

Kurita Water Industries Ltd.

Shareholder Relations Meeting for the fiscal year ending March 31, 2023

(Securities code: 6370)

February - March 2023



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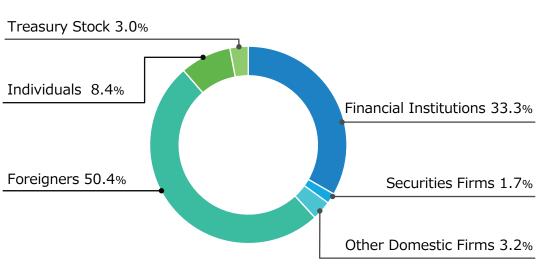
I Kurita Group Overview

Company Overview & Shareholder Composition

Company Overview

Name	: Kurita Water Industries Ltd.
Representative	: Michiya Kadota, President
Date of Establishment	: July 13, 1949
Location	: Nakano Central Park East, 10-1, Nakano 4-chome, Nakano-ku, Tokyo
Fiscal Year-end	: March 31
Stock Exchange Listing	: Tokyo Stock Exchange Prime Market
Paid-in Capital	:¥ 13,450,751,434
Issued Common Stock	: 116,200,694 shares
Number of Shareholders	: 20,872 (As of September 30, 2022)

Shareholding Ratio



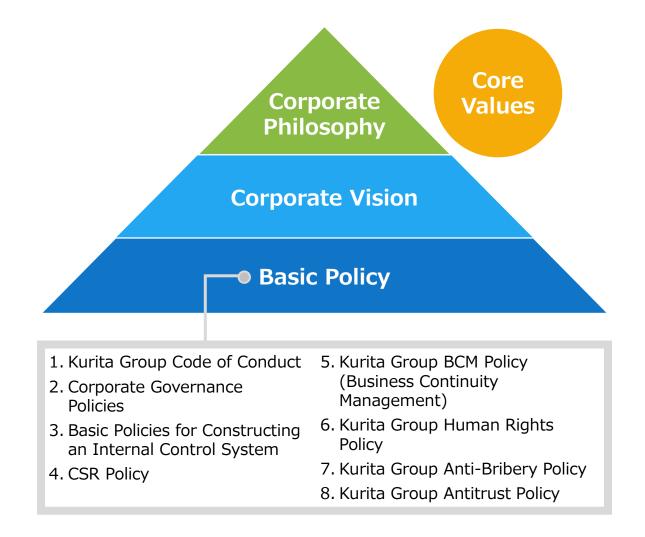
(As of September 30, 2022)

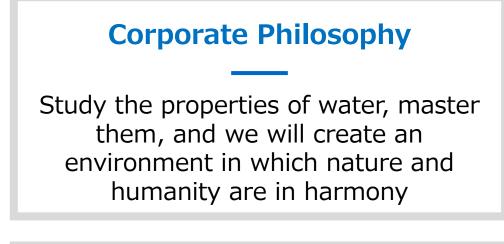
Shareholder Composition (Top 10) (As of September 30, 2022)

Rank	Shareholder	Shares (thousand)	Ratio
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	16,917,500	14.55%
2	Custody Bank of Japan, Ltd. (Trust Account)	7,352,957	6.32%
3	Nippon Life Insurance Company	5,979,883	5.14%
4	Kurita Water Industries Ltd.	3,554,787	3.05%
5	CACEIS BANK, LUXEMBOURG BRANCH/ UCITS CLIENTS ASSETS	2,575,581	2.21%
6	STATE STREET BANK AND TRUST COMPANY 505025	2,307,274	1.98%
7	MUFG Bank, Ltd.	2,056,131	1.76%
8	BNP PARIBAS SECURITIES SERVICES LUXEMBOURG/JASDEC/FIM/LUXEMBOURG FUNDS/UCITS ASSSETS	1,805,700	1.55%
9	STATE STREET BANK WEST CLIENT - TREATY 505234	1,743,429	1.50%
10	JP MORGAN CHASE BANK 385781	1,475,253	1.26%

* Custody Bank of Japan, Ltd. (Trust Account) includes 244,657 shares for performance-linked stock compensation to directors.

Systemizing our mission and visions based on the corporate philosophy

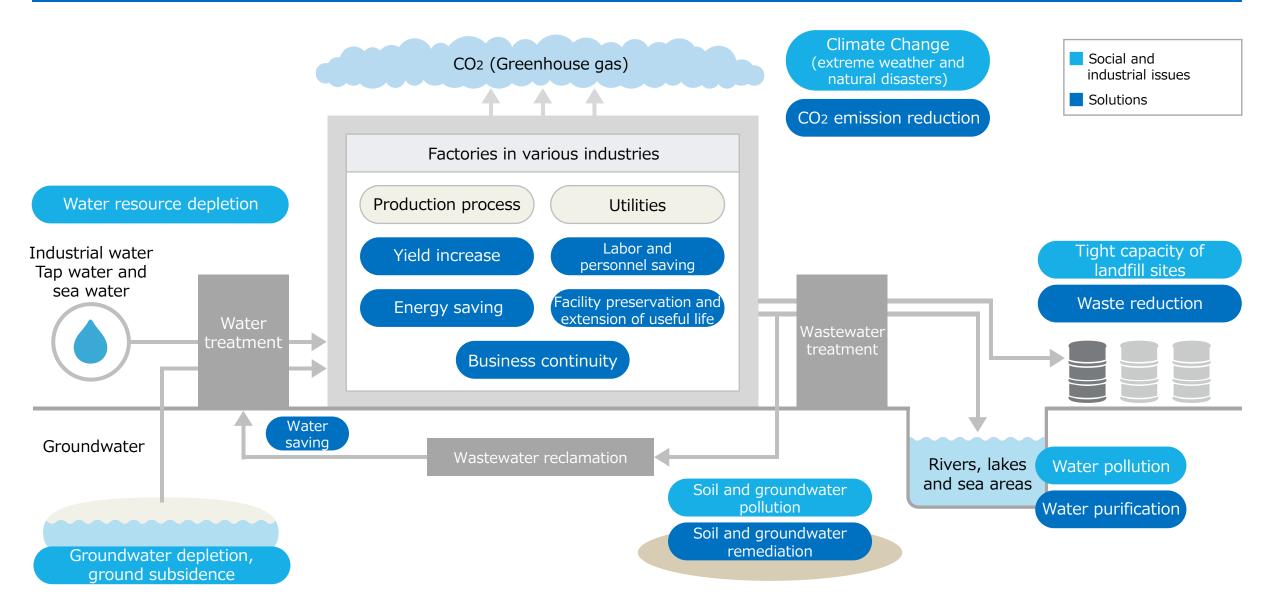




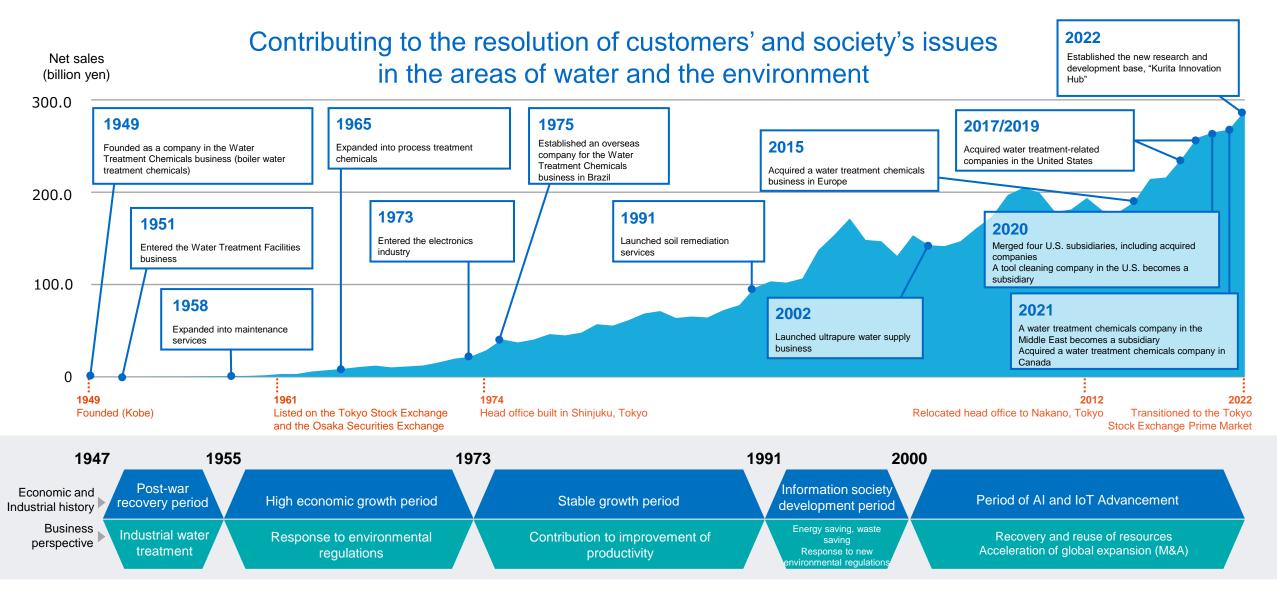
Corporate Vision

"A Creator of unique value to the solution of water and environment," contributing to the realization of a sustainable society.

Social/Customer Issues and Kurita's Solutions

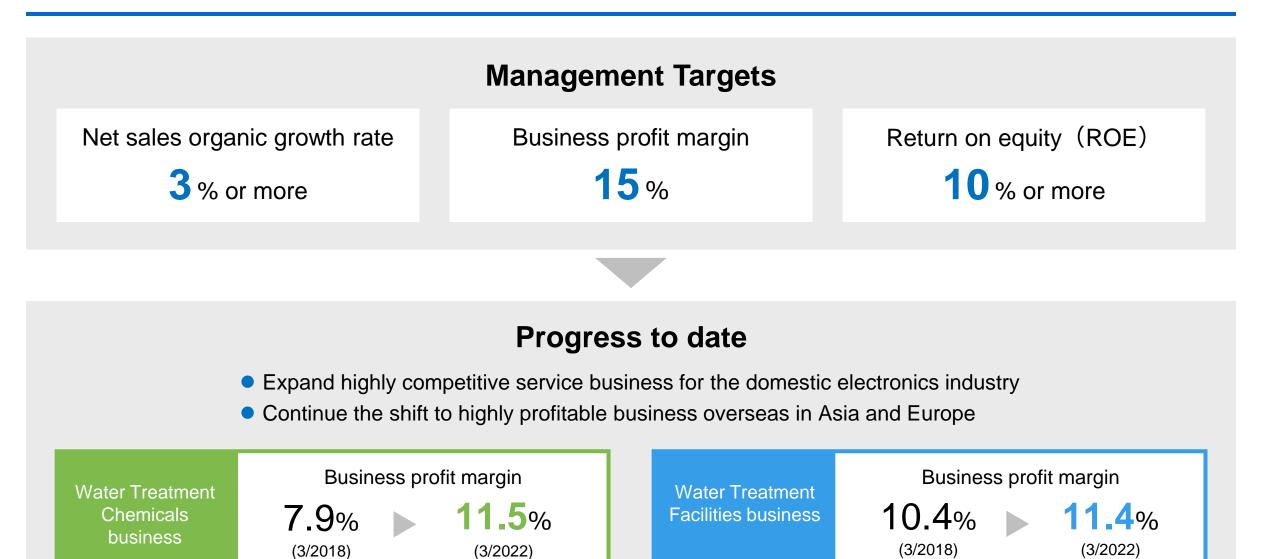


History of Value Creation

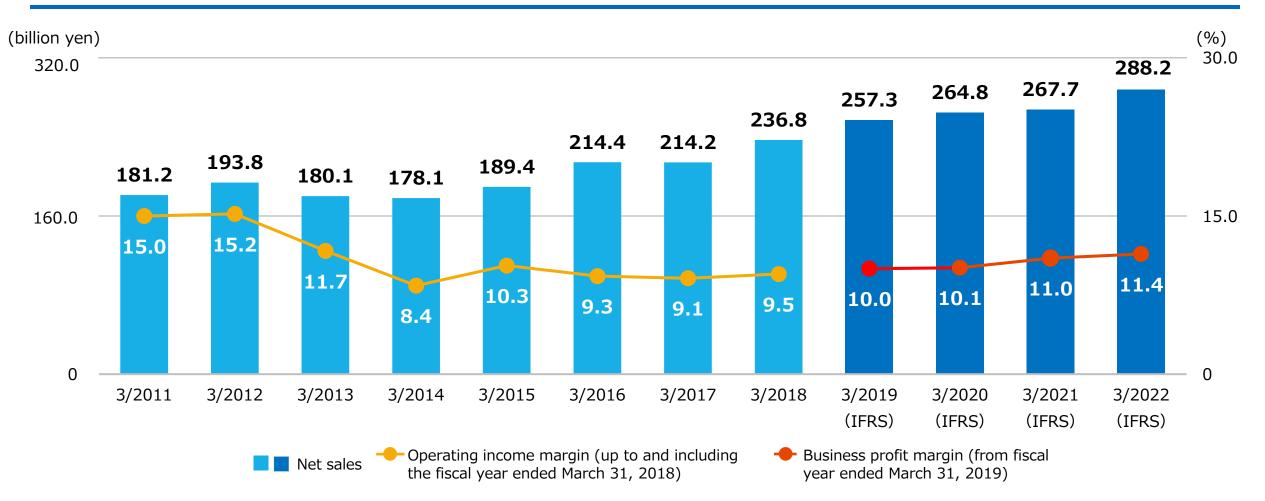




I Medium-Term Management Plan MVP-22 (Maximize Value Proposition 2022)



Changes in Net Sales and Margin



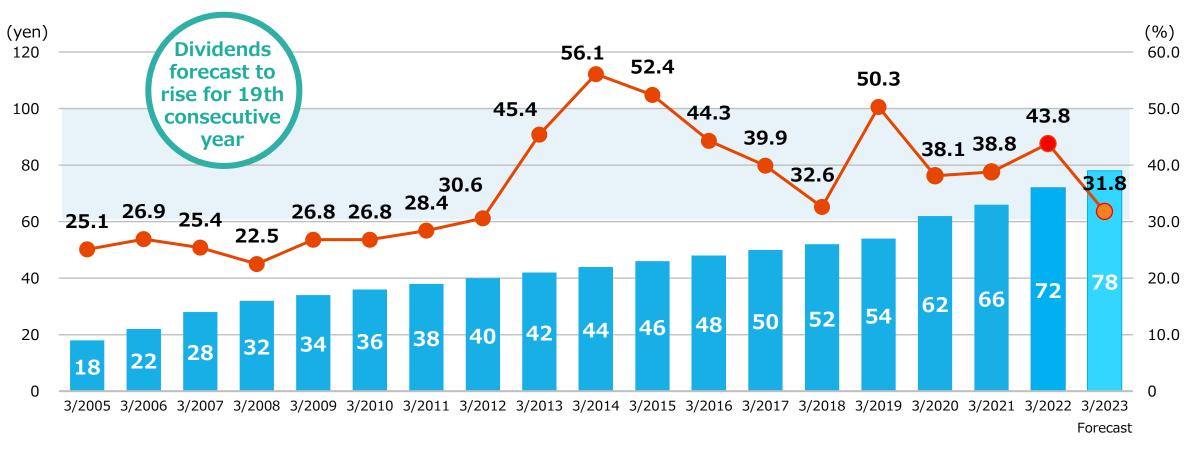
Net sales are accounted for under Japanese GAAP up to the fiscal year ended March 31, 2018, and under IFRS from the fiscal year ended March 31, 2019 onward.

Operating income margin is used up to and including the fiscal year ended March 31, 2018, and business profit margin is used thereafter.

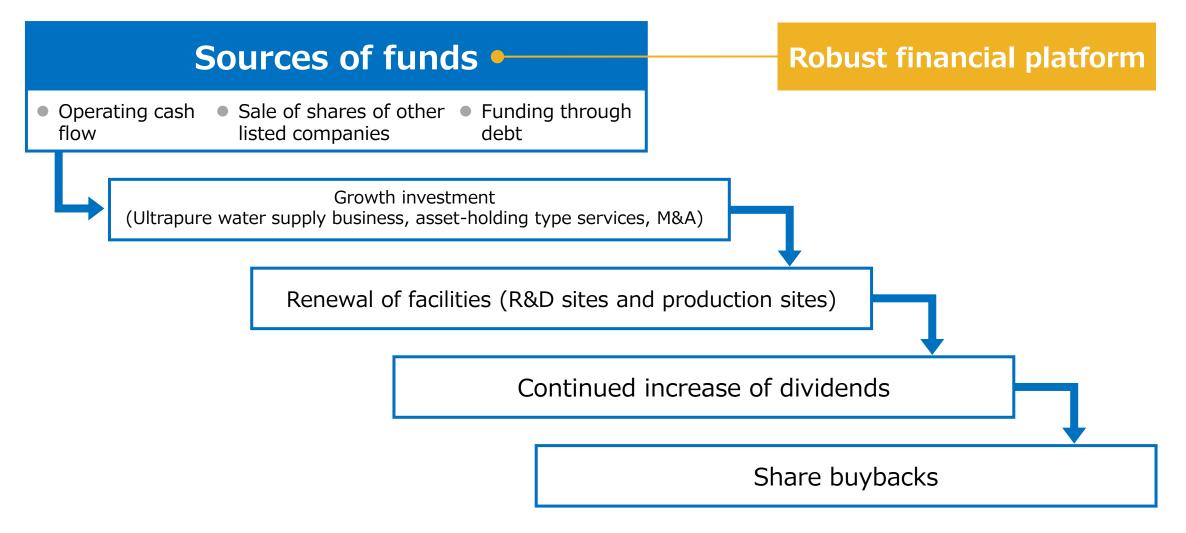
*Business profit is a proprietary earnings indicator, which is calculated by deducting cost of sales and selling, general and administrative expenses from net sales to give a more consistent picture of earnings.

Capital Policy (Changes in Dividends and Dividend Payout Ratio)

The dividend payout ratio target is 30% to 50% over five years



Priorities of Usage of Funds





III Corporate Governance Initiatives



Basic Concept

Corporate Philosophy

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

Establishment of Corporate Governance

Purpose

- Transparent, fair, prompt, and decisive decisionmaking
- Highly effective management supervision

Sustainable Growth and Medium- and Long-Term Enhancement of Corporate Value

Respect for the rights and position of stakeholders and meeting their expectations



Basic Policies (5 Items)

- (1) Ensuring the rights and equality of shareholders
- (2) Appropriate level of cooperation with stakeholders other than shareholders
- (3) Ensuring appropriate information disclosure and transparency of information
- (4) Duties of the Board of Directors and the Audit & Supervisory Board, etc.
- (5) Dialogue with shareholders and investors

Policies (21 Items)

See our website for details.

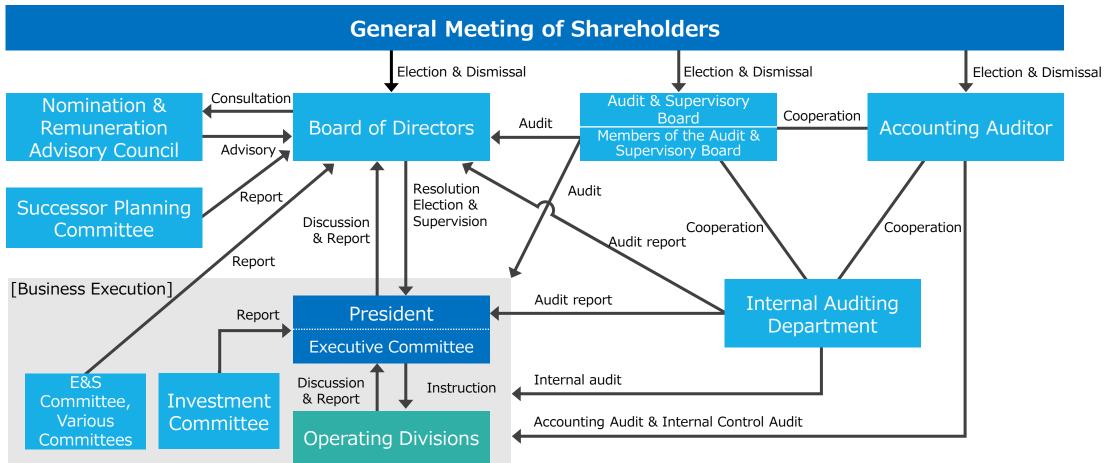
https://ir.kurita.co.jp/en/corporate_governance/governance_policies/index.html

Corporate Governance Structure



Voluntarily establish a Nomination & Remuneration Advisory Council and a Successor Planning Committee

Company with an Audit & Supervisory Board





The Board of Directors as a whole complements the necessary knowledge, experience and diversity for management decision making

Members: 10 (including 4 independent external directors) Term: 1 year

	Corporate governance and management		Leveraging diversity Making full use of water knowledge Creating social value						
Name	Corporate management Corporate planning	Finance and Accounting	Legal and HR management	Human rights	Global	Understanding and Solving issues on site	R&D, Technology and Engineering	DX	Environment
Michiya Kadota	•	٠	•	•					•
Hirohiko Ejiri	•			•		•	•	•	
Yoshio Yamada						•	•		
Yasuo Suzuki	•			•	•	•	٠		٠
Shuji Shirode		۲			•				٠
Katsuya Amano					•	•			
Ryoko Sugiyama (external director)	•								٠
Keiko Tanaka (external director)			•	•	•				
Kenichiro Kamai (external director)	•						•	•	
Masahiro Miyazaki (external director)	•				•				

Note: Among the knowledge and experience of each director, those with • are fields where they have strength while • indicates an area where they are especially promising.

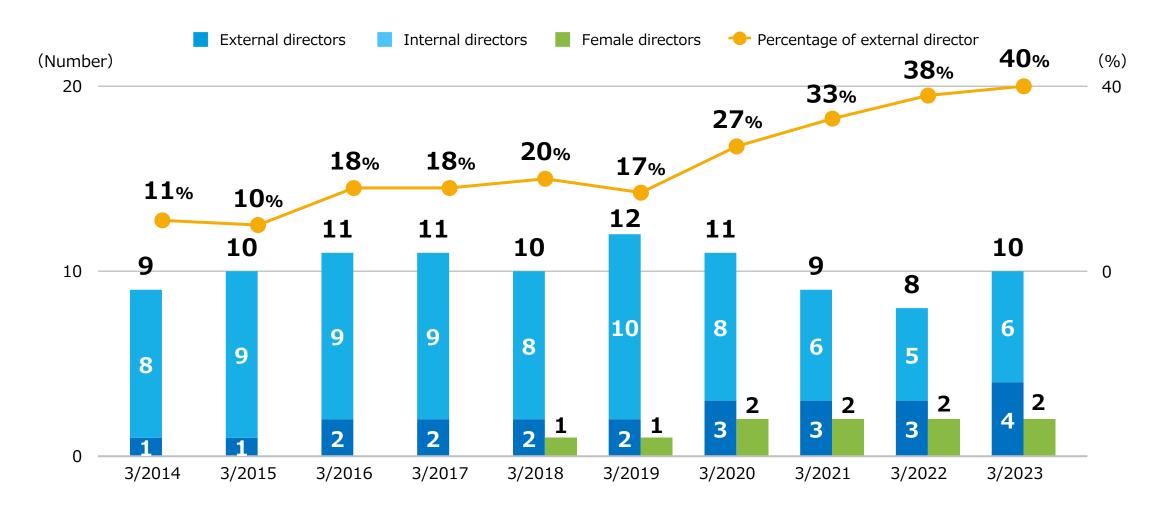
There shall be three or more directors in total. At least one third of these directors shall be external directors to ensure the independence and objectivity of the Board of Directors

Skills and reason for selection



High-level concepts	Skills	Reason for selection
Corporate governance and management	Corporate management Corporate planning / Finance and accounting / Legal and HR management	These skill categories have been selected because they are considered to be skills, knowledge, and experience that provide a foundation for decision making and supervision of business execution.
	Human rights	In developing its business globally, the Kurita Group encounters diverse working environments, business customs, and trading practices, and there is a need to engage in business while respecting stakeholders' human rights. The Group has therefore established "respect human rights" as one of its materiality themes , and is promoting human rights respect initiatives for stakeholders such as employees in countries and regions where it conducts business. The Group also views the diversity of human resources as a foundation for generating innovation and a source for creating value that will lead to sustainable growth, and therefore considers it important to utilize diversity. Accordingly, the Group has selected human rights as a skill category because it is a priority issue for management.
Leveraging diversity	Global	As it develops its business globally, the Kurita Group is working to establish and reinforce global platform built on the four pivotal regions of Japan, Asia, EMEA, and the Americas. The skills item "global" stands for understanding of regions and countries, etc., where the Group is developing its business, and for international experience. It is an essential element for cultivating the "diverse points of contact with sites" that are a source of the Group's competitive advantage. This skill category has been selected because the Group considers a deep knowledge of global markets to be essential for developing business globally and increasing corporate value.
Making full use	Understanding and solving issues on site	The Group provides solutions to issues caused by water at the sites of various customers around the world. At "diverse points of contact with sites," the Group engages seriously with customers' issues, utilizing its "water knowledge" in form of accumulated information and data to create solutions that only the Kurita Group can provide. This is the source of shared value creation with customers and society. This skill category was selected in because the Group considers it important to have a deep understanding of points of contact with customer sites, which is the source of value creation, and a deep experience of solving issues at such points of contact.
knowledge	 knowledge R&D, technology, and engineering The Group merges technology and external environmental changes of customers' business continuity, and skill category was selected as the Content 	The Group merges technology and expertise acquired in various business domains to create new products, services, and technologies. Furthermore, amid the significant external environmental changes of recent times, the Group has revised its methods of providing products, services, and technology with an emphasis on providing value in customers' business continuity, and is taking steps to improve cost competitiveness and production capacity by reviewing its procurement and production structures. This skill category was selected as the Group considers the strengthening of development, technology, and production to be the foundation for creating and providing solutions.
Creating social value	DX	The Group aims to achieve DX by using digital technology to change its business processes and transform its business model. This skill category was selected because the Group considers DX to be a priority task for making use of digital tools, AI, and IoT, and utilizing information and data collected from diverse customer sites as "water knowledge," to create innovative shared value with customer and society.
	Environment	In its CSR policies, the Group has identified "solve issues related to water resources," "realize sustainable energy use," and "reduce waste" as material issues for realizing a sustainable society, and as priority themes for it to address. Moreover, it has defined products, technologies or business models that make significant contributions to water-savings, CO2 emissions reduction and waste reduction compared with previous levels as "CSV businesses," and is working to create shared value with society through their development and provision to customers. The Group has selected this as a skill category because it views reducing environmental load through its business as its mission.

40% external directors, two female directors



Nomination & Remuneration Advisory Council

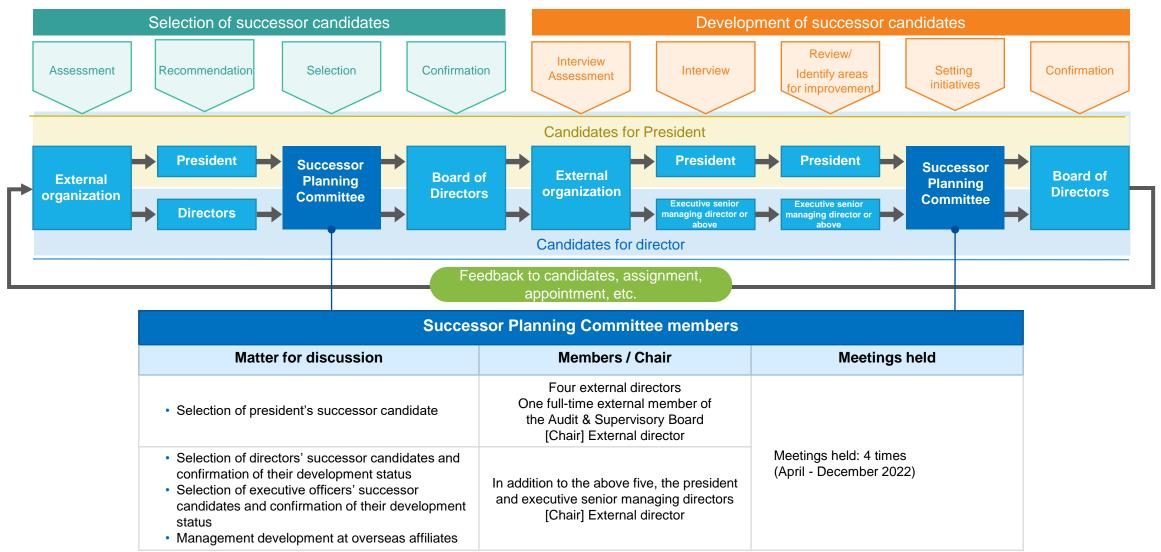
Committee established to improve the transparency of the nomination and remuneration decision-making process

	Members / Chair	Results	Main matters discussed
Nomination	 Four external directors One full-time external member of the Audit & Supervisory Board (President) [Chair] External director 	Meetings held	 Evaluated all candidates for director Establish direction of Board of Directors and management structure review in next Medium- Term Management Plan
Remuneration	 Four external directors One full-time external member of the Audit & Supervisory Board (President) [Chair] External director 	Meetings held 2 times Cases reviewed 5 (April - December 2022)	 Performance evaluation of directors and executive officers Consideration of expansion of non- financial indicators Consideration of remuneration system in the next Medium-Term Management Plan



15

Planned development of successors



Investment Committee

Enhances the quality of discussions and the speed of investment decision-making by the Board of Directors and the Executive Committee by strengthening the prescreening of investment and financing projects

Roles	 Review investment and financing projects to be submitted to the Board of Directors or the Executive Committee for deliberation Report results of pre-screening and major discussion points to the Board of Directors and the Executive Committee 			
Members	ChairDeputy Executive GM, Corporate Control and Administration DivisionMembersDeputy GM of Corporate Planning and Management Office, Corporate Planning Department GM, Accounting Department GM, Finance Department GM, GMs of business management departments and operation departments in charge of sales and production			
Results (April-December 2022)	Meetings held Cases reviewed	14 meetings Investment, M&A 2 Capex projects 6 Borrowing, funding 4 Corporate establishment, etc. 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		



	Initiatives for FY ending 03/2023	Expected Benefits
Board of directors	 Consideration and discussion on the ideal medium- to long- term governance structure (Board of Directors + Executive Committee) Proposals and discussions by directors 	 Confirmation and sharing of direction among directors Promoting mutual understanding among directors and deeper understanding of Kurita among external directors
Reduction of cross-shareholdings	Sales in FY ending 03/2023: 3 * / 22 stocks *Of which 1 was a partial sale (Reference) FY ended 03/2020 2*/28 stocks FY ended 03/2021 4/26 stocks FY ended 03/2022 4*/24 stocks *Of which 2 were partial sales	Investment in growth businesses of funds acquired from disposals
Provision of information and training to directors and members of the Audit & Supervisory Board (April 2022 - January 2023)	Seminars held Total of 8 times	 Invited outside instructors to conduct seminars on digital human resources, human rights due diligence, international taxation, etc. Conducted seminars with inside instructors on DX-related topics
Strengthening of Group governance	 Evaluating the effectiveness of boards of directors at Group companies in Japan (continued) Expanding the role of the Audit & Supervisory Board at Group companies in Japan 	Strengthening mechanisms to ensure that Group governance is being practiced appropriately



The effectiveness of the Board of Directors is analyzed and evaluated to identify the future issues

	Implementation Method	Evaluation Results (Period Covered: January–December 2021)
		 Average self-evaluation results were generally good in all 6 items.
Frequency	Once a year	 As in the previous year, evaluation item (4) received the highest rating, followed by evaluation item (5).
Method	Self-evaluation Discussion of written survey (with respondents	 Evaluation was relatively low for the creation and oversight of a DX promotion system (within evaluation item (1)), which was newly established for evaluation last fiscal year, and for "Dialogue with shareholders."
	identified) and tabulated results	Issue
Evaluation	(1) Board of Directors roles and responsibilities	In order to improve the quality of dialogue with shareholders and investors, it is necessary
ltems	(2) Fulfilling the function of external directors	for each member of the Board of Directors to be more aware of external perspectives when executing their duties.
	(3) Board of Directors composition	Measures
	(4) Board of Directors operation	Weasures
	(5) Contributions of individual directors and	 Enhance mechanisms for sharing the results of dialogues with all members of the Board and strengthen the Board's involvement in IR and SR activities.
	Members of the Audit & Supervisory Board	• Each member of the Board of Directors will identify issues based on an accurate
	(6) Dialogue with shareholders	understanding of the current status of the Group and the requests and expectations of the Group's shareholders and investors and will make original proposals for further discussion by the Board.
		The Board of Directors will ask specific committees to report on important topics for

Note: The evaluation of the Board of Directors for the period from January to December 2022 is currently underway.

consideration by the Board and will discuss and set the direction for the Group based on the

expectations of its shareholders and investors.



Reflecting external perspectives and specialist knowledge in management

- Term: 1 year
- Restrictions on concurrent positions: Directors and members of the Audit & Supervisory Board are allowed to serve concurrently at up to three listed companies, including Kurita



Appointed as director

of Kurita

June 2017

Board attendance

8/9

(88.9%)

Ryoko Sugiyama

- Significant positions concurrently held
- Head and Representative Director, Gifu Shimbun Co., Ltd.
- External Director and Audit and Supervisory Committee Member, LECIP Holdings Corporation
- External Director, UACJ Corporation
- Director, Gifu Sugiyama Memorial Foundation, a public interest incorporated foundation
 - Reason for election

Ms. Sugiyama is an expert in the environment and wastes and has experience of management such as external director of listed companies. The Company believes that she is an individual capable of expressing opinions from an outside perspective different from the Company's to increase the rationality and transparency of the Company's management and supervising the execution of the duties of Directors based on her high level of expertise in the environmental field and abundant corporate management experience.



Appointed as director

of Kurita

June 2019

Board attendance

9/9

(100%)

Keiko Tanaka

- Significant positions concurrently held
- · Corporate Vice President, Nissan Financial Services Co., Ltd.
- Reason for election

Ms. Tanaka has been active in business fields that differ from those of the Kurita Group and possesses a great deal of knowledge on public relations and marketing, as well as having held the position of Ambassador Extraordinary and Plenipotentiary of Japan to Uruguay. The Company believes that she is capable of expressing opinions from an outside perspective different from the Company's, and increasing the rationality and transparency of the Company's management and supervising the execution of the duties of Directors by leveraging her wide-ranging knowledge and international experience.





Reflecting external perspectives and specialist knowledge in management

Term: 1 year

ar Restrictions on concurrent positions: Directors and members of the Audit & Supervisory Board are allowed to serve concurrently at up to three listed companies, including Kurita



Kenichiro Kamai

Significant positions concurrently held

No significant concurrent positions.

Appointed as director of Kurita

June 2021

Board attendance

9/9 (100%) Reason for election
Mr. Kenichiro Kamai has a wealth of experience, including overseas, in business fields that differ from those of the Kurita Group, and he has also considerable insight in DX and development. The Company believes that he is an individual capable of expressing opinions from an outside perspective different from the Company's to increase the rationality and transparency of the Company's management and supervising the execution of the duties of Directors based on his experience of management at multiple companies and expertise in the fields of DX and development.



Appointed as director

of Kurita

June 2022

Board attendance

6/6

(100%)

Masahiro Miyazaki

Significant positions concurrently held

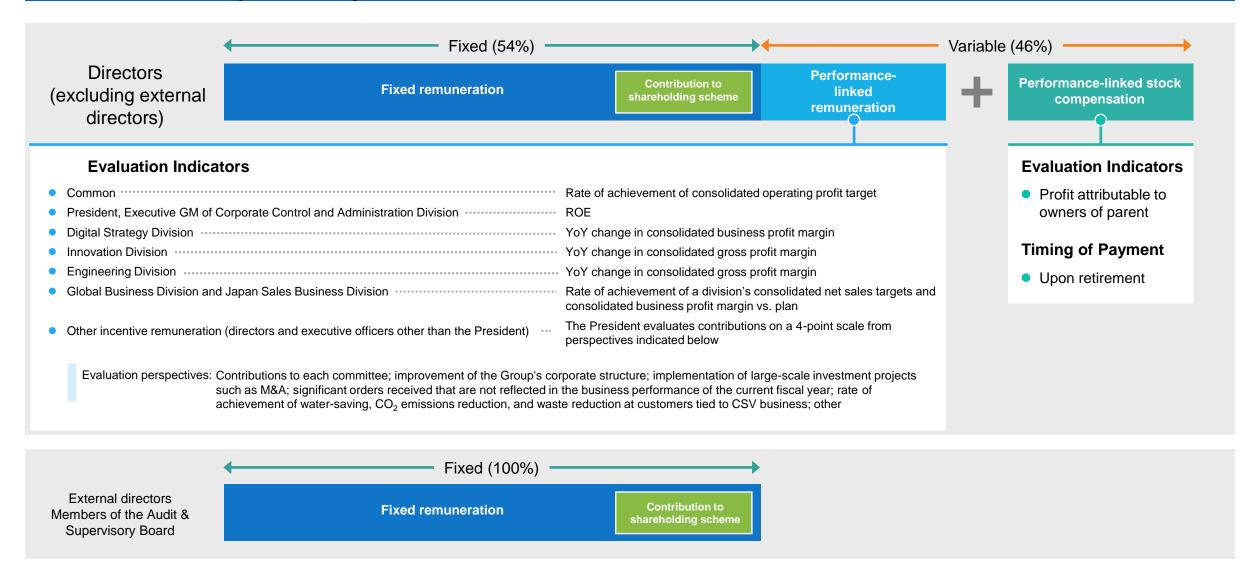
No significant concurrent positions.

Reason for election

Mr. Miyazaki has served in important positions in Japan and overseas, including Representative Executive Officer, Executive Officer and President of a globally operating corporate group. The Company believes that he is capable of utilizing his rich experience in corporate management and global business to increase the rationality and transparency of the Group's management from an outside perspective and supervising the execution of the duties of Directors.

Remuneration System for Directors and Members of

the Audit & Supervisory Board



*Calculated using actual remuneration amounts for the fiscal year ended March 2022.

Efforts for Dialogue with Shareholders/Investors



Accepting questions in advance at the General Meeting of Shareholders

Resumption of overseas roadshows (North America and Europe)

Tour of "Kurita Innovation Hub" facilities for institutional and individual investors

IR Activity in FY ended 03/2022

Institutional investors (including shareholders)	Financial results briefings Small group meeting Individual meetings Total approx.25 ESG briefing Participation in conferences held by securities companies	1time
Individual investors	Letter to Shareholder	1time

(including shareholders)

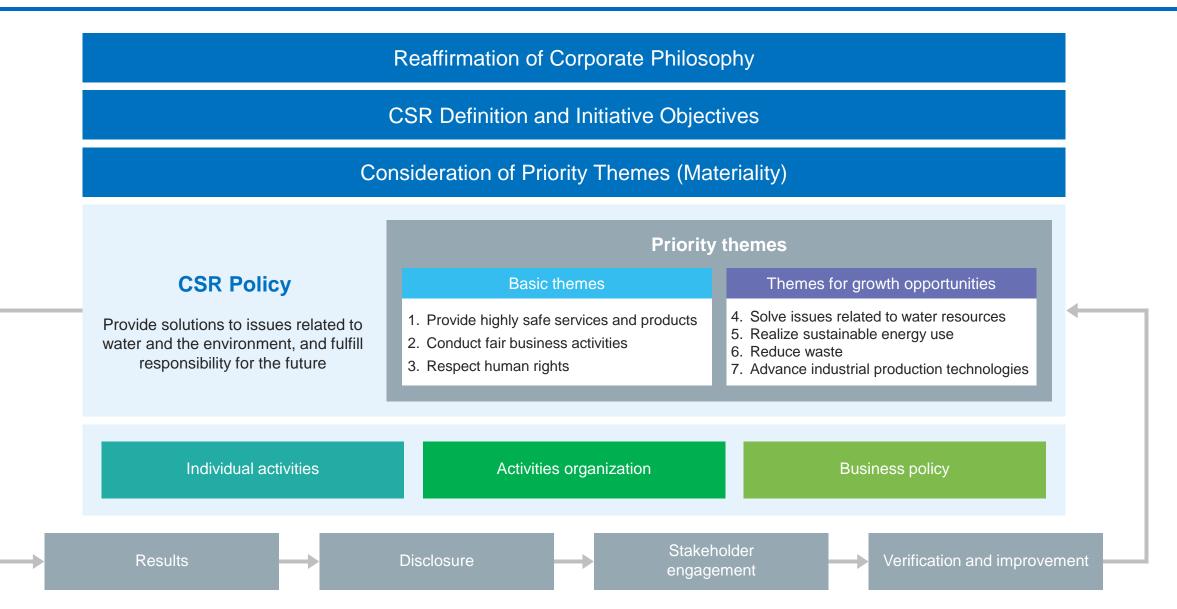
Initiative to improve the convenience of exercising voting rights

Early forwarding of the notice of convocation	June 1999-
Adoption of ICJ, Inc.'s platform for electronic exercise of voting rights	June 2006-
Promotion of dialogue through SR interviews	November 2011-
Preparation of the notice of convocation (reference materials) in English	June 2013-
Quick disclosure prior to notice of convocation	June 2016-
Preparation of English translation of CG report	October 2016-
Produced notice of convocation in color, added more inform (published together with shareholder report; added candidate photos, graphs, etc.)	ation June 2018-
Provision of more English-translated information in notice of convocation	n June 2018-

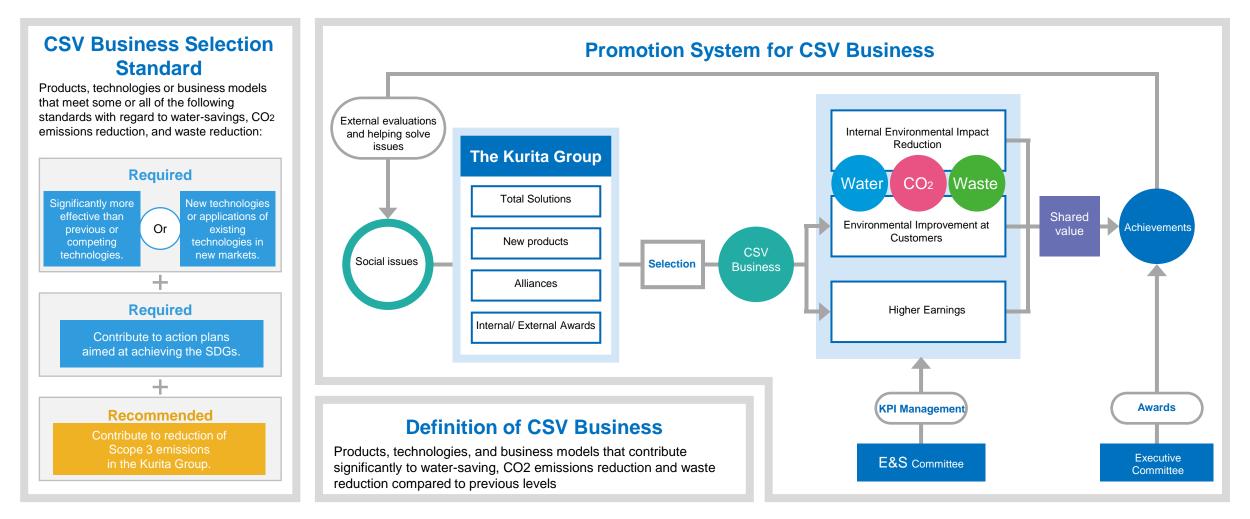
Kurita



IV Sustainability Initiatives



Creation of shared value with society through the expansion of CSV business



Responding to Climate Change (Metrics and Targets)

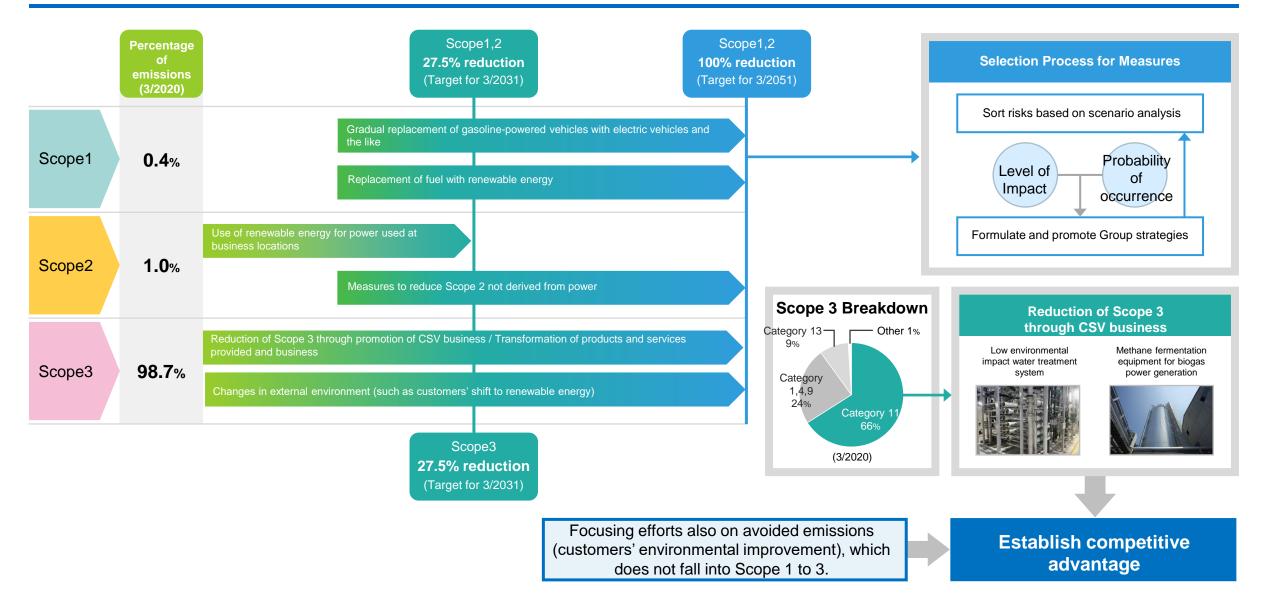
Continuous reduction in greenhouse gas (GHG) emissions based on TCFD recommendations

- Evaluate risks, opportunities, and impact on business, and formulate measures for Kurita Group
- Set long-term targets aligned with the "Well-below 2°C level" for existing CSR policy

Drierity themes in CCD Deliev	Matrice	3/2022 (Results)	2 (2022	Long-term targets	
Priority themes in CSR Policy	Metrics		3/2023	3/2031	3/2051
	CO2 emission reductions at customers - CO2 emissions from our business activities	91,000 t	10,000t	—	—
5. Realize sustainable energy use	Scope 1 & 2 emission reductions (percentage reduction from FY ended 03/2020)	11.5%	—	27.5%	100%
	Scope 3 emission reductions (percentage reduction from FY ended 03/2020)	20.3%		27.5%	_

Initiatives to Address Climate Change and Schedule for Achieving Targets

Kurita



WRC Progress



Serving as Leadership Committee member of the industry-driven Water Resilience Coalition for preserving water resources

Water Resilience Coalition

2050 Vision	Global water resilience Creating a world in which water can be consistently supplied to the required place, in the required quantity, and at the required quality
Interim targets (By 2030)	 (1) Conduct initiatives in more than 100 basins around the world to help improve the water resources of more than 3 billion people in the target basins. (2) Have had a positive effect on the water and sanitary conditions of at least 300 million people. (3) Acquire 150 member companies with value chains that account for one third of the world's water use.

Target and initiatives of the Kurita Group							
Target (FY2030)	Target (FY2030) Number of people that can benefit from improvement in water resources*: 700 million people*						
Kurita-specific initiative	 Water Conservation Initiative in the U.S. Campaign aimed at conserving water resources in the Colorado River Basin in North America began on September 1, 2022 This initiative is being implemented together with Avista Technologies, Inc., an overseas Group company headquartered in the Colorado River Basin, in response to a serious water shortage due to the effects of a historic drought in the basin. In addition to contributing to water conservation for customers based in the basin, we will contribute an amount corresponding to the estimated water savings to water conservation projects. Solving problems related to water resources in the basin in two ways: saving water in customer factories and supporting water resource conservation projects. 						

*Number of people that can benefit from improvement in water availability, water quality, and water accessibility in highly-stressed basins.



Approach to human resources diversity (from the Company's Corporate Governance Policies)

The Kurita Group aims to provide value to customers and society through innovative achievements made by its human resources with diverse backgrounds -- including gender, nationality, age, presence or absence of disabilities, how they joined the company, work style (employment status and working arrangements), and experience -- by taking advantage of each other's experience, knowledge, skills, and other qualities, toward realizing the Corporate Philosophy. The Kurita Group is also proactive in ensuring the diversity of its management and employees in management positions (and their equivalents) as its core human resources.

1. Promotion of women to management positions, etc.

			3/2019 Results	3/2020 Results	3/2021 Results	3/2022 Results	2022 (up to Dec. 1) Results	April 2023 Targets	3/2028 Targets
	Ratio of women in positions	Ratio of women in management positions		2.1%	2.4%	2.7%	4.1%	5.0% or more	Around 10.0%
Kurita	Ratio of women among recruits for career track positions	(New graduates recruits)	21.0%	19.0%	33.0%	31.0%	31.0%	30.0%	_
		(New graduate and mid-career recruits)	15.0%	20.0%	33.0%	28.0%	29.0%	-	Around 30.0% to 40.0%
<reference> Kurita Group</reference>	Ratio of women in management positions		9.0%	10.0%	12.0%	13.0%			
	Ratio of women to all employees		24.0%	24.0%	25.0%	25.0%			

- There were 13 women in management positions as of December 2022 (4.1% of management positions)
- Through initiatives to encourage the promotion of women to core roles, the Company has been selected as a constituent of the MSCI Japan Empowering Women Index (WIN) since FY2017
- There were 26 in positions equivalent to management positions (including management positions) in the specialist system
- We are also focusing on improving education and training and systems supporting the balance of work and childcare (obtained Kurumin and Eruboshi certification marks)

Initiatives for Human Resources (2)



2. Promotion of non-Japanese employees to management positions, etc. (Kurita)

• The Kurita Group

- (1) will conduct operations with Kurita's headquarters functions working in coordination with overseas Group companies; and
- (2) will aim to have a system for incorporating ideas from various countries and regions, and operating the Group globally by promoting local employees to executive positions in overseas Group companies.
- Active recruitment and promotion in step with the globalization of business
- As of December 2022, three of the 19 non-Japanese employees worked in positions equivalent to management positions

3. Promotion of experienced recruits to management positions, etc. (Kurita)

- Flexible and active recruitment and promotion in step with the expansion of business
- Hiring around 10-20 people every year (equivalent to 10-30% of annual recruitment)
- As of December 2022, 82 of those who joined the Company as experienced recruits have been promoted to positions equivalent to management positions (constituting 12.5% of all employees in such positions)



Engagement

Implement measures to strengthen vertical and horizontal communication based on results of **2021 engagement survey**

Create opportunities for executive general managers and employees to speak directly on a variety of topics



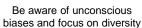
D&I

Group-wide implementation of measures to instill the D&I Vision

An initiative to watch the "D&I Vision Explanation Video," conduct workplace discussions, and think and implement actions referring to the 9 recommended actions in each department

9 recommended actions





Create a psychologically safe workplace

Have diverse interactions

regardless of divides

Increase sense of self-

affirmation



Learn, act, and grow autonomously



Understand the Vision





Praise your peers for their achievements and thank them



Take on challenges with agility and without fear of risk



Share D&I accomplishments



Forward-looking Statements

The plans and values contained in this document are decided based on information available at the present time. They contain risks and uncertainties, and therefore may differ from actual results.

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