Group.



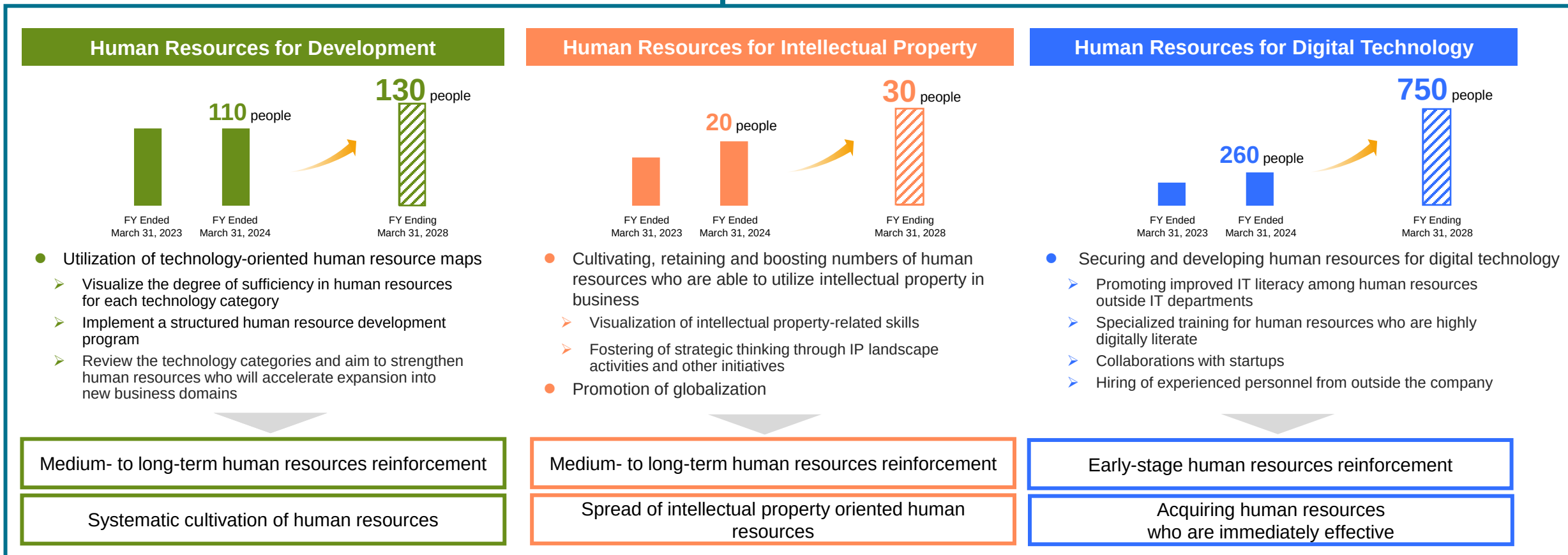
- Event participants numbered **roughly 3,627** (total number including in-person and online participants)
- In the post-event survey, **about 90%** of respondents said that "a sense of employee unity was produced."

Enhancing Human Resources to Establish Our Competitive Advantage



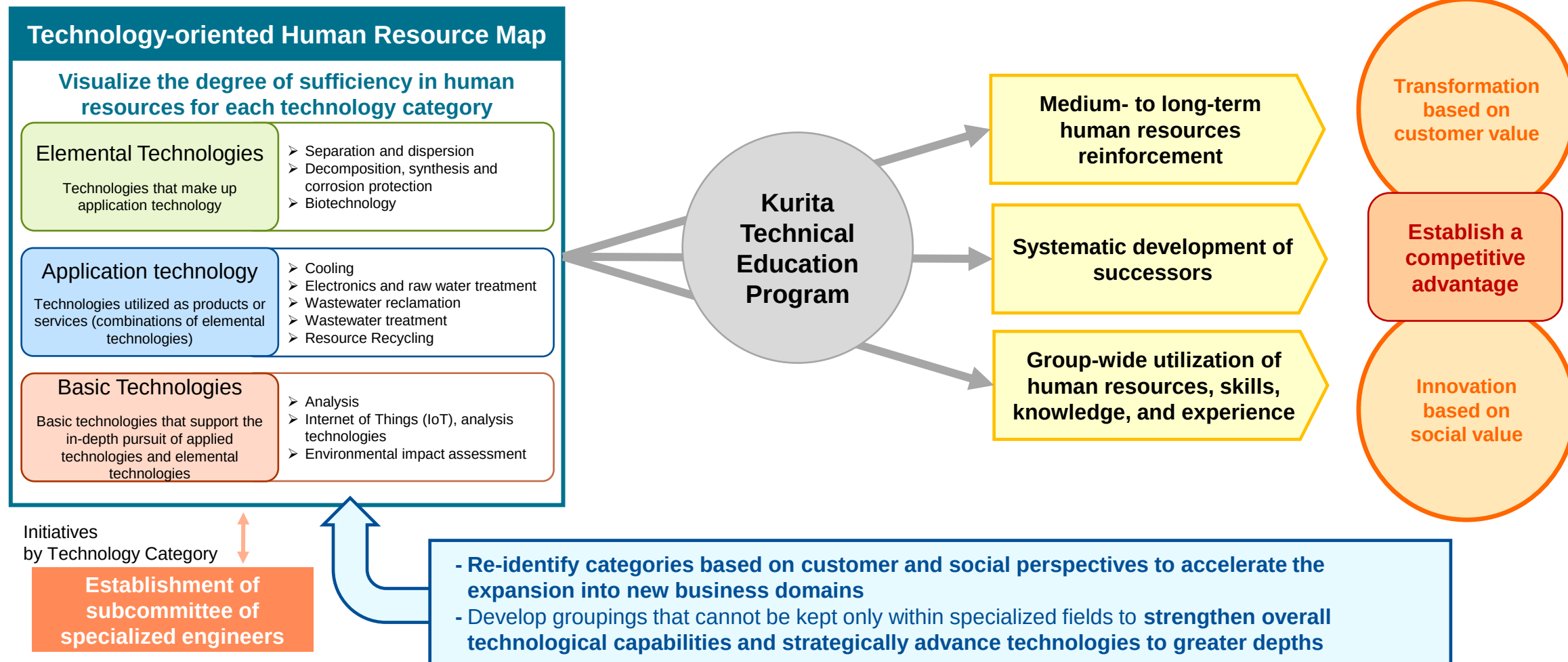
We will focus on securing human resources in the areas where staffing needs to be reinforced, and implement a diverse range of measures to foster their development

Metrics	FY Ended March 31, 2024 Result	FY Ending March 31, 2025 Target	FY Ending March 31, 2026 Target	FY Ending March 31, 2028 Target
Fill rate of human resources for development, digital, and intellectual property	65%	70%	75%	80%



Utilization of Technology-Oriented Human Resource Maps

We will update the map of technology categories conducive to expansion into new business domains and realize a stronger competitive advantage



Indicators for the Human Resource Strategy (KGIs)

The results of strengthening human capital will be seen in “improved engagement,” and have set this as our KGI

KGI	Indicator (Materiality Score)	FY Ended March 31, 2024 Result	FY Ending March 31, 2026 Target	FY Ending March 31, 2028 Target
Continual improvement of engagement score	a: Rate of companies above the average of all industries	51%	65%	75%
	b: Score of each company surveyed	41%	Meet or exceed the previous survey	Meet or exceed the previous survey

Identify issues for each country and region
formulate action to address them
and implement measures

* Surveys conducted in July and August 2023

* Of the 6,785 people contacted, 5,799 people responded (a response rate of 85%)

Japan	- Provide channels and opportunities, such as messages from the executive team members and “town hall” meetings, that help our employees understand and embrace the corporate policy and see its direct connection to his or her role in the company - Provide channels and opportunities for greater cross-departmental and cross-organizational collaborations to encourage new value creation	EMEA	- Enhance training programs and establish visibility into human resource situation and training status so as to optimally train and utilize available human resources - Conduct training to build an organizational culture where diversity is embraced, audacious action-taking is encouraged and eagerness to learn from mistakes is valued and respected
Asia	- Examine revisions to the personnel system, including the salary structure - Enhance educational and training opportunities, including reviewing training programs - Organize employee community fun events to strengthen cross-departmental and cross-organizational ties and to nurture a sense of belonging	North & South America	- Promote mentorship support and other forms of employee assistance, in the form of leadership training programs or through personal interactions with more experienced employees, to improve employee retention and performance - Provide workshops to support team building - Provide tools to promote better health and to support work-life balance

V | Digital Strategy

Corporate Officer
Executive General Manager of Digital Strategy Division

Makoto Mizuno



1997 Jointed Kurita Water Industries Ltd. (sales representative)
2005 Engaged in technology development (chemicals)
2015 Sales section manager (responsible for petrochemical, steel, paper and pulp)
2017 IT Strategy Division (concurrently assigned to marketing)
2020 Deputy Executive General Manager of Digital Strategy Division
2022 Corporate Officer (to present)
Executive General Manager of Digital Strategy Division (to present)

Driving the Creation of Shared Value with the Digital Technology

Corporate Vision

Pioneering “new value for water” to contribute to the realization of a sustainable society

Medium-term Management Plan PSV-27

Financial Indicators* ¹		Main Non-Financial Indicators* ¹	
Net sales	¥450.0 billion	CSV business-based: Amount of water savings	300 million m ³
Business profit margin on sales	16%	Avoided GHG emissions	1,600 thousand tons
ROE	12% or more	Rate of increase in resource recovery or reduction of resource input	300% increase* ²
ROIC	10% or more		

*¹ Targets to be achieved by the fiscal year ending March 31, 2028

*² Compared with the fiscal year ended March 31, 2023

Source of Value Creation

Kurita Group's Materiality

Shared Value Themes

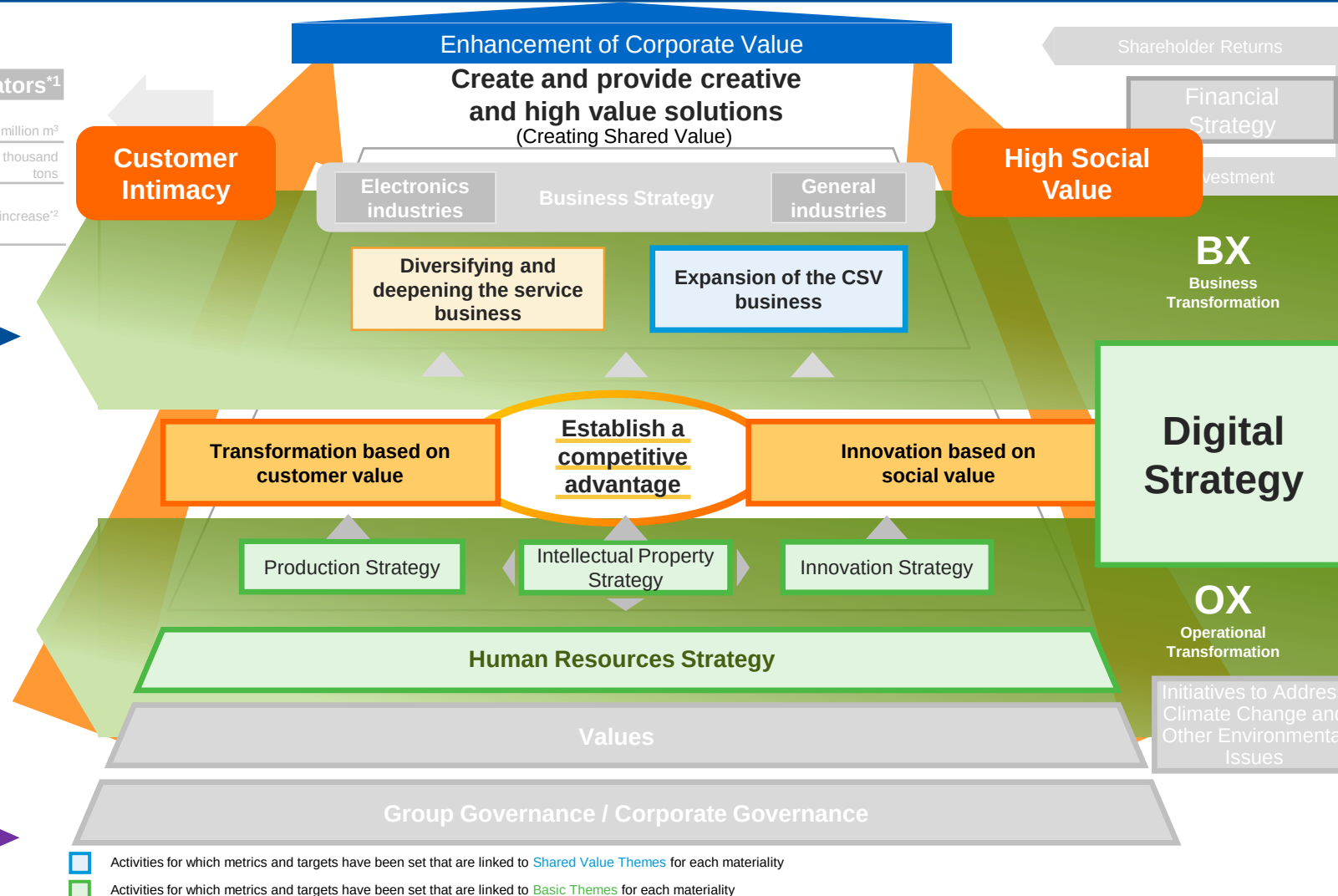
- Solve issues related to water resources
- Contribute to the realization of a decarbonized society
- Contribute to building a circular economy society

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

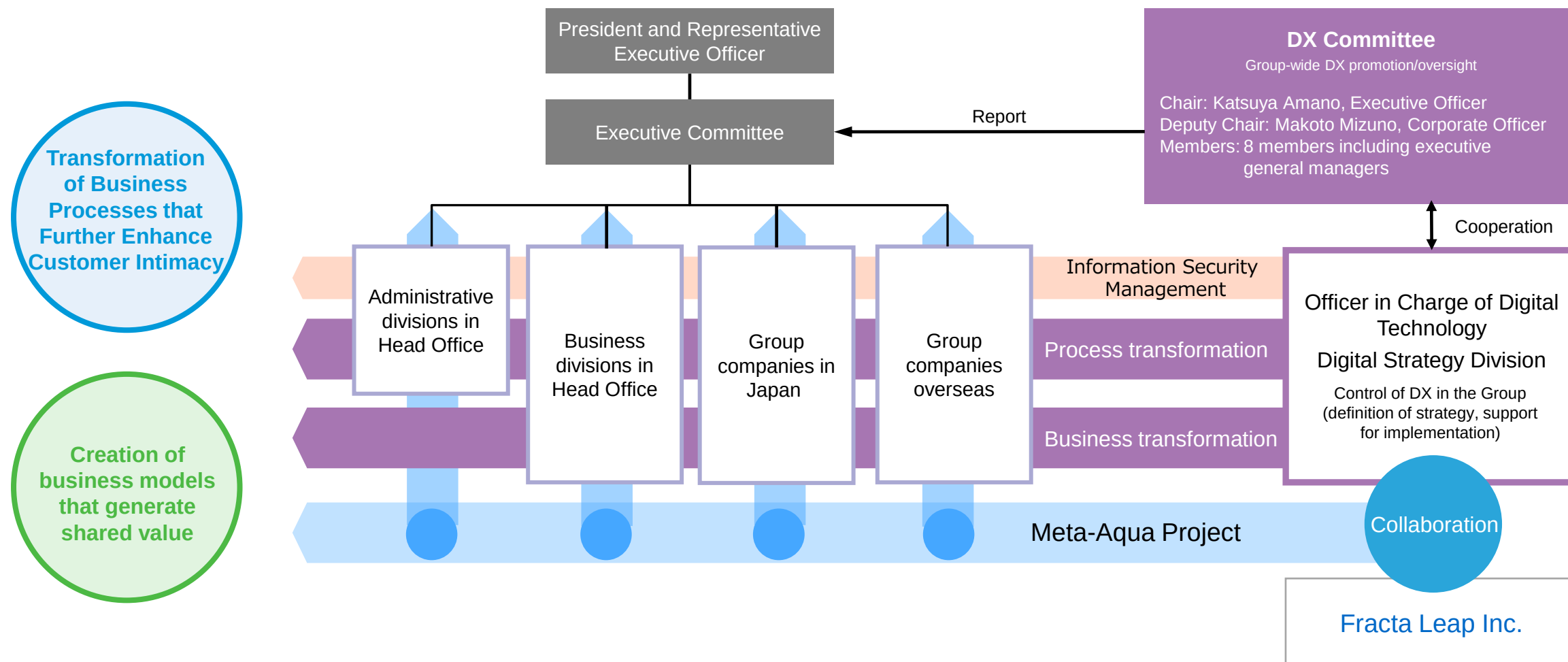
Prevent Damage to Value

Risk Mitigation / Capital Cost Reduction



Organization for Promoting DX

We promote the creation of business models that leverage the power of digital technology to simultaneously generate economic and social value, and the transformation of business processes that further enhance customer intimacy

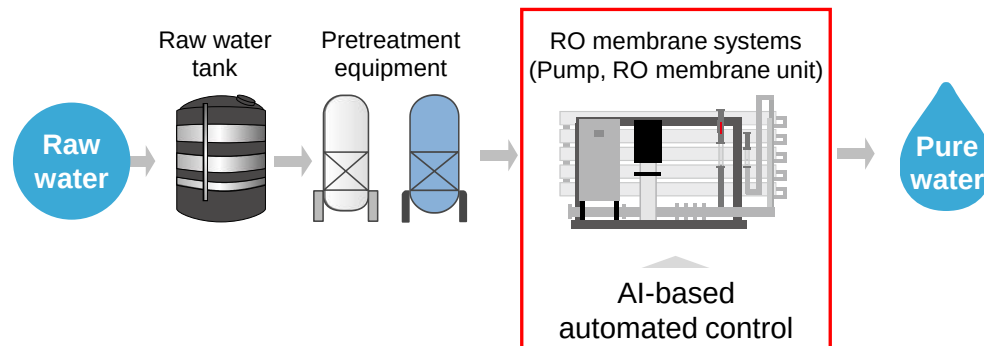


Examples of BX Initiatives

We identify potential issues based on data such as the operational status of facility and water quality, providing new value that exceeds customer expectations

AI-based optimization of water treatment facility operation and management

- The first stage of the Meta-Aqua Project has currently been implemented in regions including Japan, China and Singapore.
- Demonstration project accelerating practical use of innovative CO₂ emission reduction infection control technologies (Ministry of the Environment)
- Received Japan Open Innovation Award (Cabinet Office)



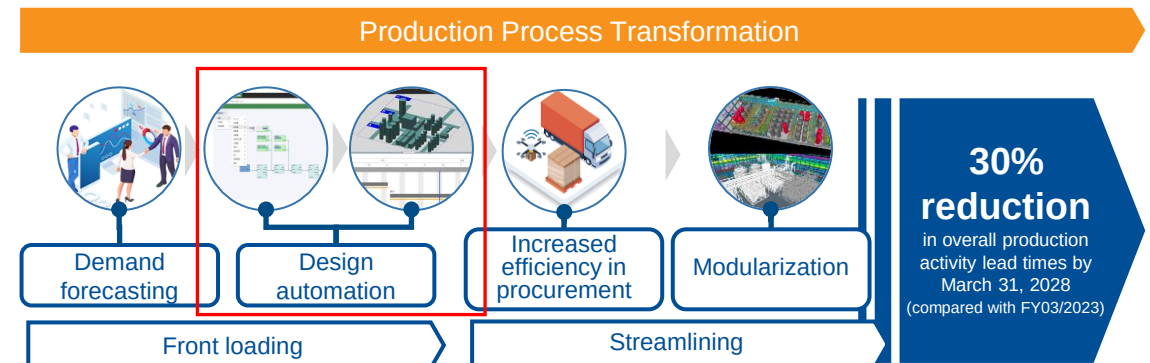
Effects of AI-optimized operation

- Reduction in energy consumption (approx. 10%)
- Reduction in operating cost due to lower maintenance frequency (approx. 40%)

Currently being rolled out and expanded as a CSV business

Design automation

- Recreated the techniques and expertise of experienced engineers with AI algorithms in the area of plant design.
- The solution reduces the occurrences of human error and addresses the need to bring plants online with short lead times.
- In 2023, automation was achieved in areas other than layout design, including the generation of facility configurations and construction planning.



Effects of design automation

- Reduces basic design workload (by around 60%)
- Shortens the time taken for basic design (by around 40%)

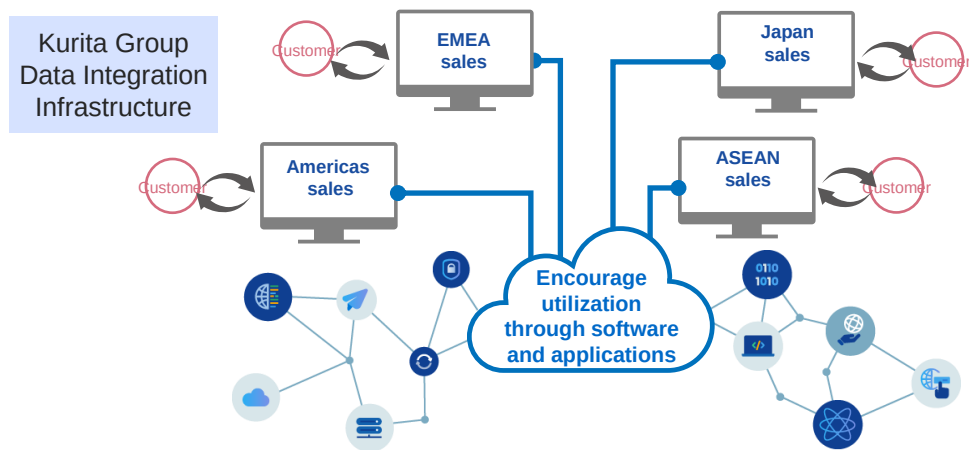
Improving labor productivity and facilitates diverse work styles

Examples of OX Initiatives

Through data analysis and visualization we clarify internal issues related to management, administration and the implementation of measures, accelerating the optimization of internal resources

Process transformation in the value chain

- A common global data integration infrastructure is utilized to establish CRM and ERP.
- The solution simplifies the sharing of business model success stories and the identification of issues



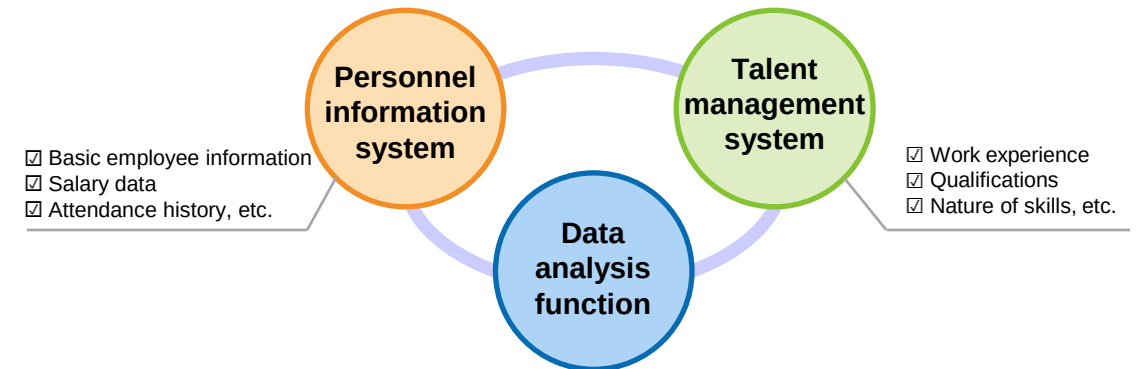
Effects

- Establishes a competitive advantage by swiftly dealing with customer issues

The timely provision of solutions contributes to expansion of the CSV business

Promotion of HRDX

- Developing a system for utilizing human resources information to assign the right people to the right positions
- In addition, based on CRM information and other data, we predict the skills and number of people that will be needed for businesses expected to expand in the future, with the aim of achieving OX to assign human resources strategically (the system is scheduled to enter full operation from 2026)



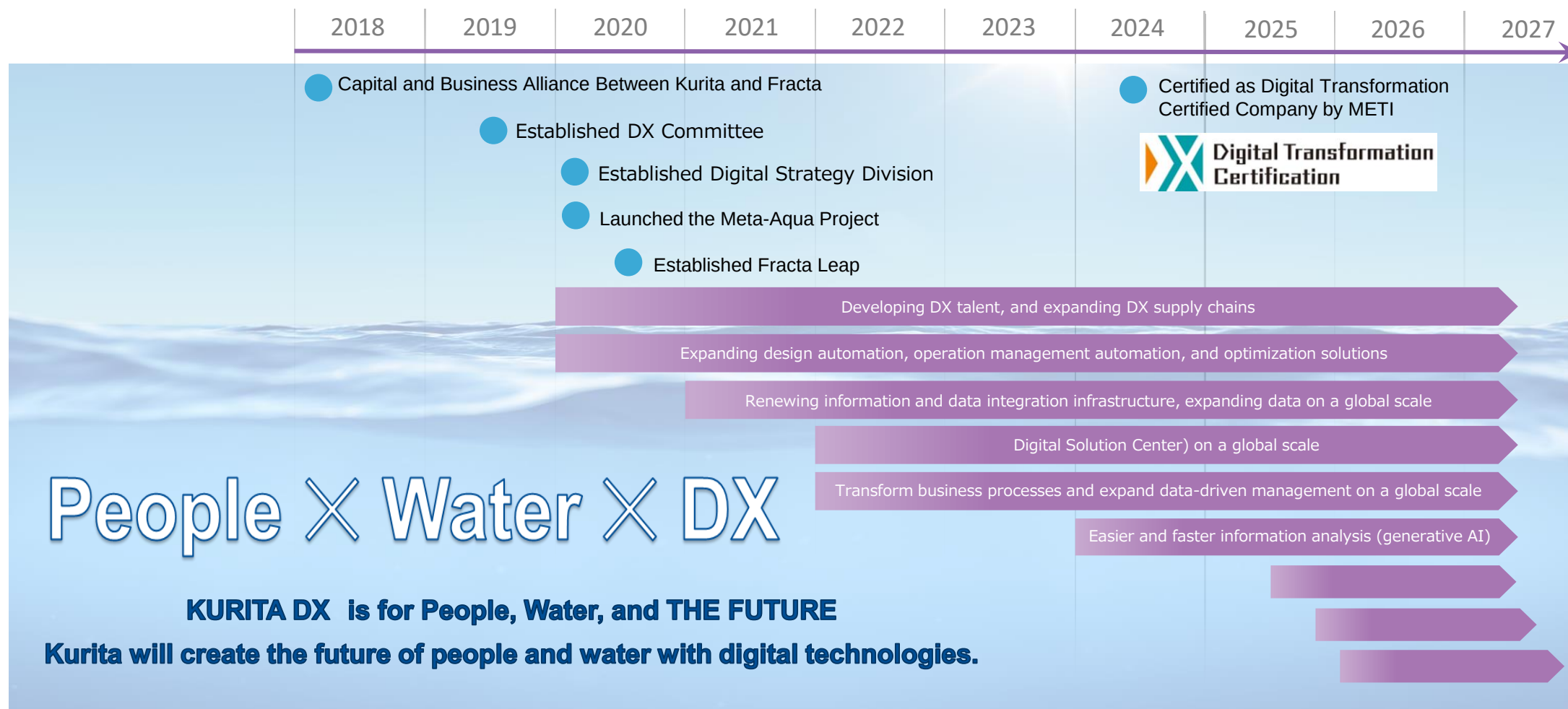
Effects

- Enhances business activities through the strategic recruitment and optimum allocation of human resources

The optimum allocation of human resources also contributes to enhanced employee engagement

Further DX Promotion

We bring about changes to Kurita's business, which pursues both social and economic value, promoting digital technologies that continually embrace the challenge of transformation



VI Corporate Governance

External Director

Yoshiko Takayama



In 1987, joined the Investment Banking Division of Merrill Lynch & Co., Inc. at its New York headquarters. Advised Japanese companies on domestic and international fundraising and M&A in New York, London, and Tokyo. Since 2001, had been providing consulting services on corporate governance and investor relations activities at J-Eurus IR Co., Ltd. In 2015, established Japan Board Review Co., Ltd., supporting the evaluation of boards of directors of Japanese companies.

Director of the Japan Corporate Governance Network (to present).

Member of the "Council of Experts Concerning the Follow-up of Japan's Stewardship Code and Japan's Corporate Governance Code", Financial Services Agency and Tokyo Stock Exchange, Inc. (to present)

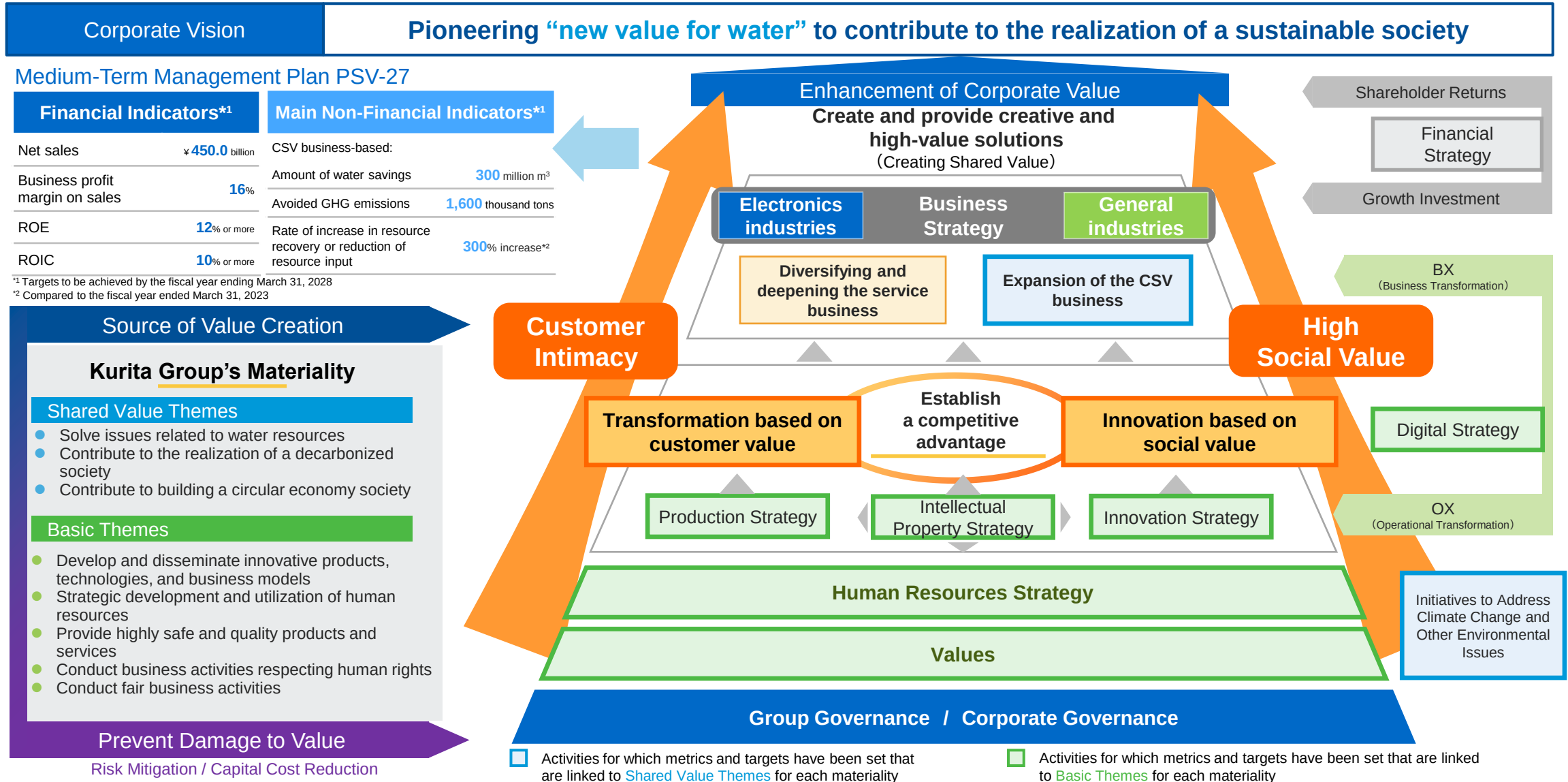
Member of "The Expert Panel on the Stewardship Code", Financial Services Agency (to present)

Member of the "Study Group on Corporate Governance toward the Enhancement of Earning Power", the Ministry of Economy, Trade and Industry (to present).

Member of the "Committee for Studying Scoring Criteria for Selecting Enterprises as Nadeshiko Brands", the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange (to present)

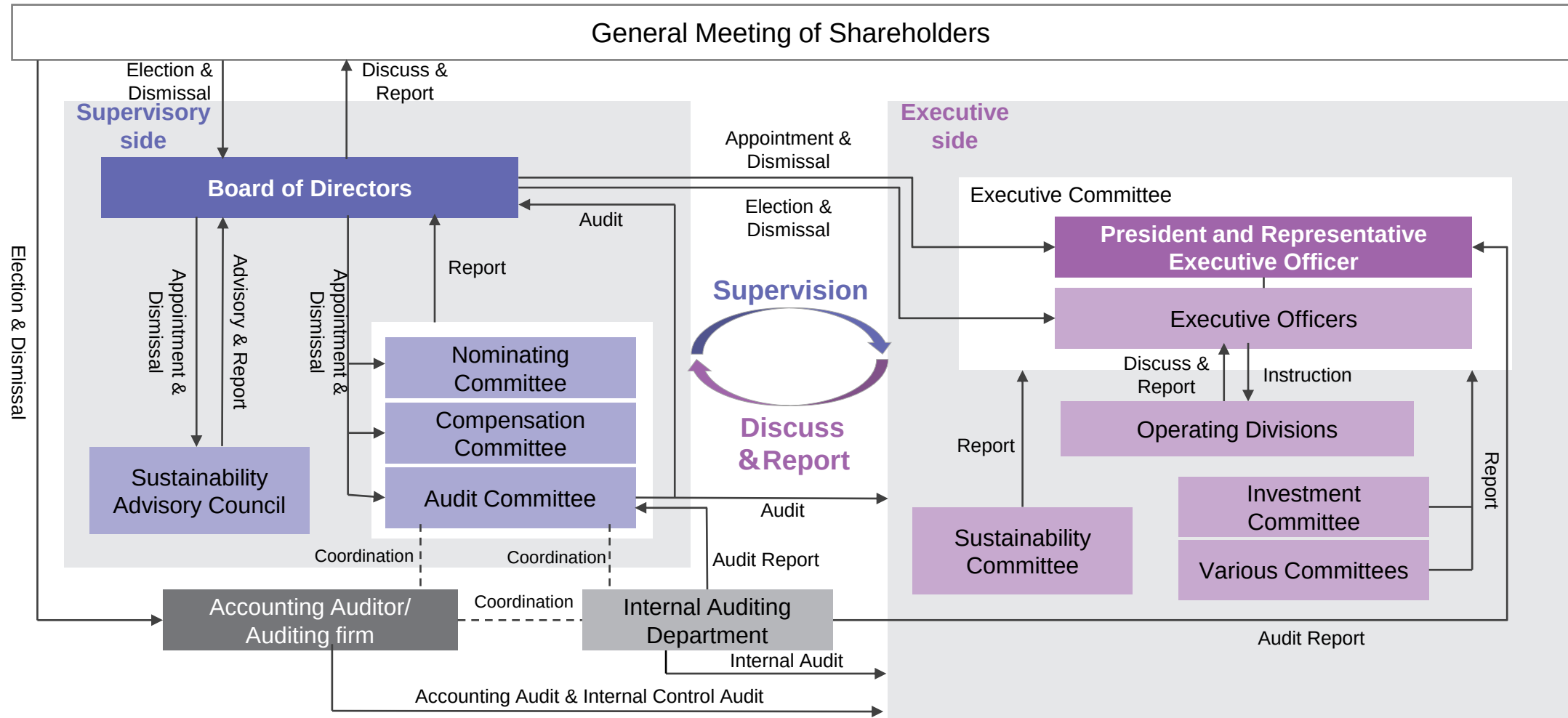
PSV-27 and Materiality (Value Pioneering Path)

Vision for 2030

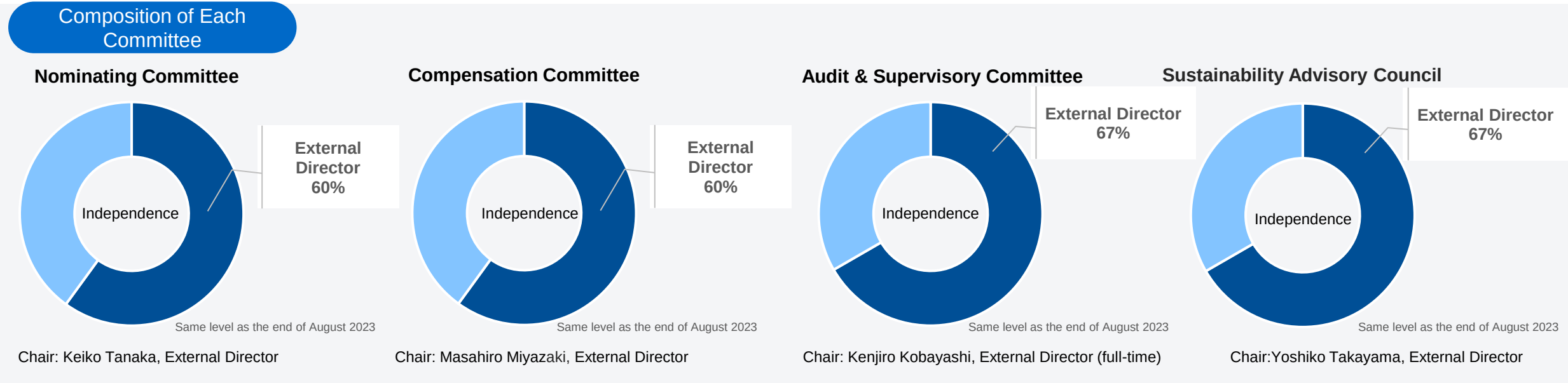
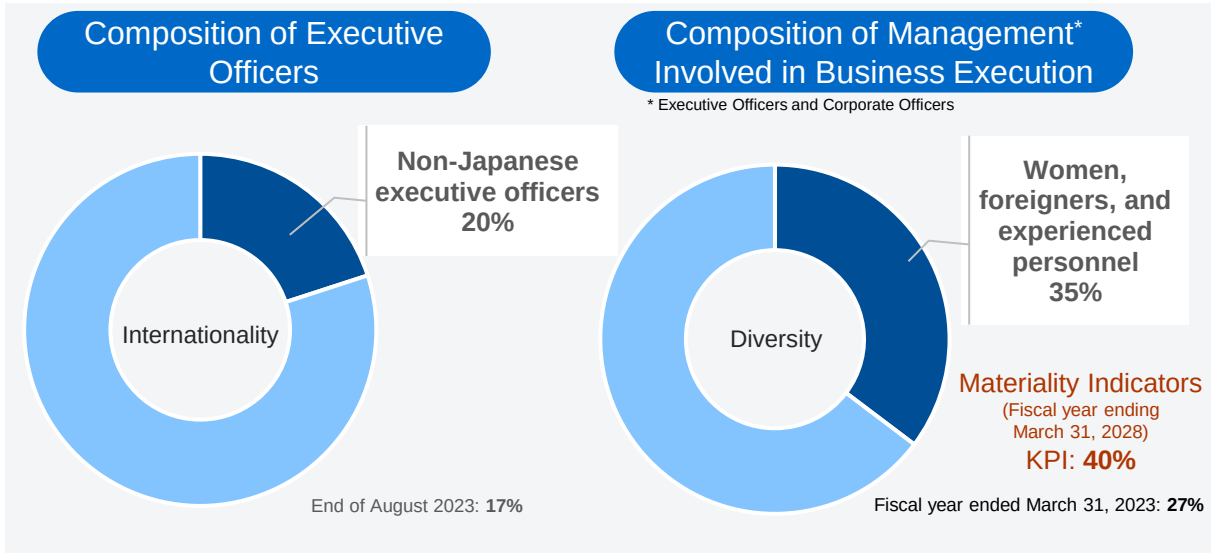
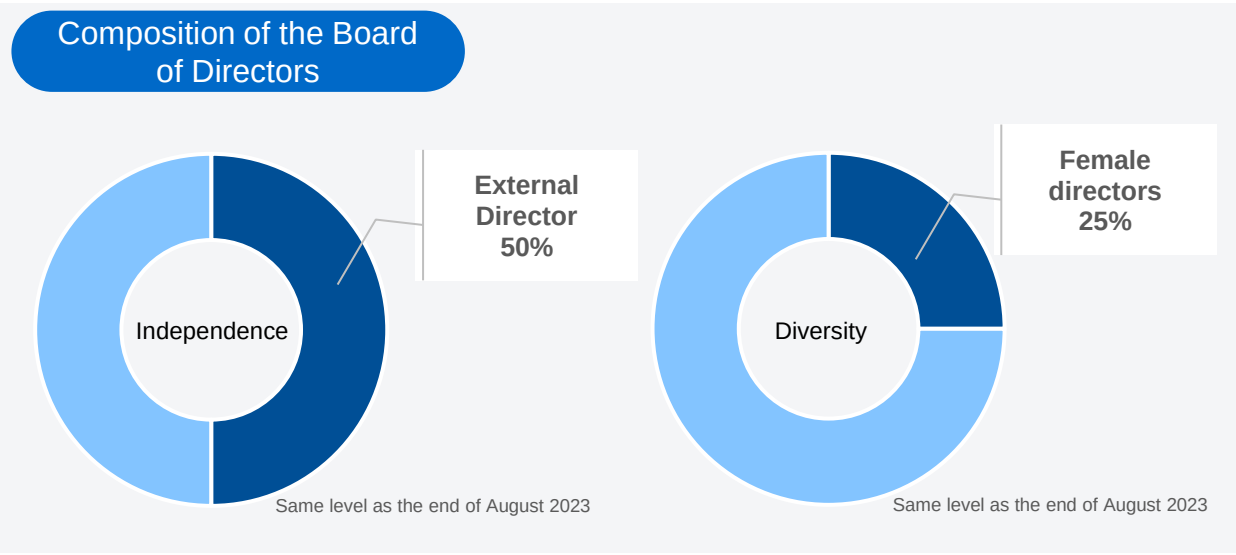


Corporate Governance System Chart

We establish a system of supervision and execution in sustainability management, discussing and considering the future of the Kurita Group based on a long-term time frame



Composition of Directors / Officers and Diversity (as of the end of December 2024)



Initiatives to Enhance Discussions at Board of Directors Meetings

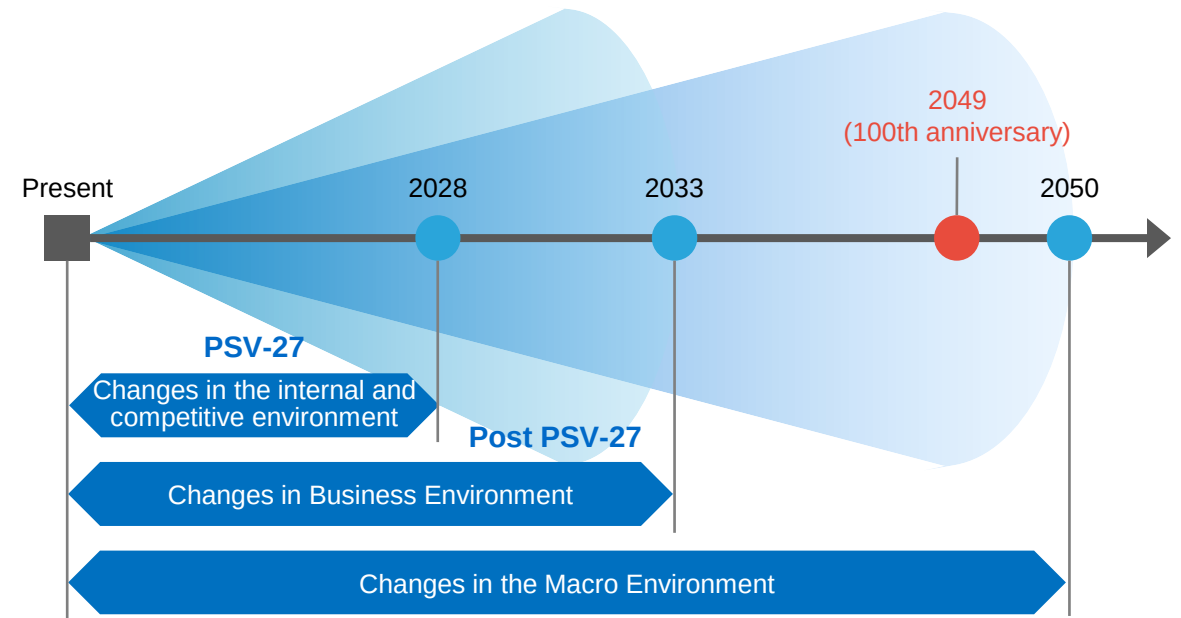
Establish a clear role as a supervisory, tasked with discussing and considering the future of the Group at a long-term time frame

Roles of the Board of Directors

- 01** Major direction of the company with a focus on determining basic management policies
- 02** Objective supervision through the nomination of top management (executive officers including the president)
- 03** Support for appropriate risk taking by top management
- 04** Determination of matters required by law to be exclusively decided by the Board of Directors, and other designated matters

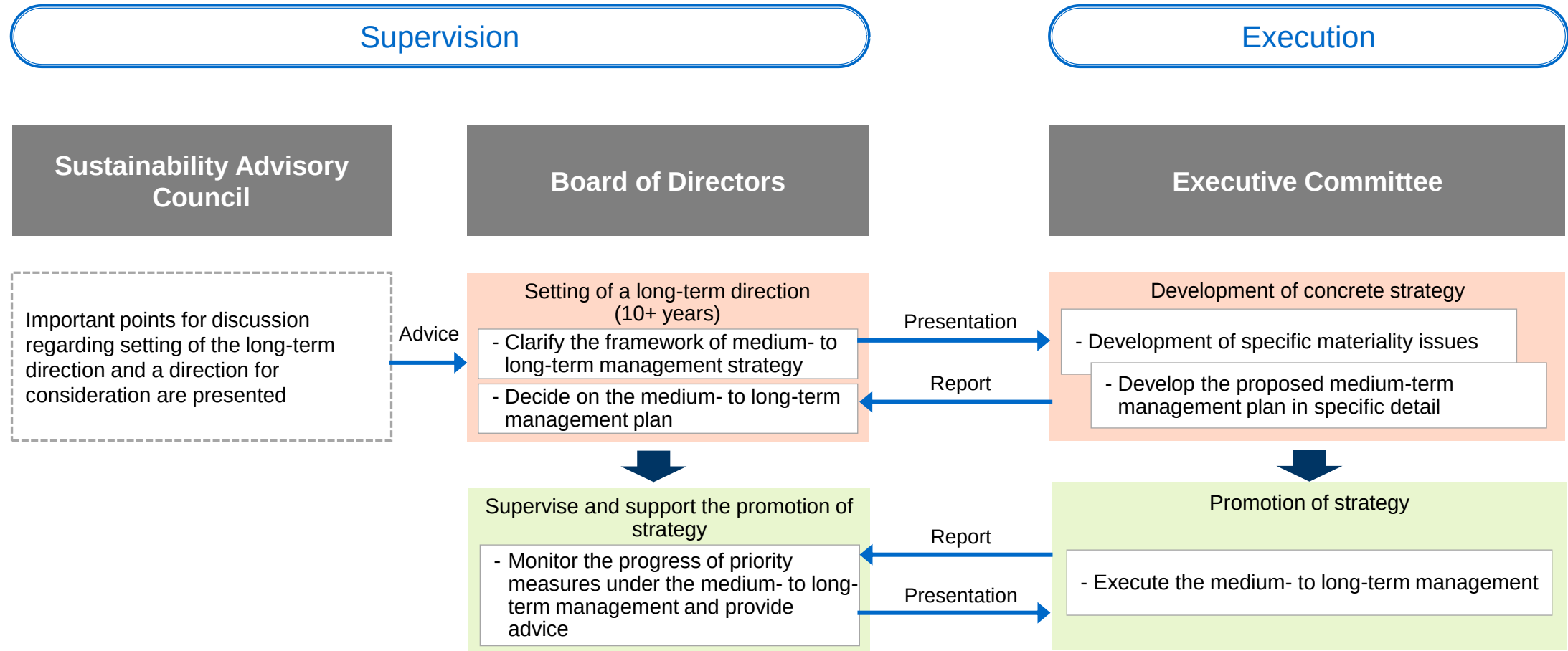
Time Frame for Consideration

Consider the future of the Kurita Group based on a ten-year time frame at the shortest



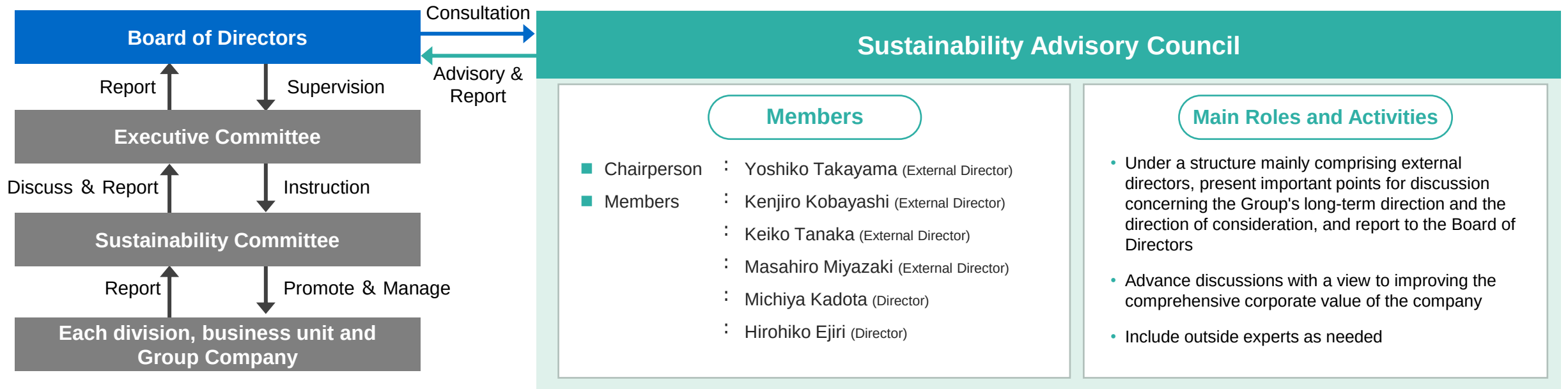
Setting of a Long-term Direction by the Board of Directors

A process has been established for the Board of Directors to fulfill its role in making decisions concerning the long-term direction of the Kurita Group



Establishment of the Sustainability Advisory Council

The Sustainability Advisory Council has been established on the supervisory side, examine Kurita's approach to sustainability management from the perspective of stakeholders including shareholders and from a medium- to long-term perspective



Main Discussion and Themes of Advice

FY ended March 31, 2024

With a focus on the current state of the CSV business and verification of issues and other matters:

- Promote understanding with the Kurita Group regarding materiality initiatives
- Promote strategies to create new markets based on solutions to social issues

FY ending March 31, 2025

To provide advice on major points of discussion and the direction of considerations regarding the long-term direction deliberated over by the Board of Directors:

- Develop a more in-depth understanding of the current materiality identification process and the expectations for Kurita from capital markets
- Understand international trends regarding sustainability with the involvement of outside experts and engage in discussions aimed at enhancing corporate value
- Consider what value the Kurita Group can provide in 2050 and what strengths are necessary to achieve this, taking into account macro-environmental changes

Executive Officer Remuneration System

Reflecting the level of achievement with non-financial indicators on the performance-linked remuneration of executive officers

Executive officers including two who also serve as directors



Evaluation indicators

- | | |
|--|---|
| • Consolidated performance-linked compensation (all executive officers) | Year-on-year change in ROIC |
| • Remuneration linked to results of overseen operations | Indicators set based on the overseen operations of each executive officer
Variance between targeted and actual consolidated operating profit margin, etc. |
| • Other incentive remuneration (executive officers other than the President) | The President evaluates contributions on a 5-point scale from the perspectives given below |
| Evaluation perspectives <ul style="list-style-type: none"> • Creation of new recurring contract-type 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 | |
| • Non-financial indicators (environmental impact coefficient) | In accordance with the degree of attainment relative to the evaluation standards below, the total payment amount calculated for each eligible individual (the above three items) is multiplied by the coefficient to derive the amount paid |

Evaluation standards

• Amount of water savings through CSV business

• Avoided GHG emissions through CSV business

• Rate of increase in resource recovery or reduction of resource input through CSV business

Evaluation Indicators

ROE and relative TSR

Timing of Payment

Every fiscal year during their term of office (transfers are restricted until they are retired*)

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

VII | Appendix

External Evaluation

Inclusion in ESG Indexes

FTSE4Good Index Series  FTSE4Good	FTSE Blossom Japan Index  FTSE Blossom Japan	FTSE Blossom Japan Sector Relative Index  FTSE Blossom Japan Sector Relative Index	SOMPO Sustainability Index  2024 Sompo Sustainability Index
MSCI Japan ESG Select Leaders Index 2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX	MSCI Japan Empowering Women Index (WIN) 2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)	S&P/JPX Carbon Efficient Index 	

Evaluation by ESG Rating Organization



Evaluation by Supplier Evaluation Organization



* The inclusion of Kurita Water Industries Ltd. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Kurita Water Industries Ltd. by MSCI or any of its affiliates.
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Materiality Indicators (Shared Value Themes)



Shared Value Themes	FY Ended March 31, 2024 Target	FY Ended March 31, 2024 Result	FY Ending March 31, 2025 Target	FY Ending March 31, 2028 Target
Solve issues related to water resources				
Total number of basins where collective actions are implemented and total population in the basins	3 basins, 130 million people	Not Achieved (3 basins, 93 million people)	3 basins, 93 million people	5 basins 600 million people
Amount of water savings through CSV business	125 million m ³	Not Achieved (111 million m ³)	135 million m ³	300 million m ³
Rate of reduction in the ratio of GHG emissions to water savings*1 through CSV business (compared to FY ended March 31, 2023)	5%	Not Achieved (-18.0%)	20%	50%
Rate of reduction of water withdrawal intensity (compared to FY ended March 31, 2023, excluding the ultrapure water supply business)	7%	Achieved (18.2%)	21%	27%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Meet or exceed the previous year	Achieved	Meet or exceed the previous year	Meet or exceed the previous year
Contribute to the realization of a decarbonized society				
Rate of reduction in Scope 1+2 emissions (compared to FY ended March 31, 2021)	17%	Achieved (21.2%)	50%	73%
Rate of reduction in Scope 3 emissions (compared to FY ended March 31, 2021)	11%	Not Achieved (-56.7%)	14%	22%
Avoided GHG emissions through CSV business	630 thousand t	Achieved (733 thousand t)	900 thousand t	1,600 thousand t
Contribute to building a circular economy society				
Rate of increase in resource recovery or reduction of resource input through CSV business (compared to FY ended March 31, 2023)	30%	Not Achieved (-2%)	65%	300%
In-house waste recycling rate	Meet or exceed the previous year	Achieved	Meet or exceed the previous year	Meet or exceed the previous year

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

Materiality Indicators (Basic Themes:1)



Basic Themes	FY Ended March 31, 2024 Target	FY Ended March 31, 2024 Result	FY Ending March 31, 2025 Target	FY Ending March 31, 2028 Target
Develop and disseminate innovative products, technologies, and business models				
Investment rate in innovation areas*1	15%	Achieved (18%)	20%	30%
Rate of the number of themes in innovation areas*1	20%	Achieved (22%)	23%	30%
Number of stakeholder engagements related to innovation areas*1	Meet or exceed the previous year	Achieved	Meet or exceed the previous year	Meet or exceed the previous year
Strategic development and utilization of human resources				
Engagement Score (a. Rate of companies above the average of all industries, b. Score of each company surveyed)	a : 50% or more b : 38% or more	a : Achieved(51%) b : Achieved(41%)	—*2	a : 75% b : Meet or exceed the previous survey
Rate of women, foreigners, and experienced personnel among executives of the Company	30%	Not Achieved (29.4%)	Meet or exceed the previous year	40%
Fill rate of human resources for development, digital, and intellectual property	65%	Achieved (65%)	70%	80%

*1 Refers to innovation areas in Deloitte 7cellsSM (Deloitte's approach to growth strategy formulation)

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

Materiality Indicators (Basic Themes:2)



Basic Themes	FY Ended March 31, 2024 Target	FY Ended March 31, 2024 Result	FY Ending March 31, 2025 Target	FY Ending March 31, 2028 Target
Provide highly safe and quality products and services				
Reduction rate in the recurrence rate of accidents that affect customers and society*1 (compared to previous year)	30%	Achieved (33%)	30%	20%
Conduct business activities respecting human rights				
Conducting human rights due diligence on suppliers	Continuous implementation	Achieved	Continuous implementation	Continuous implementation
Accident severity rate*2 (the Company and the Group Companies in Japan)	0.005 or less	Not Achieved (0.035)	0.005 or less	0.005 or less
Rate of participation in human rights-related training	100%	Achieved (100%)	100%	100%
Establishment of a liaison for remedies from human rights violations (grievance mechanism)	—*3	—*3	—*3	Completed
Conduct fair business activities				
Rate of participation in whistle-blowing system related training	100%	Achieved (100%)	100%	100%
Rate of participation in training related to laws and internal rules for anti-bribery and antitrust, etc.	100%	Achieved (100%)	100%	100%
Number of violations of anti-bribery and antitrust laws	0 cases	Achieved (0 cases)	0 cases	0 cases

*1 Kurita Water Industries is the target in FY ended March 31, 2024, and FY ending March 31, 2025. The targets will be expanded to Group Companies in Japan in FY ending March 31, 2026, and to overseas group companies in FY ending March 31, 2028.

*2 Metrics and targets in countries other than Japan will be set separately by FY ending March 31, 2026 based on local laws and regulations and other criteria.

*3 Conduct surveys, etc. from FY ended March 31, 2024 to FY ending March 31, 2026 would be prepared for establishment by FY ending March 31, 2028. After establishment, set targets related to raising awareness.

Indicators for the Human Resource Strategy (KGIs, KPIs)

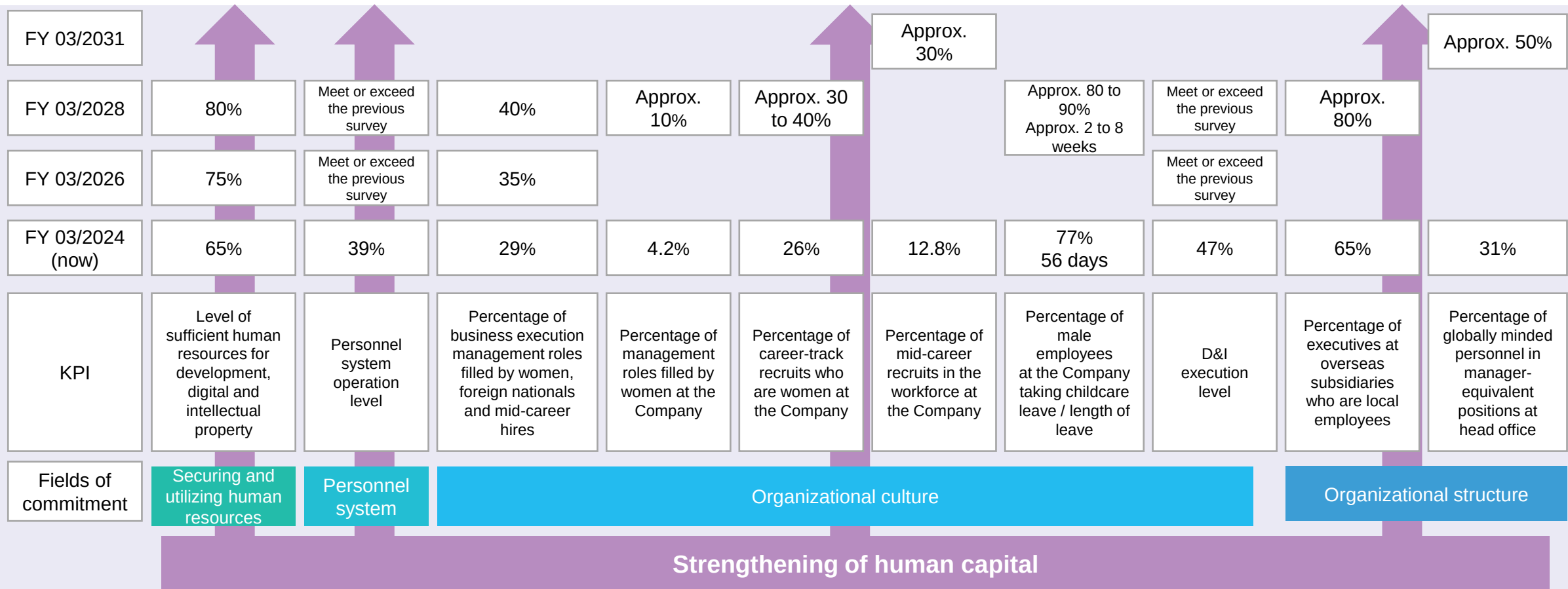
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Continuous improvement of engagement score

a. Percentage of companies that exceed the all-industry average : **Over 75%** (the fiscal year ending March 31, 2028)

b. Score among all the companies surveyed : **Meet or exceed the previous survey** (the fiscal year ending March 31, 2028)

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Forward-looking Statements

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

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