



Kurita Water Industries Ltd.

Fiscal year ending March 31, 2024

# Sustainability Briefing

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(Securities code: 6370)

January 16, 2024

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# I | Kurita Group's Sustainability Management

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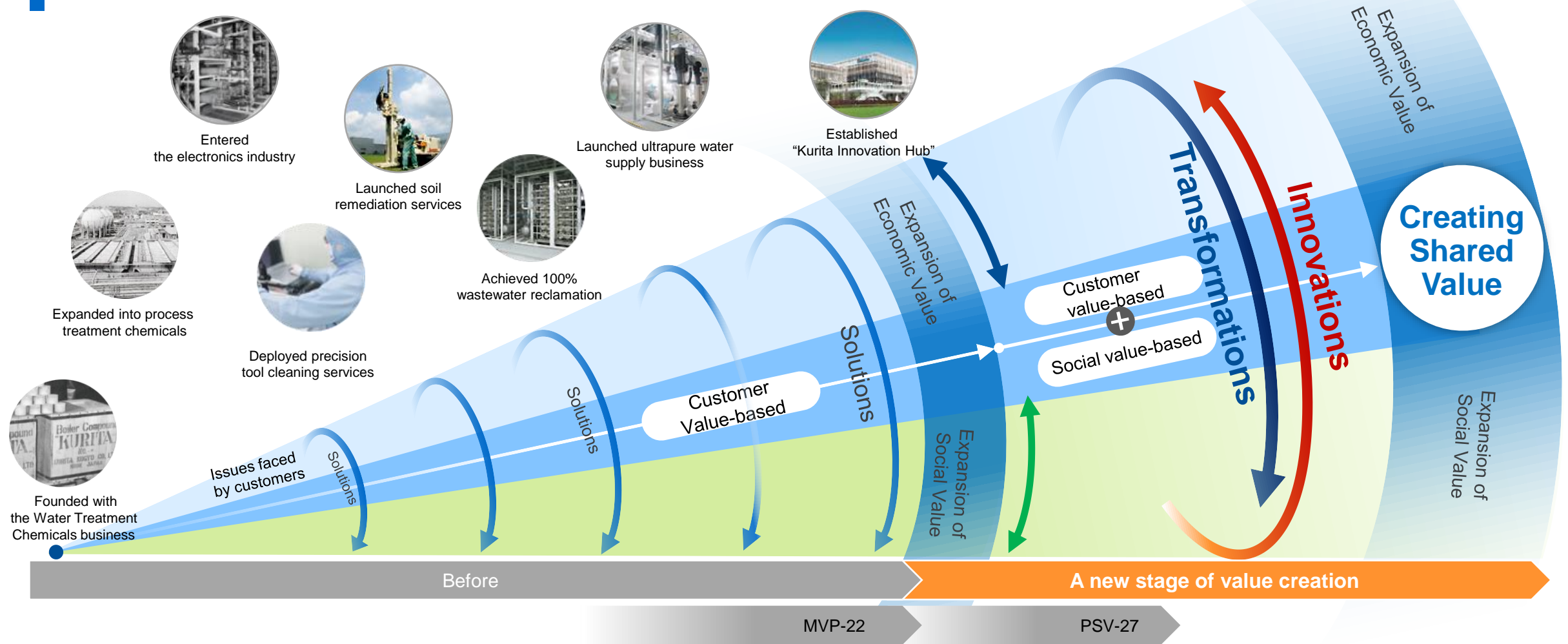
President and Representative Executive Officer

**Hirohiko Ejiri**

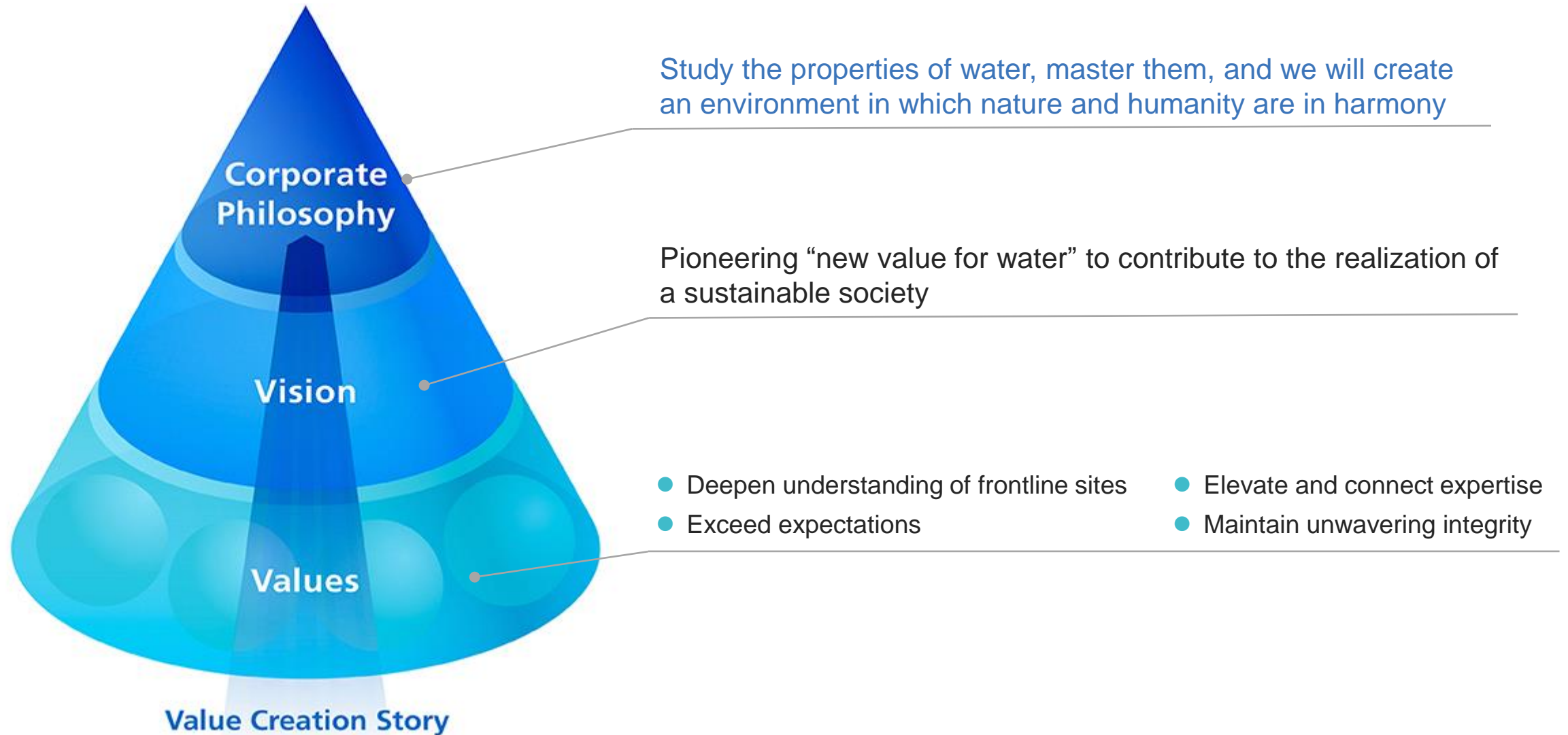
# New Stage of Creating Shared Value



Based on the foundation of providing social value by making full use of "water knowledge" and solving to customers' issues, we are moving to the stage of pioneering new businesses and markets based on social value.



Positioning sustainability at the core of our management strategy



# The Kurita Group's Materiality

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

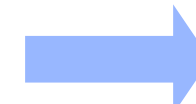
Social Value



Economic Value



Shared Value



Identifying  
Sustainability Issues

Impact of sustainability  
issues on the Kurita  
Group's corporate value

Social and environmental  
Impact of the Kurita Group's  
initiatives in response to  
sustainability issues

Theme	Materiality	Contributions to the SDGs
Shared Value Themes	Solve issues related to water resources	2, 3, 6, 7, 9, 11, 14, 15, 17
	Contribute to the realization of a decarbonized society	2, 7, 9, 12, 13, 15
	Contribute to building a circular economy society	7, 8, 9, 12, 17
Basic Themes	Develop and disseminate innovative products, technologies, and business models	2, 3, 6, 7, 9, 13, 14, 17
	Strategic development and utilization of human resources	5, 8, 10
	Provide highly safe and quality products and services	3, 12
	Conduct business activities respecting human rights	3, 5, 8, 10
	Conduct fair business activities	16

# Materiality Metrics (Targets to be achieved by March 31, 2028)



## Shared Value Themes

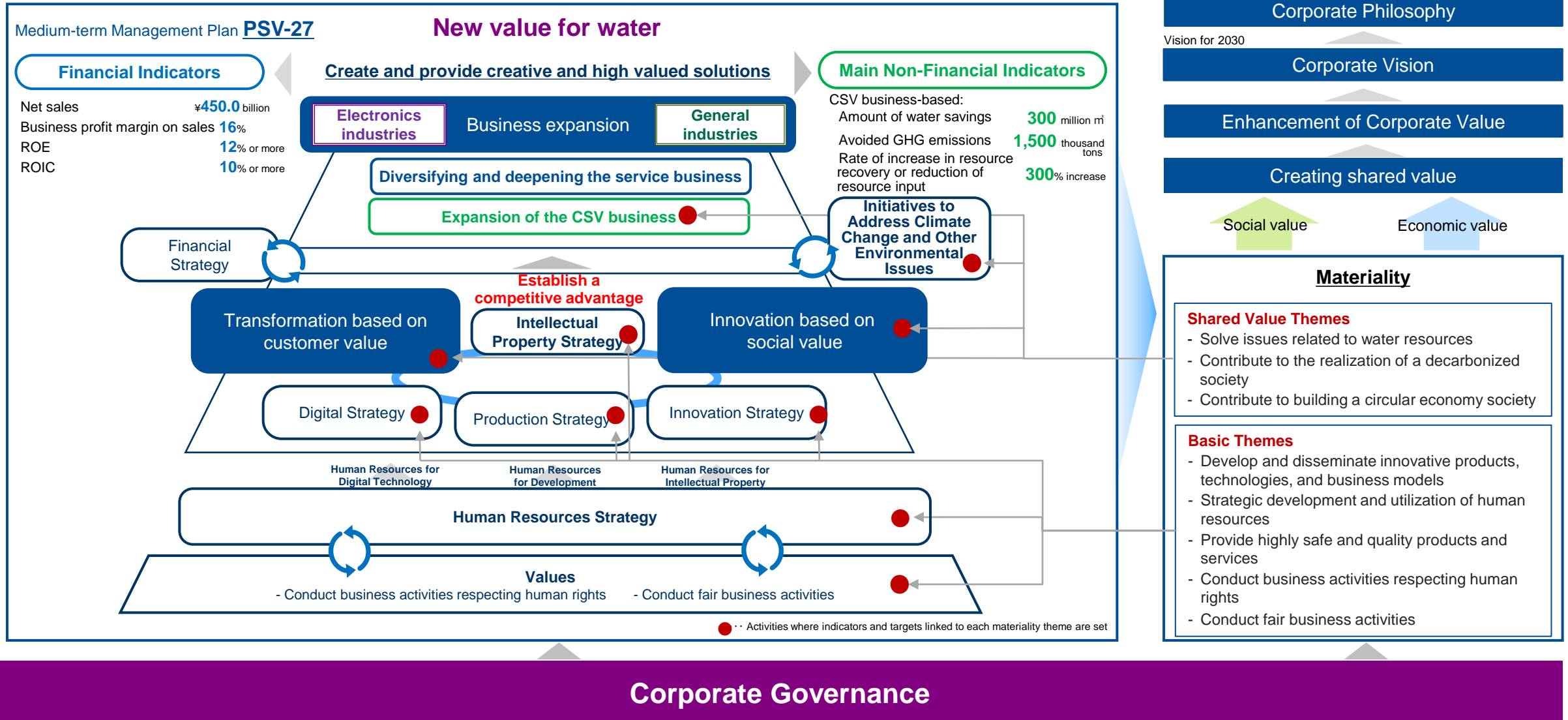
Solve issues related to water resources	
Total number of basins where collective actions are implemented and total population in the basins	5 basins, 600 million people
Amount of water savings through CSV business	300 million m <sup>3</sup>
Rate of reduction in the ratio of GHG emissions to water saving through CSV business (compared to FY2023)	50%
Rate of reduction of water intake intensity (compared to FY2023, excluding the ultrapure water supply business)	20%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Continuous increase every year
Contribute to the realization of a decarbonized society	
Rate of reduction in Scope 1+2 emissions (compared to FY2020)	73%
Rate of reduction in Scope 3 emissions (compared to FY2020)	22%
Avoided GHG emissions through CSV business	1,500 thousand tons
Contribute to building a circular economy society	
Rate of increase in resource recovery or reduction of resource input through CSV business (compared to FY2023)	300%
In-house waste recycling rate	Continuous increase every year

## Basic Themes

Develop and disseminate innovative products, technologies, and business models	
Investment rate in innovation areas*	30%
Rate of the number of themes in innovation areas*	30%
Number of stakeholder engagements related to innovation areas*	Continuous increase every 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: 75% b: Continuous increase
Rate of women, foreigners, and experienced personnel among executives of KWI	40%
Fill rate of human resources for development, digital, and intellectual property	80%
Provide highly safe and quality products and services	
Reduction rate in the recurrence rate of accidents that affect customers and society (compared to the previous year)	20%
Conduct business activities respecting human rights	
Conducting human rights due diligence on suppliers	Continuous implementation
Accident Severity Rate (KWI, and group companies in Japan)	0.005 or less
Rate of participation in human rights-related training	100%
Establishment of a liaison for remedies from human rights violations (grievance mechanism)	Completed
Conduct fair business activities	
Rate of participation in whistle-blowing system related training	100%
Rate of participation in training related to laws and internal rules for anti-bribery and antitrust, etc.	100%
Number of violations of anti-bribery and antitrust laws	0

\* Refers to the "innovation area" in Deloitte 7cells, which is Deloitte's approach to formulating growth strategies.

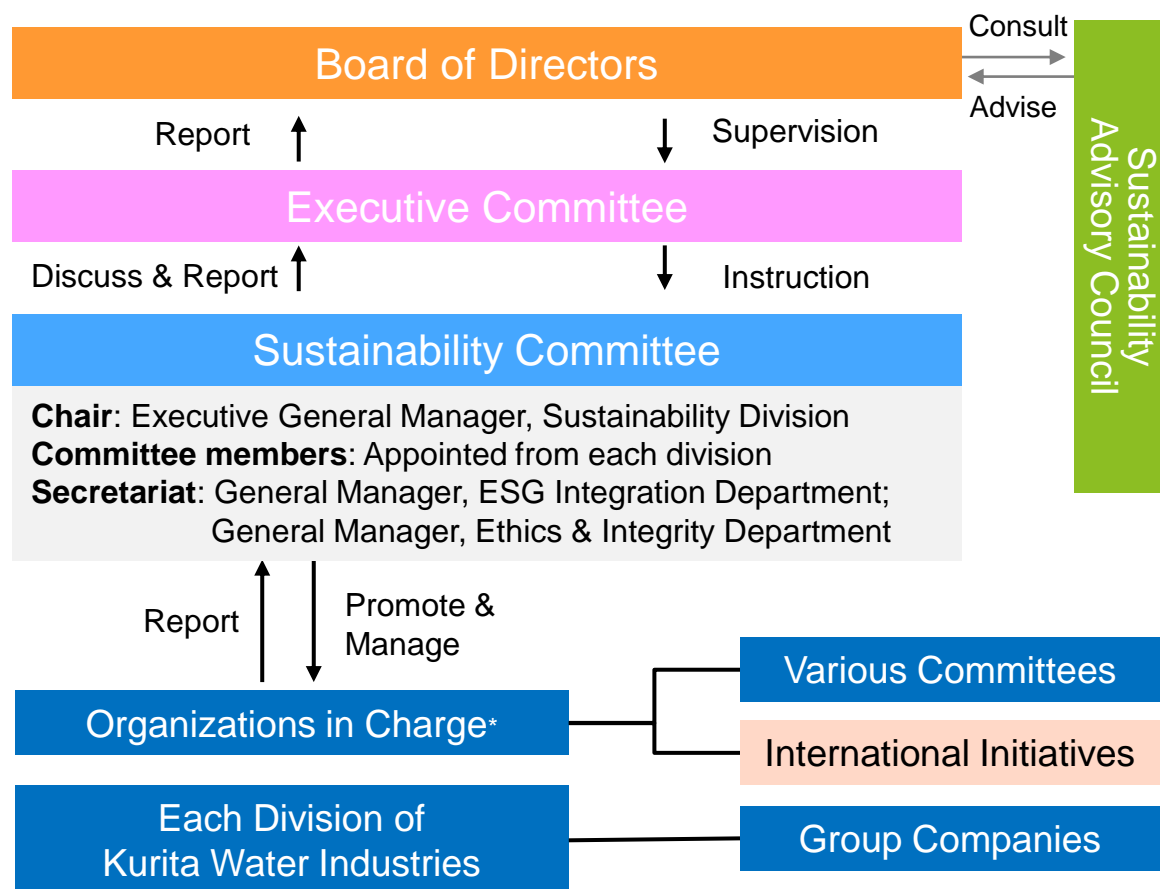
# PSV-27 and the Kurita Group's Materiality



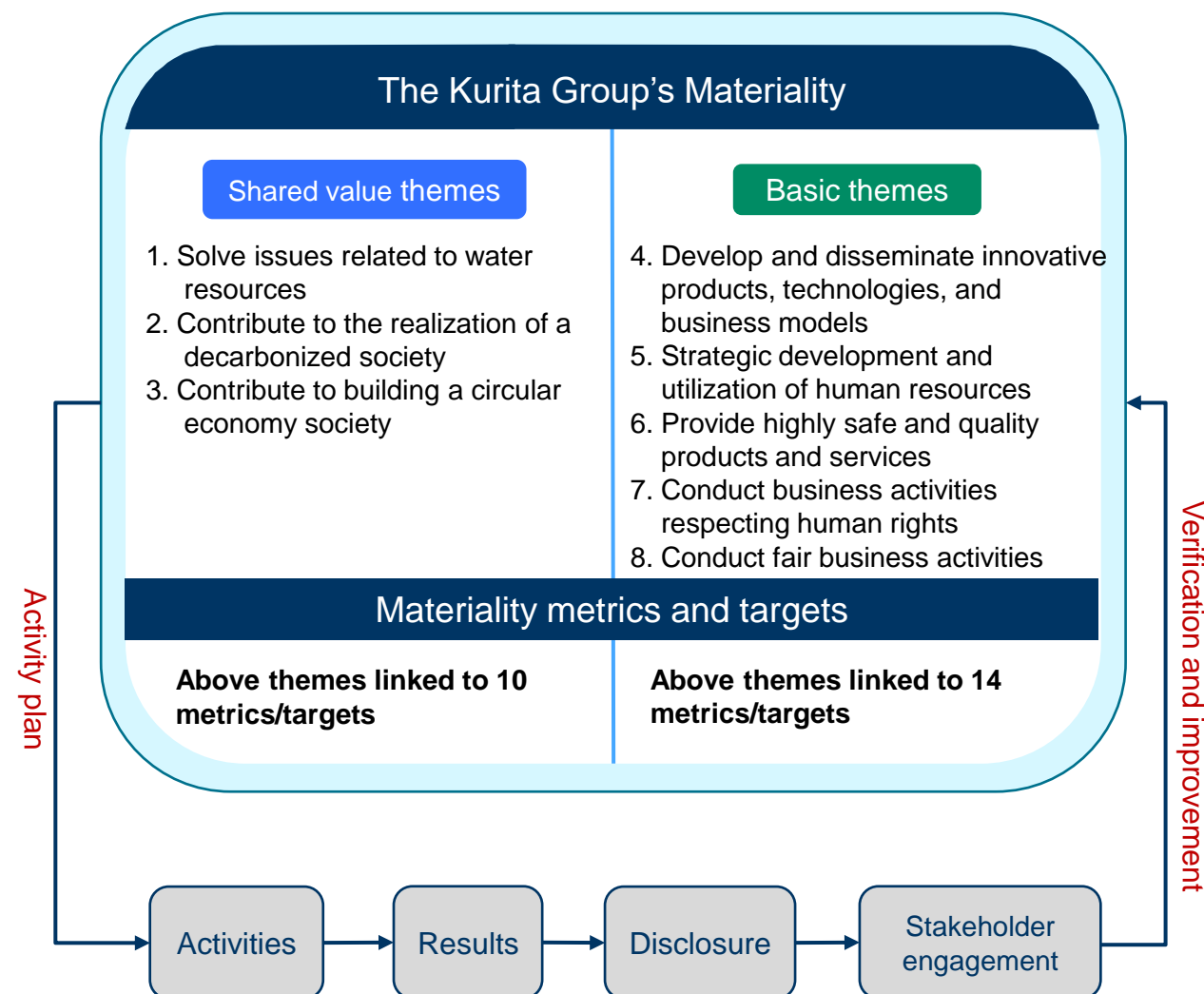


# Promoting System and PDCA

Sustainability Committee promote and manage each responsible department's action for achieving its metrics and targets



\* Department responsible for promoting materiality initiatives for each metric



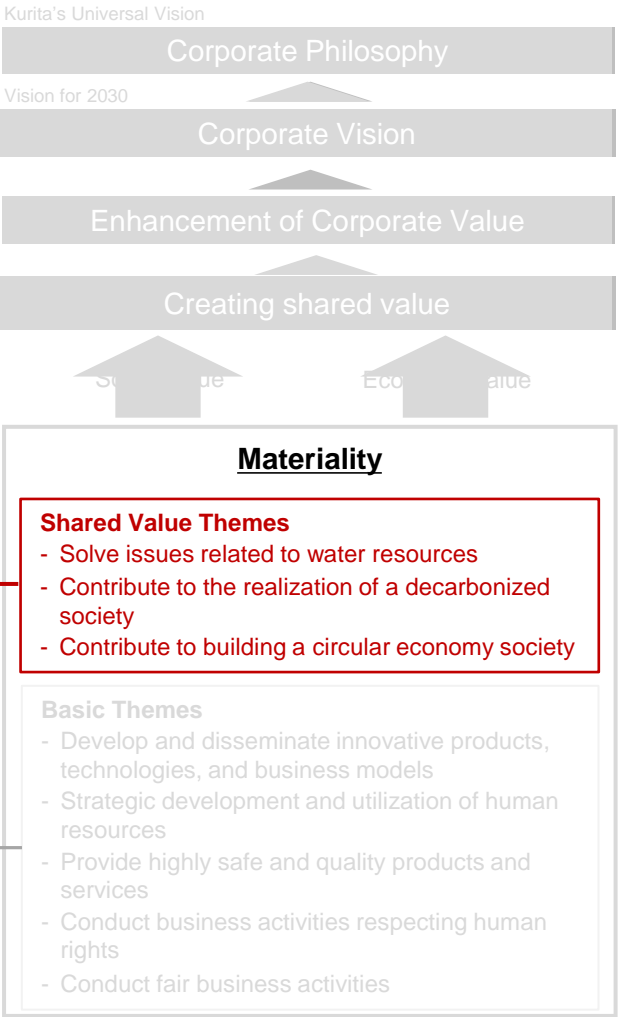
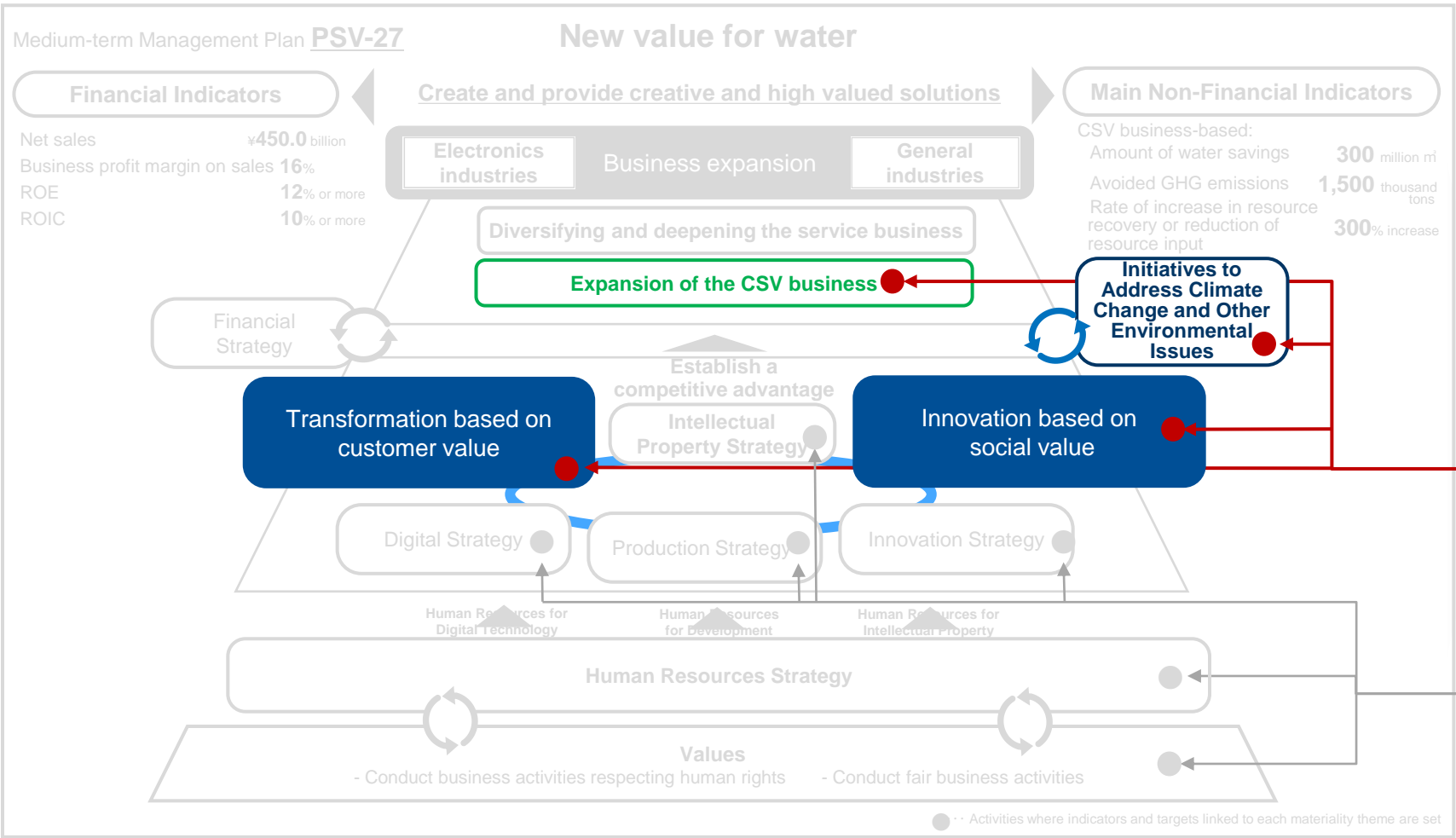
## II | Initiatives in Shared Value Themes

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Corporate Officer  
Executive General Manager of Sustainability Division

**Hisashi Tanabe**

# Initiatives in Shared Value Themes

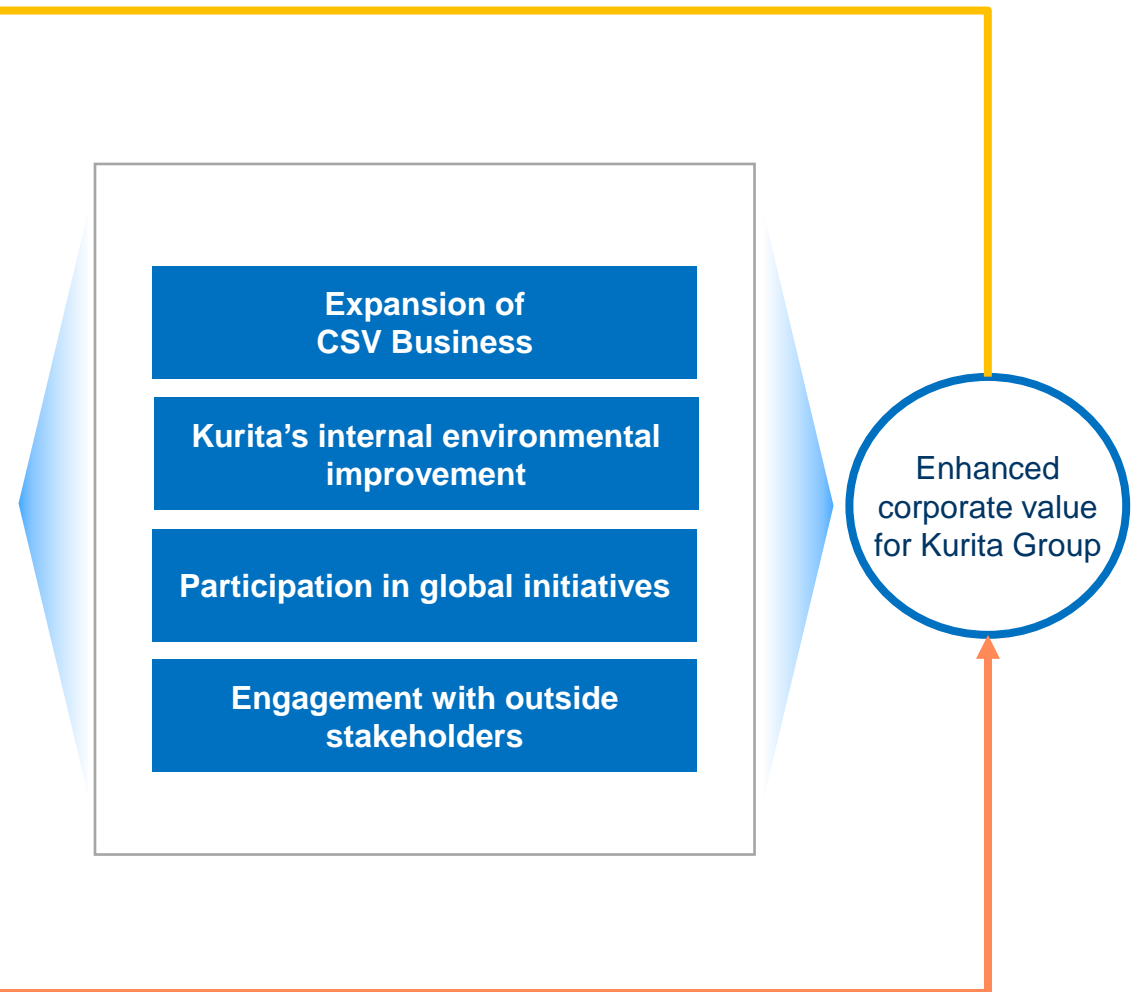


# Creating Shared Value with Society by Using the Unique Characteristics of Our Business

Leveraging our unique characteristics that we have been working to solve special and industrial issues in the fields of water and the environment since our foundation

## Shared Value Themes

Solve issues related to water resources	
Total number of basins where collective actions are implemented and total population in the basins	5 basins, 600 million people
Amount of water savings through CSV business	300 million m <sup>3</sup>
Rate of reduction in the ratio of GHG emissions to water saving through CSV business (compared to FY2023)	50%
Rate of reduction of water intake intensity (compared to FY2023, excluding the ultrapure water supply business)	20%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Continuous increase every year
Contribute to the realization of a decarbonized society	
Rate of reduction in Scope 1+2 emissions (compared to FY2020)	73%
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Avoided GHG emissions through CSV business	1,500 thousand tons
Contribute to building a circular economy society	
Rate of increase in resource recovery or reduction of resource input through CSV business (compared to FY2023)	300%
In-house waste recycling rate	Continuous increase every year



# Solve Issues Related to Water Resources

## Major initiatives

## Creating Shared Value

### Business Contributions

- Effective use of water resources through facilities, chemicals and services that improve water use efficiency, such as wastewater reclamation
- Development of CSV business (models contributing to water savings as of December 2023: 22 models)

Examples:

- Reclaimed water supply services: Provide recycled water as an alternative to tap water and at a lower cost through a service that requires no operational management
- Water-saving boiler treatment chemicals : Water treatment chemical that does not increase the ion concentration of boiler water enables boiler operation with higher cycle of concentration to reduce the supply and blowdown required to replace boiler water.



### Social Contribution Activities

- Participation in the Water Resilience Coalition
  - With a Colorado River basin project in the US and a PCJ River Basins project in Brazil, we launched the Impact Together campaign aimed at solving water issues
  - We support the development and widespread adoption of the Water Action Hub, a free online platform under the CEO Water Mandate that supports water resource conservation activities by companies and organizations
  - We help create summaries and guidance regarding Net Positive Water Impact (the state companies should aim for in their water resource conservation activities as advocated by the WRC)



### Materiality indicators (PSV-27)

Total number of basins where collective actions are implemented and total population in the basins	5 basins, 600 million people
Amount of water savings through CSV business	300 million m <sup>3</sup>
Rate of reduction in the ratio of GHG emissions to water saving through CSV business (compared to FY2023)	50%
Rate of reduction of water intake intensity (compared to FY2023, excluding the ultrapure water supply business)	20%
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Continuous increase every year

### Estimating Economic Value (for the fiscal year Ending March 31, 2024)

CSV business net sales	Approx. 20 billion yen * 45 billion yen
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\* As we have a business model in which three shared value themes overlap; and contribute, total economic value exceeds 45 billion yen.

# Contribute to the Realization of a Decarbonized Society

## Major initiatives

## Creating Shared Value

### Business Contributions

- At plants that use water, we broadly offer facilities, chemicals and services that demonstrate high energy conservation effects while also contributing to the reduction of GHG emissions
- Development of CSV business (models that contribute to reduced GHG emissions as of December 2023: 55 models)  
Examples:
  - Dropwise Condensation Technology  
: Achieving energy savings by improving heat transfer efficiency of heat exchangers that generate steam
  - Extremely low-pressure RO membranes  
: Reducing water pump power by applying membranes with high water permeability



### Promoting Net Zero Initiatives in line with Metrics Indicated by SBTi

#### Scope 1

- Gradual replacement of gasoline-powered vehicles with electric vehicles
- Replacement of fuel with renewable energy

#### Scope 2

- Use of renewable energy for power used at business locations
- Measures to reduce Scope 2 not derived from power

#### Scope 3

- Reduction of Scope 3 through promotion of CSV business / Transformation of products and services provided and businesses
- Change in external environment (customers' shift to renewable energy)

Materiality indicators (PSV-27)		Medium- and long-term target 2050 Net-Zero
Rate of reduction in Scope 1 + 2 emissions (compared to the fiscal year ended March 31, 2020)	73%	Fiscal year ending March 31, 2031 Scope 1 + 2 100% reduction Scope 3 30% reduction
Rate of reduction in Scope 3 emissions (compared to the fiscal year ended March 31, 2020)	22%	Fiscal year ending March 31, 2051 Scope 1 + 2 + 3 100% reduction
Avoided GHG emissions through CSV business	1,500 thousand tons	

### Estimating Economic Value (for the fiscal year Ending March 31, 2024)

CSV business net sales	Approx. 24 billion yen*
	45 billion yen

\* As we have a business model in which three shared value themes overlap; and contribute, total economic value exceeds 45 billion yen.

Major initiatives

Creating Shared Value

Business Contributions

- We leverage the technologies and extensive knowledge we have cultivated by working with water to promote the effective utilization of resources, including technologies to reduce the waste generated by water treatment and recycle the waste into new resources
- Development of CSV business (models that contribute to resource recovery or reduction of resource inputs as of December 2023: 30 models)

Examples:
  - Used Diaper Recycling System: Recycling of used diapers into recycled plastics and other resources
  - Fluorine resource recycling business: Recovering calcium fluoride from hydrofluoric acid wastewater discharged by the semiconductor industry and producing and distributing artificial fluorite

Contributions Through Activities Within the Kurita Group

- We promote efforts to reduce the amount of waste generated due to our business activities (including hazardous substances) and for the waste that is generated, we work to recycle it or convert it into valuable resources as much as possible
  - Waste reduction and resource recycling through the review of waste disposal methods
  - Waste reduction through the redesign and reuse of raw material containers

Materiality indicators (PSV-27)	
Rate of increase in resource recovery or reduction of resource input through CSV business (compared to the fiscal year ended March 31, 2023)	300%
In-house waste recycling rate	Continuous increase every year

Estimating Economic Value (for the fiscal year Ending March 31, 2024)	
CSV business net sales	<div>Approx. 16 billion yen*</div> <div>45 billion yen</div>

\* As we have a business model in which three shared value themes overlap; and contribute, total economic value exceeds 45 billion yen.

Products, technologies and business models that meet the following standards regarding water savings, GHG emission reductions, the resource recovery or resource input reductions are selected as CSV businesses

(As of December 2023: all 82 models)

## CSV Business Selection Standards

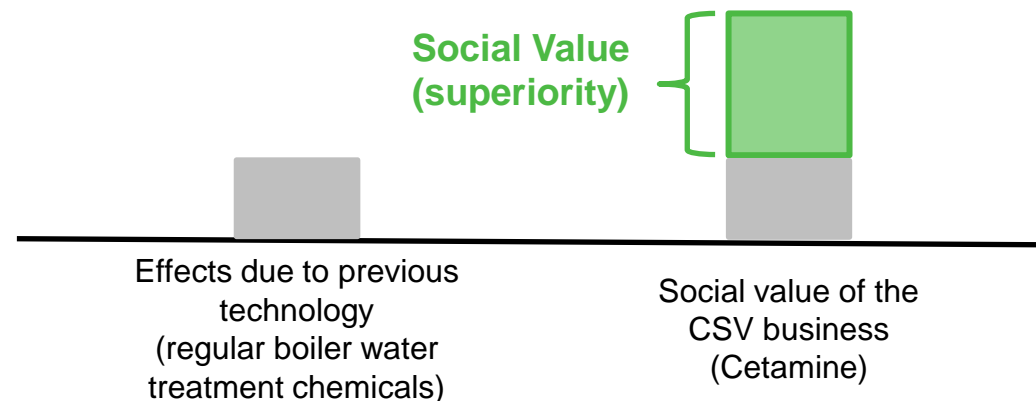




# Calculating Social Value

The social value of a CSV business is measured by developing coefficients to express areas of observed superiority compared with previous offerings

CSV business name	Overview	Previous product used as the standard for comparison	Formula
Water-saving boiler treatment chemical (Cetamine)	Water treatment chemical (volatile substances) that does not increase the ion concentration of boiler water enables boiler operation with higher cycle of concentration than previous products. In addition to reducing the supply and blowdown required to replace boiler water, it also reduces GHG emissions by improving the heat exchange rate of the boiling heat transfer surface and reducing fuel consumption.	Regular boiler water treatment chemicals	(1) Amount of water savings: Amount of chemicals shipped (kg) x coefficient (m <sup>3</sup> /year/kg) (2) Reduction in GHG emissions: Amount of chemicals shipped (kg) x CO <sub>2</sub> coefficient (t/year/kg)

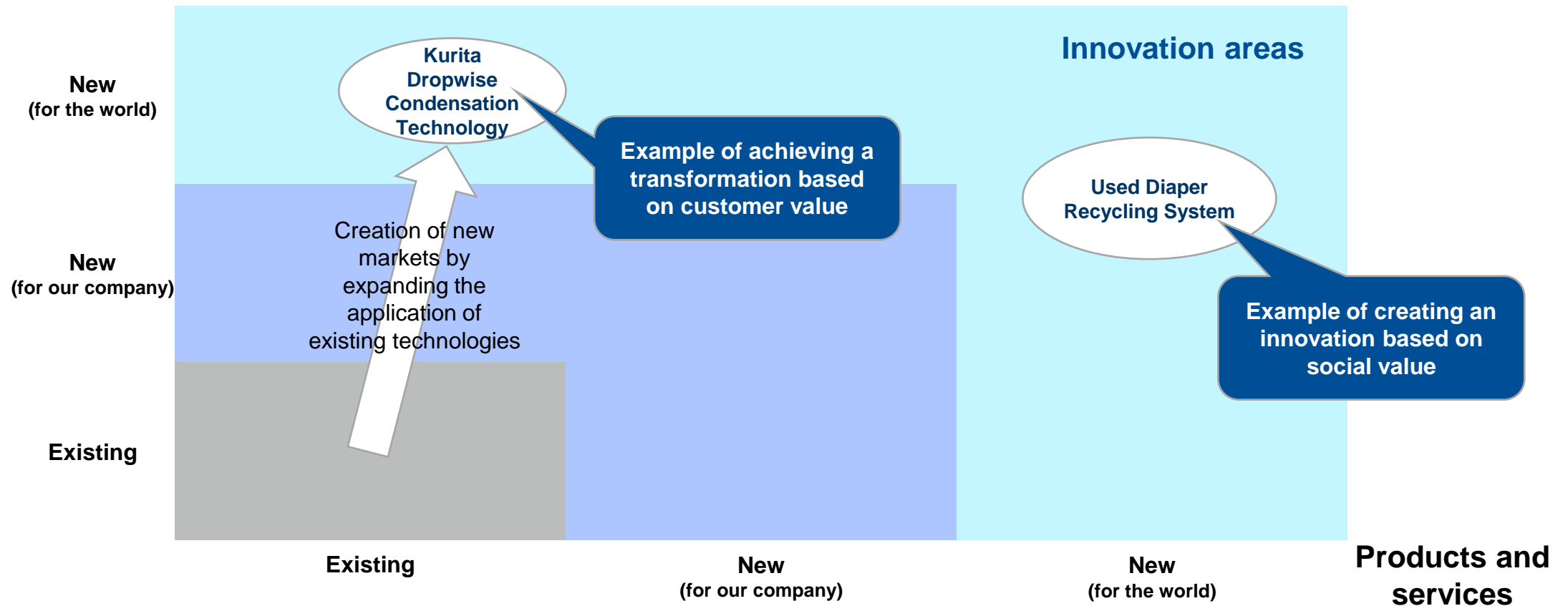


# Creation of New CSV Businesses

Developing CSV businesses through innovation and transformation in innovative fields to create shared value

## Roll out of a CSV business in the innovation areas of Deloitte 7cells

### Markets/Customers



## III | Initiatives in Basic Themes

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# Enhancing Management Foundations for the Creation of Shared Value



To firmly establish the foundations underpinning the creation of shared value, we have also set promotion metrics for basic themes

## Basic Themes

Develop and disseminate innovative products, technologies, and business models	
Investment rate in innovation areas*	30%
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Today's focus : underlined themes

Innovation strategy, including Intellectual property strategy / Digital strategy / Engineering strategy

Human Resources Strategy

Currently being worked on as a range of engineering strategies  
(See Page 46 of the Integrated Report 2023)

Instillment of the values  
Integrity activities  
(See Page 4, 68 and 74 of the Integrated Report 2023)

\* Refers to the "innovation area" in Deloitte 7cells, which is Deloitte's approach to formulating growth strategies.

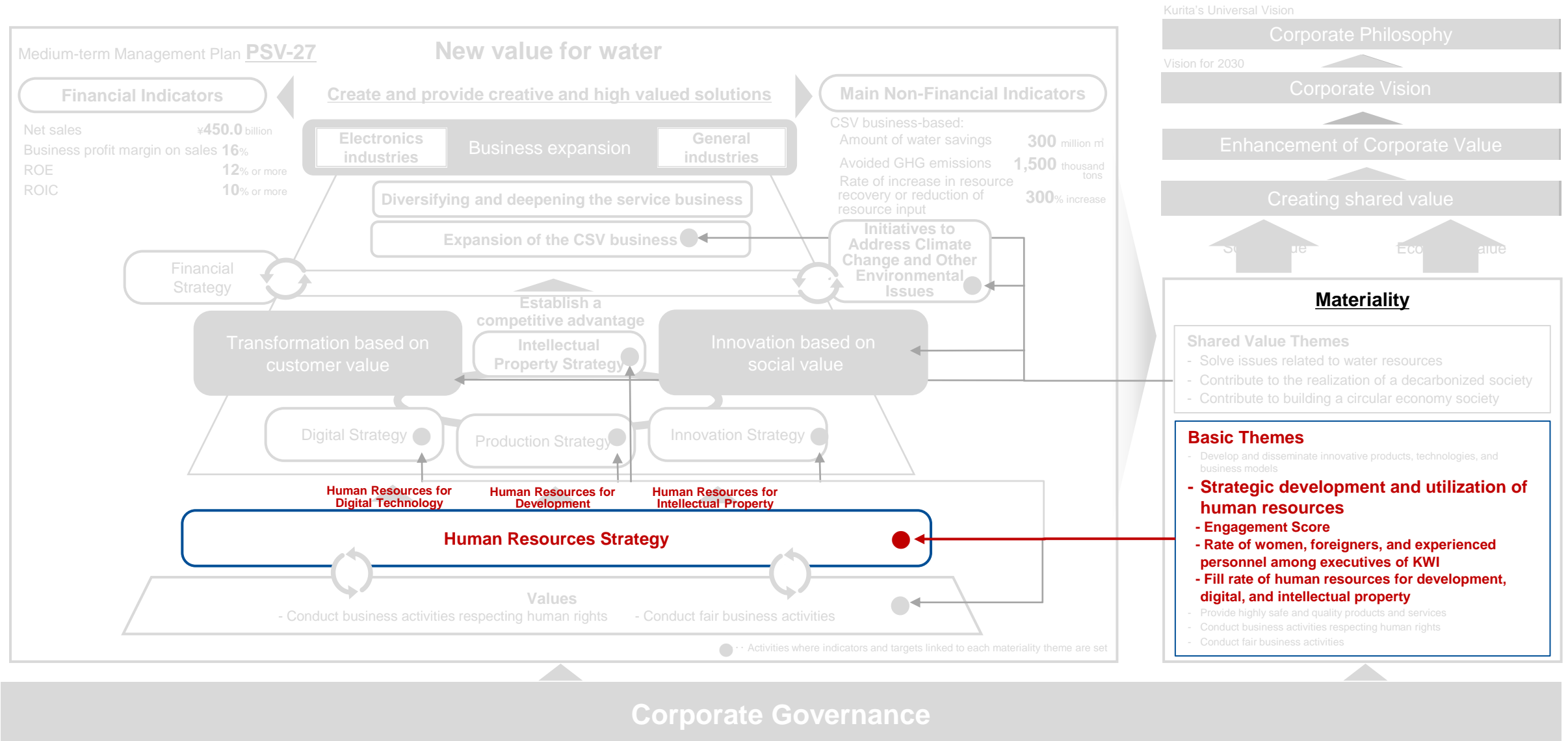
## III-1 | Human Resources Strategy

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Corporate Officer  
Executive General Manager of Sustainability Division

**Hisashi Tanabe**

# Strengthening Human Capital as the Basis for Creating Shared Value

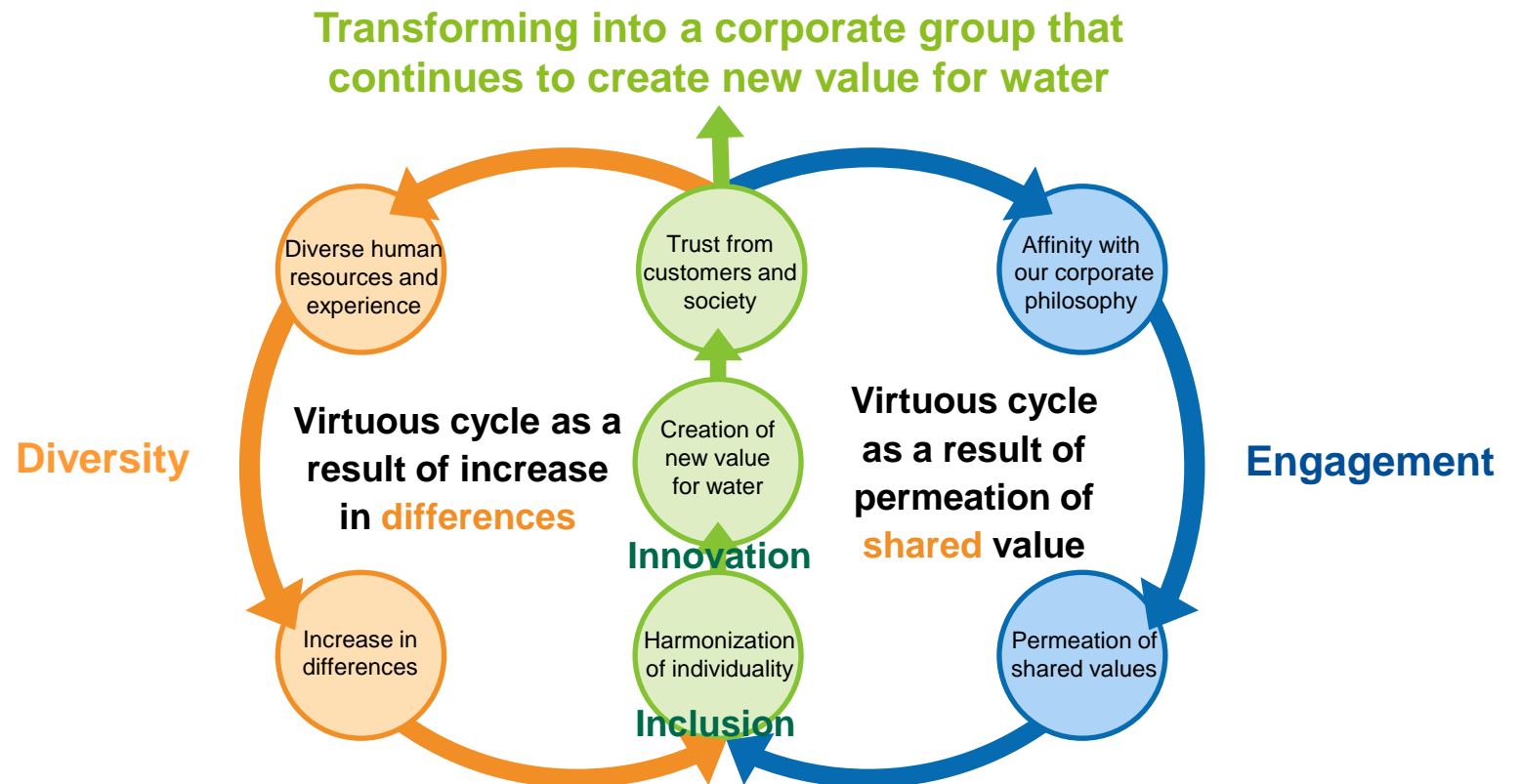


By strengthening human capital, we will create a virtuous cycle of “increase in differences” and “permeation of shared value” and realize our D&I vision.

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

## D&I Vision

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



# Our Approach to Initiatives

## Determine the state of personnel and organization to realize our D&I vision and formulate the approach to initiatives

### 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 the 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 the Internal Environment

#### Global business expansion through M&As

	FY ended 03/2014	FY ended 03/2023
Overseas sales weighting	Approx. 20%	Approx. 50%
Ratio of overseas employees	Approx. 20%	Approx. 50%

### Direction of Human Resources Utilization

#### Utilizing and securing human resources

- ◆ Actively utilize engineers in technological fields including human resources for development that support Kurita
- ◆ Use human resources for intellectual property to predict the direction of development and maintain the competitive advantages of development outcomes
- ◆ Create new value with human resources for digital technology

#### Personnel system

- ◆ Development of a personnel system providing the Group with two strengths: cooperation among human resources and active participation of individuals who possess a high level of expertise

### Direction of the Organization

#### Organizational culture

- ◆ Transformation into a group with a high level of engagement with permeation of D&I

#### Organization structure

- ◆ Promote overseas local employees to management roles
- ◆ Improve the organization's global responsiveness
- ◆ Instill shared values in Group employees



Setting the engagement score as KGI based on the fact that strengthening human capital leads to "improved engagement"



## Engagement Score Status

Materiality: Engagement Score

	Results of the Survey for the Fiscal Year Ending 03/2024	Targets for the Fiscal Year Ending 03/2024	Targets for the Fiscal Year Ending 03/2028
a. Percentage of Group companies exceeding all-industry average:	<b>51</b> %	50% or more	75% or more
b. Scores from all Group companies surveyed:	<b>41</b> %	38% or more	Continuous increase

- In the survey for the fiscal year ending March 2024, the scope was expanded to 44 Group companies (four companies were previously surveyed), and the survey was run over July and August 2023
- Of 6,785 targeted employees, responses were received from 5,799 (response rate of 85%)

Trends varied by country and region, and to improve Groupwide engagement, we will identify issues by confirming the background, conducting cause analysis and other activities, formulate countermeasures, and take action

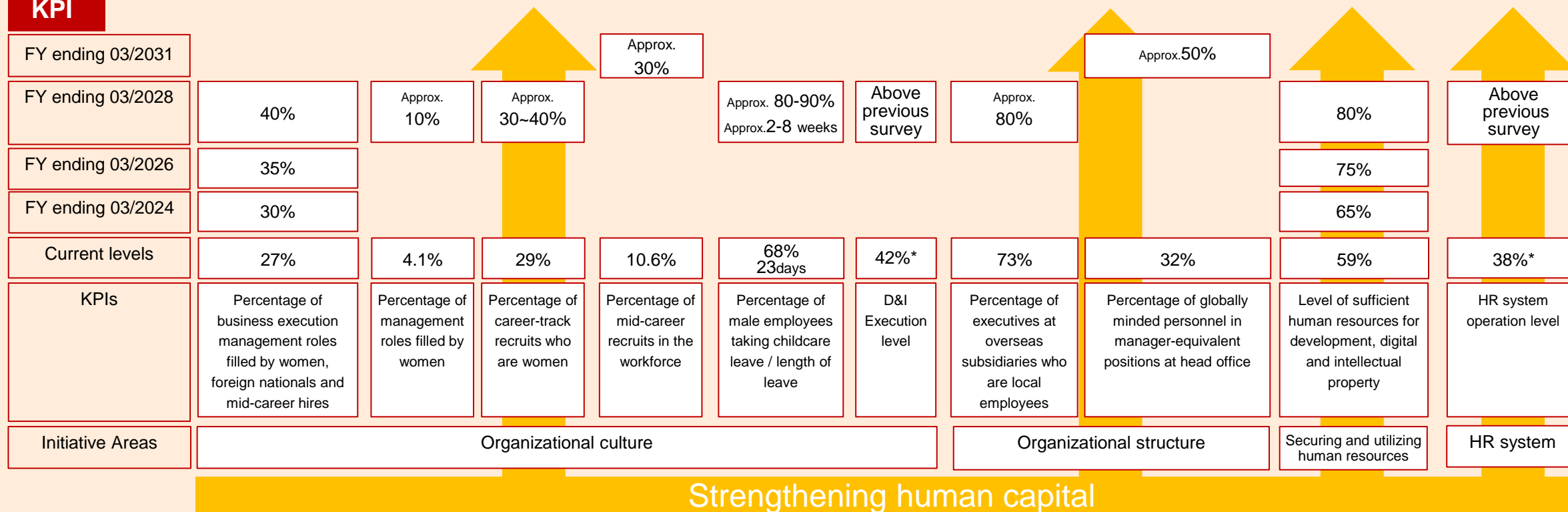
Manage the progress of the entire HR initiatives, tracking the KGIs (engagement scores), and KPIs (priority measures)

## KGI

Continuous improvement in employee engagement scores

- Percentage of Group companies exceeding all-industry average: **75%** (Result for FY ended 03/2022: 50%)
- Scores from all Group companies surveyed : **Continuous improvement** (Result for FY ended 03/2022: 38%)

## KPI



\* Due to a change in the calculation method, the previously disclosed figures have been revised retroactively.

Achieve D&I by promoting important behaviors and utilizing diverse knowledge and experience throughout the group

## Accelerate transformation and innovation by realizing the D&I vision



- Conduct assessments based on group-wide evaluation criteria for management candidates at each group company
- Based on the assessment results, management team candidates are developed and promoted by each company, and also are considered as the management team candidates at the parent company
- Develop cross-functional initiatives across the entire value chain and assign suitable personnel from all Kurita group  
Connected lab, Global Marketing Team, Global Project by industries, DX-Summit, Global Supply Team, Controllers Meeting, Group HR Meeting
- Introduction of a system to share and praise initiatives and challenges that embody the Kurita Group Philosophy System throughout our group  
Kurita Global Award
- Established group-wide "Behavioral Guidelines" demonstrating positive behavior based on "Values"  
Conduct group-wide workplace discussions and formulate "Behavioral Guidelines" that reflect employee voices
- Established behavior evaluation criteria based on the "Behavioral Guidelines" and encourage important behaviors for all group employees

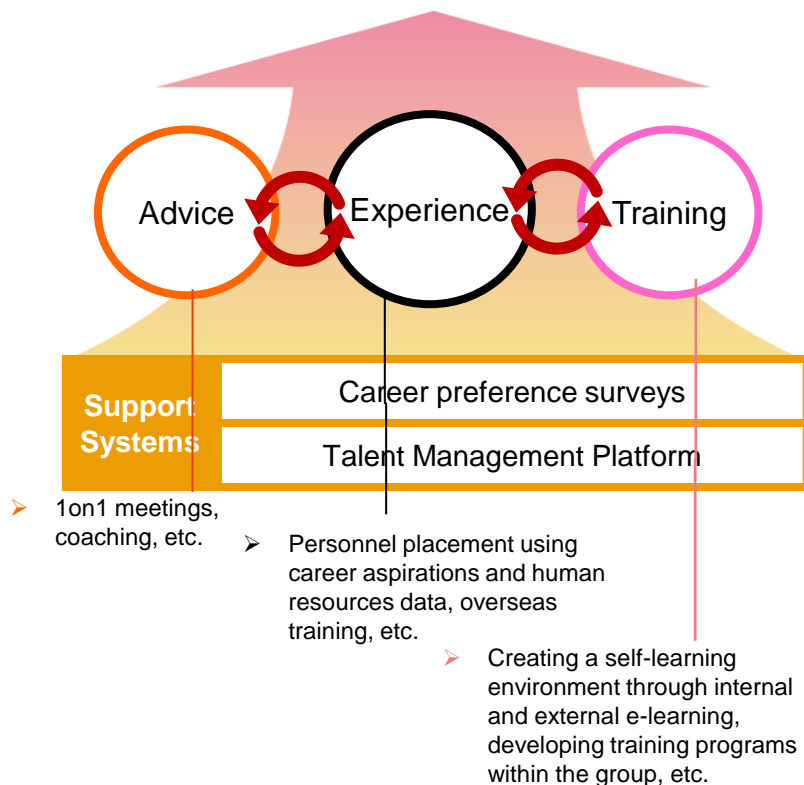
# Enhancement of Human Capital : Securing and Nurturing

Securing human resources need to be strengthened and implementing various training measures

Accelerate transformation and innovation by realizing the D&I vision

All employees

Personal development of individuals



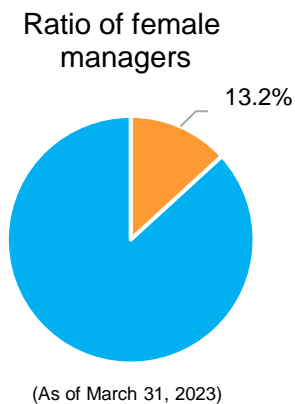
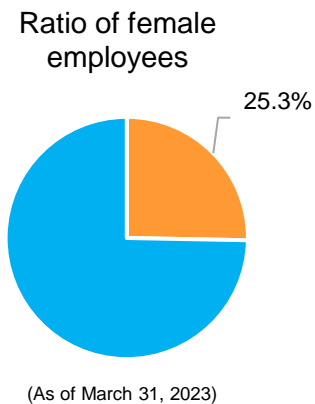
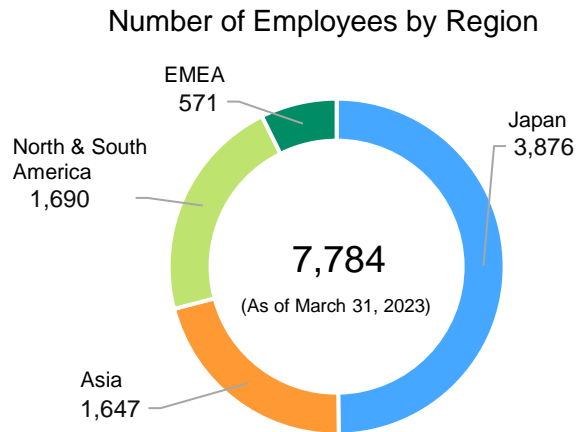
Personnels to be strengthened

Human Resources for Development	Human Resources for Intellectual Property	Human Resources for Digital Technology
<p>Present: 110 people → Approx. 130 people (FY ending 03/2028)</p> <ul style="list-style-type: none"> <li>● Utilization of technology-oriented human resource maps                             <ul style="list-style-type: none"> <li>➤ Visualize the degree of sufficiency in human resources for each of roughly 30 technology categories</li> <li>➤ Implementation of a structured human resource development program</li> </ul> </li> </ul>	<p>Present: 15 people → Approx. 30 people (FY ending 03/2028)</p> <ul style="list-style-type: none"> <li>● Cultivating, retaining and boosting numbers of human resources who are able to utilize intellectual property in business                             <ul style="list-style-type: none"> <li>➤ Visualization of intellectual property-related skills</li> <li>➤ Fostering of strategic thinking through IP landscape activities and other initiatives</li> </ul> </li> <li>● Promotion of globalization</li> </ul>	<p>Present: 180 people → Approx. 750 people (FY ending 03/2028)</p> <ul style="list-style-type: none"> <li>● Securing and developing human resources for digital technology                             <ul style="list-style-type: none"> <li>➤ Promoting improved IT literacy among human resources outside IT departments</li> <li>➤ Specialized training for human resources who are highly digitally literate</li> <li>➤ Collaborations with startups</li> <li>➤ Hiring of experienced personnel from outside the company</li> </ul> </li> </ul>
<p>Medium- to long-term human resources reinforcement</p> <p>Systematic cultivation of human resources</p>	<p>Medium-term human resources reinforcement</p> <p>Spread of intellectual property-oriented human resources</p>	<p>Early-stage human resources reinforcement</p> <p>Acquiring human resources who are immediately effective</p>

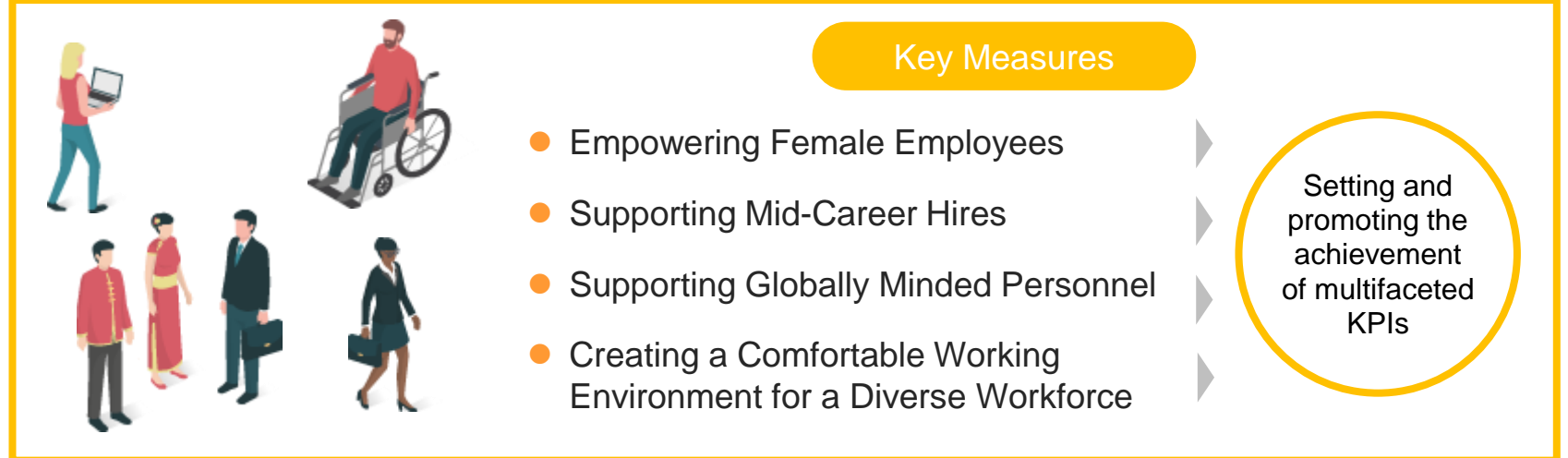
\* The number of personnel for each person represents the situation for the fiscal year ended March 2023.

# Enhancement of Human Capital : Expanding Diversity

Promoting co-creation within human resources from a wide range of backgrounds, to transform into an organization that creates new value for water



## Expanding and leveraging diversity



Forming open connections inside and outside the Group, and combining a diverse range of experiences, knowledge and skills

Creating solutions and business models that bring about innovation and create new value for water

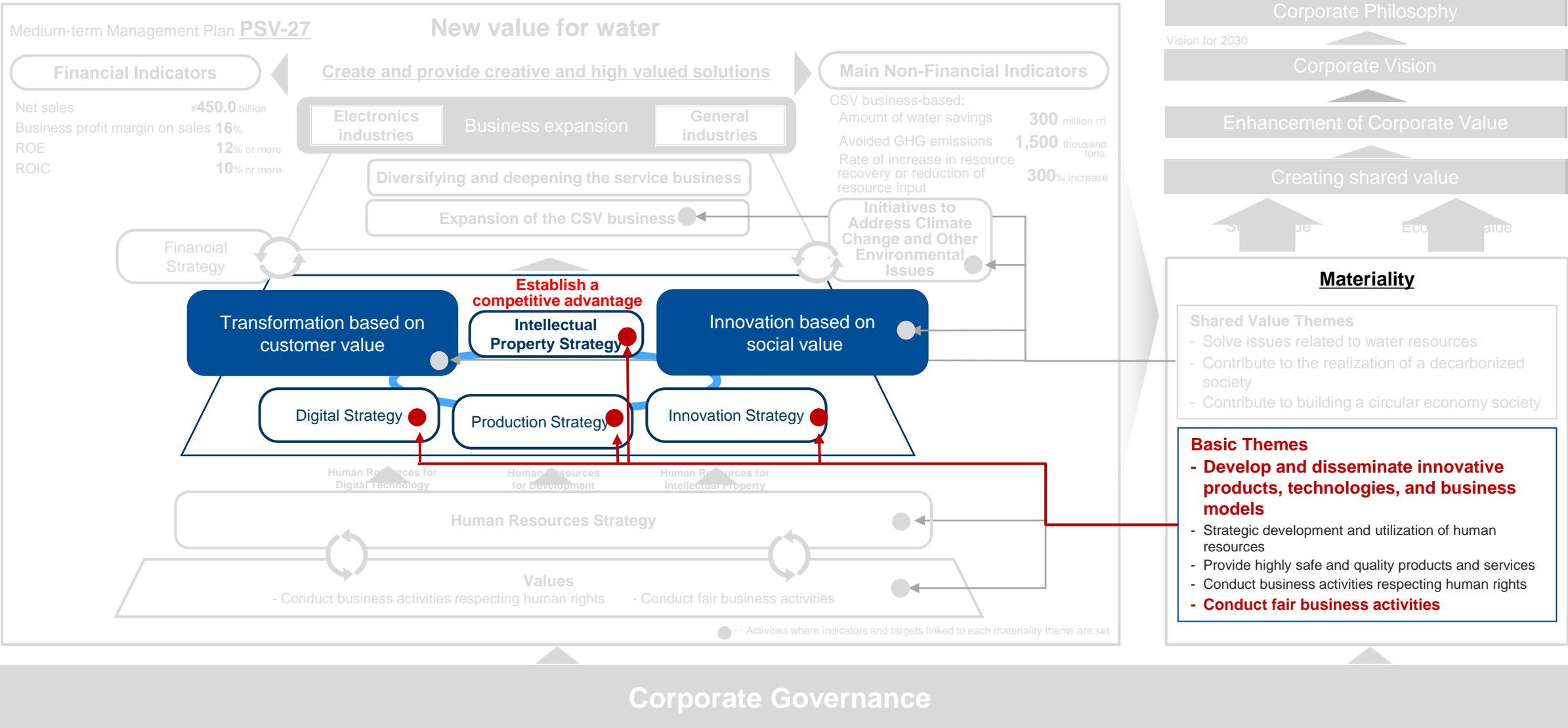
## Ⅲ- 2 | Intellectual Property Strategy

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Corporate Officer  
Executive General Manager of Innovation Division

**Hiroyuki Suzuki**

# Intellectual Property (IP) Strategy as the Platform for Innovation



# Intellectual Capital of the Kurita Group



The patent assets owned by Kurita are rated No.1 in the industry, in terms of both quantity and quality

Intellectual Capital of the Kurita Group (As of March 31, 2023)		
Number of registered patents	Japan	1,463
	Overseas	1,180
Number of filed patents (Annual)	Japan (Basic)	120
	Overseas	179

**Patent Asset Size Ranking 2023**  
(Engineering industry)

Rank	Company name	Patent asset size (pt)	Number of patents
1	<b>Kurita Water Industries</b>	<b>3,687.7</b>	<b>111</b>
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
6	Hitachi Power Solutions	1,545.2	33
7	Kobelco Eco-Solutions	1,353.4	37
8	Mitsubishi Electric Engineering	1,312.9	33
9	Mitsubishi Heavy Industries Environmental & Chemical Engineering	1,140.7	12
10	TAKUMA	1,085.1	23

Announced on November 1, 2023

\* Quoted from the Patent Result Co., Ltd. website

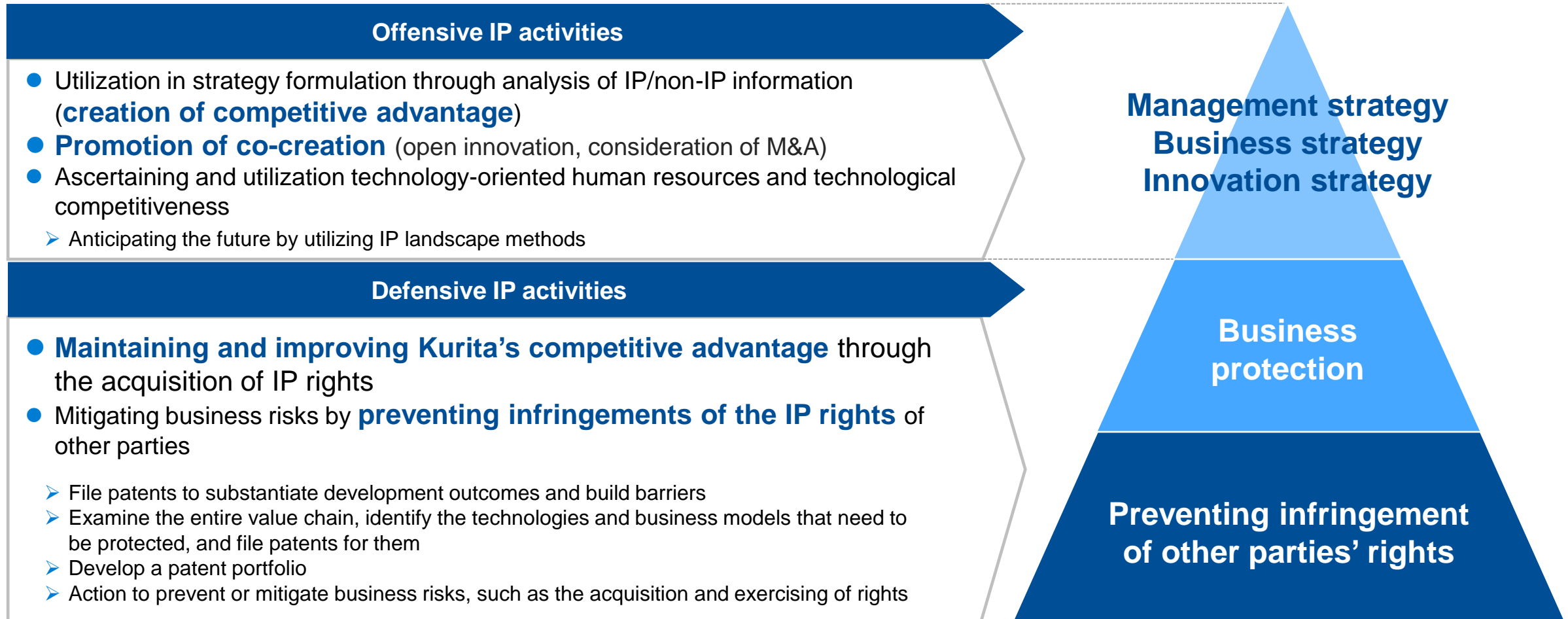
**Rejecting other companies' patent application  
Ranking 2022**  
(Engineering industry)

Rank	Company name	Number of patents cited
1	<b>Kurita Water Industries</b>	<b>331</b>
2	JFE Engineering	286
3	Organo	140
4	Hitachi Power Solutions	111
5	NIPPON STEEL Engineering	97
6	Toray Engineering	79
7	Toshiba Plant Systems & Services	78
8	Swing	77
9	TAKUMA	68
10	Kobelco Eco-Solutions	67

Announced on July 7, 2023

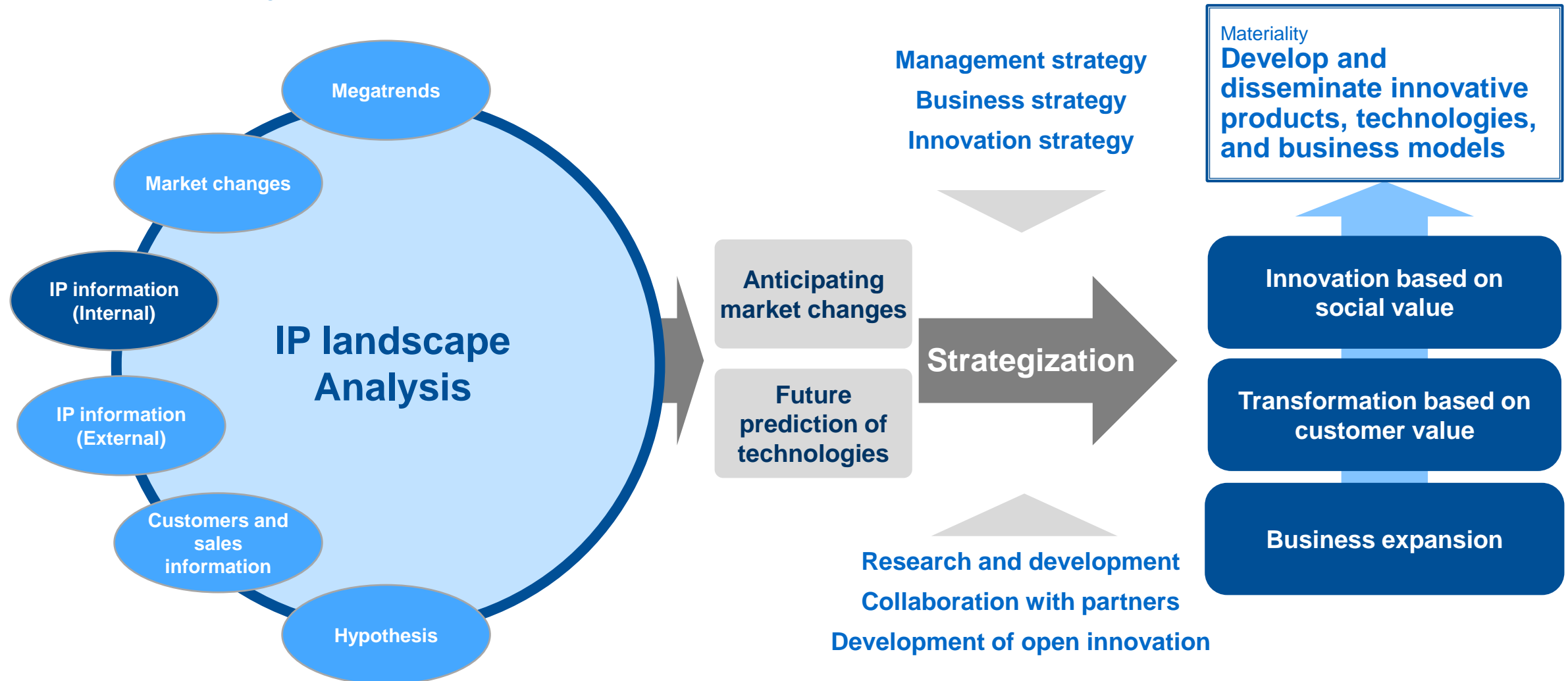


## Utilizing intellectual property strategically through offensive and defensive IP activities



# Offensive IP Activities to Create an Competitive Advantage

Formulate strategies from IP landscape-based analysis, and promote the development and dissemination of innovative products, technologies, and business models



## IV | Strengthening Corporate Governance

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External Director

Yoshiko Takayama

# History of Kurita's Corporate Governance

Continuously strengthening corporate governance to meet the expectations of shareholders and other stakeholders

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

\* Fiscal years ended March 31

# Corporate Governance Structure



## Supervision (Directors)

By maintaining a clear separation from the business execution side, the Board of Directors focuses on management supervision with the perspectives of shareholders



Kenjiro Kobayashi



Keiko Tanaka



Michiya Kadota  
(Chairman)



Hirohiko Ejiri



Masahiro Miyazaki



Yoshiko Takayama



Shuji Shiode



Yukihiro Mutou

External Directors

Internal Directors

Four of the eight directors (50%) are independent external directors

Supervision



Discuss /  
Report

## Execution (Executive Officers and Corporate Officers)

Executive officers and corporate officers make decisive decisions on business execution in a speedy fashion under the appropriate supervision of the Board of Directors



Hirohiko Ejiri  
President and Representative  
Executive Officer  
Executive General Manager of  
Regional Management Division  
(Director)



Shuji Shiode  
Managing Executive Officer  
Executive General Manager of Corporate  
Control and Administration Division  
(Director)

Corporate Officer

12 people



Katsuya Amano  
Executive General Manager of  
Electronics Industry Division and Chief  
Business Officer for Electronics Industry



Kunihiro Kuse  
Executive General Manager of  
Engineering Division



Jordi VERDÉS Prieto  
Head of Europe and  
North America Region

## Composition of each committee

Chairperson



Keiko Tanaka (external)

**Nominating Committee**

Members

Kenjiro Kobayashi  
Masahiro Miyazaki  
Michiya Kadota  
Hirohiko Ejiri

Chairperson



Masahiro Miyazaki (external)

**Compensation Committee**

Members

Keiko Tanaka  
Yoshiko Takayama  
Michiya Kadota  
Hirohiko Ejiri

Chairperson



Kenjiro Kobayashi (external)

**Audit Committee**

Members

Yoshiko Takayama  
Yukihiro Mutou

## Diversity

Composition of the  
Board of Directors

Ratio of female  
directors

25%

Composition of  
executive officers

Ratio of non-  
Japanese nationals

20%

# Initiatives to Enhance Discussions at Board of Directors Meetings

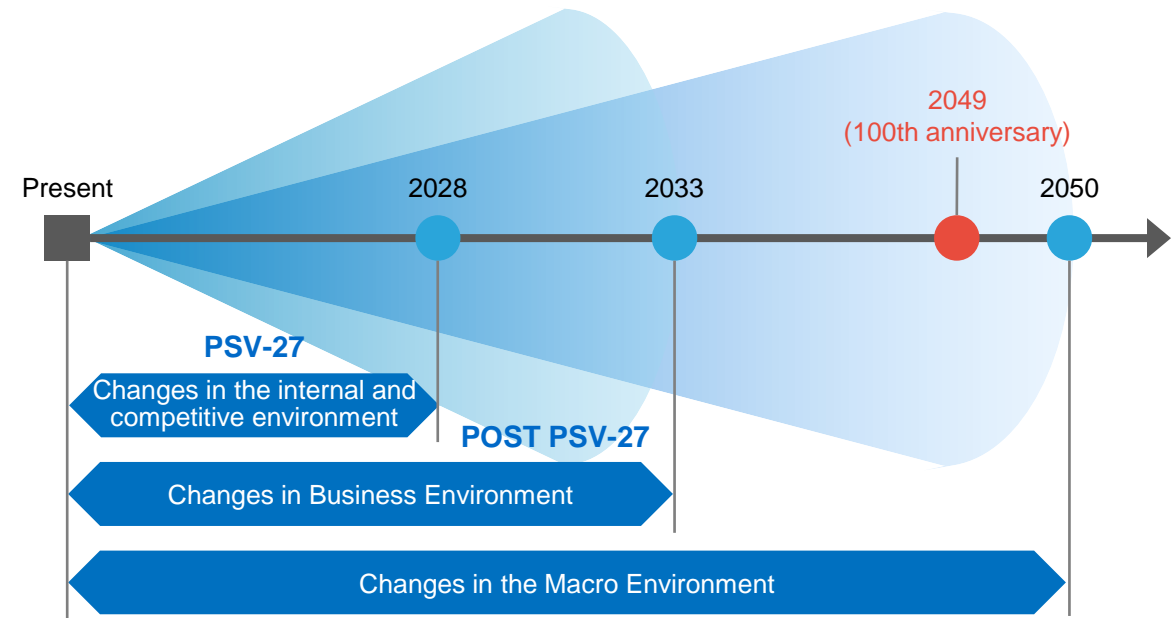
Establish a clear role as a monitoring board, tasked with discussing and considering the future of the Group at a long-term time frame

## 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

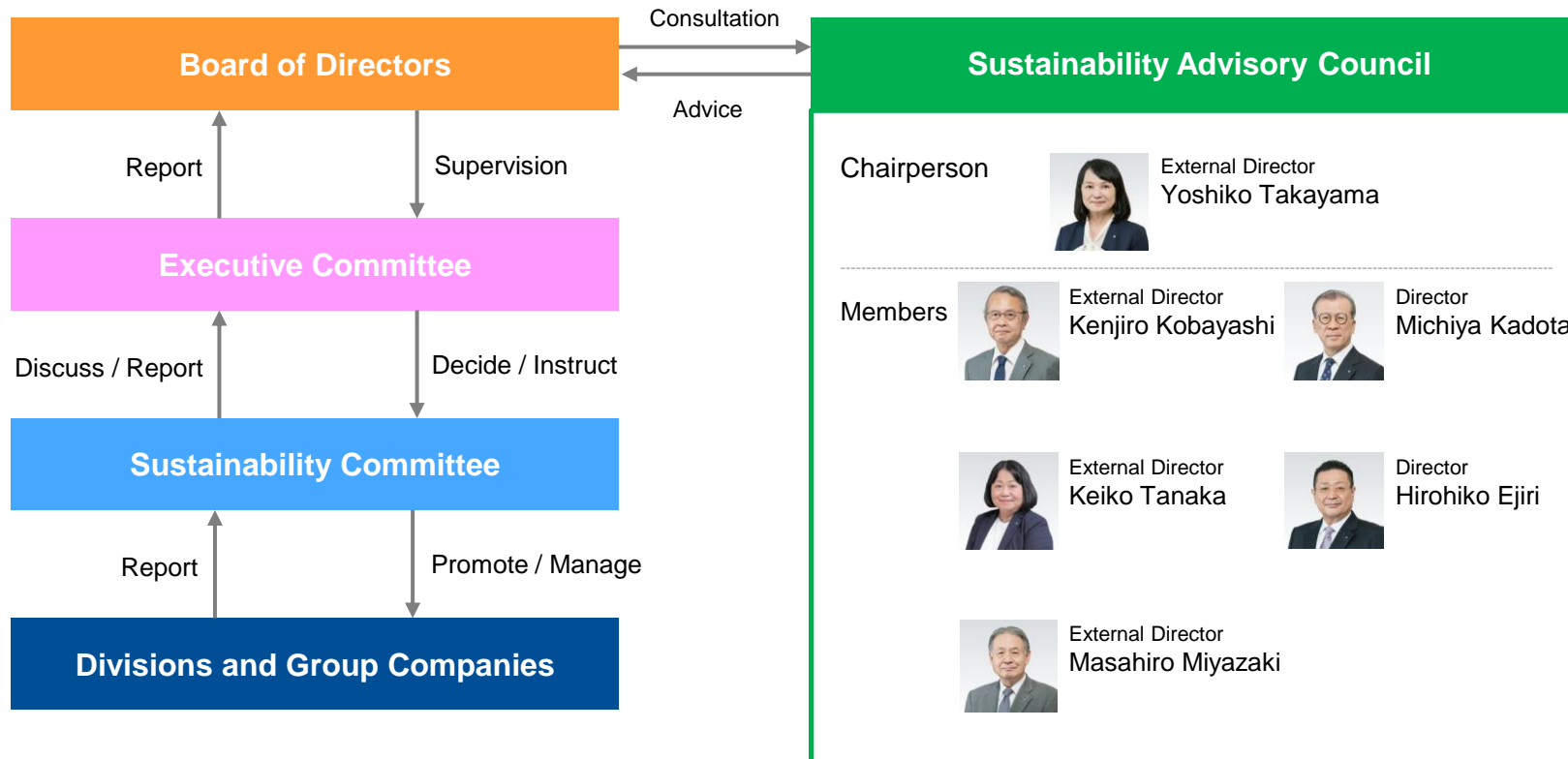
## Time Frame for Consideration

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



# Establishment of the Sustainability Advisory Council

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



Under a structure mainly comprising external directors, supervise and back up executive initiatives

Identify key themes, thoroughly discuss them, and report to the Board of Directors

Confirm the progress of materiality metrics, and verify the transition of changes from medium- to long-term perspectives

Advance discussions with a view to improving the comprehensive corporate value of the company



Including outside experts as needed

# V | Appendix

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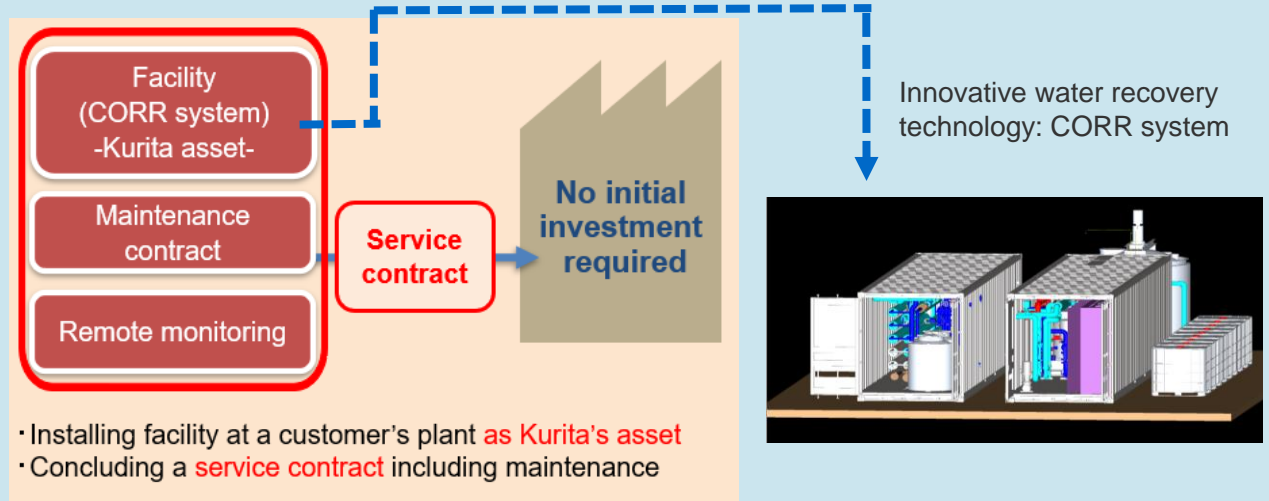
# CSV business : Reclaimed Water Supply Services

Target		Social issues	Solution, competitiveness, social value		Market size (estimated)
Region	Japan, China (Additionally targeting South Korea, Taiwan and North America)	Lack of water resources essential for the manufacturing industry due to the impact of climate change, population growth, progress in industrialization, etc.	Solution	Contributing to customers' water- saving by collecting a various types of wastewater to reclaim and supplying water (recycled water) that has been purified to a level that can be reused in manufacturing processes, etc.	48 billion yen per year
			Competitiveness	<ul style="list-style-type: none"> <li>- IP rights protection through multiple patents</li> <li>- Achieving stable operation even under high operating conditions</li> <li>- Providing recycled water in the amount and quality that meets customer needs</li> </ul>	
Industry	Chemicals, Electronics, Automobile, Steel	Contributions to the SDGs  	Social value (Kurita group's materiality themes and metrics)	<ul style="list-style-type: none"> <li>- Solve issues related to water resources</li> <li>- Amount of water savings</li> </ul>	



## Supplementary information

Customer's voice: [Click here](#)

## Solution outline



# CSV business : Kurita Dropwise Condensation Technology

Target		Social issues	Solution, competitiveness, social value		Market size (estimated)
Region	Global	1. Global warming due to GHG emissions 2. Promoting the expansion of the introduction of environmentally friendly technologies	Solution	Contributing to energy-saving and productivity improvement, by inducing water-repellent properties in the surface of the heat exchanger using steam to boost heat transfer efficiency	30 billion yen per year
			Competitiveness	- IP rights protection through multiple patents - Easily applicable to a wide range of heat exchanger use points - Analysis know-how to quantify customer value	
Industry	All manufacturing industries that uses steam	Contributions to the SDGs  	Social value (Kurita group's materiality themes and metrics)	- Realization of a decarbonized society - Avoided GHG emissions	

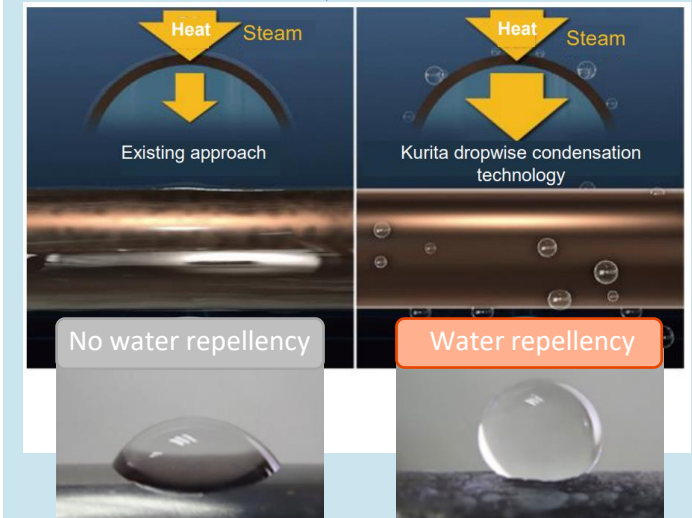
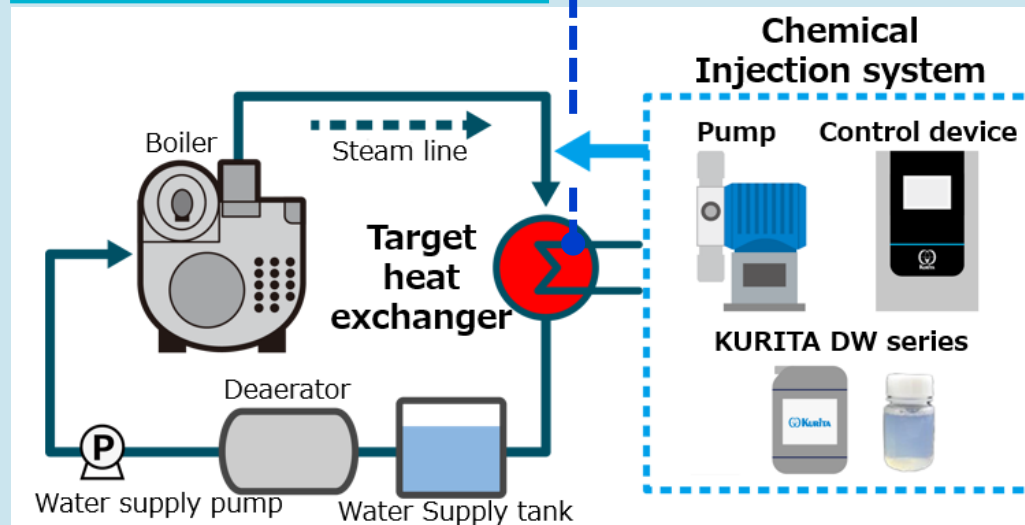
## Supplementary information

PR Movie : [Click here](#)

Supplemental information :

- 2019:  
Won Agency of Natural Resources and Energy Director-General's Award in the 2019 Energy Conservation Grand
- 2022:  
Invention Encouragement Award presented by the Invention Association of the Kanto Region
- 2023:  
Won the Sasaki Award from the Japan Technical Association of the Pulp and Paper Industry

## Solution outline



# CSV business : Used Diaper Separation and Treatment System

Target		Social issues	Solution, competitiveness, social value		Market size (estimated)
Region	Japan	Super-aged society causing; 1. Increase in volume of used diaper wastes 2. Increase in energy consumption and CO2 emission due to incineration of used diapers	Solution	Recycle disposable diapers, which were previously incinerated, by sterilizing, washing, disassembling and separating them into plastics and pulp	60 billion yen per year (CY2030)
			Competitiveness	<ul style="list-style-type: none"> <li>- IP rights protection through multiple patents</li> <li>- Securing safety and operational efficiency, and reducing environmental impact</li> <li>- Recycling wastes in diverse ways according to their intended use</li> </ul>	
Industry	Local municipalities, waste disposal company	Contributions to the SDGs 	Social value (Kurita group's materiality themes and metrics)	<ul style="list-style-type: none"> <li>- Realization of a decarbonized society</li> <li>- Building a circular economy society</li> <li>- Avoided GHG emissions</li> <li>- Rate of increase in resource recovery or reduction of resource input</li> </ul>	

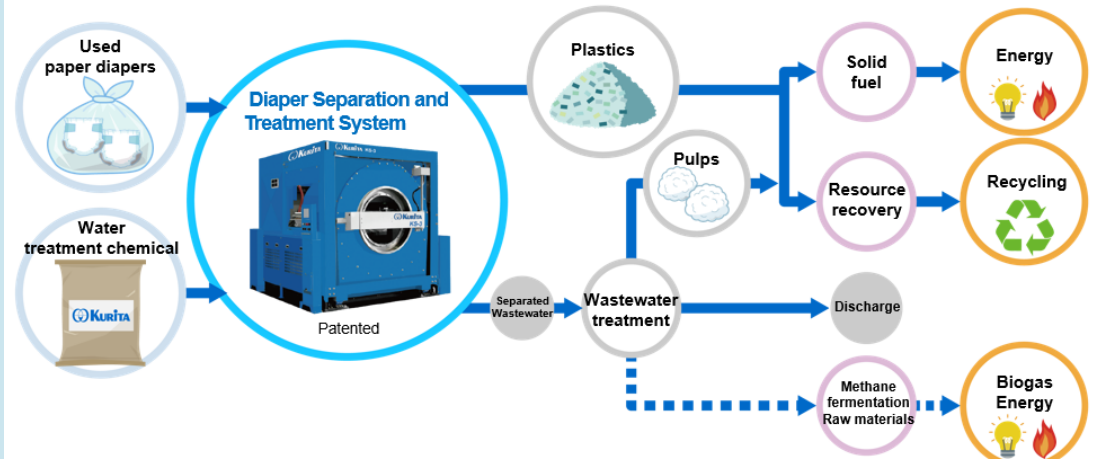
## Supplementary information

Supplemental information :

- 2021 & 2022 Support for High-efficiency Installations for Facilities with Targets of Ministry of the Environment in Japan
- Selected as a project for the "Demonstration Project for a Plastic Resource Circulation System toward a Decarbonized Society" Program of the Environment in Japan

## System flow

### ■ Used Diaper Separation and Treatment System





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### **Forward-looking Statements**

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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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