

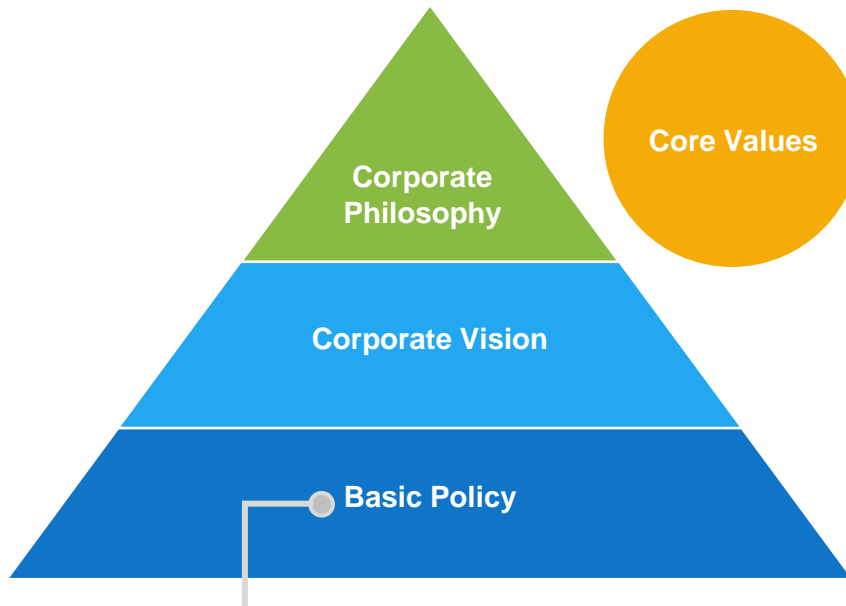
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New Medium-Term Management Plan
Maximize Value Proposition 2022 (MVP-22)

Establishes the “Kurita Group Philosophy System”



From “21st Century Vision” to “Kurita Group Philosophy System”



1. Kurita Group Code of Conduct
2. Corporate Governance Policies
3. Basic Policies for Constructing an Internal Control System
4. CSR Policy
5. Kurita Group BCM Policy (Business Continuity Management)
6. Kurita Group Business Policy

With its corporate philosophy as the starting point, the missions that the Kurita Group will fulfill in society into the future, its medium- and long-term visions, and its ways of thinking and values as the foothold for achieving them have been reorganized and stipulated as the Kurita Group Philosophy System.

Former corporate vision

Advanced water and environmental management company



New corporate vision

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

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

- 1** Kurita Group will seek to create shared value with society such as environmental preservation and the effective use of resources, and will realize its corporate philosophy, by continuing to innovate and through businesses contributing to the natural environment, industry and people's lives.
- 2** Kurita Group will, as an indispensable partner, create value for customers such as “pursuit of safety,“ “productivity enhancement“ and “reduction of environmental impact.“
- 3** Kurita Group will evolve its “service business“ and will provide customers, at speed, with comprehensive solutions making full use of Kurita's technologies, products and services in chemicals, facilities and maintenance.

In order for the Kurita Group to continue to grow as it works to realize its corporate philosophy, CSR has been positioned at the heart of management strategy

Definition of CSR

The Kurita Group's responsibility for its impacts on society

Objectives

1. Creating and maximizing shared value for the Kurita Group and society
2. Identifying, preventing and mitigating possible adverse impacts by the Kurita Group

CSR policy

Provide solutions to issues related to water and the environment, and fulfill responsibility for the future

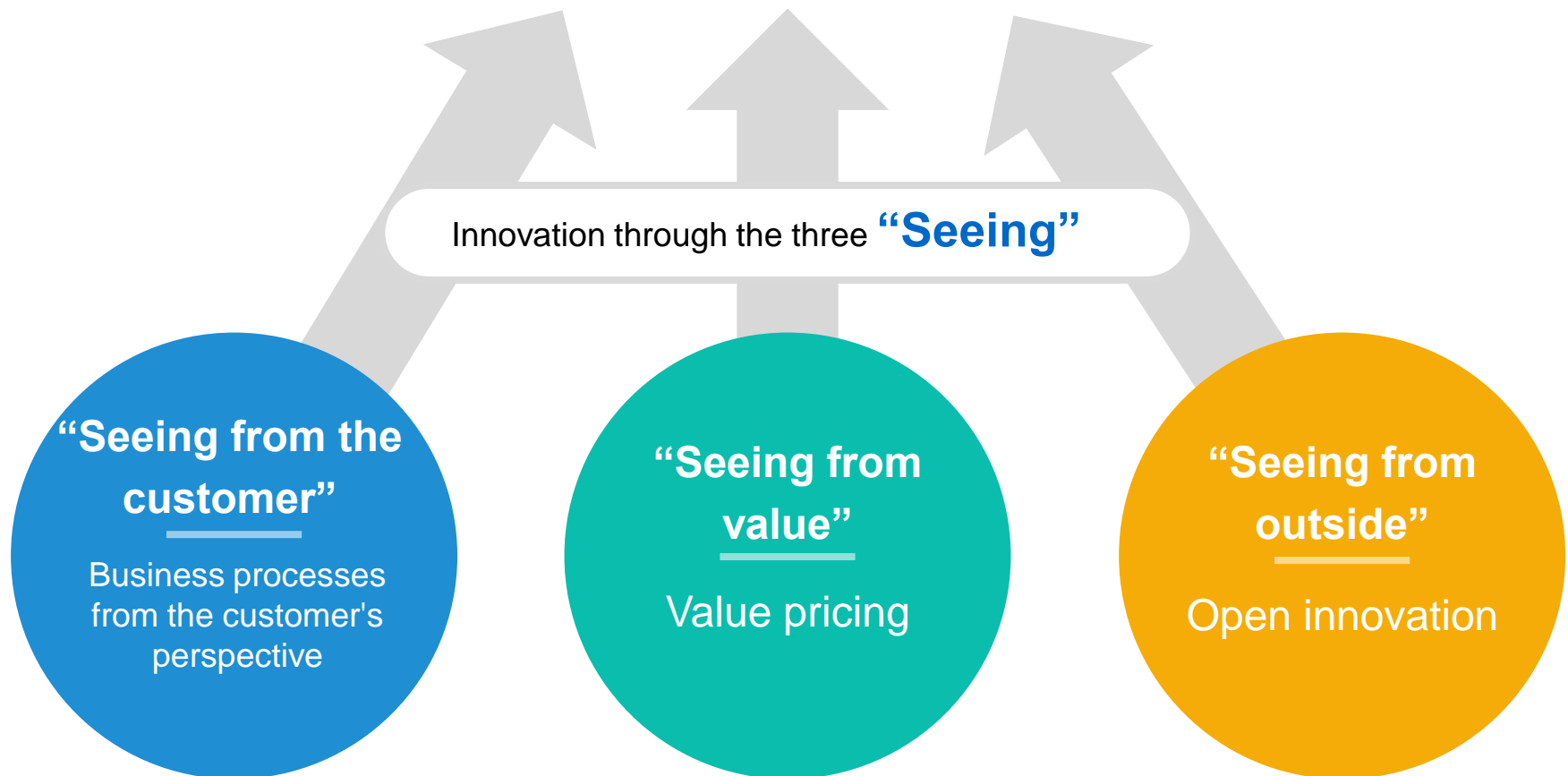
Basic themes

1. Provide highly safe services and products
2. Conduct fair business activities
3. Respect human rights

Growth opportunity themes

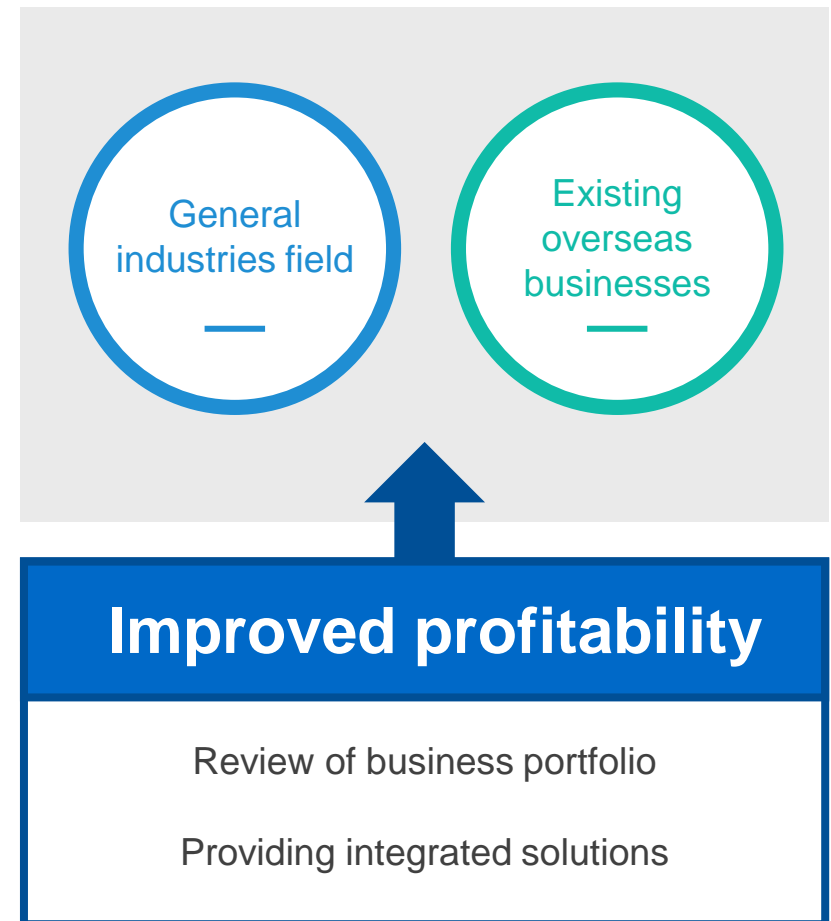
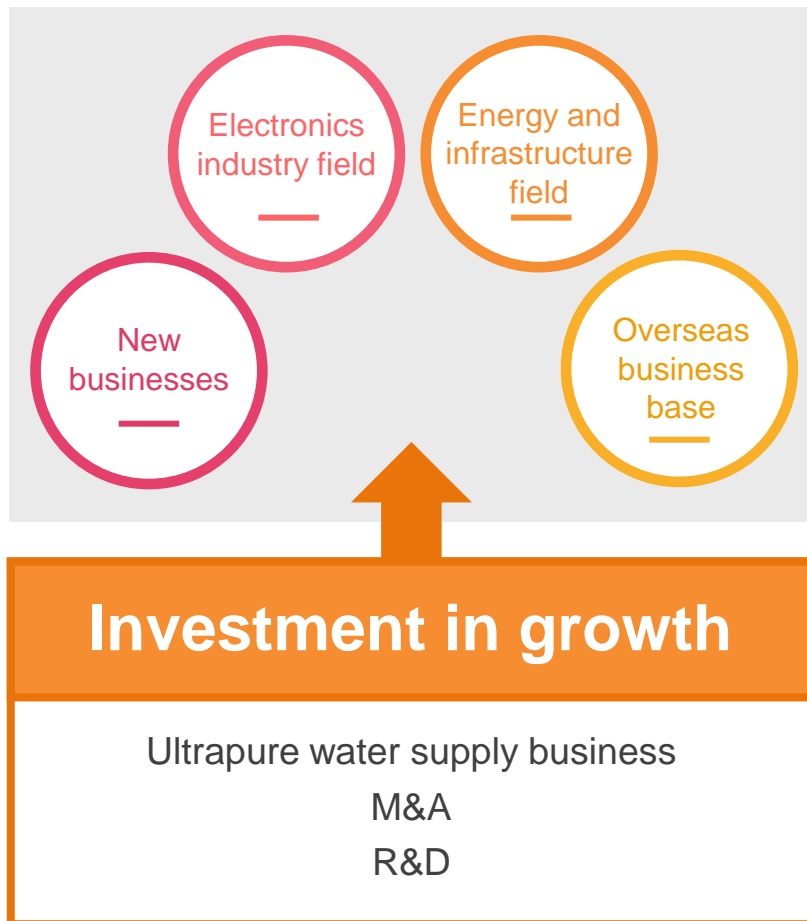
4. Solve issues related to water resources
5. Realize sustainable energy use
6. Reduce waste
7. Advance industrial production technologies

Global value creator with a rock-solid earnings base



The Two Pillars

The two pillars of our initiatives are Investment in growth and improved profitability



Basic Policy

Maximize customer intimacy by redefining preconceived ideas and dramatically raising the quality and speed of our work.

Priority Measures

- Development of CSV Business
- Rebuilding of plant production system
- Strengthening the foundation and promotion of research and development
- Enhancement of total solutions
- Creation of new business and the promotion of innovation
- Establishment of the Group governance system

Contribute to the natural environment, industry and people's lives,
provide integrated solutions that generate social value

- Developing businesses that contribute to preventing and removing environmental pollution, utilizing renewable energy, and treating and recycling waste.
- Develop solutions for the effective use of water resources, such as wastewater reclamation.
- Create contract-type service businesses that allow risks to be hedged and profits to be secured.
- Develop solutions that contribute to the customer's product quality and stable operation.



As well as expanding domain of existing businesses,
create new business domains that will become pillars of earnings

- Create new businesses through the promotion of open innovation.
- Realize innovation through business processes and business models that make full use of IoT/AI.
- Expand our technological infrastructure.
- Strengthen the global research and development base, and make optimal use of people, technology and facilities.



Kurita Global Technology Center

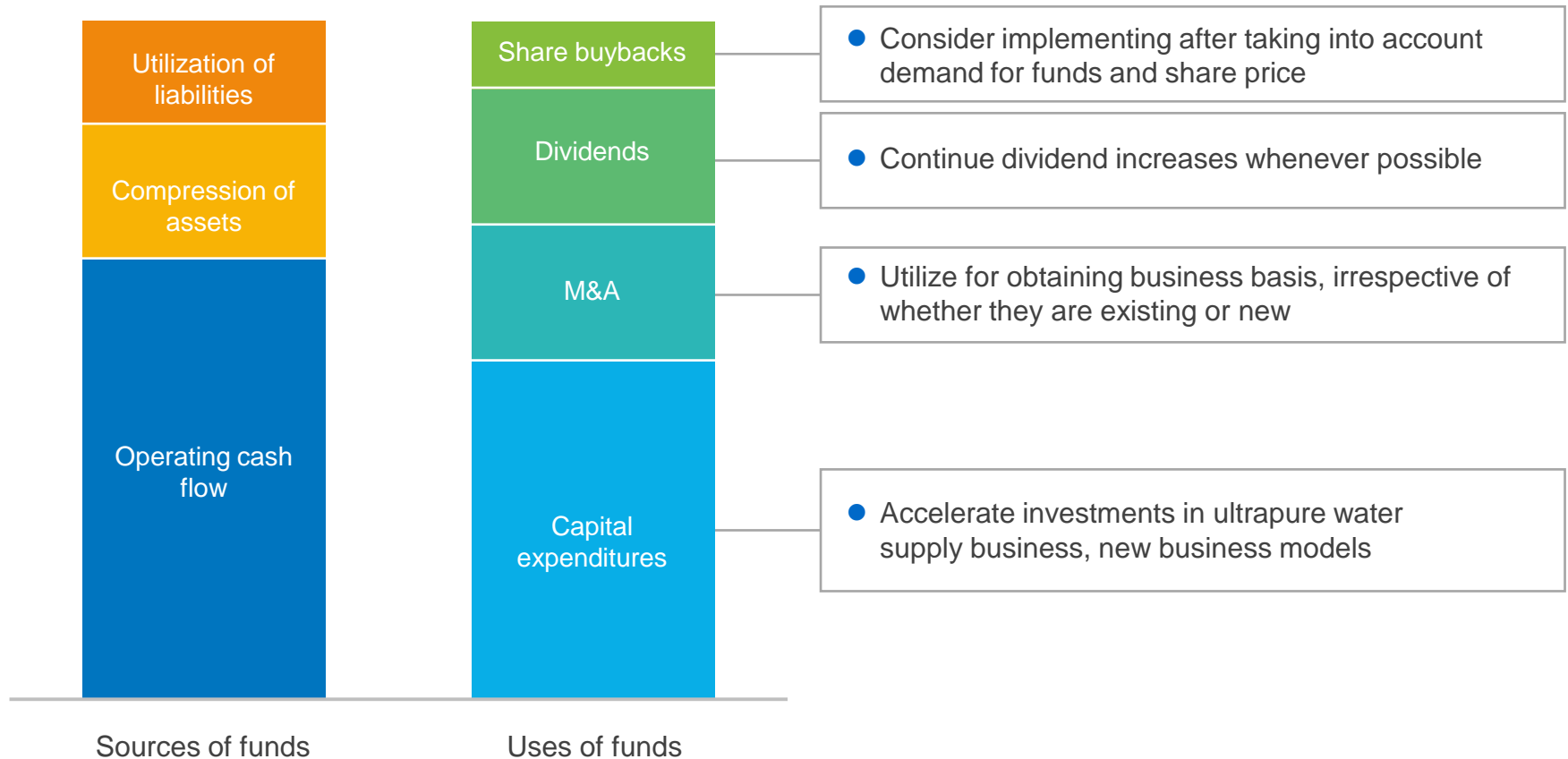


Kurita Europe GmbH



Kurita R&D AsiaPte.Ltd.

Concentrated investment in growth fields, and efficient and effective use of capital



Place emphasis on profitability and capital efficiency

Net sales
Organic growth rate

3% or more

Operating income margin

15%

Return on equity
(ROE)

10% or more

Adoption of management using
return on invested capital (ROIC)

**Aim for
improved capital efficiency
in each business segment**