

Pioneering “new value for water”



KURITA GROUP
Sustainability Report 2024

Fiscal year ended March 31, 2024

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Editorial Policy

The Kurita Group Sustainability Report 2024 (“the Report”) is published as a report to all stakeholders on the Kurita Group’ s main sustainability-related approaches and materiality, as well as its main initiatives during fiscal 2024.

Structure

The Report is broadly comprised of three sections on the Kurita Group’s initiatives related to sustainability: a section reporting on strategic initiatives undertaken during the target period; a section reporting on the progress status of initiatives related with Materiality and a section reporting on the Group’s activities for sustainability.

Organizations Covered

The scope includes Kurita Water Industries (the parent company) and its subsidiaries that adopt its management policies. In principle, it covers all locations of Kurita Water Industries and its consolidated subsidiaries. However, the following companies and locations are excluded from the scope concerning environmental data.

- Companies that have not yet started environmental improvement activities
- Companies that do not incur an environmental impact because they do not have actual business operations
- Subsidiaries that share a location with the parent company (and are included in the parent company)
- Locations where calculating environmental impact is not feasible due to tenant occupancy, ect.

Period Covered

Fiscal 2024 (from April 1, 2023 to March 31, 2024)

* Our financial report also covers the same period.
* Including activities outside the specified period.

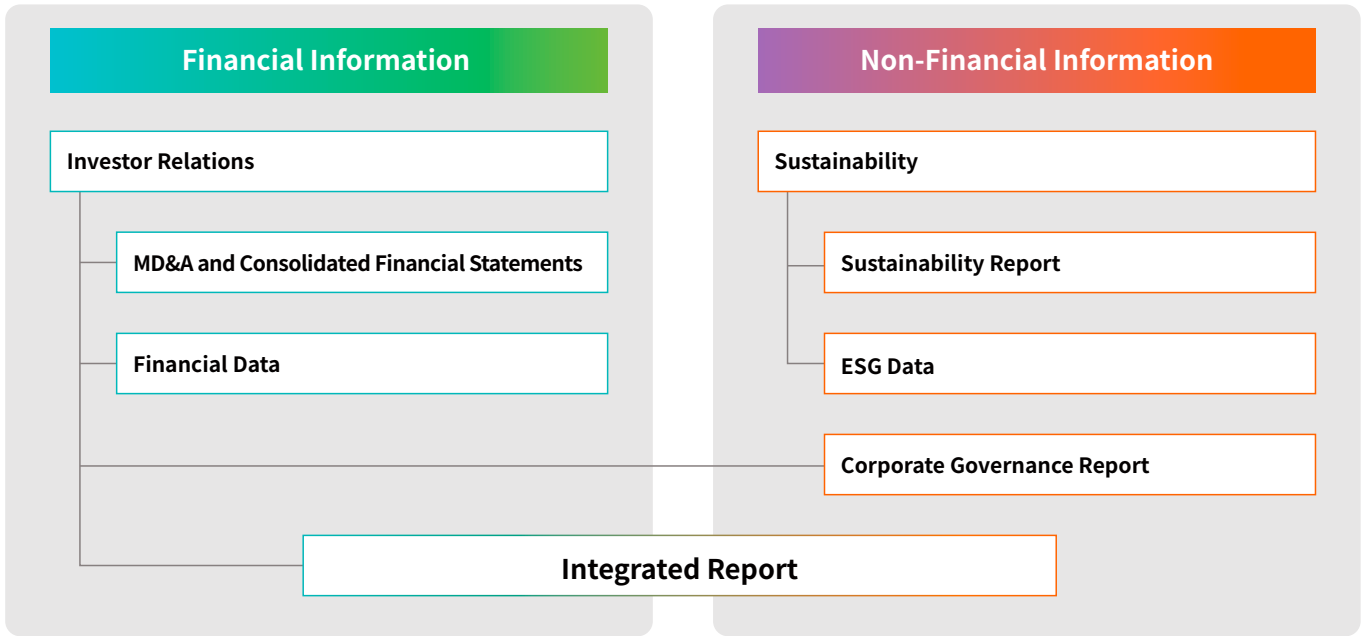
Publication Date and Frequency

October 2024

This is a report on our activities published once a year in principle, through which new information is disclosed in a timely manner or on an as needed basis.

Information Disclosure System on the Company’s Website

Click on each item to jump to the corresponding page.



Guidelines referred to

GRI Standards, SASB etc.

Supplementary information to the contents of the report

- In this report, unless otherwise noted, “the Company” refers to Kurita Water Industries, “Group Company” refers to Kurita Water Industries’ consolidated subsidiaries, and “the Kurita Group” refers to Kurita Water Industries and its consolidated subsidiaries.
- Any corrections or amendments to information presented in previous reporting periods are noted in the annotations on the relevant pages.

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Message from the Executive General Manager of the Sustainability Division

Promoting initiatives for materiality related PSV-27 Plan to establish Kurita's sustainability management that creates shared value with society

Corporate Officer
Executive General Manager of Sustainability Division
Sustainability Committee Chairperson

Hisashi Tanabe



Promoting sustainability management

Promoting initiatives for PSV-27

The corporate philosophy of the Kurita Group, “Study the properties of water, master them, and we will create an environment in which nature and humanity are in harmony,” truly embodies our approach to sustainability. We are looking to contribute to the development of industry and society as well as achieve our own sustainable growth, by providing value to customers and society that only Kurita is capable of through our all-inclusive approach to water, our on-site know-how and the “water knowledge” that we have acquired from our experiences. The Kurita Group is a collection of people who empathize with a common corporate philosophy, and with its business contributing significantly to society, the Kurita Group is highly accepting of sustainability initiatives.

As we embark on our PSV-27 Plan, the Kurita Group outlined its approach to positioning sustainability at the core of its management, toward achieving sustainable growth where corporate activities blend in with and affect the natural environment and social systems. We then reviewed our corporate vision, and also identified materiality—key issues that need to be addressed to achieve our vision. Materiality comprises three shared value themes based on global issues related to sustainability, and five basic themes supporting efforts to achieve them.

While these initiatives for materiality have been incorporated into PSV-27 Plan in an organic manner, the remaining challenge was how to ensure that each and every employee understood their relationship with those initiatives, and apply them to their own duties with an awareness of the coordination between organizations and how they are linked to financial and non-financial aspects. Given this background, last fiscal year we visualized the correlation between our corporate vision, PSV-27 Plan and materiality as the “Value Pioneering Path,” and focused on dialogue internally and externally while presenting the entire scope of PSV-27 Plan to achieve our corporate vision. Instead of simply promoting materiality initiatives, the mission of our division is to also boost these initiatives and support the Kurita Group’s sustainability management by clarifying stories that outline the paths toward achieving our corporate vision, ensuring that the entire Group gains a firm understanding of the concept.

Expectations of the Group increasing with social changes

Among the megatrends that the Group needs to be focusing on are issues related to natural capital, such as climate change and biodiversity. An example that illustrates this is the issue of water resources is the active investments being made into semiconductors on a global scale. Semiconductor manufacturing requires vast quantities of water resources, and there are also concerns over disruptions to the regional water balance—this is becoming an issue, not only for individual companies, but also for entire regions. The impact of water on the market as a whole needs to be examined carefully, while factoring in water resources conditions and policy trends in each country and region, to be able to resolve problems in an optimal manner. International rules governing corporate water resource conservation have not yet been clearly established, but our Group is devising an approach where we will also be involved in the development of such rules.

Water is the source of our operations, so there is a strong expectation by society on the Kurita Group not only to reduce the risk of damage to natural capital, but to also crossing the high hurdle of taking on the challenge of making a positive impact—I think that initiatives like these will contribute to increasing the Kurita Group’s business opportunities. The driver behind this is the “Creating Shared Value (CSV) business” that creates shared value with customers and society, and this is also related to the common shared theme of materiality.

Message from the Executive General Manager of the Sustainability Division

Creating a higher level of shared value with society by expanding our CSV business

We are aiming to achieve the shared value themes of materiality, “Solve issues related to water resources,” “Contribute to the realization of a decarbonized society” and “Contribute to building a circular economy society,” by expanding our CSV business, reducing the impact on the environment arising from the Kurita Group’s businesses, participating in international water-related initiatives, and engaging in initiatives with external parties. Of these, CSV business generates a positive impact on society and boosts the corporate value of the Kurita Group.

The CSV business of the high-social value water treatment business is defined as products, technologies and business models that contribute significantly to water-saving, greenhouse gas (GHG) emissions reduction, and resource recovery or reduction of resource inputs compared to conventional efforts, and there are currently more than around 80 such models. More than just quantity, we are committed to quality, and also focus on the fact that the value provided by each model benefits our customers. The value provided by each model is selected not only based on logic, but also with laboratory tests and verification of effectiveness in actual equipment, by the Sustainability Committee that is responsible for the management of materiality metrics. There are also cases where even models already selected as CSV businesses may no longer provide high value over time following changes in customers and society, so we regularly review both the social and economic value as a way of strengthening competitiveness.

Creating new value by interacting with diverse human resources who possess values we cherish

Strengthening human capital, the driving force of value creation, will be essential for advancing our competitive strategy based on the two concepts of “Achieving transformation with customer value as starting point” and “Creating innovation with social value as starting point” as set forth in PSV-27 Plan. The vision of human resources and organization that the Kurita Group’s aspires to is defined in our D&I Vision, and the permeation of shared values of respecting water and the environment, as well as the expansion and mutual interaction of our diversity in knowledge, expertise and experience will lead to a virtuous cycle of value creation that only the Kurita Group can provide.

As a group-wide initiative, we will also be instilling our “Values” that form the foundation of the Kurita Group Philosophy System. In April 2024, we implemented the Kurita Group Behavioral Guidelines that embodies decisions and actions to be taken based on the notions of “Deepen understanding of frontline sites (Gemba),” “Elevate and connect expertise,” “Exceed expectations,” and “Maintain unwavering integrity,” and we are planning to instill the integrity that makes the core concept of these guidelines as the foundation of actions taken by each and every employee. We are aiming to become a group in which all members including executives embody this integrity by making judgments and putting into practice “what is proper and good,” so that each and every employee can stand proud knowing that they have acted properly.

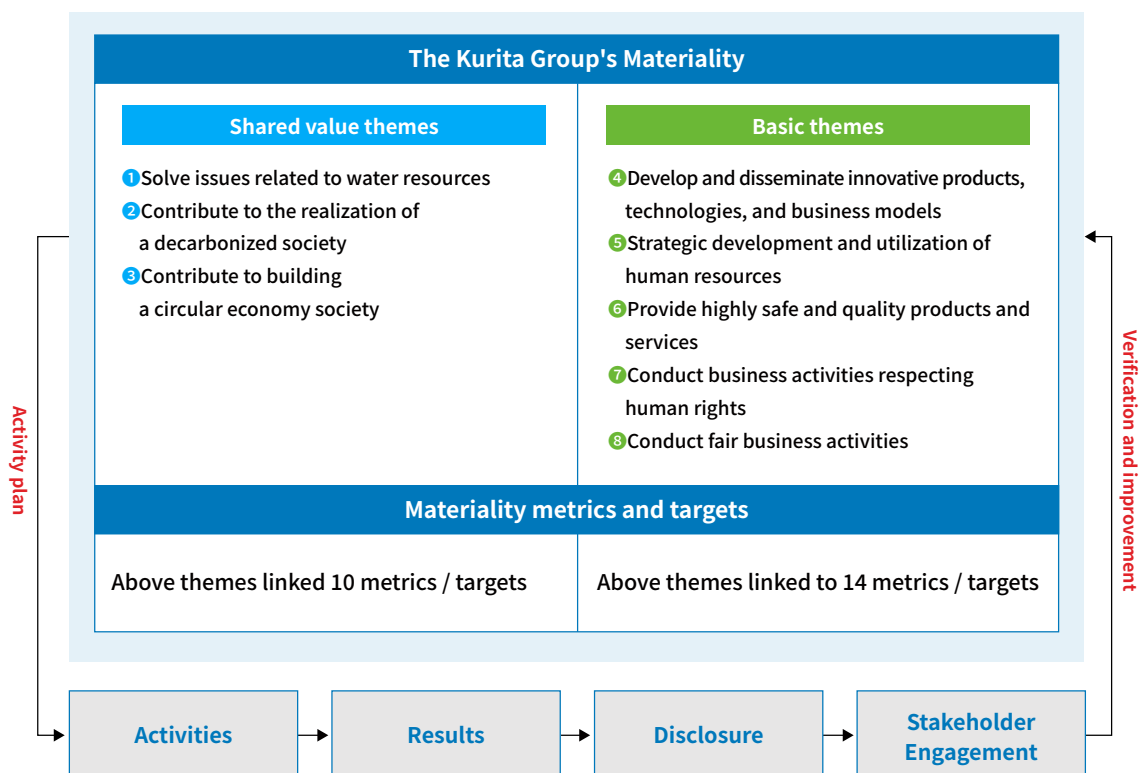
Cultivating value exceeding the expectations of society by engaging in dialogue with stakeholders

To achieve our corporate philosophy, I think it is essential to be constantly asking ourselves whether we are creating value that is truly unique to Kurita and whether we are taking the proper steps toward achieving that value, as well as gaining awareness and knowledge by engaging in dialogue with our stakeholders. We will continue taking on the challenge of creating value that exceeds everyone’s expectations by enhancing the information we disclose while utilizing international frameworks and standards related to sustainability and third-party verifications, and by listening carefully to the feedback we receive through dialogue.

The Kurita Group's Sustainability and Materiality

The Kurita Group views sustainability as corporate activities within the natural environment and social systems, and the pursuit of sustainable growth taking into account the impact of corporate activities on the environment and social systems, and vice versa. It positions sustainability at the core of business management.

In addition, the Kurita Group's vision is "Pioneering 'new value for water' to contribute to the realization of a sustainable society." To achieve this vision, we will identify key issues for each medium-term management plan based on global challenges related to sustainability, define them as the "Kurita Group's Materiality," and set metrics and targets to address it.



Materiality Identification Process

The materiality identification process is as follows.

Step 1: Identification of Sustainability Issues

The Kurita Group comprehensively selects sustainability issues across 37 themes as materiality candidates, referencing international rules^{*1}, laws and regulations, disclosure standards^{*2}, and issues identified through stakeholder engagement^{*3}.

^{*1} International rules: SDGs, Ten Principles of the UN Global Compact, OECD Guidelines for Multinational Enterprises, World Economic Forum's Global Risks Report

^{*2} Laws, regulations and disclosure standards: GRI Standards, GHG Protocol, SASB Standards, EU Taxonomy, SFDR, CSRD, TCFD, TNFD, etc.

^{*3} Stakeholder engagement: Responses to surveys by customers, results of supplier surveys, results of employee engagement surveys, information meetings for shareholders and investors, responses to ESG surveys, social contribution activities, etc.

The Kurita Group's Sustainability and Materiality

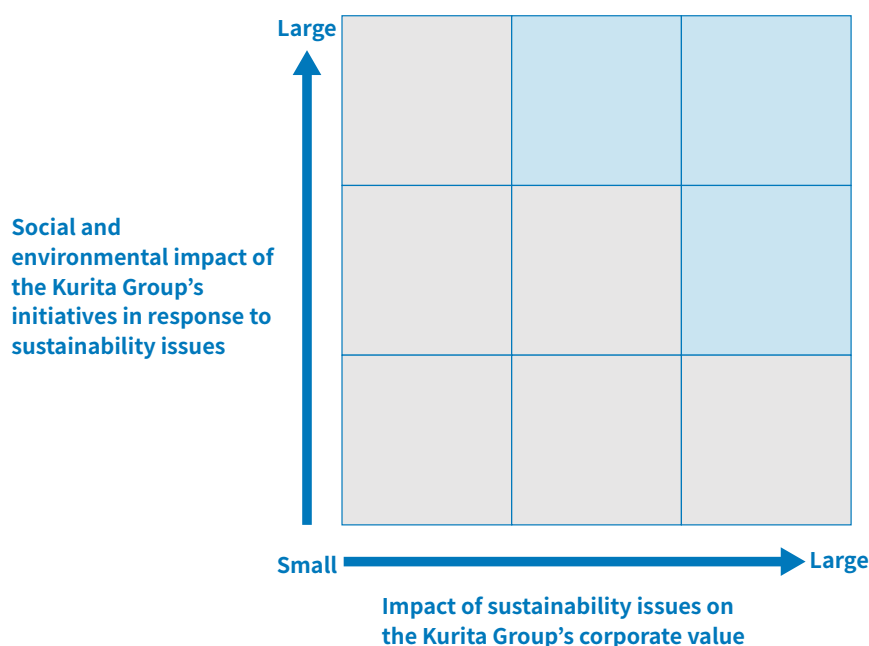
Step 2: Creation of Materiality Matrix

E&S Committee* members, External Directors, Audit & Supervisory Board members, and the E&S Committee* Secretariat were surveyed to assess the degree of positive and negative impact (probability and scale of impact) from two perspectives:

1. Impact of sustainability issues on the Kurita Group's corporate value (financial materiality)
2. Social and environmental impact of the Kurita Group's initiatives in response to sustainability issues (impact materiality)

The results of the survey were organized in a matrix along two axes: (1) above on the X-axis/horizontal axis, and (2) above on the Y-axis/vertical axis. Themes with a significant impact in both the X and Y axes were selected as materiality candidates. The candidates were grouped into seven main themes and five sub-themes covering common issues in multiple areas of materiality.

* Refers to the institution before June 29, 2023, when the Articles of Incorporation were partially amended. E&S Committee is the former name of the current Sustainability Committee.



Step 3: Confirmation of Adequacy and Selection of Materiality

Materiality candidates selected in Step 2 were submitted to the Executive Committee and the Board of Directors* for input. The committee responsible for reviewing the medium-term management plan, which is mainly comprised of members of the Executive Committee, confirmed the adequacy of the materiality candidates in parallel with the formulation of the PSV-27 Plan, finalized the Group's eight material issues and categorized them into two: "Basic Themes" that should serve as the foundation for management and business activities, and "Shared Value Themes" that lead to the creation of shared value with society. These material issues were then approved by the Board of Directors as the "Kurita Group's Materiality."

* Refers to the institution before June 29, 2023, when the Articles of Incorporation were partially amended.

The Kurita Group's Sustainability and Materiality

Materiality Metrics and Targets

The metrics and targets of the Kurita Group's Materiality were formulated by the organizations in charge of each metrics and discussed by the E&S Committee (the former name of the current Sustainability Committee) and the committee responsible for reviewing the medium-term management plan, and subsequently approved by the Board of Directors. These metrics and targets are organically integrated with the strategies of the PSV-27 Plan. The initiatives addressing materiality play a crucial role in achieving the goals of PSV-27, including the promotion of CSV business, which is a common approach across all Shared Value Themes.

Medium-term Management Plan ▷

CSV Business ▷

Shared Value Themes

1. Solve issues related to water resources

Strive to solve issues related to water resources in the aspects of the quantity, quality, and accessibility by providing solutions that harness water knowledge and by collaborating with various organizations, and maintain appropriate water circulation as the ecosystem services.

Metrics	Targets (Upper row) and Results (Lower row)				
	FY2024	FY2025 ^{*2}	FY2026	FY2028	FY2031
Total number of basins where collective actions are implemented ^{*10}	3 basins, 130 million people	3 basins, 93 million people	4 basins	5 basins	7 basins
	Not achieved (3 basins, 93 million people)				
Amount of water savings through CSV business	125 million m ³	135 million m ³	150 million m ^{3*} 2	250 million m ^{3*} 2	-
	Not achieved (90 million m ^{3*} 9)				
Rate of reduction in the ratio of GHG emissions to water savings ^{*1} through CSV business (compared to FY2023)	5%	20%	35%	50%	-
	Not Achieved (-17.3% ^{*9})				
Rate of reduction of water withdrawal intensity (compared to FY2023, excluding the ultrapure water supply business)	7%	21%	27% ^{*2}	Meet or exceed 30% ^{*2}	-
	Achieved (18.2%)				
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	-
	Achieved				

The Kurita Group's Sustainability and Materiality

2. Contribute to the realization of a decarbonized society

Contribute to the realization of a decarbonized society in the overall supply chain by developing and providing solutions that help reduce GHG emissions in industries and society and by implementing low-carbon business activities.

Metrics	Targets (Upper row) and Results (Lower row)					
	FY2024	FY2025 ^{*2}	FY2026	FY2028	FY2031	FY2051
Rate of reduction in Scope 1+2 emissions (compared to FY2020)	17%	50%	52%	73%	80% ^{*3}	Net-Zero
	Achieved (21.2%)					
Rate of reduction in Scope 3 emissions (compared to FY2020)	11%	14%	17%	22%	30%	Net-Zero
	Not achieved (-37.6% ^{*4})					
Avoided GHG emissions through CSV business	630 thousand t-CO ₂	900 thousand t-CO ₂	2,500 thousand t-CO ₂ ^{*2}	Meet or exceed 3,000 thousand t-CO ₂ ^{*2}	-	-
	Achieved (733 thousand t-CO ₂)				-	-

3. Contribute to building a circular economy society

Contribute to building sustainable industries and society and preventing and reversing the nature loss by developing and providing products and services that make effective use of and reuse limited resources and recyclable resources in optimal ways.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*2}	FY2026	FY2028
Rate of increase in resource recovery or reduction of resource input through CSV business(compared to FY2023)	30%	65%	100%	300%
	Not achieved (-2%)			
In-house waste recycling rate	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year
	Achieved			

The Kurita Group's Sustainability and Materiality

Basic themes

4. Develop and disseminate innovative products, technologies, and business models

Contribute to sustainable development of society by striving to develop and disseminate innovative products, technologies, and business models that help solve social issues, through collaborations of various people and organizations inside and outside the Group.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*2}	FY2026	FY2028
Investment rate in innovation areas ^{*4}	15%	20%	25%	30%
	Achieved (18%)			
Rate of the number of themes in innovation areas ^{*4}	20%	23%	30%	30%
	Achieved (22%)			
Number of stakeholder engagements related to innovation areas ^{*4}	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year
	Achieved			

5.Strategic development and utilization of human resources

Secure, develop and utilize diverse human resources who understand our Corporate Philosophy to remain a corporate group where each individual person demonstrates their capabilities and which works to maximize customer value and create shared value with society.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*2}	FY2026	FY2028
Engagement score(a. Rate of companies above the average of all industries, b. Score of each company surveyed)	a.50% b. Meet or exceed the previous survey	— ^{*5}	a.65% b. Meet or exceed the previous survey	a.75% b. Meet or exceed the previous survey
	a. Achieved (51%) b. Achieved (41%)(+3pt from the previous research))			
Rate of [women, foreigners, and experienced personnel] among executives of the company	30%	Meet or exceed the previous year	35%	40%
	Not Achieved (29.4%)			
Fill rate of human resources for development, digital, and intellectual property	65%	70%	75%	80%
	Achieved (65%)			

The Kurita Group's Sustainability and Materiality

6. Provide highly safe and quality products and services

Create products and services and continue to make improvements for securing quality and safety, based on information obtained from diverse points of contact with sites, thus increasing social confidence.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*2}	FY2026	FY2028
Reduction rate in the recurrence rate of accidents that affect customers and society ^{*6} (compared to the previous year)	30%	30%	20%	20%
	Achieved (37% ^{*9})			

7. Conduct business activities respecting human rights

Aim to respect human rights of all the people as an initiative on “humanity” in “an environment in which nature and humanity are in harmony,” based on international norms related human rights.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*2}	FY2026	FY2028
Conducting human rights due diligence on suppliers	Continuous implementation	Continuous implementation	Continuous implementation	Continuous implementation
	Achieved			
Accident severity rate ^{*7} (the Company and the Group Companies in Japan)	0.005 or less	0.005 or less	0.005 or less	0.005 or less
	Not Achieved (0.035)			
Rate of participation in human rights-related training	100%	100%	100%	100%
	Achieved (100%)			
Establishment of a liaison for remedies from human rights violations (grievance mechanism)	— ^{*8}	— ^{*8}	— ^{*8}	Completed
	—			

The Kurita Group's Sustainability and Materiality

8. Conduct fair business activities

Take actions with fairness, transparency, and integrity and work fairly, thus making people working for Kurita Group prouder of their work and continuously increasing social confidence.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*2}	FY2026	FY2028
Rate of participation in whistle-blowing system related training	100%	100%	100%	100%
	Achieved (100%)			
Rate of participation in training related to laws and internal rules for the compliance of anti-bribery and antitrust laws, etc.	100%	100%	100%	100%
	Achieved (100%)			
Number of violations of anti-bribery and antitrust laws	(0 cases)	(0 cases)	(0 cases)	(0 cases)
	Achieved (0 cases)			

^{*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).

^{*2} The targets were revised based on the progress and latest estimated results and approved by the Board of Directors. The target for amount of water savings through CSV business was revised downward realistically and feasibly. The targets for rate of reduction of water withdrawal intensity and avoided GHG emissions through CSV business were revised upward for the fiscal years 2025 and 2027, aiming for higher achievements based on the progress and latest estimated results.

^{*3} Previously, the target was set to achieve a 100% reduction, including the purchase of carbon credits. However, to align with international consensus, we have changed our target to an 80% reduction through means that meet the requirements for SBT certification as of October 29, 2024.

^{*4} This refers to the "innovation area" in Deloitte 7cellsSM (Deloitte's approach to formulating growth strategies).

^{*5} An engagement survey is conducted every two years, with the next one scheduled for FY2026.

^{*6} The company will be the target in fiscal 2024. The targets will be expanded to group companies in Japan in fiscal 2026 and to the Kurita Group in fiscal 2027.

^{*7} Regarding metrics and targets outside Japan, we will set them separately in FY2026, taking into account local laws and regulations, and will start working on them from FY2027.

^{*8} Conduct surveys, etc. from fiscal 2024 to 2026 would be prepared for establishment by fiscal 2028. After establishment, set targets related to raising awareness.

^{*9} Due to the mistake in part of the aggregation, results have revised as of April 2025.

^{*10} The metrics was revised to exclude the total population in the basins and approved by the Board of Directors to better represent the outcomes of Kurita Group's activities.

The Kurita Group's Sustainability and Materiality

Stakeholder Engagement

The Kurita Group engages with stakeholders – customers, business partners, employees, shareholders and investors, and local communities – and uses their expectations, concerns and feedback to adequacy of the “Kurita Group's Materiality” and its metrics and targets. The information is also reflected in activities to achieve the targets.

The Sustainability Committee compiles all the information from each engagement activity conducted by relevant departments and reflects it in the initiatives outlined above.

Stakeholder	Engagement method
Customers	<ul style="list-style-type: none"> Respond to surveys from customers and supplier evaluation organizations. Conduct interviews at the development stage for products, technologies, and business models. Communicate with customers through surveys and sales proposal activities.
Business partners	<ul style="list-style-type: none"> Conduct surveys using business partner questionnaires and supplier evaluation organizations. Receive anonymous consultations and whistle-blower reports through the business partner helpline. Investigate and remedy potential human rights risks by implementing human rights due diligence.
Employees	<ul style="list-style-type: none"> Implement employee engagement surveys. Conduct dialogue with employees through the self-reporting system and other channels. Set up a contact point for compliance consultation and for public interest whistleblowing to receive anonymous consultations and whistleblower reports.
Shareholders and investors	<ul style="list-style-type: none"> Conduct dialogue with shareholders and investors through financial results briefings, participation in conferences, and IR roadshows. Conduct dialogue with individual securities analysts and institutional investors through meetings and conference calls. Respond to surveys from ESG evaluation organizations and other bodies.
Local communities	<ul style="list-style-type: none"> Verify negative and positive feedback received by business sites. Contribute to the Kurita Water and Environment Foundation to support advances in science and technology related to water and the environment. Work with external organizations and groups through community initiatives to improve water resources and public health issues and to support future generations. Conduct activities related to nature conservation, welfare, disaster prevention, and other issues in communities where business sites are located, and provide support for areas affected by disasters or conflict.

The Kurita Group's Sustainability and Materiality

Results in FY2024

Stakeholder	Results of Engagement		Issues Going Forward
Customers	Responding to surveys from customers and supplier evaluation organizations	Responded to all surveys both directly from customers and through supplier evaluation agencies. EcoVadis, one of the supplier evaluation agencies, awarded us a "Silver Medal," which indicates that we are in the top 15% of all companies assessed. In addition, we have corrected the issues raised by individual customers.	We will continue to improve the initiatives within the Group and our supply chain, by understanding the standards referenced by our customers and analyzing the evaluation results from supplier assessment organizations.
	Interviews during the development phase of products, technologies, and business models	Conducted customer interviews and incorporated the results into the decision-making criteria within the development process. This led to the review of development content and the making of go-stop decisions across multiple development themes. Additionally, we secured interviewees and refined the content of the interviews.	We will continue our efforts to ensure that confirmation against the criteria in the hearing and development process does not become a formality.
	Communication through customer surveys and proposal activities	Conducted NPS ^{*1} surveys and received responses from 1,547 customers from all over the world. We identified items with relatively low satisfaction and a high correlation with recommendation as urgent improvement items. These items were communicated to relevant departments to reflect in their initiatives.	We will continue to improve our survey methodology so that we can also identify expectations and issues related to the initiatives of Kurita Group's sustainability.
Business partners	Responding to surveys with our business partners and through supplier evaluation organizations.	Conducted surveys with our business partners and addressed consultation items and issues. We also provided guidance and re-audited business partners identified as high-risk based on their response to EcoVadis. As a result, the average score of our business partners assessed by EcoVadis increased from the previous year. The number of newly registered and assessed business partners also increased by 27, bringing the total number of domestic and international suppliers to 150.	We will continue our efforts to increase the number of suppliers assessed by EcoVadis and to address identified risks.
	Ensure anonymous consultation and reporting through the helpline for business partners	Distributed leaflets about the helpline for business partners to raise awareness of its availability.	We will continue to improve our guidance to increase their intention for use.
	Investigation and correction of potential human rights risks through the implementation of human rights due diligence.	As part of our human rights due diligence, we assessed the working conditions of technical interns trainees at multiple business partners to identify any issues. Additionally, we investigated the records of raw materials, including conflict minerals, and the smelters used by suppliers with large procurement of electronic parts.	We will continue to understand the actual situation and work on promoting corrective actions with our business partners to resolve the identified issues
Employees	Conducting employee engagement surveys	Conducted employee engagement surveys to 6,790 employees globally, receiving 5,800 responses. Additionally, we formulated measures and launched initiatives, so each organization analyze the survey results, identify and improve organizational issues.	We will continue to work on the measures set to improve engagement and promote D&I.
	Dialogue with employees through self-assessment system, etc.	Enhanced dialogue between employees and supervisors using tools to visualize human resource characteristics and mental states. We also revised the content of questions in the self-assessment system and strengthened support for employees to achieve their career goals	We will continue to develop an environment in which employees can grow while developing their careers autonomously.
	Set up a contact for whistleblowing and compliance consultation Desk to accept anonymous consultations and whistleblowing.	Provided training on how to use whistle-blowing and compliance consultation desk to new employees and newly accepted temporary staff.	We will continue to improve usability and continuously raise awareness.
Shareholders and investors	Dialogue with shareholders and investors by holding various information meetings, participating in conferences, and conducting road shows; individual dialogue with securities analysts and institutional investors through interviews and teleconferences	Increased the number of meetings with shareholders and investors at overseas IR and conferences and expanded the number of speakers beyond the President and CFO and deepened the dialogue to utilize constructive dialogue from a medium- to long-term perspective for management. We have also revised the method of accepting questions in advance at the general shareholders' meeting to gather more questions from shareholders.	We will continue to enhance opportunities for dialogue with shareholders and investors.
	Responding to surveys from ESG evaluation organizations, etc.	Responded to surveys from ESG evaluation organizations. We have continued to be selected as a constituent of leading ESG indices, including in all ESG indices used by the GPIF.	We will continue to improve our initiatives, including the Kurita Group's internal systems and supply chain, through analysis of evaluation results by ESG evaluation organizations. We will also strengthen our response to international sustainability information disclosure standards and other regulations.
Local communities	Confirmation of complaints and acknowledgements received at business locations	There were zero complaints or acknowledgements.	We will continue to confirm the local input for each location.
	Contribution to the promotion of science and technology related to water and the environment through donation for Kurita Water and Environment Foundation	Continued to contribute to and support the Foundation. The Foundation's domestic and international research grants totaled 185, up 30 from the previous fiscal year.	We will continue to support the Foundation by checking the status of its research grant activities.
	Collaboration with external organizations through corporate citizenship activities such as improving water resources and public health issues and fostering the next generation	Implemented initiatives to solve water resource issues in three watersheds in the United States, Brazil, and Indonesia as part of the WRC ^{*2} activities. In addition, in collaboration with several NPOs and with the participation of the Kurita Group employees, we carried out social contribution activities related to blue carbon and biodiversity, such as eelgrass cultivation and wetland restoration.	We will continue to work to continue and expand our activities for the conservation of nature, including water resources.
	Activities related to nature conservation, welfare, disaster prevention, etc. in the areas where our business bases are located, and support for disaster-stricken areas in the event of disasters or conflicts	Donated 10 million yen to the Noto Peninsula Earthquake Relief Program conducted by Japan Platform, a non-profit organization, to support areas affected by the 2024 Noto earthquake. In addition, through local governments and NPOs, we installed three Kurita Creation Co., Ltd.'s disaster water supply units in Nanao and Wajima cities and provided drinking water in response to customer requests.	We will work to improve our systems so that the Kurita Group can provide effective and integrated support in the event of a disaster or conflict.

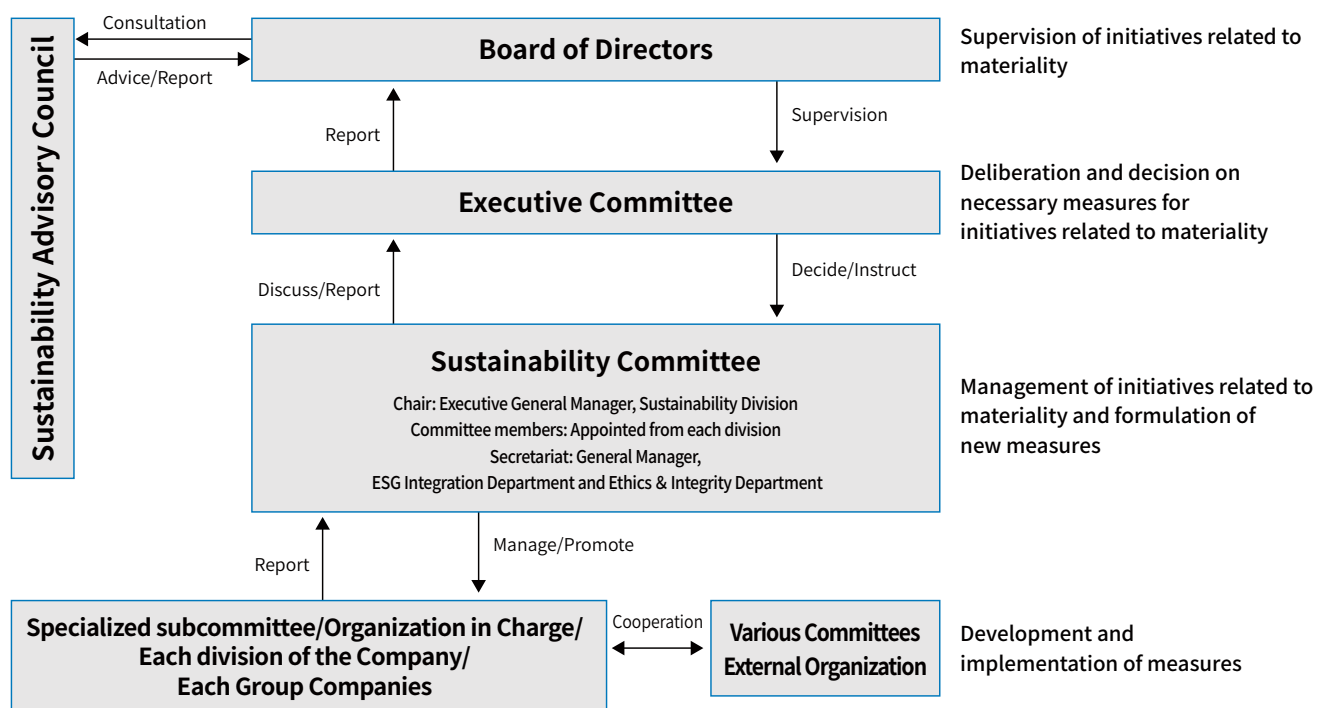
*1 NPSSM is the registered trademark or service mark of Bain & Company, Fred Reichheld, and Satmetrix Systems.

*2 This is a new organization established by the CEO Water Mandate, an initiative of the United Nations Global Compact, and is working under the leadership of industry to conserve and restore water resources in river basins around the world where water resources issues are serious.

The Kurita Group's Sustainability and Materiality

Promotion and Governance System

In the Kurita Group, the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, oversees and promotes the Group's initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee twice a year in principle, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities. The Sustainability Advisory Council examines and deliberates on the Company's approach to sustainability management from a multi-stakeholder, medium- to long-term perspective, taking into account global circumstances surrounding sustainability, and provides advice and reports to the Board of Directors.



The Kurita Group's Sustainability and Materiality

PDCA

The Kurita Group sets Groupwide medium-term targets and fiscal-year targets for each activity related to the Kurita Group's Materiality and its metrics and targets. Revisions to action plans for each fiscal year and to metrics and targets, where necessary, are prepared by the organizations in charge, discussed by the Sustainability Committee, and finalized by the Executive Committee. The Sustainability Committee and the Executive Committee evaluate the outcomes of the activities.

	Plan	Do	Check	Action
Board of Directors of the Company	<ul style="list-style-type: none"> Establish a medium-term management plan that includes materiality and initiatives related to materiality. 		<ul style="list-style-type: none"> Receive reports from the Executive Committee on metrics, targets, and activity results of materiality, and review and evaluate them. Receive and review reports from the Executive Committee regarding stakeholder expectations, concerns, and evaluations. 	<ul style="list-style-type: none"> Receive reports from the Executive Committee on the review of materiality and make decisions
Executive Committee of the Company	<ul style="list-style-type: none"> Deliberate on the medium-term management plan, including materiality and initiatives related to materiality, and decide the business plans for each fiscal year. 		<ul style="list-style-type: none"> Receive reports from the Sustainability Committee on the metrics, targets, and activity results of materiality, in principle twice a year, and review and evaluate them. Receive reports from the Sustainability Committee on stakeholders' expectations, concerns, and evaluations, in principle twice a year, and review them. 	<ul style="list-style-type: none"> Receive reports from the Sustainability Committee on the review of materiality and deliberate on them.
Sustainability Committee	<ul style="list-style-type: none"> Formulate sustainability issues, draft materiality, and submit them to the Executive Committee for discussion. Consider the metrics and targets of materiality, as well as the activity plans for each fiscal year, and submit the results to the Executive Committee for discussion. 	<ul style="list-style-type: none"> Review the progress of the metrics and targets of materiality. 	<ul style="list-style-type: none"> Review and evaluate the metrics, targets, and activity results of materiality. Utilize stakeholders' expectations, concerns, and evaluations to validate the appropriateness of materiality and its metrics and targets, and to improve activities. 	<ul style="list-style-type: none"> Review the necessity of revising materiality and its metrics and targets, and submit the results to the Executive Committee for discussion.
Organizations in charge Various committees Each Division of the Company Each Group Companies	<ul style="list-style-type: none"> Formulate activity plans based on the metrics and targets of materiality, as well as the medium-term management plan and business plan. 	<ul style="list-style-type: none"> Promote activities related to the metrics and targets of materiality, and report the status of activities to the Sustainability Committee. Disclose information regarding sustainability. Conduct stakeholder engagement. 	<ul style="list-style-type: none"> Review the metrics, targets, and activity results of materiality. Review stakeholders' expectations, concerns, and evaluations. 	<ul style="list-style-type: none"> Review the metrics, targets, and related activities of materiality, and report the results to the Sustainability Committee.
External Organizations we belong to or collaborate with	<ul style="list-style-type: none"> Actively participate in the planning processes of external organizations. 	<ul style="list-style-type: none"> Conduct activities in collaboration with external organizations. Disclose information about activities in a format aligned with external organizations. 	<ul style="list-style-type: none"> Ensure alignment between the activities of external organizations and the direction of Kurita Group's materiality. 	<ul style="list-style-type: none"> Reevaluate the continuation of activities with the relevant external organizations as necessary.

The Kurita Group's Sustainability and Materiality

External Evaluation

Inclusion in ESG Indexes

FTSE4Good Index Series

This index was developed by FTSE Russell, a global index provider based in the United Kingdom. The FTSE4Good Index Series is designed to promote investment in companies that meet global environmental, social, and governance (ESG) standards. (As of June 2024)

[Official Website](#) ▶



FTSE4Good

FTSE Blossom Japan Index

This index was developed by FTSE Russell. The FTSE Blossom Japan Index is designed to measure the performance of Japanese companies that are making outstanding efforts on ESG.

[Official Website](#) ▶



**FTSE Blossom
Japan Index**

FTSE Blossom Japan Sector Relative Index

This index was designed by FTSE Russell, as a sector neutral benchmark that reflects the performance of Japanese companies demonstrating strong environmental, social and governance practices (ESG). Also, the index is designed to support the transition to a low carbon economy by evaluating companies' climate governance activities aligned with the Taskforce on Climate-related Financial Disclosures' (TCFD) recommendations and carbon emissions intensity to determine stock eligibility for index inclusion. (As of June 2024)

[Official Website](#) ▶



**FTSE Blossom
Japan Sector
Relative Index**

MSCI NIHONKABU ESG Select Leaders

This index was developed by MSCI. This index is composed of Japanese companies with excellent ESG evaluation among the constituents of the IMI Index without any bias toward any industry sector. (As of June 2024)

**2024 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX**

* Our inclusion in any MSCI index, and the use of any MSCI logo, trademark, service mark or index name on this page does not constitute a sponsorship, endorsement or promotion of us by MSCI or its affiliates. Exclusive Ownership of MSCI: MSCI, the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

The MSCI Japan Empowering Women Index(WIN)

This index was developed by MSCI. It is composed of companies in the MSCI IMI Top 500 Index that have been selected based on their data regarding employment of women, disclosed under the Act on Promotion of Women's Participation and Advancement in the Workplace and corporate policies regarding gender diversity. (As of June 2024)

**2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)**

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The Kurita Group's Sustainability and Materiality

SOMPO Sustainability Index

This index was developed by Sompo Asset Management Co., Ltd., a Japanese asset management company. The index is composed of independently selected stocks, emphasizing their ESG evaluation based on the Buna-no-Mori Environmental Questionnaire (environmental assessment) conducted by Sompo Risk Management Inc. and the IntegreX Survey (social and corporate governance assessments) conducted by Integrex Inc. (As of June 2024)



S&P/JPX Carbon Efficient Index

The index is jointly developed, calculated and published by S&P Dow Jones Indexes, Inc. and Japan Exchange Group. Based on TOPIX component stocks, the weight of the constituents is determined based on the disclosure status of environmental information and the level of carbon efficiency (carbon emissions per sales). (As of June 2024)



Evaluation by ESG Rating Organization

ISS-ESG

Certified as a "Prime" company in the ESG ratings of ISS ESG, the Responsible Investment division of US-based proxy advisory firm Institutional Shareholder Services. Prime status indicates that Kurita exceeded industry-specific rating criteria. (As of July 2024)



Evaluation by Supplier Evaluation Organization

EcoVadis

Awarded the Silver Medal, indicating a ranking in the top 15% of all companies in all industries, by EcoVadis, a French firm that rates the sustainable procurement capabilities of suppliers from a sustainability perspective. (As of July 2024)



Evaluation by Creating a Corporate Culture that Facilitates Work

Platinum Kurumin

This is a system in which the Minister of Health, Labour and Welfare of Japan certifies outstanding companies that work to support the balance between work and childcare. (Certified in 2024)



Class 3 Eruboshi

This is a system in which the Minister of Health, Labour and Welfare of Japan certifies as a "company promoting the active participation of women" based on the Act on Promotion of Women's Participation and Advancement in the Workplace. (Certified in 2022)



1. Solve Issues Related to Water Resources

Strive to solve issues related to water resources in the aspects of the quantity, quality, and accessibility by providing solutions that harness water knowledge and by collaborating with various organization, and maintain appropriate water circulation as the ecosystem services.

The Kurita Group Approach

The Kurita Group addresses issues such as water scarcity due to the uneven distribution of water, water pollution caused by industrial development, and public health concerns and is working to solve issues related to water resources from the perspectives of water quantity, water quality, and access to water by leveraging water knowledge and collaborating with various organizations, and will maintain the appropriate water circulation as an ecosystem service.

The Kurita Group has established the Kurita Group Environmental Policy as a groupwide policy on environmental issues, which are common challenges for society. Based on this policy, we will continuously promote environmental improvement activities *.

* The Kurita Group defines its environmental improvement activities as follows:

1. activities to comply with the environment-related laws and regulations of each country and region that are applicable in conducting business activities;
2. initiatives to solve international issues related to the sustainability of water and the environment through business activities; and
3. disclosure of information related to 1 and 2, and engagement with customers, business partners, employees, shareholders and investors, and local communities related to such activities.

[Kurita Group Environmental Policy >](#)

Contribution to Achieving the SDGs

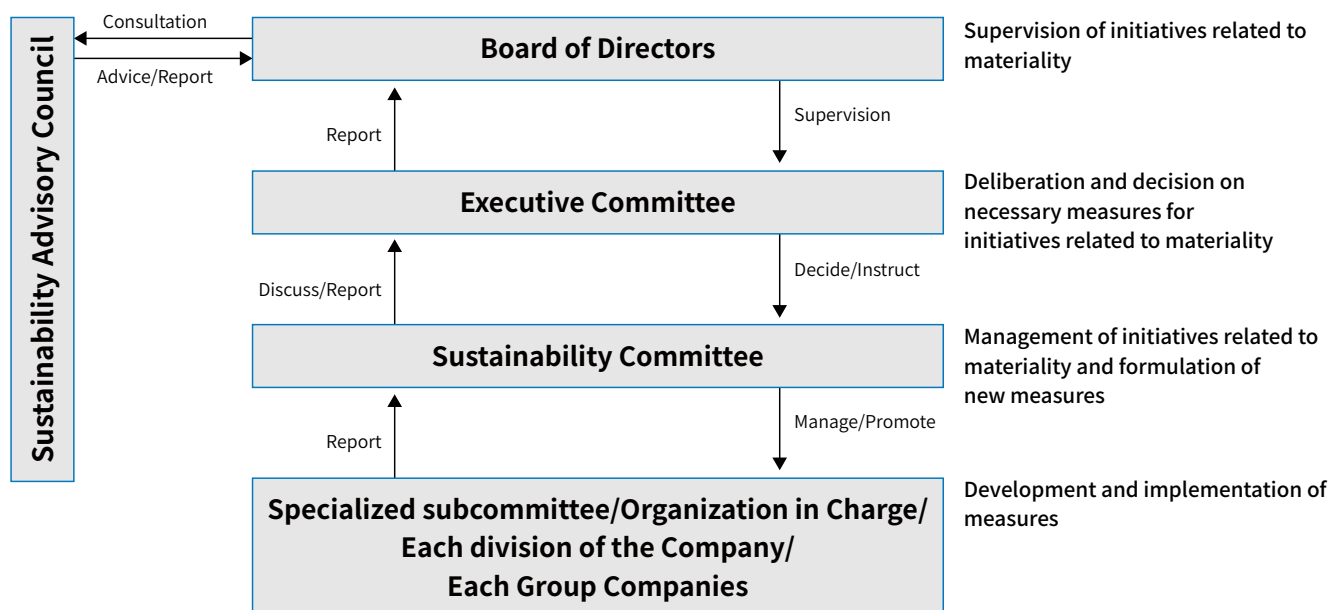


1. Solve Issues Related to Water Resources

Promotion and Governance System

The Kurita Group has defined “Solve issues related to water resources” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, oversees and promotes the Group’s initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee twice a year in principle, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities. The Sustainability Advisory Council examines and deliberates on the Company’s approach to sustainability management from a multi-stakeholder, medium- to long-term perspective, taking into account global circumstances surrounding sustainability, and provides advice and reports to the Board of Directors.

In fiscal 2025, we have established the Water Conservation Subcommittee as a specialized subcommittee to create and expand CSV businesses that contribute to solving water resource issues, such as water conservation, and are currently developing and implementing promotion strategies.



Please refer to the details of the CSV business here.

[CSV Business >](#)

Acquisition of ISO 14001 Certification

The Kurita Group has acquired ISO 14001 certification, focusing on business sites with high environmental impact. Please click here to see the acquisition rate of the entire Group and the list of companies that have acquired certification as of March 2024.

[ESG Data >](#)

1. Solve Issues Related to Water Resources

Targets and Results

The Kurita Group is committed to solving water resource issues by setting targets related to water conservation and the reduction of GHG emissions associated with water conservation through the provision of solutions to customers, reducing water withdrawal in business activities, and engaging in collaborations with other organizations to alleviate water stress and raise awareness about water resources. Targets and results for this materiality are shown as below.

Metrics	Targets (Upper row) and Results (Lower row)				
	FY2024	FY2025 ^{*2}	FY2026	FY2028	FY2031
Total number of basins where collective actions are implemented ^{*4}	3 basins, 130 million people	3 basins, 93 million people	4 basins	5 basins	7 basins
	Not Achieved (3 basins, 93 million people)				
Amount of water savings through CSV business	125 million m ³	135 million m ³	150 million m ^{3*2}	250 million m ^{3*2}	-
	Not Achieved (90 million m ^{3*3})				
Rate of reduction in the ratio of GHG emissions to water savings ^{*1} through CSV business (compared to FY2023)	5%	20%	35%	50%	-
	Not Achieved (-17.3% ^{*3})				
Rate of reduction of water withdrawal intensity (compared to FY2023, excluding the ultrapure water supply business)	7%	21%	27% ^{*2}	Meet or exceed 30% ^{*2}	-
	Achieved (18.2%)				
Number of individuals, organizations and groups we engage with to raise awareness on water resources	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	-
	Achieved				

^{*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).

^{*2} The targets were revised based on the progress and latest estimated results and approved by the Board of Directors. The target for amount of water savings through CSV business was revised downward realistically and feasibly. The targets for rate of reduction of water withdrawal intensity was revised upward for the fiscal years 2025 and 2027, aiming for higher achievements based on the progress and latest estimated results.

^{*3} Due to the mistake in part of the aggregation, results have revised as of April 2025.

^{*4} The metrics was revised to exclude the total population in the basins and approved by the Board of Directors to better represent the outcomes of Kurita Group's activities.

1. Solve Issues Related to Water Resources

Evaluation of Results and Outline of Activities

Total Number of Basins Where Collective Actions are Implemented and Total Population in the Basins

The Kurita Group promotes collective action to alleviate water stress in collaboration with multiple companies and organizations. This initiative is carried out through partnerships with international initiatives such as the Water Resilience Coalition (WRC)^{*1}, which we have been a member of since 2020, and the Alliance for Water Stewardship (AWS)^{*2}, which we joined in July 2024, to address water resource issues in stressed basins.

In fiscal 2024, we continued our campaign “Impact Together,” which was launched in fiscal 2023, to address water resource issues in the Colorado River Basin in the United States and the PCJ Basin in Brazil. Additionally, we initiated collective action in the Citarum River Basin in Indonesia to address water quality issues of the basin. However, due to the change of the activity basin from the initially planned basin to the Citarum River Basin, the cumulative population of the activity area for the fiscal 2024 fell short of the target.

^{*1} An organization led by the industrial sector that works on the preservation of water resources in water-stressed basins all over the world, established by The CEO Water Mandate, an initiative of the United Nations Global Compact.

^{*2} An international initiative aimed at realizing a sustainable water environment by promoting appropriate water use and management by companies in each basins.

WRC | Water Resilience Coalition▷

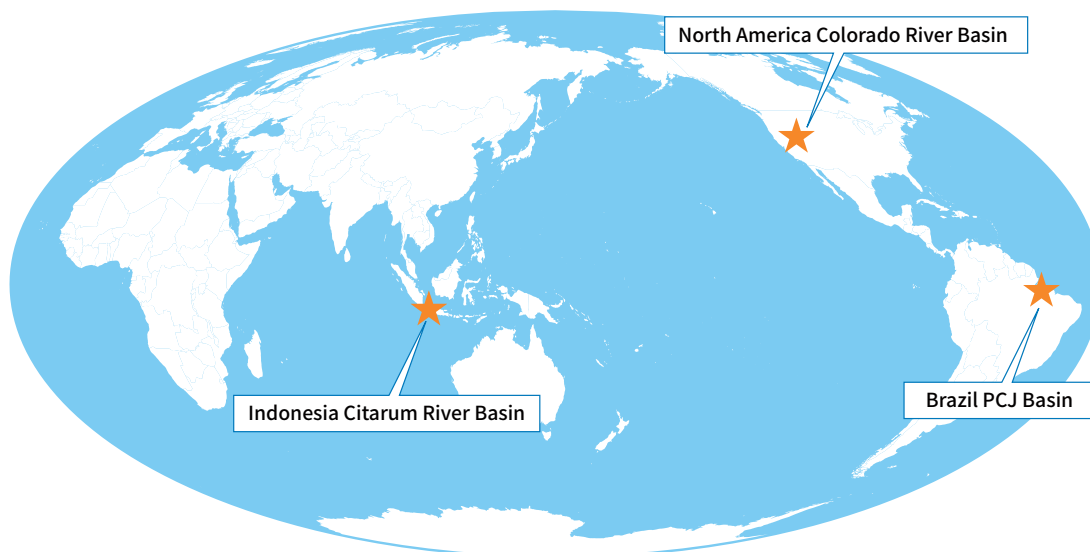
AWS | Alliance for Water Stewardship▷

For information about other initiatives to improve water access and prevent the spread of infectious diseases, please refer to this page.

Corporate Citizenship Activities▷

Areas of Collective Action Activities

We are working to solve water resource issues by promoting collective actions in basins facing water scarcity and water pollution.



1.Solve Issues Related to Water Resources

Amount of Water Savings through CSV Business

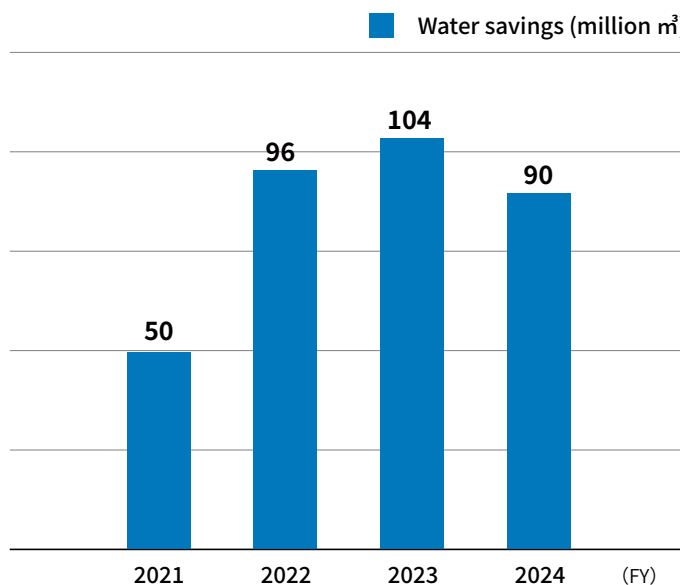
The Kurita Group has set a target for the amount of water savings through CSV business, and develops and provides solutions that contribute to saving water. The actual result of fiscal 2024, fell short of the target at 90 million m³, because of the impact of changes in the plans for large projects.

Please refer to the details of the CSV business here.

[CSV Business](#)▷

[Examples of improvements](#)▷

Amount of Water Savings through CSV Business



Rate of Reduction in the Ratio of GHG Emissions to Water Savings through CSV Business

The Kurita Group has set a target for the rate of reduction in the ratio of GHG emissions to water savings, and is promoting initiatives that focus on the trade-off of increased GHG emissions derived from the operation of water treatment facilities that contributes to water savings. In fiscal 2024, the target was not achieved, resulting in -17.3 % , due to the increase in Scope 3 emissions and the failure to meet the target for the amount of water savings through CSV business.

1.Solve Issues Related to Water Resources

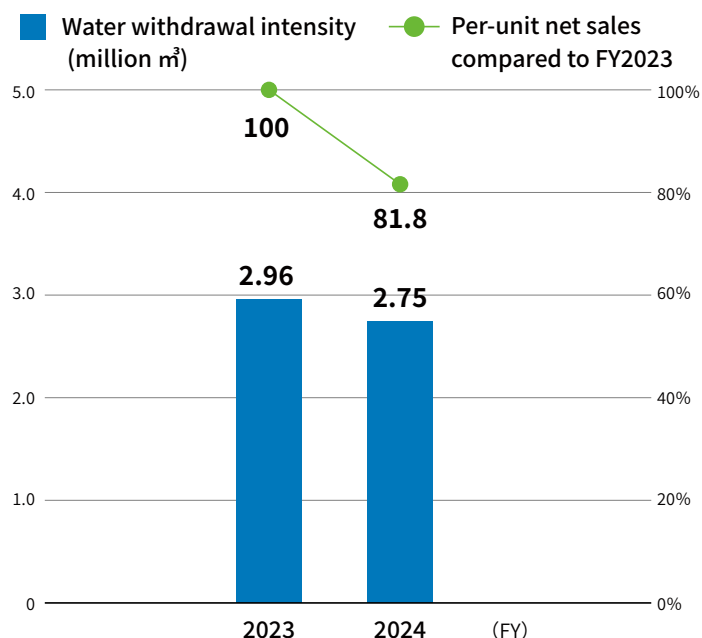
Rate of Reduction of Water Withdrawal Intensity

The Kurita Group evaluates water risks at each of its sites using the World Resources Institute's 'AQUEDUCT,' and metrics such as the proportion of water withdrawal at each site relative to the Group's total water withdrawal, and business characteristics. Based on these evaluations, we select priority sites for water risk reduction initiatives. At the selected sites, considering the characteristics of each site, we select items that are closely related to water usage, such as production volume, net sales, or total floor space, as the denominators for a per-unit measurement and set annual goals, and work to reduce water usage per unit. In fiscal 2024, actual result exceeded the target at 18.2%, largely due to a substantial reduction intake at Kurita Europe GmbH.

For other water-related data (water consumption, water discharge, etc.) at our business sites, please see ESG data.

ESG Data▶

Changes in water withdrawal intensity and per-unit net sales compared to FY2023



Number of individuals, organizations and groups we engage with to raise awareness on water resources

In the fiscal 2024, we introduced WRC's initiatives to a wide range of stakeholders, conducted tours of our research and development facilities for shareholders and investors, held sustainability briefings, and organized educational tours for the local community.

2. Contribute to the Realization of a Decarbonized Society

Contribute to the realization of a decarbonized society in the overall supply chain by developing and providing solutions that help reduce GHG emissions in industries and society and by implementing low-carbon business activities.

The Kurita Group Approach

The Kurita Group views climate change issues, including extreme weather events and natural disasters caused by global warming, as a major global social challenge, and will contribute to the realization of a decarbonized society throughout the entire supply chain by developing and providing solutions that contribute to the reduction of GHG emissions in the industry and society, and by implementing low-carbon business activities.

The Kurita Group has established the Kurita Group Environmental Policy as a groupwide policy on environmental issues, which are common challenges for society. Based on this policy, we will continuously promote environmental improvement activities^{*1}.

Regarding our efforts to address climate change issues, we disclose information on our response to climate change based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)^{*2}.

^{*1} The Kurita Group defines its environmental improvement activities as follows:

1. activities to comply with the environment-related laws and regulations of each country and region that are applicable in conducting business activities;
2. initiatives to solve international issues related to the sustainability of water and the environment through business activities; and
3. disclosure of information related to 1 and 2, and engagement with customers, business partners, employees, shareholders and investors, and local communities related to such activities.

^{*2} Task force on climate-related financial disclosures established to examine how climate-related information should be disclosed, and how financial institutions should respond. The task force recommends companies to disclose items related to climate change-related risks and opportunities. The task force dissolved in October 2023, and its supervisory function for the corporate climate change-related disclosure was taken over by the International Sustainability Standards Board (ISSB).

[Kurita Group Environmental Policy](#) ▷

[The Kurita Group's report based on the TCFD recommendations](#) ▷

Contribution to Achieving the SDGs

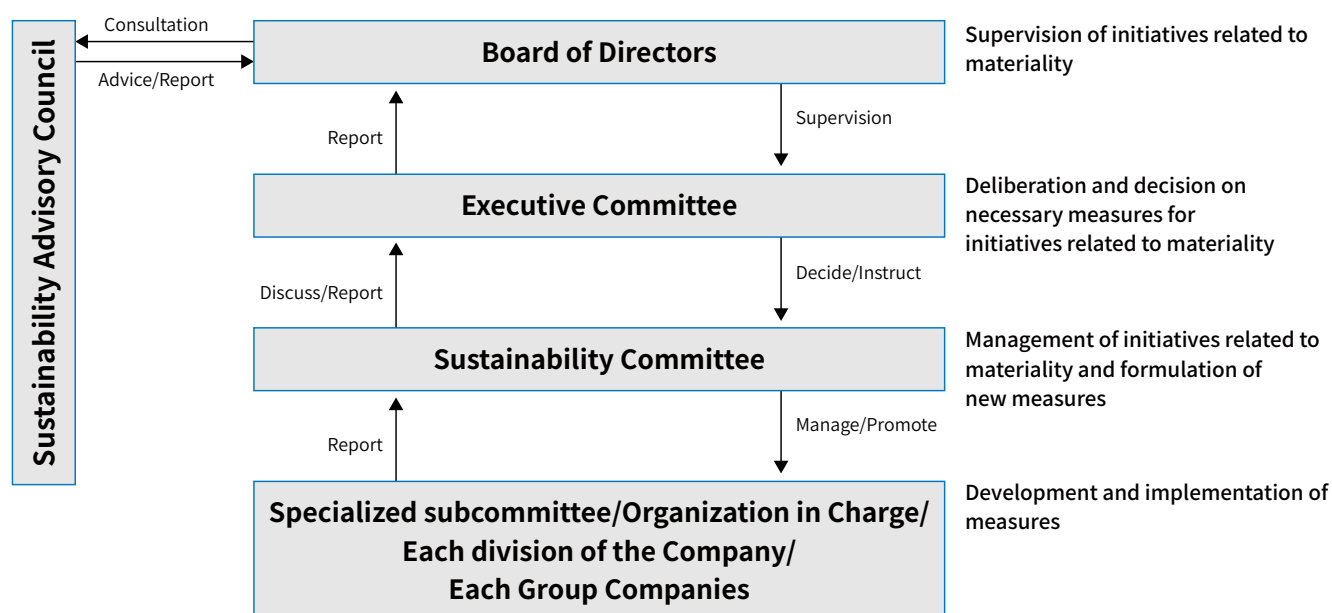


2. Contribute to the Realization of a Decarbonized Society

Promotion and Governance System

The Kurita Group has defined “Contribute to the realization of a decarbonized society,” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of Sustainability Division, a Corporate Officer of the Company, discusses the activities of the specialized subcommittee (Carbon Neutral Promotion Subcommittee) and each organization, and oversees and promotes the Group’s initiatives to address climate change issues.

The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee twice a year in principle, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities. The Sustainability Advisory Council examines and deliberates on the Company’s approach to sustainability management from a multi-stakeholder, medium- to long-term perspective, taking into account global circumstances surrounding sustainability, and provides advice and reports to the Board of Directors.



Carbon Neutral Promotion Subcommittee

The Carbon Neutral Promotion Subcommittee is a specialized subcommittee under the Sustainability Committee that considers measures to achieve the target of rate of reduction in scope 3 emissions and avoided GHG emissions through CSV business related to the materiality “Contribute to the realization of a decarbonized society”. In fiscal 2024, we worked on creating new business plans and CSV business that contribute to reducing GHG emissions, and reducing business risks and seizing opportunities by calculating carbon footprints. In fiscal 2025, we will continue to work on calculating our carbon footprint, as well as building a system for reducing Scope 3 emissions and formulating medium- to long-term scenarios.

Please refer to the details of the CSV business here.

[CSV Business](#) ▷

Acquisition of ISO 14001 Certification

The Kurita Group has acquired ISO 14001 certification, focusing on business sites with high environmental impact. Please click here to see the acquisition rate of the entire Group and the list of companies that have acquired certification as of March 2024.

[ESG Data](#) ▷

2. Contribute to the Realization of a Decarbonized Society

Targets and Results

The Kurita Group is working to achieve a decarbonized society by setting targets to reduce GHG emissions through the provision of solutions to customers, and to reduce Scope1, 2, and 3 emissions in business activities by setting long-term goal of 'Net-Zero' aligned with the methodology indicated by SBTi*. This target was received Science-Based Targets (SBT) validation from SBTi as the target aligned with the goals of the Paris Agreement in April 2025. The Kurita Group's targets and results this materiality are shown as below.

* 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.

Metrics	Targets (Upper row) and Results (Lower row)					
	FY2024	FY2025 ^{*1}	FY2026	FY2028	FY2031	FY2051
Rate of reduction in Scope 1+2 emissions (compared to FY2020)	17%	50%	52%	73%	80% ^{*2}	Net-Zero
	Achieved (21.2%)					
Rate of reduction in Scope 3 emissions (compared to FY2020)	11%	14%	17%	22%	30%	Net-Zero
	Not achieved (-37.6% ^{*3})					
Avoided GHG emissions through CSV business	630 thousand t-CO ₂	900 thousand t-CO ₂	2,500 thousand t-CO ₂ ^{*1}	Meet or exceed 3,000 thousand t-CO ₂ ^{*1}	-	-
	Achieved (733 thousand t-CO ₂)				-	-

* 1 The target was revised based on the progress and latest estimated results and approved by the Board of Directors. The target for avoided GHG emissions through CSV business was revised upward for the fiscal years 2025 and 2027, aiming for higher achievements based on the progress and latest estimated results.

* 2 Previously, the target was set to achieve a 100% reduction, including the purchase of carbon credits. However, to align with international consensus, we have changed our target to an 80% reduction through means that meet the requirements for SBT certification as of October 29, 2024.

* 3 Due to the mistake in part of the aggregation, results have revised as of April 2025.

Evaluation of Results and Outline of Activities

The Kurita Group has set a long-term goal of 'Net-Zero' aligned with the methodology indicated by SBTi with fiscal 2020 as the base year, and is working to reduce scope1, 2 and 3. This target was received Science-Based Targets (SBT) validation from SBTi as the target aligned with the goals of the Paris Agreement in April 2025.

In fiscal 2020, the base year for the metrics, the Kurita Group's GHG emissions were approximately 2% for Scope 1 + 2 and approximately 98% for Scope 3.

Type	Scope of calculation areas
Scope1	<ul style="list-style-type: none"> Fossil fuel combustion for energy use Fuels used by company-owned vehicles Activities included: Fuels used in company-owned vehicles on public roads and company-owned vehicles used exclusively on premises Activities not included: Fuels used for personal cars, rental cars used temporarily, and loaner cars used for car inspections, etc.
Scope2	Use of externally purchased electricity, heat, etc.
Scope3	<ul style="list-style-type: none"> Applicable categories: 1, 2, 3, 4, 5, 6, 7, 9, 11, 12, and 13 *It should be noted that 1, 4, and 9 are calculated collectively, not individually. Non-applicable categories: 8 (Not calculated as it has been included in Scope 1 and 2) 10 (Not applicable as there is no processing of sold products) 14 (Not applicable as there are no franchises) 15 (Not applicable as there are no applicable investments.)

2. Contribute to the Realization of a Decarbonized Society

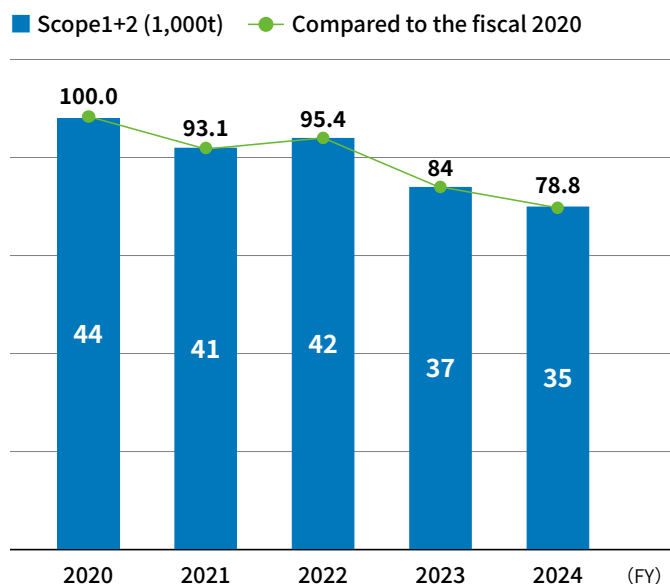
Rate of Reduction in Scope 1+2 Emissions

As the majority of Scope 1 + 2 emissions are GHG emissions from electricity in Scope 2, we will therefore promote the transition to electricity derived from renewable energy, purchase of renewable energy certificates, and gradually switch from gasoline cars to electric and hybrid vehicles. In fiscal 2024, we achieved our target of reducing Scope 1 + 2 by 21.2% compared to the base year of fiscal 2020, mainly due to the adoption of renewable energy at domestic bases that have a large amount of GHG emissions from electricity.

For data on renewable energy installations and energy consumption, please click on the link below.

[ESG Data](#) ▶

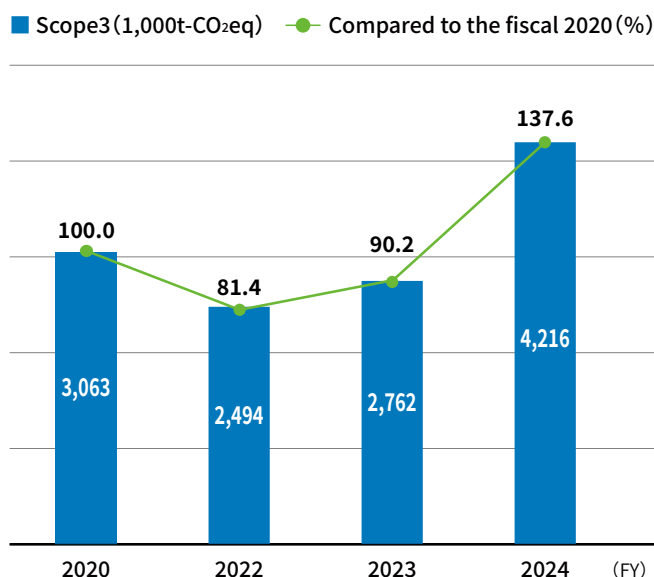
Trends in GHG emissions in Scope 1 and 2



Rate of Reduction in Scope 3 Emissions

The actual results for fiscal 2024 fell short of the target, increasing by 37.6% compared to the base year of fiscal 2019, due to an increase in the procurement of pumps in Category 11 “Use of sold products” in Scope 3. Going forward, we will promote the decarbonization of solutions provided to customers. This will be achieved primarily through the development and deployment of CSV businesses, enhancing the Kurita Group's competitive advantage.

Trends in Scope 3 GHG emissions*



* Due to the mistake in part of the aggregation, results for Scope3 have revised as of April 2025.

2. Contribute to the Realization of a Decarbonized Society

Avoided GHG emissions through CSV business

The Kurita Group has set a target for avoided GHG emissions through CSV business, and aims to realize a decarbonized society throughout the supply chain by developing and providing solutions that contribute to GHG reduction in industry and society.

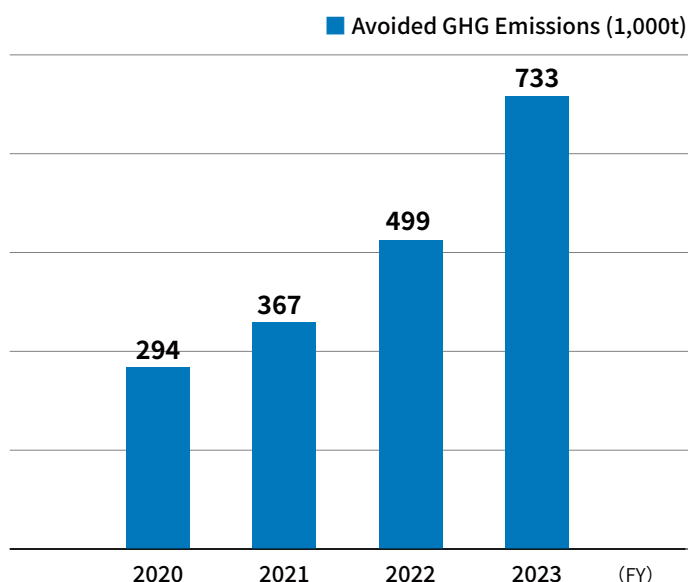
The actual amount of avoided GHG emissions through CSV business in the fiscal 2024 reached 733 thousand tons, achieving the target, due to contributions from newly registered CSV businesses.

Please refer to the details of the CSV business here.

[CSV Business ▷](#)

[Examples of improvements ▷](#)

Changes in avoided GHG emissions through CSV business



Other Related Initiatives

Participation in External Initiatives

Participation in METI's GX League

The Company participates in the GX League. The GX League was organized by Japan's Ministry of Economy, Trade and Industry (METI) to realize the Japanese government's target of "carbon neutral by 2050." Specifically, the GX League will provide a forum for discussion on transformation of the socioeconomic system through collaboration between companies actively engaging in green transformation (GX) and entities in government, academia, and finance, as well as practical implementation for the creation of new markets.



Participation in the Japan Business Federation's Challenge Zero program

The company is taking part in Challenge Zero, an initiative run by Keidanren (Japan Business Federation) to develop innovative net zero greenhouse gas emission technologies. As of August 2023, 195 companies and groups had signed up to the initiative, aiming to rapidly achieve the net zero greenhouse gas emissions targets in the Paris Agreement.



Participation in the Japan Society of Industrial Machinery Manufacturers' Basic Environmental Action Plan

The company participates in the basic environmental action plan of the Japan Society of Industrial Machinery Manufacturers, which is working on countermeasures for global warming. We report regularly on the status of our response to climate change.

2. Contribute to the Realization of a Decarbonized Society

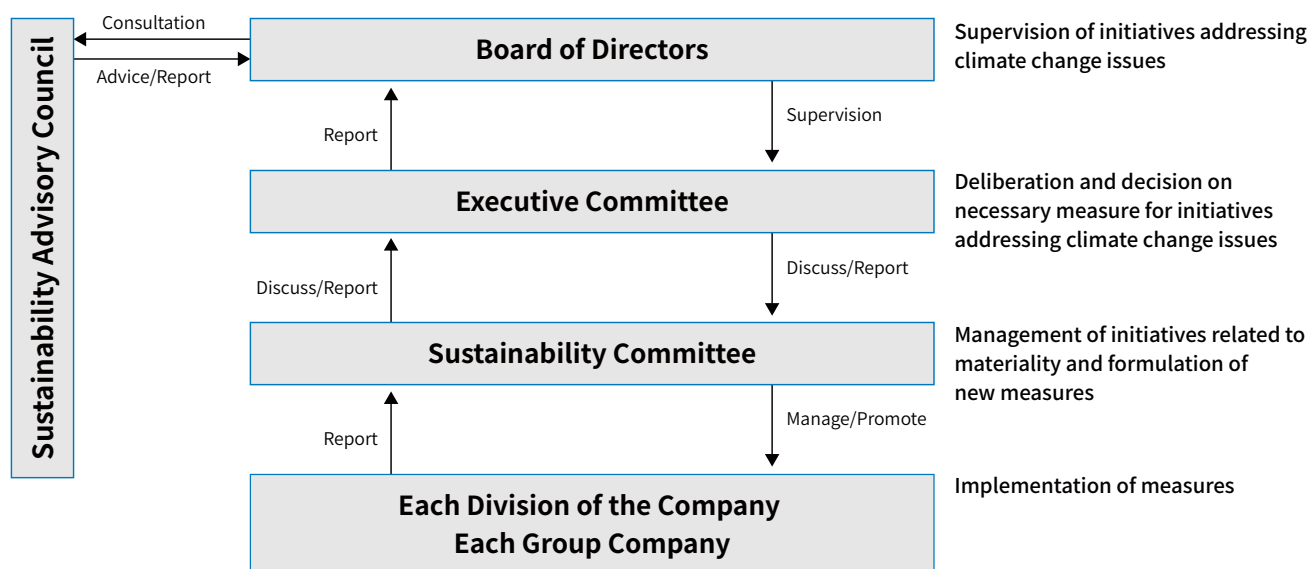
The Kurita Group's report based on the TCFD recommendations

The Kurita Group's Initiatives Addressing Climate Change

The Kurita Group views climate change as an urgent issue that needs to be addressed globally, and based on the TCFD Recommendations, we will continuously reduce greenhouse gases generated by our business activities and contribute to reducing greenhouse gas emissions for our customers through our business.

1. Governance

The Kurita Group has defined "Contribute to the realization of a decarbonized society" as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of Sustainability Corporate Strategy Division, a Corporate Officer of the Company, oversees and promotes the Group's initiatives addressing climate change. The Sustainability Committee discusses or reports on the status of the initiatives addressing climate change to the Executive Committee twice a year in principle, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities. The Sustainability Advisory Council examines and deliberates on the Company's approach to sustainability management from a multi-stakeholder, medium-to long-term perspective, taking into account domestic and international circumstances surrounding sustainability, and provides advice and reports to the Board of Directors.



2. Contribute to the Realization of a Decarbonized Society

2. Strategy

Based on the two scenarios (1.5°C and 4°C)*¹ described in IPCC RCP1.9 and IPCC RCP8.5, etc. the Kurita Group has evaluated the risks and opportunities by two axes of “probability” and “impact” for short-term, medium-term and long-term*², and has formulated the measures of the Kurita Group as well as evaluating the financial impacts on our business for some of them.

Type		Risks and Opportunities	Time horizon	Financial Impact/Measures
Policy and Legal	Risk	Introduction or increase of carbon tax.	Med to long term	<Financial Impact (As FY2051)> • 1.5°C : 2.2 billion yen* ³ . • 4°C : None. <Measures> • Scope1+2 : By FY2031, an estimated cost of approximately 0.8 billion yen will be invested, and reduce emissions by 80% compared to the base year through the adoption of renewable energy, purchase of renewable energy certificates, introduction of electric and hybrid vehicles, etc. • Scope3 : Reduce emissions by 30% compared to the base year by FY2031 through the development and deployment of CSV businesses* ⁴ that contribute to decarbonization by utilizing digital technology, reviewing specifications and designs of water treatment facilities, reviewing raw materials, etc.
	Risk	Regulations for products and services with high GHG emissions.	Med to long term	<Measures> • Reduction of Scope 1 and 2 emissions through the adoption of renewable energy, purchase of renewable energy certificates, introduction of electric and hybrid vehicles, etc.
	Opportunity	Dissemination of supportive policy incentives to the conversion to energy with low GHG emissions.	Med to long term	• Development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.
Technology	Risk / Opportunity	Substitution of existing products and services with lower emissions options.	Short to long term	• Development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.
Market	Risk	Decreased demand from fossil fuel-related sector.	Med to long term	<Measures> • Shift in business by the development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.
	Risk	Soaring costs of material and energy.	Med to long term	<Measures> • Reduction of Scope 1 and 2 emissions through the adoption of renewable energy, purchase of renewable energy certificates, introduction of electric and hybrid vehicles, etc.
	Opportunity	Increased demand in the electronic industry due to the acceleration of DX.	Med to long term	• Development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.
Physical Risks	Risk	Increased factory shutdowns and construction delays due to extreme weather events such as cyclones and floods.	Short to long term	<Financial Impact (After FY2021)> • 1.5°C and 4°C : About 15.7 billion yen/year at domestic production bases where risks are identified. <Measures> • About 14 million yen has been invested to install waterstops at one site. • Continuous strengthening of business continuity in preparation for natural disasters such as flood control.
	Opportunity	Increased operating rate of cooling equipment.	Short to long term	
Resource Efficiency	Opportunity	Dissemination of efficient production and distribution processes.	Short to long term	<Measures> • Development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.
	Opportunity	Reduction of water usage.	Short to long term	
Energy Source	Opportunity	Dissemination of energy with low GHG emissions.	Short to long term	• Adoption of renewable energy and purchase of renewable energy certificates at each site.
	Opportunity	Conversion to distributed energy resources.	Short to long term	
Products and Services	Opportunity	Increased demand for products and services with low GHG emissions.	Short to long term	<Financial Impact After FY2028> • 1.5°C : About 630 billion yen/year* ⁵ . • 4°C : None. <Measures> • Reduction of Scope 1 and 2 emissions through the adoption of renewable energy, purchase of renewable energy certificates, introduction of electric and hybrid vehicles, etc.
	Opportunity	Increasing diverse technical needs for reducing GHG emissions.	Short to long term	• Development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.
Resilience	Risk / Opportunity	Substitution and diversification of fuel and water resources.	Short to long term	<Measures> • Reduction of Scope 1 and 2 emissions through the adoption of renewable energy, purchase of renewable energy certificates, introduction of electric and hybrid vehicles, etc. • Development and deployment of CSV businesses through decarbonizing products and services by means of the utilization of digital technology, review of specifications and design of water treatment facilities, and review of raw materials, as well as the development of energy recovery technology, resource recovery technology, exhaust gas treatment technology, CO ₂ capture and utilization technology, battery-related technology, etc.

*¹ The scenario in which the temperature rise from the pre-industrial level is 1.5°C and the scenario with the highest temperature rise predicted by the Intergovernmental Panel on Climate Change.

*² Short-term (1-3 years), medium-term (3-5 years) and long-term (5-25 years).

*³ (Scope 1 and 2 + Scope 3 category 1 in the business operation area) x (Carbon price in the business operation area) estimated based on the FY2051 forecast.

*⁴ Products, technologies, and business models that contribute to saving water, reducing GHG emissions, recycling waste into resources and reducing resource inputs more greatly than conventional ones.

*⁵ Trial calculation of SAM (Serviceable Available Market) for new CSV business that contributes to GHG reduction.

2. Contribute to the Realization of a Decarbonized Society

3. Risk Management

The Executive General Manager of Corporate Control and Administration Division is responsible for monitoring risks and implementing risk management in the Kurita Group. The Executive General Manager of Corporate Control and Administration Division regularly analyzes and evaluates the Kurita Group's risks and conducts ongoing monitoring based on the Group-wide risk map, as well as takes steps to prevent risks from occurring. Risks related to climate change are integrated into the Group-wide risk map, and the chairperson of the Sustainability Committee is promoting risk reduction based on the Group-wide risk management system.

4. Metrics and Targets

The Kurita Group has defined "Contribute to the realization of a decarbonized society" as one of its materialities. In line with the methods indicated by SBTi^{*6}, we have set long-term goal of 'Net-Zero' and are working on reducing Scope1, 2, and 3 emissions. This target was received Science-Based Targets (SBT) validation from SBTi as the target aligned with the goals of the Paris Agreement in April 2025.

In addition, we have set medium-term target for the amount of avoided GHG emissions through CSV business and we will realize a decarbonized society throughout the entire supply chain by developing and providing low-carbon solutions that contribute to reduction of GHG emissions in industry and society.

The Kurita Group's GHG emissions in FY 2020, the base year for the metrics, were approximately 2% for Scope 1 and 2 and 98% for Scope 3. Scope 1 and 2 are mostly derived from Scope 2 electricity. We will therefore promote the transition to electricity derived from renewable energy, purchase of renewable energy certificates, and gradually switch from gasoline cars to electric and hybrid vehicles. Since the emissions from Category 11, "Use of sold products (mainly rotating machinery such as pumps)," account for 70% of Scope 3, the Kurita Group will promote the decarbonization of solutions provided to customers. This will be achieved primarily through the development and deployment of CSV businesses, enhancing the Kurita Group's competitive advantage.

In FY 2024, due to the adoption of renewable energy at domestic sites with high GHG emissions derived mainly from electricity, Scope 1 and 2 emissions were reduced by 21% compared to the base year of 2019. However, Scope 3 emissions increased by 38%^{*8} compared to 2019 due to the increased procurement of pumps.

Materiality	Metrics	Medium- and long-term targets ^{*7}			Results ^{*8}			
		FY2028	FY2031	FY2051	FY2020	FY2022	FY2023	FY2024
2. Contribution to the realization of a decarbonized society	Scope1+2	73%	80% ^{*9}	Net-Zero	— (44 thousand t-CO ₂)	5% (42 thousand t-CO ₂)	16% (37 thousand t-CO ₂)	21% (35 thousand t-CO ₂)
	Scope3	22%	30%	Net-Zero	— (3,063 thousand t-CO ₂ eq)	19% (2,494 thousand t-CO ₂ eq)	10% (2,762 thousand t-CO ₂ eq)	-38% (4,216 thousand t-CO ₂ eq)
	Avoided GHG emissions through CSV business	Meet or exceed 3,000 thousand t-CO ₂ ^{*10}	—	—	279 thousand t-CO ₂	367 thousand t-CO ₂	499 thousand t-CO ₂	733 thousand t-CO ₂

^{*6} 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.

^{*7} Scope 1+2 and 3 are reduction rates from FY2020 (base year).

^{*8} Due to the mistake in part of the aggregation, results for Scope3 have revised as of April 2025.

^{*9} Previously, the target was set to achieve a 100% reduction, including the purchase of carbon credits. However, to align with international consensus, we have changed our target to an 80% reduction through means that meet the requirements for SBT certification as of October 29, 2024.

^{*10} The targets was revised based on the progress and latest estimated results and approved by the Board of Directors. The targets for avoided GHG emissions through CSV business was revised upward for the fiscal years 2025 and 2027, aiming for higher achievements based on the progress and latest estimated results.

3. Contribute to Building a Circular Economy Society

Contribute to building sustainable industries and society and preventing and reversing the nature loss by developing and providing products and services that make effective use of and reuse limited resources and recyclable resources in optimal ways.

The Kurita Group Approach

In response to global environmental issues such as resource depletion and environmental pollution caused by waste, the Kurita Group will develop and provide products and services that effectively utilize and reuse limited and recyclable resources in an optimal manner, thereby contributing to the establishment of sustainable industries and society and the prevention and restoration of loss of nature.

The Kurita Group has established the Kurita Group Environmental Policy as a groupwide policy on environmental issues, which are common challenges for society. Based on this policy, we will continuously promote environmental improvement activities*.

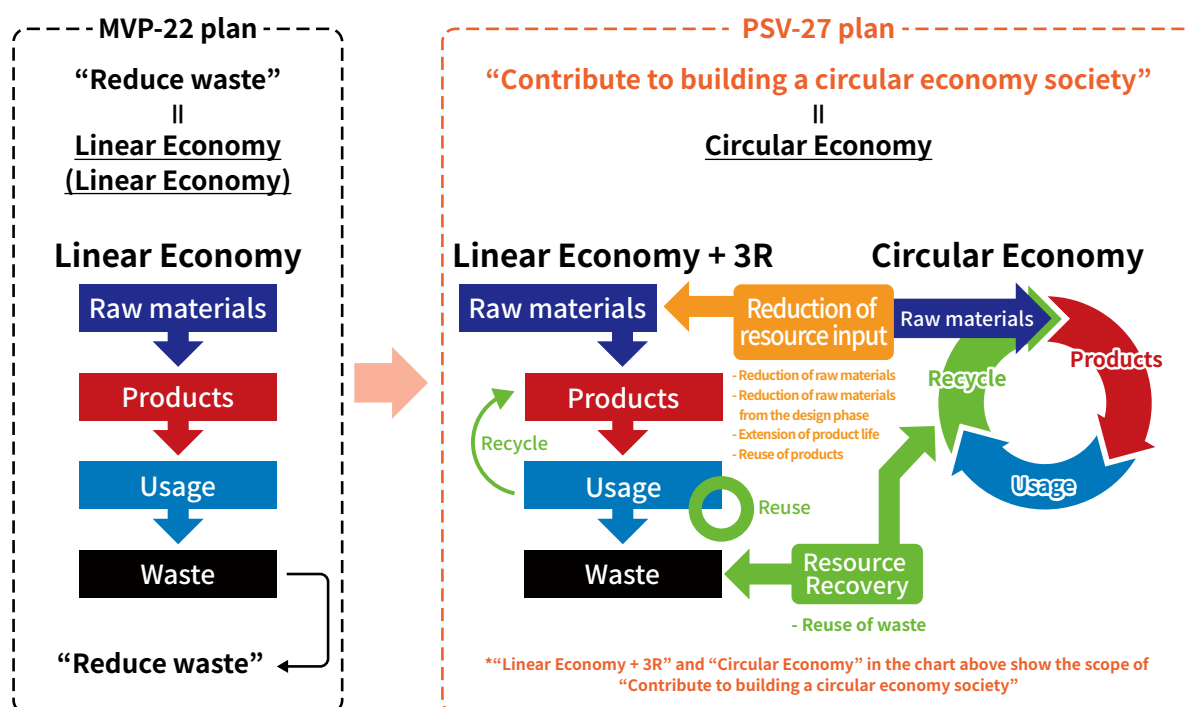
* The Kurita Group defines its environmental improvement activities as follows:

1. activities to comply with the environment-related laws and regulations of each country and region that are applicable in conducting business activities;
2. initiatives to solve international issues related to the sustainability of water and the environment through business activities; and
3. disclosure of information related to 1 and 2, and engagement with customers, business partners, employees, shareholders and investors, and local communities related to such activities.

[Kurita Group Environmental Policy](#) ▶

Changes of Policy in the PSV-27 Plan

In the previous Medium-term Management Plan MVP-22, “reduce waste” based on a linear economy was identified as a materiality. However, in the current Medium-term Management Plan PSV-27, we aim for a circular economy, focusing on reducing resource input and recycling waste.



Contribution to Achieving the SDGs

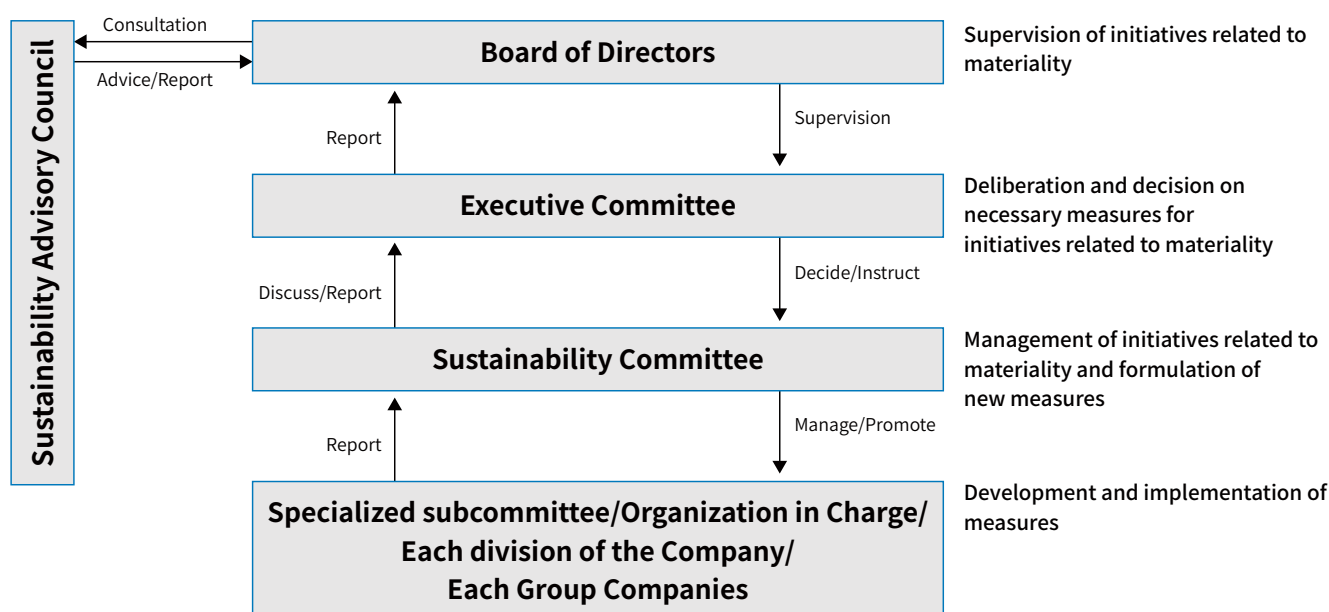


3. Contribute to Building a Circular Economy Society

Promotion and Governance System

The Kurita Group has defined “Contribute to building a circular economy society” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, discusses the activities of the specialized subcommittee (Circular Economy Promotion Subcommittee) and each organization, and oversees and promotes the Group’s initiatives to build a circular economy society.

The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee twice a year in principle, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities. The Sustainability Advisory Council examines and deliberates on the Company’s approach to sustainability management from a multi-stakeholder, medium- to long-term perspective, taking into account global circumstances surrounding sustainability, and provides advice and reports to the Board of Directors.



Circular Economy Promotion Subcommittee

The Circular Economy Promotion Subcommittee is a specialized subcommittee under the Sustainability Committee that considers metrics and measures to promote the achievement of results related to the materiality “Contribute to building a circular economy society.” In fiscal 2024, the Subcommittee worked on creating new CSV businesses that contributes to the circular economy, expanding achievements of existing CSV businesses, organizing the concept of the circular economy, and gathering information on international trends.

Please refer to the details of the CSV business here.

[CSV Business](#) ▶

Acquisition of ISO 14001 Certification

The Kurita Group has acquired ISO 14001 certification, focusing on business sites with high environmental impact. Please click here to see the acquisition rate of the entire Group and the list of companies that have acquired certification as of March 2024.

[ESG Data](#) ▶

3. Contribute to Building a Circular Economy Society

Targets and Results

The Kurita Group is working to build a circular economy society by setting targets for resource recovery and the reduction of resource inputs through the provision of solutions to customers, as well as in-house waste recycling rate in business activities. Targets and results for this materiality are shown as below.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 *	FY2026	FY2028
Rate of increase in resource recovery or reduction of resource input through CSV business (compared to FY2023)	30%	65%	100%	300%
	Not Achieved (-2%)			
In-house waste recycling rate	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year
	Achieved			

* The targets for fiscal 2025 were reviewed by the Sustainability Committee, and decided by the Executive Committee.

Evaluation of Results and Outline of Activities

Rate of Increase in Resource Recovery or Reduction of Resource Input through CSV Business

The Kurita Group has set targets for the rate of increase in resource recovery or reduction of resource input through CSV business, and develops and provides solutions that contribute to resource recovery and raw material reduction through the reuse and recycling of waste materials, raw material reduction at the design stage, and resource input reduction through product reuse.

The result for fiscal 2024 fell short of the target, at -2% compared to fiscal 2023. This was largely due to the postponement of planned projects related to some resources that consist the metric.

Please refer to the details of the CSV business here.

[CSV Business ▷](#)

[Examples of improvement ▷](#)

In-house Waste Recycling Rate

In order to improve in-house waste recycling rate, the Kurita Group has selected sites that are considered to have particularly large impact on the environment as priority sites. In evaluating and selecting sites, we use indicators such as the ratio of waste volume to the total waste volume of the Kurita Group, the waste recycling rate, and the amount of hazardous waste for each site.

For the selected sites, we are continuously working to reduce the amount of waste per unit and improve the recycling rate, using items closely related to the amount of waste, such as production volume, net sales, and total floor space, as the unit denominator taking into account the characteristics of each site.

In fiscal 2024, the initiatives at each site progressed as planned, resulting in a higher performance than the previous year and achieving the result. We will continue to follow up on the status of the plans and initiatives at each site and promote the horizontal deployment of best practices.

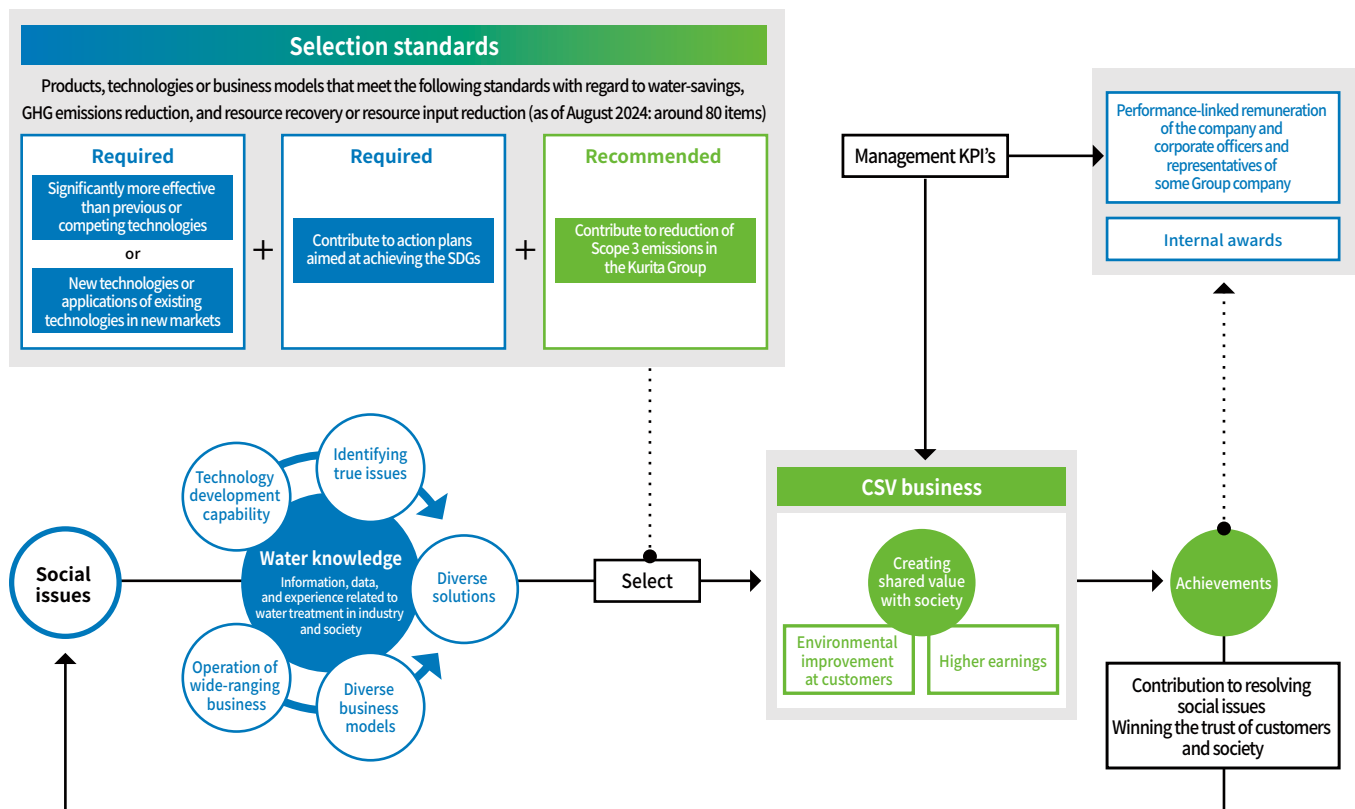
For data on waste, please click on the link below.

[ESG Data ▷](#)

CSV Business

The Kurita Group has defined products, technologies, or business models that contribute significantly to water-saving, greenhouse gas (GHG) emissions reduction and resource recovery or reduction of resource inputs compared to previous levels as the “CSV business,” and has expressed these advantages as respective coefficients. The reduction of environmental impact from customers’ operations is calculated based on these CSV business coefficients and application results. The CSV business is also constantly reviewed in light of the development status of more competitive products, technologies, and business models.

The CSV business is an initiative that links the indicators for Shared Value Themes of the Kurita Group’s materiality—solve issues related to water resources, contribute to the realization of a decarbonized society, and contribute to building a circular economy society—with the financial targets for PSV-27. Meanwhile, metrics indicating the contribution of our CSV business to customer performance in water saving, GHG emissions reduction, resource recovery or reduction of resource input are used to evaluate the performance of personnel eligible for performance-linked remuneration, such as the executive and corporate officers of the Company and the representatives of some Group Companies.



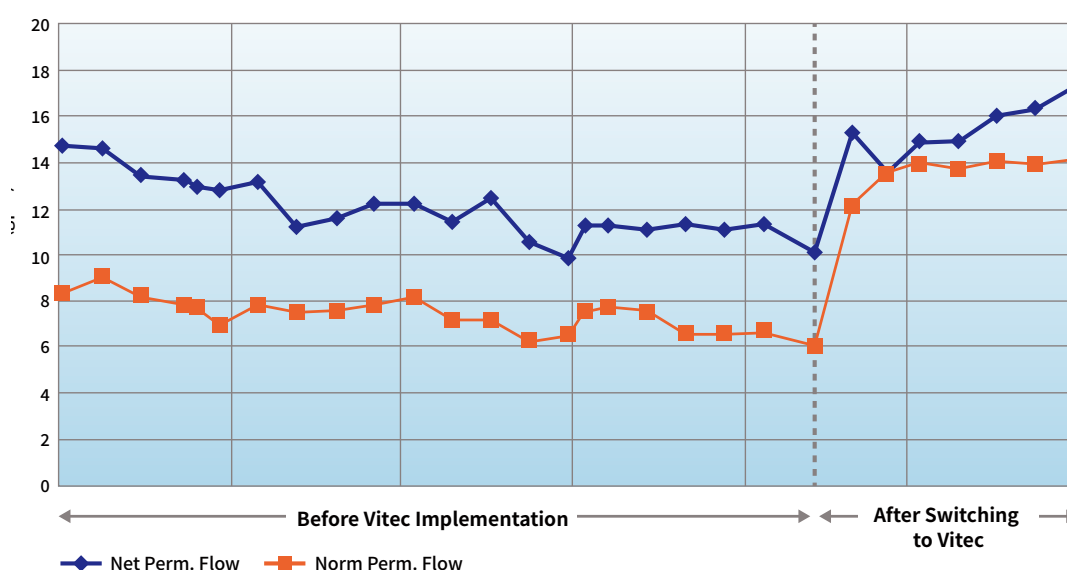
CSV Business

Representative Examples

Water Savings/Vitec series

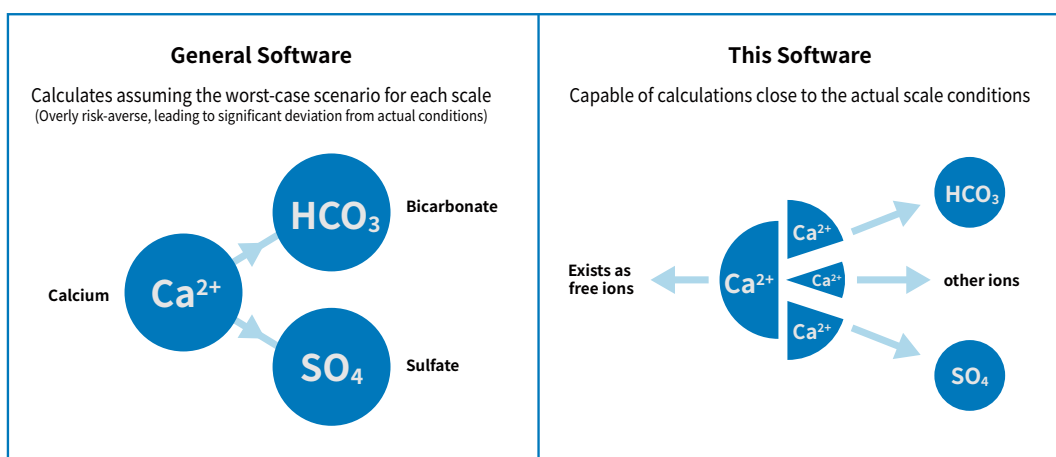
In removing impurities contained in water, RO membranes (reverse osmosis membranes) are essential functional materials and are used in a wide range of applications in water treatment, such as the production of ultrapure water and wastewater reclamation. When treated with RO membranes, the dissolved components in the water are concentrated and precipitated, adhering to the membrane surface, which increases the pressure required to permeate the raw water through the membrane. The Vitec™ series exhibits superior performance in preventing the precipitation of various dissolved components compared to conventional RO membrane treatment chemicals by optimally used based on analysis results from simulation software. This contributes to water conservation by improving the amount of treated water per unit of raw water (recovery rate) and also helps reduce GHG emissions by lowering the increase in operating pressure, thereby reducing electricity consumption.

Perm. Flow (reclamation rate) increased due to Vitec



Features of the Simulation Software

- Input water quality and operating conditions to calculate the optimal concentration of scale inhibitors
- This software calculates and predicts the complex bonding of ions



CSV Business

GHG Emissions Reduction / Kurita Dropwise Condensation Technology

The production process at many manufacturing plants uses heat exchangers to heat substances with steam. The steam transfers its heat to the treated substance via the metal surface of a heat transfer plate and then condenses, forming a film of water on the metal surface, which is known to be a factor in blocking heat transfer. Kurita Dropwise Condensation Technology induces water-repellent properties in the heat transfer surface of the heat exchanger, thus preventing the formation of a water film and boosting heat transfer efficiency. This in turn improves productivity and reduces the volume of steam required, which contributes to energy-saving. As the technology works by simply adding water treatment chemicals to the steam, it allows manufacturers to reduce GHG emissions without needing to stop production equipment or make a large-scale investment.

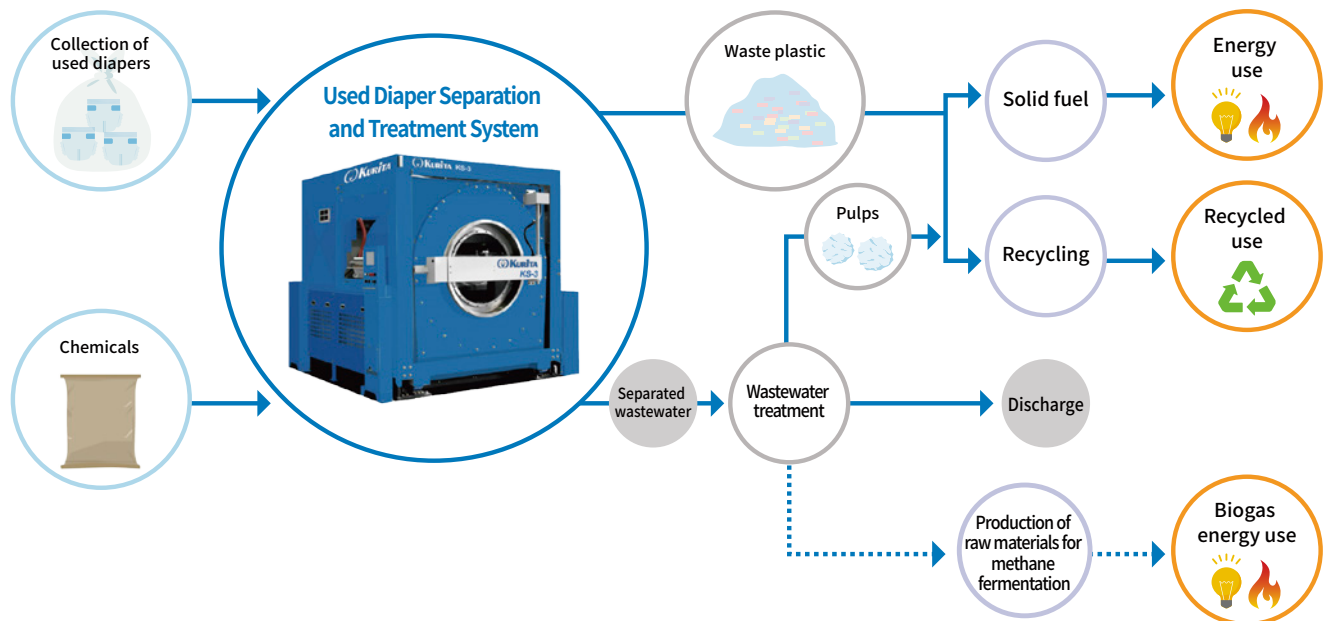
Mechanism of Kurita Dropwise Condensation Technology



CSV Business

Resource Recovery or Reduction of Resource Inputs/Used Diaper Separation and Treatment System

Used paper diapers in Japan are mainly disposed of as general waste by incineration facilities operated by waste disposal companies and local municipalities. As Japan becomes a super-aged society, the volume of waste is expected to increase. The company developed a system that washes and separates used diapers for recycling. By adding a bag-tearing function to the system, it is able to process used paper diapers that are sealed inside plastic bags, improving hygiene and operating efficiency. Used paper diapers are washed and disintegrated by the device, then plastics are separated out from the treatment water, which contains pulp. The separated components can be used for application such as solid fuel or recycling plastic.



For details on Used Diaper Separation and Treatment System, please click on the link below.

[Used Diaper Separation and Treatment System | Initiatives toward Innovation >](#)

Furthermore, we are promoting initiatives such as signing an agreement to begin full-scale business development and demonstration experiments in fiscal 2024.

4. Develop and Disseminate Innovative Products, Technologies, and Business Models

Contribute to sustainable development of society by striving to develop and disseminate innovative products, technologies, and business models that help solve social issues, through collaboration of various people and organization inside and outside the Group.

The Kurita Group Approach

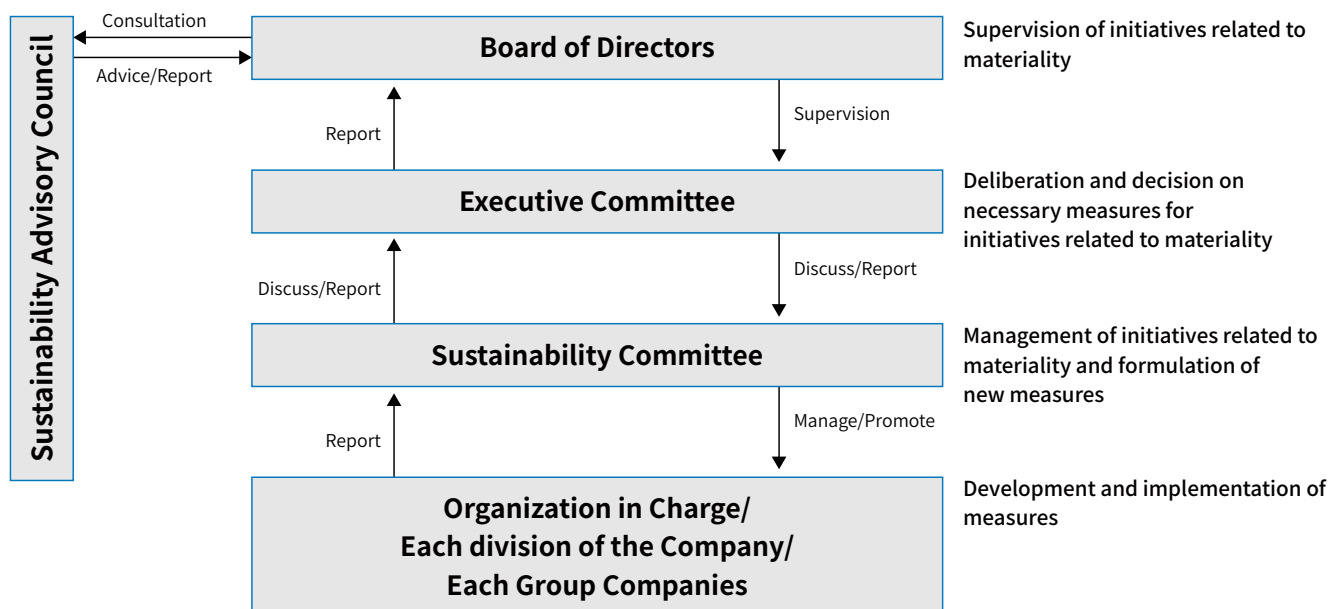
The Kurita Group considers that industrial development and global environmental conservation must go hand in hand to ensure that humanity can continue to lead affluent lives. We aim to contribute to sustainable development of society by striving to develop and disseminate innovative products, technologies, and business models that help solve social issues, through collaborations of various people and organizations inside and outside the Group.

Contribution to Achieving the SDGs



Promotion and Governance System

The Kurita Group has defined “Develop and disseminate innovative products, technologies, and business models” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, oversees and promotes the Group’s initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities.



4. Develop and Disseminate Innovative Products, Technologies, and Business Models

Targets and Results

The Kurita Group is committed to developing and disseminating innovative products, technologies, and business models by setting targets related to investment rate in innovation areas*, rate of the number of themes in innovation areas, and number of stakeholder engagements related to innovation areas. Targets and results for this materiality are shown as below.

* This refers to the "innovation area" in Deloitte 7cellsSM (Deloitte's approach to formulating growth strategies).

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 *	FY2026	FY2028
Investment rate in Innovation areas	15%	20%	25%	30%
	Achieved (18%)			
Rate of the number of themes in innovation areas	20%	23%	30%	30%
	Achieved (22%)			
Number of stakeholder engagements related to innovation areas	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year	Meet or exceed the previous year
	Achieved			

* The targets for fiscal 2025 were reviewed by the Sustainability Committee, and decided by the Executive Committee.

Evaluation of Results and Outline of Activities

Investment Rate in Innovation Areas

The Kurita Group has set targets for investment rate in innovative areas to ensure that the development of products, technologies, and business models that fall into innovation areas defined in Deloitte 7cellsSM (Deloitte's approach to formulating growth strategies).

In fiscal 2024, we achieved our target of 15% at 18%.

Rate of the Number of Themes in Innovation Areas

The Kurita Group has set targets for the rate of the number of themes in innovation areas for development of products, technologies, and business models that fall under the innovation areas defined in Deloitte 7cellsSM (Deloitte's approach to formulating growth strategies).

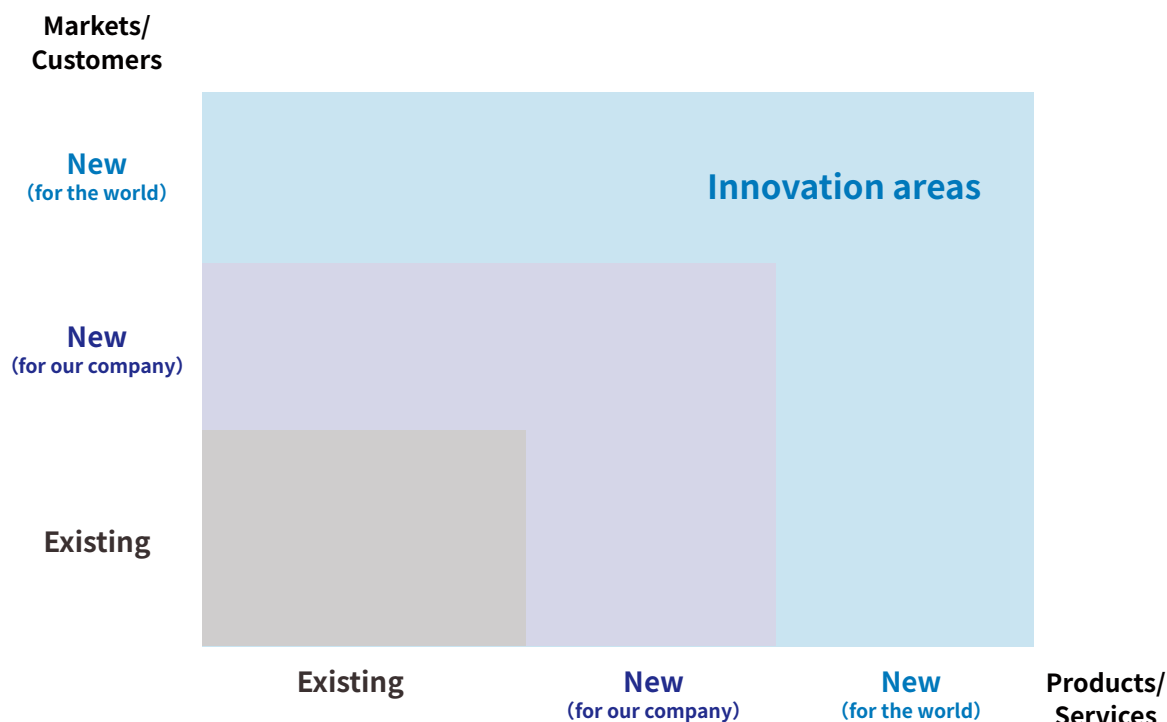
In fiscal 2024, we achieved our target of 20% at 22%.

4. Develop and Disseminate Innovative Products, Technologies, and Business Models

Number of Stakeholder Engagements Related to Innovation Areas

The Kurita Group aims to continuously increase the number of stakeholder engagements related to innovation areas with the goal of understanding stakeholders' expectations and concerns during the development phase in order to promote innovative products, technologies, and business models. In fiscal 2024, the number of stakeholder engagements related to innovation areas was higher than previous year, achieving the target.

Innovation areas in Deloitte 7cellsSM (Deloitte's approach to formulating growth strategies)



For other initiatives related to the development and dissemination of innovative products, technologies, and business models, please see the below.

[Integrated Report](#) ▷

[CSV Business](#) ▷

[Innovation](#) ▷

5.Strategic Development and Utilization of Human Resources

Secure, develop and utilize diverse human resources who understand our Corporate Philosophy to remain a corporate group where each individual person demonstrates their capabilities and which works to maximize customer value and create shared value with society.

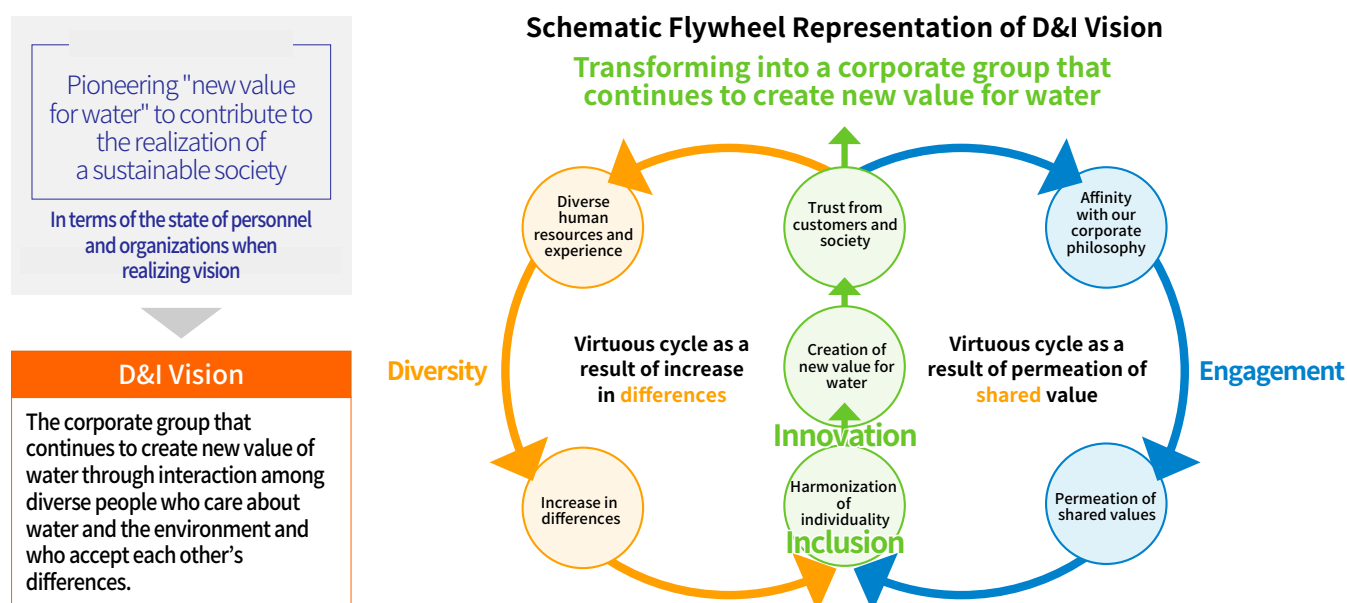
The Kurita Group Approach

For the Kurita Group, which provides diverse solutions to society and industry with the aim of continuously pioneering “new value for water,” human resources are the source of its sustainable growth.

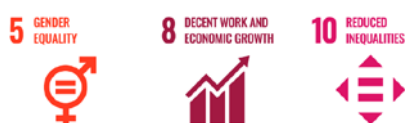
The Kurita Group aims to secure, develop, and utilize diverse human resources who understand our Corporate Philosophy to remain the group where each individual person demonstrates their capabilities and which works to maximize customer value and create shared value with society.

What We Aim for in Our Human Resources Strategy (D&I vision)

The Kurita Group has defined the state of personnel and organizations when realizing the vision: “the corporate group that continues to create unique value through interaction among diverse people who care about water and the environment and who accept each other’s differences.”



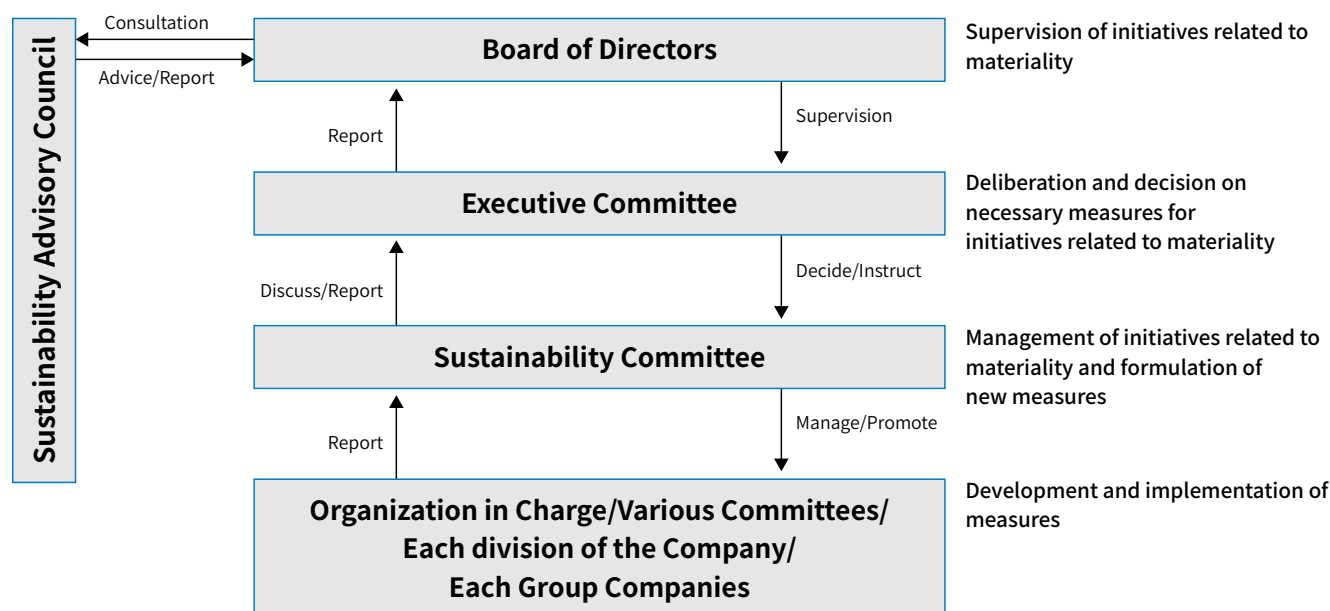
Contribution to Achieving the SDGs



5.Strategic Development and Utilization of Human Resources

Promotion and Governance System

The Kurita Group has defined “Strategic development and utilization of human resources” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, oversees and promotes the Group’s initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities.



Targets and Results

The Kurita Group has set targets for employee engagement scores, the rate of women, foreigners and experienced personnel among executive of the Company, and full rate of human resources for development, digital, and intellectual property and is working to strategically develop and utilize human resources. The targets and results for this materiality are as follows.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*1}	FY2026	FY2028
Engagement score (a. Rate of companies above the average of all industries, b. Score of each company surveyed)	a. 50% b. Meet or exceed the previous survey	- ^{*2}	a. 65% b. Meet or exceed the previous survey	a. 75% b. Meet or exceed the previous survey
	a. Achieved (51%) b. Achieved (41% (+3pt from the previous research))			
Rate of [women, foreigners, and experienced personnel] among executives of the company	30%	Meet or exceed the previous year	35%	40%
	Not Achieved (29.4%)			
Fill rate of human resources for development, digital, and intellectual property	65%	70%	75%	80%
	Achieved (65%)			

^{*1} The targets for fiscal 2025 were reviewed by the Sustainability Committee, and decided by the Executive Committee.

^{*2} An engagement survey is conducted every two years, with the next one scheduled for FY2026.

5.Strategic Development and Utilization of Human Resources

Evaluation of Results and Outline of Activities

Engagement Score

In order to improve employee engagement*, we conduct an engagement survey every two years to understand the current situation and set and implement issues and measures to be addressed. In fiscal 2024, the survey was expanded to 44 companies (the previous survey was for 4 companies). Rate of companies above the average of all industries was 51%, and score of each company surveyed was 41%, both of which exceeded the target. Since trends vary by country and region, we are promoting efforts to improve engagement across the entire group by identifying issues such as background confirmation and cause analysis for each company and proposing measures. In fiscal 2028, the final year of the PSV-27 plan, we aim for more than 75% of the group companies to exceed the average for all industries in each country.

* The bond between employees and the company/organization, and between employees and their work. We believe that if this bond is strong, it will create a virtuous cycle in which employees are enthusiastic and motivated, take the initiative in their work, and contribute to the company or organization.

Rate of [women, foreigners, and experienced personnel] Among Executives of the Company

The Kurita Group aims to foster innovation by leveraging the diversity of experiences, knowledge, and skills of people from various backgrounds. The executives is also actively working to ensure diversity and has set targets for the rate of [women, foreigners, and experienced personnel] among executive of the Company. In the fiscal year 2024, the result was 29.4%, not achieved the targets, 30%.

Fill Rate of Human Resources for Development, Digital, and Intellectual Property

To create innovative solutions by collecting and utilizing “water knowledge”, it is essential to have human resources for development, digital, and intellectual property who create new water treatment technologies, promote DX, and support the technology-based company. Therefore, we are working on utilizing and securing these talents. In the fiscal 2024, we achieved our target with a result of 65%.

For more details on our efforts regarding human resources for development, digital, and intellectual property, please refer to the integrated report.

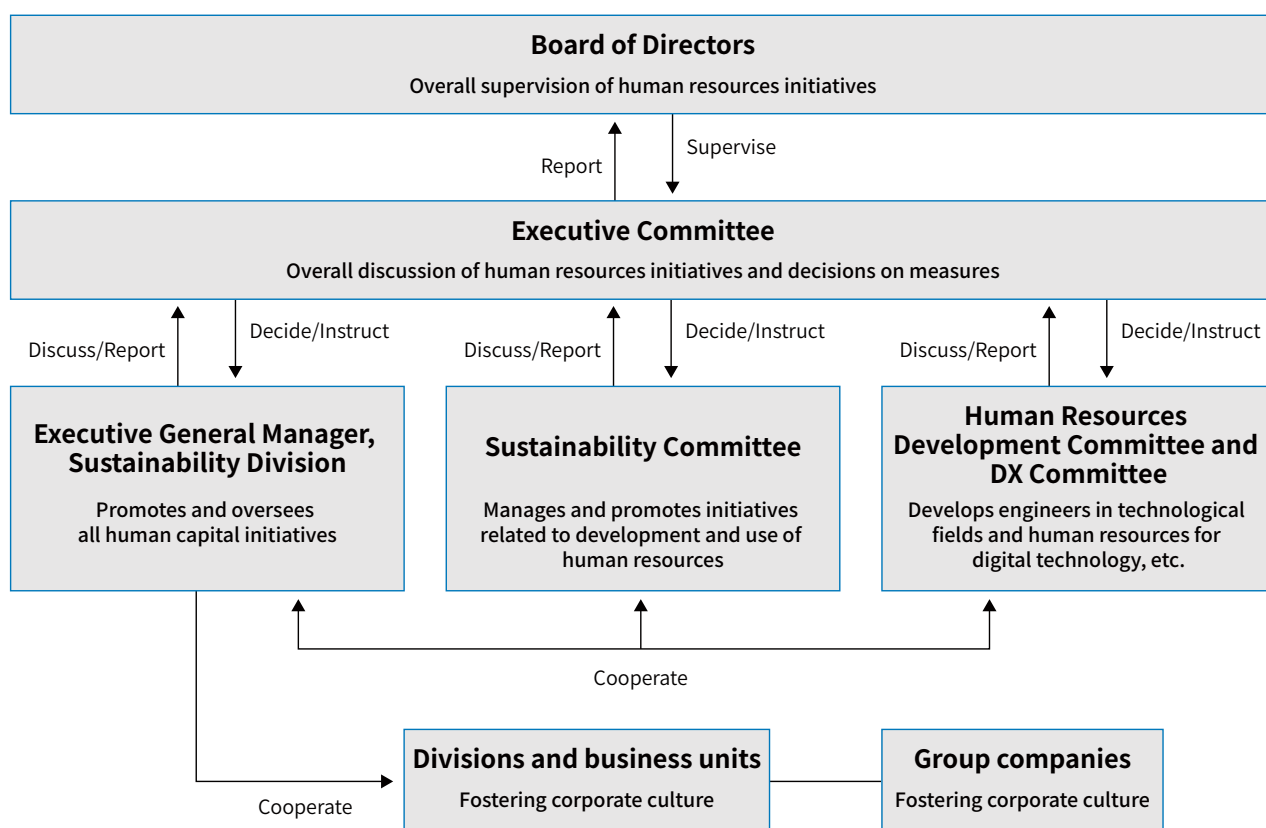
[Integrated Report](#) ▶

5.Strategic Development and Utilization of Human Resources

Other Related Initiatives

Promotion System in Human Resources Strategy

The Executive General Manager of the Sustainability Division, a Corporate Officer of the company, oversees and promotes the Group's initiatives related to human resources. Efforts to foster corporate culture are promoted in collaboration with each division of the Company and each Group Companies. Additionally, initiatives related to talent development and utilization are managed and promoted by the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, in collaboration with Human Resources Development Committee and DX Committee. The Sustainability Committee, Human Resources Development Committee and DX Committee discuss or reports on the status of the initiatives related human resources to the Executive Committee and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors.



5.Strategic Development and Utilization of Human Resources

Employee Engagement

Fair Personnel System

Ratio of Employees Receiving Personnel Evaluations

To maximize the potential of each employee, it is necessary to fairly evaluate each individual according to their role and performance, and to provide appropriate treatment, training, and utilization that match the evaluation. At the company, we strive to ensure transparency and fairness in evaluations by having employees review their achievements and challenges with their supervisors through interviews.

Ratio of Employees Subject to the Personnel Evaluation System at the Company (%)

Category	FY2021	FY2022	FY2023	FY2024
Management	100	100	100	100
Non-management	100	100	100	100

Introduction of a Self-Reporting System and Implementation of Transfer Survey

The Company has introduced the Self-Reporting System which allows employees to express to the Company their perspectives on their duties and workplaces, as well as their intentions regarding development and utilization of their abilities. Once a year, supervisors discuss with employees about their suitability for their current duties, their transfer preferences for future career development, their family situations, and other matters. This enables the Company to understand the employee's perspectives and the results are used for talent development and organizational revitalization. Additionally, employees can request career advancement through the Transfer Survey and Career Registration System.

Creating a Corporate Culture that Facilitates Work

The Kurita Group is committed to creating a working environment where each employee can work with peace of mind. The Company have systems in place to support employees balancing work with life events such as childcare and nursing care, as well as flexible work styles such as telecommuting and remote work. Additionally, by promoting the creation of an environment in which diverse human resources can work comfortably, we are disseminating and promoting the use of these systems to executives and employees.

5.Strategic Development and Utilization of Human Resources

Parental Leave and Shortened Working Hours for Childcare

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, we have established a workplace that supports employees who need to balance work with raising children. In principle, employees can take childcare leave until the child reaches two years of age, but the period can be extended in certain specified conditions. Furthermore, employees may choose to work for shorter hours until the end of March of their child's third year of elementary school. In addition, we are working to improve our system by introducing childcare leave at birth and allowing employees to take their childcare leave in installments.

Status of System Use

		FY2021	FY2022	FY2023	FY2024
Number of people using leave	Male	24	30	32	35
	Female	25	24	7	13
Usage rate (%)	Male	37	51	68	78
	Female	100	100	140*	93

* The number of female workers who began or used childcare leave in fiscal 2023 is higher than the number of female workers who gave birth that year, resulting in a usage rate of more than 100%.

Caregiving Leave, Work Less Hours for Caregiving, and Short-term Caregiving Leave Systems

The Company offers a Caregiving Leave system to employees who have family members requiring care and who wish to continue working after caregiving. The system can be used for up to one year (365 days) in principle. Moreover, for each eligible family member requiring care, the Company offers employees a cumulative total of up to 12 months of working less hours to provide caregiving. In addition, when employees apply for leave to provide caregiving or other care to family members who need it, they can receive five days of special paid leave for each eligible family member per year, up to a maximum total of 10 days in the case of two or more eligible family members.

Status of System Use (Number of people)

		FY2021	FY2022	FY2023	FY2024
Caregiving leave system	Male	0	0	2	0
	Female	0	0	0	0
Work less hours for caregiving system	Male	0	0	0	0
	Female	0	0	0	0
Short-term caregiving leave system	Male	9	11	9	13
	Female	2	3	3	4

Short-term Nursing Leave System

The Company provides paid leave for nursing. Employees with a child yet to enter elementary school who need to nurse that child because of an injury or illness can take up to five days a year of leave for one child or ten days a year of leave for two or more children.

Leave System Due to Spouse Being Transferred

The Company offers a leave of absence system for up to three years, to allow employees to accompany their spouses transferring overseas and provide support in terms of daily life and mental well-being.

Status of System Use (Number of people)

		FY2021	FY2022	FY2023	FY2024
Leave System Due to Spouse Being Transferred	Male	0	0	0	0
	Female	0	0	1	2

Volunteer Leave System

The Company has a volunteer leave system for all employees, enabling them to take up to two days of paid volunteer leave per year.

Status of System Use (Number of people)

		FY2021	FY2022	FY2023	FY2024
Volunteer Leave System	Male	1	0	0	0
	Female	0	0	0	0

5.Strategic Development and Utilization of Human Resources

Work Style Reforms

As a work style reform initiative, we are creating workplace environments that allow for more flexibility by amending the practice of working long hours and promoting working remotely.

Policy

1. Transform the mindset of workers

Increase individual employee awareness of time and train them to perform their work efficiently.

2. Reform work processes

Review work flow and operating procedures, reduce waste and promote standardization to make work more efficient.

3. Organize working environment and rules

Establish work rules that set out a balance between working and breaks and create an environment that supports flexible work styles.

Amending the Practice of Working Long Hours

The Company is taking the following initiatives to rectify the issue of working long hours. From fiscal 2024, as part of the “Initiatives to Address Long Working Hours through Work Transformation”, we are reviewing work procedures and promoting awareness-raising efforts that will lead to behavioral change.

- (1) Introduced working intervals program
- (2) Lights turned out when employees should leave the office
- (3) Stricter control of working hours for employees who manage their own hours
- (4) Promotion of annual paid leave

Promoting Working Remotely

The Company is carrying out the following initiatives to promote working remotely.

- (1) Introduce work-at-home system
- (2) Develop and maintain infrastructure for working remotely (personal computers, smartphones, etc.)
- (3) Promote online company events, internal training, and internal/external meetings, etc.
- (4) Online training to improve IT skills
- (5) Promote paperless administration and introduce digital signatures (approval seals)
- (6) Provide work-at-home benefits

Streamline Operations by Introducing IT Equipment

The Company has distributed mobile IT devices primarily to employees engaged in design work to streamline operations. Specifically, the confirmation of construction work that was previously done on paper, is now carried out using the screen of an IT device and photographs of the site. The confirmed items can be quickly shared inside and outside the Company, which has eliminated differences in understanding between parties involved, and cut down reworking. The system also enables speedy communication with suppliers and reduces travel time to offices. By reducing the work time of engineers, they are able to shift their focus to creative operations.

Dialogue with the Labor Union

In addition to securing the Company's sound growth and continuation, the Company and the labor union maintain a sound and fair relationship. Labor and management each do their utmost to improve the economic and social standing of union members and to maintain and improve working conditions. Specifically, the Company and the Labor Union have concluded a labor agreement, share management information and exchange opinions at management consultation meetings and so forth, and promote dialogue.

5.Strategic Development and Utilization of Human Resources

Fostering an Organizational Culture that Embraces and Leverages Diversity

The Company works to foster an organizational culture and develop mechanisms and systems that will enable innovations to be created from diverse perspectives and backgrounds.

Promoting Women's Participation and Advancement in the Workplace

The Company apply the same wage standards regardless of gender. However, differences in average wages arise due to the distribution of employee qualifications and age groups. Particularly in the age group of 40 and above, the ratio of men in manager-equivalent positions (including managers) ^{*1} is higher compared to women, resulting in comparatively higher average wages for men. On the other hand, the gender wage gap ^{*2} in manager-equivalent positions is about the same level at 101% for general managers and 98% for section managers. The Company will actively work to ensure diversity by increasing the proportion of female hires, supporting women in their career development, and promoting women to key positions.

Additionally, among the Company's part-time and fixed-term employees, a higher proportion of male contractors held more specialized positions, such as construction management and executive positions in consolidated subsidiaries, leading to relatively higher average wages for men.

^{*1} Manager-equivalent positions (including managers): Includes specialists, executive assistants and special experts in the Company's professional staff system.

Wage difference between male and female workers (%)^{*2}

	FY2023	FY2024
All employees	68.0	68.8
Of which, full-time employees	67.5	68.5
Of which, part-time and fixed-term workers	65.9	67.0

^{*2} The formula of the calculation is ["average females' annual salary" ÷ "average males' annual salary"].

Targets and results for female managers (%)

			FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2028 Goal
Percentage of female managers	The Kurita Group		8.5	9.6	11.5	13.2	13.2	14.7	—
		The Company	1.1	2.1	2.4	2.7	4.1	4.2	about 10
		Group companies in Japan	4.4	3.9	5.5	5.3	5.1	5.6	—
		Group companies overseas	17.2	18.0	19.0	22.3	21.9	23.7	—
Female ratio among all employees		The Kurita Group	24.1	23.7	24.5	25.0	25.3	25.4	—
Percentage of women employed in general positions	New graduate recruitment	The Company	21	19	33	24	31	35	—
	New graduates and experienced personnel recruitment	The Company	15	20	33	28	29	26	about 30-40

Status of the company

		FY2021	FY2022	FY2023	FY2024
Ratio of female personnel (%)	Employees	15.2	15.4	15.9	17.3
	Of which, management positions	2.4	2.7	4.1	4.2
Average years of service for female personnel		16.4	16.2	15.8	15.2

^{*} As of December 1 for each fiscal year

In addition to being certified as Platinum Kurumin and Eruboshi (3-star rating) by the Minister of Health, Labour and Welfare of Japan, we have also been selected to be included in the MSCI Japan Empowering Women Index.

Click below for more information.

[Kurita Group's Sustainability and Materiality \(External Evaluation\)▷▷](#)

5.Strategic Development and Utilization of Human Resources

General Employers Action Plan Based on the Act on Promotion of Women's Participation and Advancement in the Workplace

In the plan for the period from April 2023 to March 2028, the Company has set the following numerical targets.

(1) Providing career opportunities for female workers

- Percentage of women in career track employment (new graduates/experienced professionals): About 30-40%
- Percentage of management positions held by women: About 10%

(2) Development of an employment environment that contributes to balancing work life and family life

- Childcare leave uptake rate among male employees*: About 80-90%
- Duration of childcare leave taken by male employees: About 2-8 weeks

* The childcare leave targets for male employees are addressed in the General Employer Action Plan based on the Next Generation Nurturing Support Measures Promotion Act.

Initiative	Measures Taken
Increasing the proportion of female hires	When seeking to hire new graduates and experienced professionals, provide opportunities for candidates to meet with female employees of the Company. In addition, review the recruitment page on our website and provide information to motivate women to actively build their careers.
Career Development Support	Carry out career development workshops tailored for three stages until promotion to a management position, and a career development workshop that focuses on expertise, with the participation of executives and the supervisors of female employees.
Systematically appointing women and expanding their roles	Share the plan for appointing women to management positions with stakeholders and update. While assigning female employees to roles that have few female workers, we will strive to support their efforts so that women can become firmly established throughout our workforce.
Establishing internal and external networking opportunities for women	Promote the sharing of knowledge of women both inside and outside the company who have balanced work and family. Alongside this, support networking to enable female employees to seek advice about their concerns.

Action Plan Based on the Act on Advancement of Measures to Support Raising Next-Generation Children

In the period from April 2023 to March 2028, the Company will conduct the following initiatives in stages.

Initiative	Measures Taken
Promote understanding of childcare leave for male employees	Use videos and training for managers, male employees who themselves are eligible for childcare leave, and colleagues to foster an environment where such leave can be taken easily.
Promote understanding of childcare-related systems	Promote understanding and use of the system through explanatory videos, expansion of the handbook for introducing childcare-related systems, and internal communications.
Share information about childcare leave of male employees	Provide a place for sharing insights from employees who have used the system, and use internal communications to promote success stories throughout the organization.
Promote use of annual paid leave	Reduce factors that hinder employees from taking paid leave; in parallel with this, promote activities to encourage taking paid leave.

Employment of Personnel with Disabilities

With the goal of fulfilling its social responsibility to employ people with disabilities, the Company and the Group Companies in Japan are working to create an environment and system in which people with disabilities can play an active role, and are providing employment opportunities for people with disabilities in a wide range of fields. In April 2013, With Kurita Ltd. was established with the goal of securing employment opportunities for people with disabilities. As of May of the same year, With Kurita has been approved as a special subsidiary company under the Act on Employment Promotion, etc. of Persons with Disabilities.

Status of Employment of Personnel with Disabilities at the company and Group companies in Japan *

	FY2021	FY2022	FY2023	FY2024
Number of people employed	68	72	73	70
Employment rate (%)	2.4	2.5	2.6	2.5

* The number of employees with disabilities in group companies deemed to be subject to group application under the Employment Rate System for Persons with Disabilities.

5.Strategic Development and Utilization of Human Resources

Securing Employment Opportunities for Senior Personnel

In conjunction with the enforcement of the amended Act on Stabilization of Employment of Elderly Persons from 2006, the Company has established a system to secure employment opportunities for people who have retired having reached the mandatory retirement age. These employment opportunities are offered for up to a maximum of five years from the time of mandatory retirement (60 years old) in accordance with the 2013 amendment to the Act on Stabilization of Employment of Elderly Persons.

Establishment of SOGIE Minority Related Consultation Desk, Formulation of Regulations Regarding Same-Sex and Common-Law Partners

The Company and the Group Companies in Japan have set up an external SOGIE * minority related consultation desk where employees (including dispatch staff) can be consulted anonymously. The purpose is to reduce the psychological burden in daily life and to enable manager and colleagues to respond appropriately to them based on advice from qualified persons such as psychological counselors.

We also extend the various personnel systems provided to executives and employees to same-sex and common-law partners as well.

* A term that combines Sexual Orientation, Gender Identity, and Gender Expression.

Recruitment Goals and Results for Experienced Personnel

Our recruitment goals and achievements for experienced personnel are as follows:

Our situation (%) ^{*1}

	FY2023	FY2024	April 2031 Goal
Ratio of experienced employees	10.6	12.8	About 30
Percentage of experienced employees hired into management-level positions ^{*2}	12.5	13.2	—

^{*1} As of December 1 for each fiscal year

^{*2} Professional positions, including managerial positions, administrative assistant positions, and special professional positions

Employment of Foreign Nationals

The Company seeks to recruit diverse human resources without regard to nationality. We employ foreign nationals, mainly from among overseas students studying in Japan.

Status of Employment of Foreign Nationals at the Company

	FY2021	FY2022	FY2023	FY2024
Number of people employed	19	19	19	21

or other initiatives related to human resources, please refer to this section

[Integrated Report▷](#)

[ESG Data▷](#)

6. Provide Highly Safe and Quality Products and Services

Create products and services and continue to make improvement for securing quality and safety, based on information obtained from diverse points of contact with sites, thus increasing social confidence.

The Kurita Group Approach

In order for the Kurita Group to continue its business and grow as a company, we must maintain its status as a trusted supplier for its customers. Therefore, the Kurita Group is working continuously to create products and services and make improvements for securing quality and safety based on information obtained from diverse points of contact with sites, thus increasing social confidence.

The Kurita Group revised the "Kurita Group Product Quality Policy" in fiscal 2024. Based on this policy, we are committed to enhance the trust of society through promoting quality improvement activities and improve the quality of the products and services to customers.

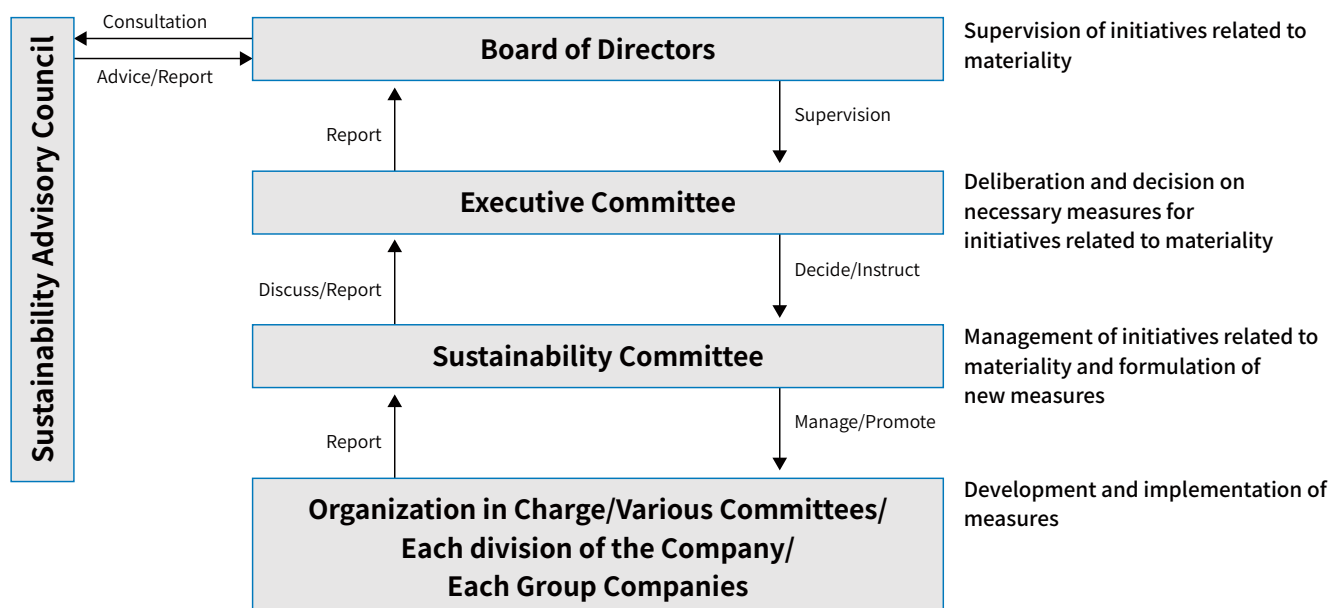
[Kurita Group Product Quality Policy](#)▷

Contribution to Achieving the SDGs



Promotion and Governance System

The Kurita Group has defined "Provide highly safe and quality products and service" as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, oversees and promotes the Group's initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities.



6. Provide Highly Safe and Quality Products and Services

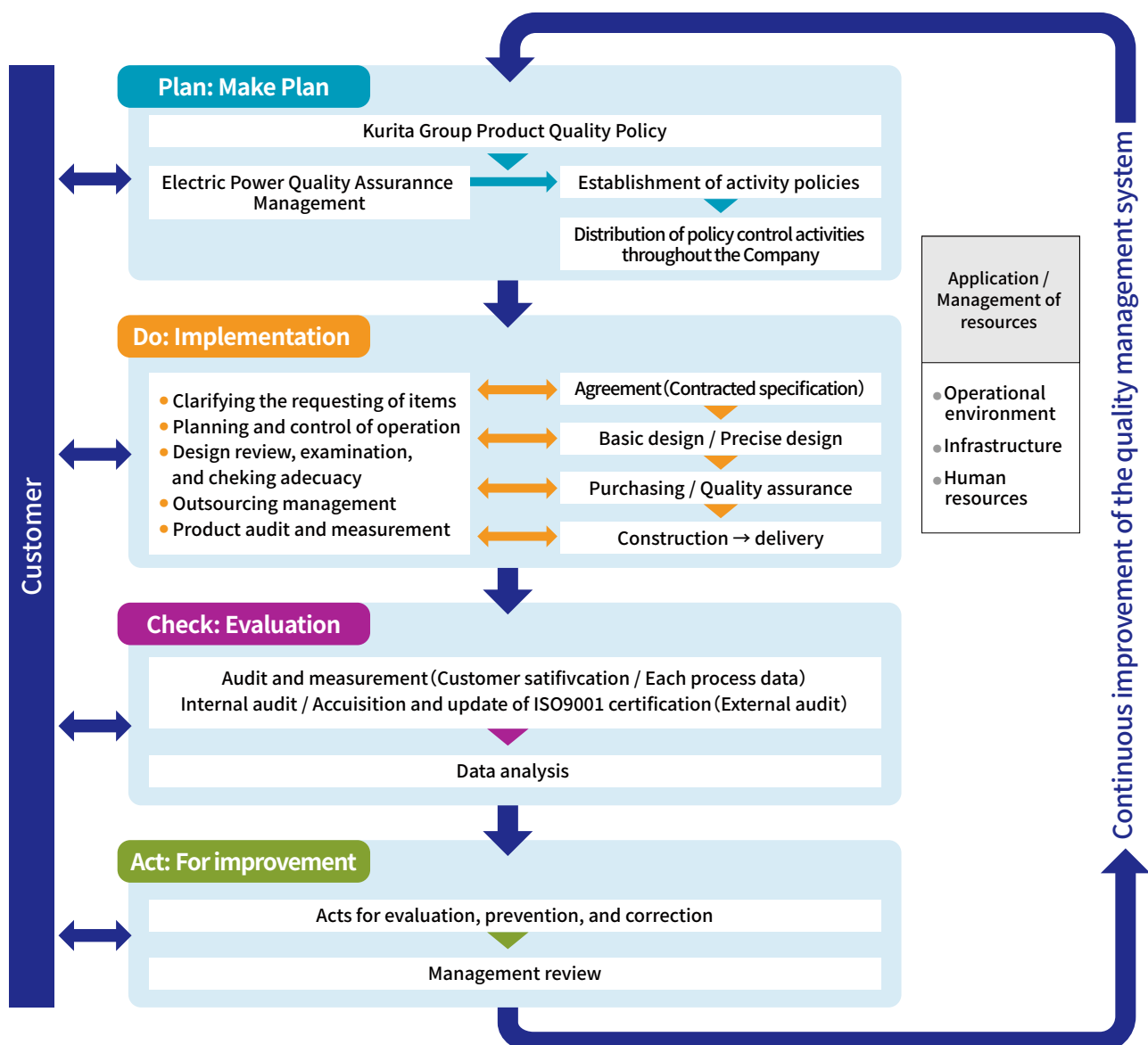
Operation of Quality Management System

The Kurita Group is committed to the establishment and operation of a quality management system in accordance with ISO9001 at the Companies that have production processes such as procurement, manufacturing, and construction to provide products and services. The operational status, including audit results, is shared with our Quality Assurance Department, and Quality Assurance Department is committed to solving identified issues.

Please click here for the acquisition rate of the entire group as of March 2024 and a list of the Group Companies that have acquired certification.

ESG Data ▶

Quality Management System



6. Provide Highly Safe and Quality Products and Services

Targets and Results

The Kurita Group is committed to providing highly safe and quality products and service by setting targets related to reduction rate in the recurrence rate of accidents that affect customers and society. Targets and results for this materiality are shown as below.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*1}	FY2026	FY2028
Reduction rate in the recurrence rate of accidents that affect customers and society ^{*2}	30%	30%	20%	20%
	Achieved (37% ^{*3})			

^{*1} The targets for fiscal 2025 were reviewed by the Sustainability Committee, and decided by the Executive Committee.

^{*2} The company will be the target in fiscal 2024. The targets will be expanded to group companies in Japan in fiscal 2026 and to the Kurita Group in fiscal 2027.

^{*3} Due to the mistake in part of the aggregation, results have revised as of April 2025.

Evaluation of Results and Outline of Activities

Reduction Rate in the Recurrence Rate of Accidents that Affect Customers and Society

The Kurita Group is working to reduce the rate of the recurrence of accidents that affect customers and society.

In fiscal 2024, we achieved our target of reducing the recurrence rate by 37%.

In addition, we analyzed the causes of accidents that occurred and began registering safety-related cases in the Kurita-Safety Approach Tool (K-SAT), a model for preventing the recurrence and occurrence of industrial accidents, and quality-related cases in the Stress-Strength Model (SSM)*.

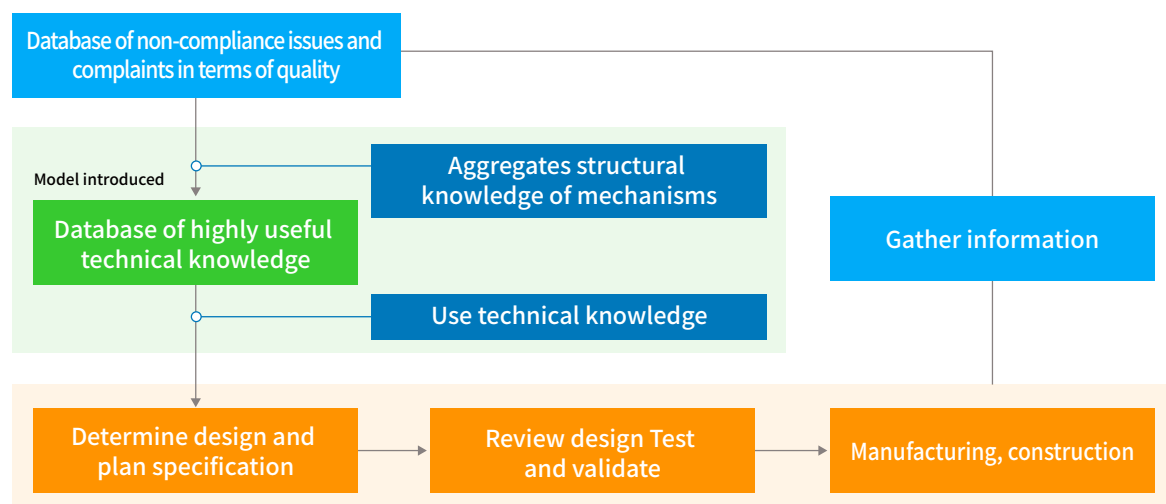
In order to further reduce the recurrence rate in the future, we continuously proceed the registration of information to K-SAT and SSM and will work to utilize the knowledge and information obtained through risk assessments.

* A mechanism for structurally identifying and rendering the mechanisms of defects into shareable knowledge, to be used to prevent defects and stop issues from reoccurring. A quality management approach mainly used in the manufacturing sector, developed by Yasuhiko Tamura of the Institute of Structured Knowledge Yielding Co., Ltd.

For more information about K-SAT, please click [here](#).

Conducting business activities respecting human right (Investigation of Causes of Industrial Accidents and Prevention of Recurrence) >

Loss Cost Recurrence Prevention Cycle with SSM



6. Provide Highly Safe and Quality Products and Services

Other Related Initiatives

Safety Evaluation of Products

The Company has a rule that, when it uses a new chemical substance in product development, it assesses the risk the chemical substance poses to the environment and health based on internal rules. In addition, when we manufacture a product, we submit mandatory notifications and reports following laws and regulations, including the Industrial Safety and Health Act, the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc., and the Fire Service Act.

Sharing Information Related to Product Safety

To ensure the appropriate provision of information to customers, the Company uses GHS ^{*1}-compliant SDS^{*2} and labels to inform them of applicable laws and hazards of the product and provide other information. We also issue Yellow Cards ^{*3} and affix Yellow Card-compliant labels to containers ^{*4} to ensure transportation safety.

^{*1} GHS stands for the Globally Harmonized System of Classification and Labeling of Chemicals. Under this system, physical hazards and health/environmental hazards of chemicals are classified based on international standards, and products classified as hazardous ones are stated on SDSs and indicated on the containers. GHS has been introduced in many countries in accordance with a recommendation by the United Nations. In Japan, compliance with GHS is required by the Industrial Safety and Health Act.

^{*2} SDS (Safety Data Sheet), is a sheet on which a product's hazards, applicable laws, how to handle and transport the product, emergency measures, and other information are presented in a specific format. The Company creates SDSs for all of its products, commodities, and developed articles and provides them to its customers.

^{*3} A yellow card containing information on accident measures as a safety measure when transporting chemical substances. This card is taken along by the transport operator when a chemical is transported on a tanker truck or the similar vehicle.

^{*4} A Yellow Card cannot be used in the case of consolidated transport or transport of small lot products. Therefore, in such a case, the Company affixes a label indicating safety information (United Nations Number and Emergency Response Guide Number of the chemical name) on each container.

Clarifying Customer Evaluations with NPS[®] Surveys

The Kurita Group conducts an NPS[®] ^{*} survey and utilizes the findings for creating sales and marketing strategy and transforming business processes. In fiscal 2024, the survey was conducted on customers globally, and responses were obtained from 1,547 individuals.

^{*} NPSSM is the registered trademark or service mark of Bain & Company, Fred Reichheld, and Satmetrix Systems.

Providing Training to Improve Knowledge and Skills

In order to raise the quality of services provided to customers, the Company runs training courses to improve the expertise and skills of Kurita Group employees. The courses comprise units on a range of topics, including basic knowledge about water treatment chemicals, technical training about water and wastewater, safety and legal affairs training, communication skills and problem-solving.

Number of Participants in Training

	FY2021	FY2022	FY2023	FY2024
Number of Participants	1,906	3,042	2,382	3,353

6. Provide Highly Safe and Quality Products and Services

Internal Audit

The Company reviewed our existing internal audit system for quality and education and training programs in fiscal 2023 so that each organization can improve its quality management system autonomously. We will continuously conduct internal audits by the Quality Committee of each organization to identify issues and make improvements to enhance quality.

Quality Survey Conducted by External Institution

Since fiscal 2021, the Company has engaged an external institution to conduct quality surveys, covering Group companies in Japan involved in production. The surveys cover the quality control systems and operation status of each company. Based on the survey's findings, quality-related issues were identified, and improvement measures were formulated as we continue to raise quality levels at Group companies in Japan.

Using Change Point Management to Prevent Abnormalities

The Company focused on Change Point Management as a quality improvement initiative in fiscal 2024. The Company has examined the problem in advance and formulated me to tasks such as those that fall under "first time, change, or after long time," which have high probabilities of causing abnormalities or defects. We will continuously be committed to this effort to prevent mistakes and to quickly address changes when they arise.

Response to Defects/Prevention of Recurrence and Simple Prevention

Defects that arise prior to installation at customers and complaints received from customers are entered to internal "problem information" database and shared widely throughout the Company.

Additionally, we will curb the occurrence of defects by conducting investigations and audits of the causes of nonconformities, and by establishing and utilizing a Stress-Strength Model (SSM), a system to prevent defects and stop issues from reoccurring.

Number of Serious Accidents in the Kurita Group Involving Products and Services

	FY2021	FY2022	FY2023	FY2024
Number of serious accidents	0	0	0	0

Requests for Business Partners

For details on requests for business partners, please click on the link below.

[Building Good Relationships with business partners ▷](#)

7. Conduct Business Activities Respecting Human Rights

Aim to respect human rights of all the people as an initiative on “humanity” in “an environment in which nature and humanity are in harmony,” based on international norms related human rights.

The Kurita Group Approach

The Kurita Group, which operates globally, is faced with diverse labor environments, business customs, and trade practices, and recognizes the need to respect the human rights of our employees and other stakeholders throughout the supply chain. Based on this recognition and in light of international norms concerning human rights, we aim to respect human rights of all people, as a commitment to “humanity” in “an environment in which nature and humanity are in harmony,” as expressed in our Corporate Philosophy.

The Kurita Group has established the Kurita Group Human Rights Policy to complement Corporate Philosophy and the Kurita Group Code of Conduct. This policy states that the Kurita Group will respect human rights as set forth in the International Bill of Human Rights and the fundamental rights and principles set forth in the ILO Declaration on Fundamental Principles and Rights at Work, and will promote efforts to respect human rights based on the United Nations Guiding Principles on Business and Human Rights.

Furthermore, to ensure that efforts to respect human rights are thoroughly implemented in the supply chain, we request that our suppliers also take human rights into consideration, seek their understanding and cooperation, and conduct regular monitoring surveys to confirm compliance.

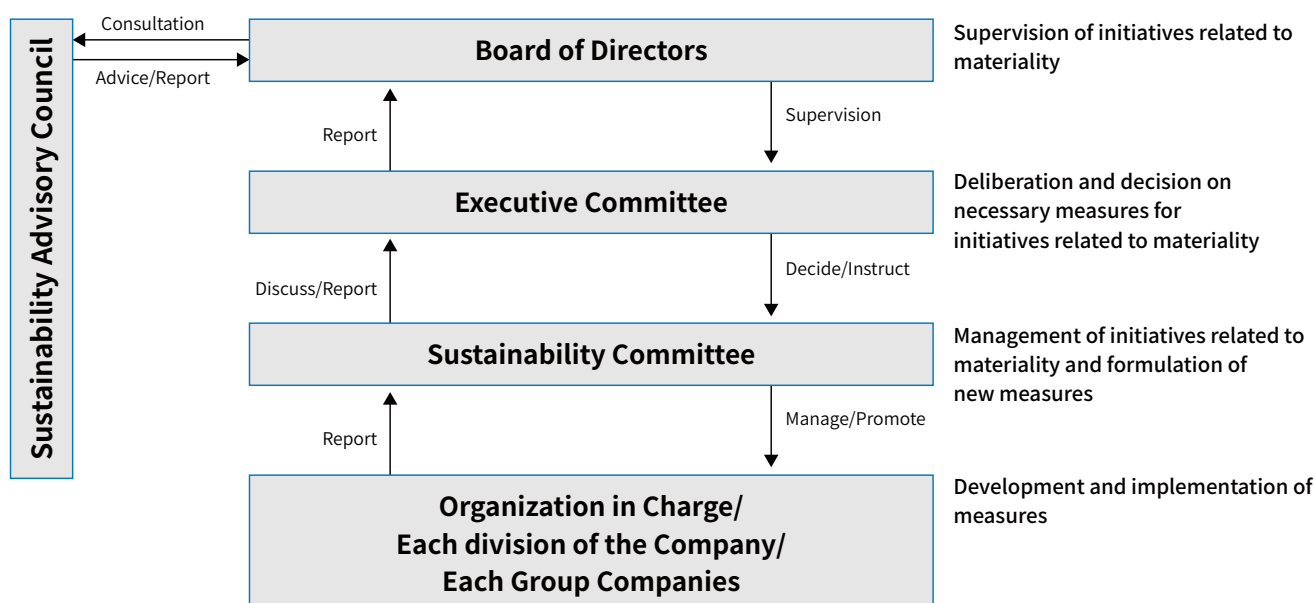
[Kurita Group Human Rights Policy](#) >

Contribution to Achieving the SDGs



Promotion and Governance System

The Kurita Group has defined “Conduct business activities respecting human rights” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the company, oversees and promotes the Group’s initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities.



7. Conduct Business Activities Respecting Human Rights

Targets and Results

The Kurita Group is committed to conducting business activities respecting human rights by setting targets for conducting human rights due diligence on suppliers, the accident severity rate, rate of participation in human right-related training, and the establishment of a liaison for remedies from human rights violations. Targets and results for this materiality are shown as below.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 ^{*1}	FY2026	FY2028
Conducting human rights due diligence on suppliers	Continuous implementation	Continuous implementation	Continuous implementation	Continuous implementation
	Achieved			
Accident severity rate ^{*2} (the Company and the Group Companies in Japan)	0.005 or less	0.005 or less	0.005 or less	0.005 or less
	Not Achieved (0.035)			
Rate of participation in human rights-related training	100%	100%	100%	100%
	Achieved (100%)			
Establishment of a liaison for remedies from human rights violations (grievance mechanism)	- ^{*3}	- ^{*3}	- ^{*3}	Completed
	-			

^{*1} The targets for fiscal 2025 were reviewed by the Sustainability Committee, and decided by the Executive Committee.

^{*2} Regarding metrics and targets outside Japan, we will set them separately in FY2026, taking into account local laws and regulations, and will start working on them from FY2027.

^{*3} Conduct surveys, etc. from fiscal 2024 to 2026 would be prepared for establishment by fiscal 2028. After establishment, set targets related to raising awareness.

7. Conduct Business Activities Respecting Human Rights

Evaluation of Results and Outline of Activities

Conducting Human Rights Due Diligence on Suppliers

In fiscal 2024, we investigated the record of raw materials of suppliers with large procurement of electronic parts as investigation on conflict minerals. We also conducted On-site Audit by outside experts for suppliers with a large number of Technical Intern Trainee in order to understand human rights risks and take responsive measures. Additionally, the Company established the Guidelines for the Acceptance of Foreign Workers, which outlines matters to be observed when accepting foreign workers, and have explained our human rights initiatives to suppliers, and requested that they comply with the Guidelines. Going forward, the Kurita Group will continue to demonstrate the Kurita Group's corporate stance and promote its initiatives.

Accident Severity Rate

The Kurita Group regards occupational health and safety as important issues in its business and believes that ensuring employee safety and supporting their health leads to respect for the human rights of employees and their families.

The Company is working to maintain the accident severity rate level to accurately identify and reduce the occurrence of serious work-related accidents at construction and manufacturing sites ordered or managed in Japan.

In fiscal 2024, the accident severity rate was 0.035, which fell short of the target due to crashes caused by unsafe behavior. In order to raise safety awareness, we will conduct safety patrols specializing checking employees working at heights and provide education to raise risk sensitivity for unskilled workers. At the same time, we will work to strengthen our efforts to prevent falls and trips.

Rate of participation in human rights-related training

The Company continues to provide ongoing education to raise employees' awareness of human rights.

In fiscal 2024, we conducted education and training on the theme of "Business and Human Rights," for the Company and Group companies in Japan and achieved the target with 100% participation rate.

Number of Participants in Human Rights-related Training

	FY2021	FY2022	FY2023	FY2024
Theme	Anger management	Diversity and inclusion	Human rights violations in the age of social media	Business and human rights
Number of participants	2,095	4,778	4,754	4,802

Establishment of a liaison for remedies from human rights violations (grievance mechanism)

When human rights violations occur during corporate activities, a mechanism is necessary to ensure access to appropriate remedies. The Kurita Group aims to complete the establishment of a grievance mechanism for human rights violations by fiscal 2028, and in fiscal 2024 conducted a survey of other companies' case studies, including the status of preparations for a grievance mechanism. We will continue to conduct surveys toward the establishment of the mechanism.

7. Conduct Business Activities Respecting Human Rights

Other Related Initiatives

Human Rights Due Diligence

The Kurita Group has established a human rights due diligence system in accordance with the procedures of the United Nations Guiding Principles on Business and Human Rights.

Human Rights Due Diligence



The results of human rights risk evaluations at the Company are as follows.

Evaluation of Employee Human Rights Risks

		FY2021	FY2022	FY2023	FY2024
Child Labor	Number of business sites with significant risks regarding child labor	0	0	0	0
	Number of business sites with significant risks of hazardous work undertaken by people aged under 18	0	0	0	0
Forced Labor	Number of business sites with significant risks regarding forced labor	0	0	0	0

7. Conduct Business Activities Respecting Human Rights

Number of Consultations Regarding Discrimination

The number of cases of discrimination (including harassment) reported by employees of the Kurita Group is as follows. The Human Resources and Legal Departments conduct fact-finding investigations that ensure anonymity, and when facts are confirmed, the relevant employees are given guidance, warnings, and other responses.

Number of Consultations Regarding Discrimination

	FY2021	FY2022	FY2023	FY2024
The Company	4	3	10	5
Group companies in Japan	10	16	4	6
Group companies overseas	2	0	0	0
The Kurita Group	16	19	14	11

Health and Safety

Given the nature of its business, the Kurita Group recognizes that, there are many situations where its employees face safety risks for manufacture and delivery of water treatment chemicals or assembly, delivery, and installation of water treatment facilities.

We therefore position “health and safety as the top priority in conducting business” and are committed to ensuring safety and supporting health to create a working environment where our executives and employees can work with peace of mind.

In addition, the Kurita Group has established the Kurita Group Occupational Health and Safety Policy as a groupwide policy to ensure the health and safety of executives and employees, create comfortable working environments, and improve on them. Based on this policy, we will continuously promote initiatives for health and safety.

[Kurita Group Occupational Health and Safety Policy](#)>

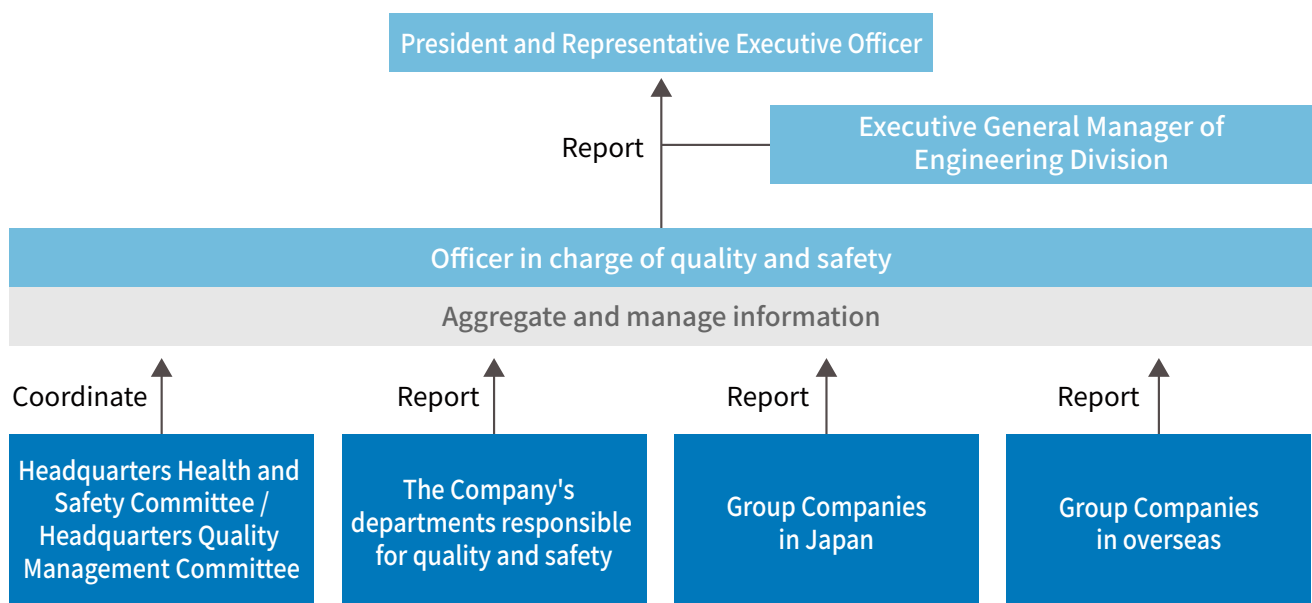
7. Conduct Business Activities Respecting Human Rights

Promotion System

The Kurita Group has established a safety and health management system based on the Industrial Safety and Health Act, other related safety and health laws, and is advancing it based on the principles of ISO45001 to ensure safety at manufacturing and construction sites and to prevent occupational accidents.

Under the Headquarters Health and Safety Committee, a joint labor-management committee which is chaired by a Corporate Officer who is in charge of Quality and Safety, we have established Health and Safety committees at each business site, department, and Group Companies in Japan. Each Health and Safety Committee holds discussions on creating the work environment and preventing work-related accidents and works to maintain and improve the health and safety of employees. The activity policies of the Headquarters Health and Safety Committee, and the results of each Health and Safety Committee's activities, and the targets and progress related to safety and health are reported by a Corporate Officer who is in charge of Quality and Safety to the President and Representative Executive Officer.

The Safety Promotion Department, which is dedicated to safety Group wide, supports on-site safety initiatives, as well as planning and implementing work-related accidents prevention measures and following up on the efforts of the Health and Safety Committee.

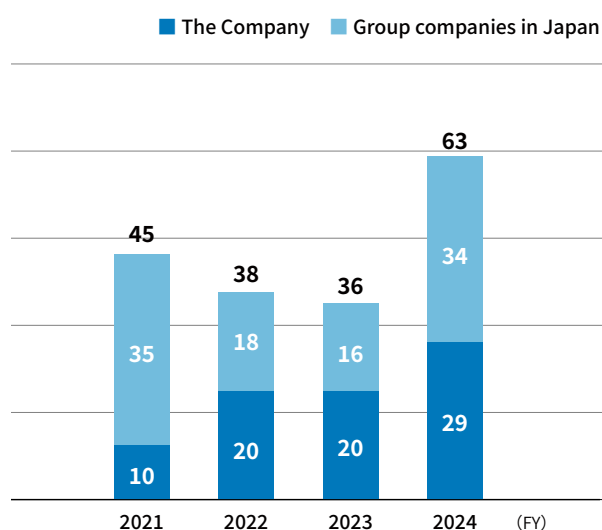


7. Conduct Business Activities Respecting Human Rights

Preventing Work-Related Accidents

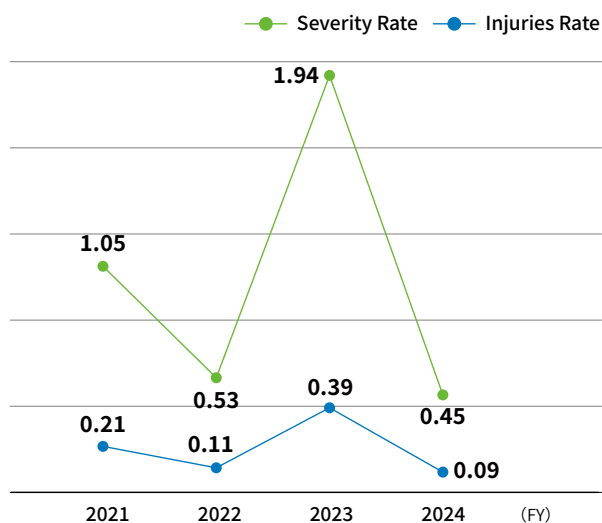
Based on the incidence of work-related accidents to date, the Company has focused on preventing of medical injuries, falls, crushing or entanglement, heat stroke, and work-related accidents according to business characteristics. We are working hard to prevent such accidents, including engaging with our partner companies. In fiscal 2024, the Company's Safety Promotion Department conducted 608 safety patrols at sites on new and existing businesses and projects with a high risk of work-related accidents, which included some performed remotely, and efforts were made to discover and eliminate risks at worksites and raise the safety awareness of the employees of the Company and its business partners. In safety patrols, worksite safety measures and other aspects were evaluated by points, following which the results were reported back to employees and business partners and improvements and remedies of the indicated items were carried out.

Number of Work-Related Accidents (Cases)



From fiscal 2022, figures for the Company include figures for Group companies in Japan that merged with the Company in April 2021.

Severity Rate and Lost-Time Injuries Rate



7. Conduct Business Activities Respecting Human Rights

Fostering a Safety Culture

The Company and Group companies in Japan work to share the value of making safety the highest priority in carrying out business, and to foster a culture in which employees take personal responsibility for safety. Since fiscal 2021, targeting departments related to manufacturing and construction sites of the Company and Group Companies in Japan, we have been conducting a safety culture diagnosis to gauge the extent to which efforts to prevent work-related accidents have taken root in each organization. We work continuously to monitor safety status and make improvements.

Number of Safety Patrols

	FY2021	FY2022	FY2023	FY2024
Japan	523	567	491	605
Overseas	22	8	4	3
Total	545	575	495	608

Number of Participants in Safety Education (the Company)

Training name	FY2021	FY2022	FY2023	FY2024
Training on handling fires	138	52	156	87
Training on handling chemicals	238	62	141	170
Safety training for new employees	84	70	64	101
Safety training for employees with overseas national	9	0	0	0
Special training on full-harness type fall prevention devices	12	55	13	35
Others	35	23	0	0
Total	516	262	374	393

7. Conduct Business Activities Respecting Human Rights

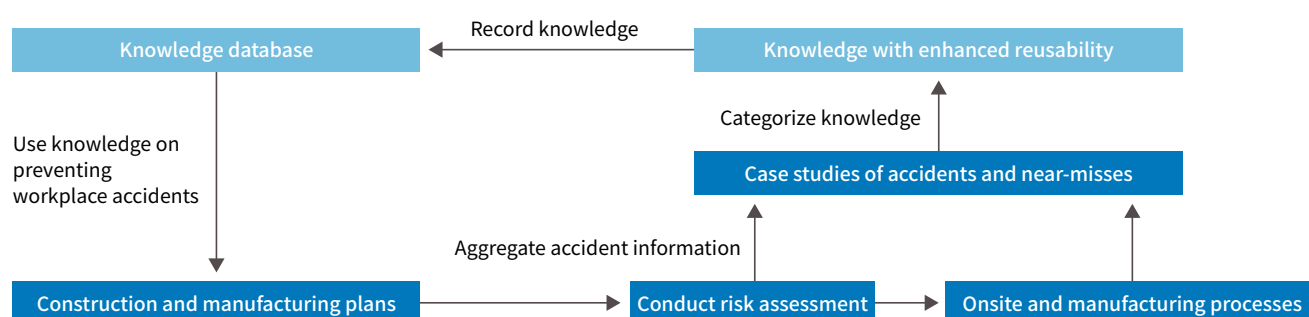
Work-Related Accident Cause Identification and Recurrence Prevention

For accidents that occur at the Company and Group Companies in Japan, the Company's dedicated department, which promotes onsite safety, investigates the cause of accidents, formulates measures to prevent recurrence, and communicates them to the Company and Group Companies in Japan.

In addition, to prevent the recurrence of serious occupational accidents that have occurred in the past, we operate the Kurita-Safety Approach Tool (K-SAT). K-SAT is a tool that accumulates knowledge learned from past work-related accidents in the system, allowing personnel to extract and utilize the information they need. By using this tool, we will develop knowledge from past work-related accidents into risk assessments that contain no omissions. By ensuring that decided measures are implemented onsite, we will strive to prevent the recurrence of work-related accidents.

System to Anticipate and Prevent Work-Related Accidents (K-SAT)

K-SAT cycle



* A mechanism for structurally identifying and rendering the mechanisms of defects into shareable knowledge, to be used to prevent defects and stop issues from reoccurring. A quality management approach mainly used in the manufacturing sector, developed by Yasuhiko Tamura of the Institute of Structured Knowledge Yielding Co., Ltd.

The types of injuries that occurred at the Company and Group Companies in Japan in fiscal 2024

Crushing and entanglement, falls and trips, chemical-related injuries, overturning, heatstroke, incidents of being struck in a collision, collisions, projectiles and falling objects

Response to Hazardous Operations

The Company's employees may handle organic solvents, designated chemical substances, and other materials when performing analysis and experiments. To deal with hazardous operations by its employees, the Company has devised exposure prevention measures, such as installation of onsite ventilation equipment and protective equipment. We also conduct special health examinations based on surveys of employee's substance usage records.

	FY2021	FY2022	FY2023	FY2024
Rate of Employees Receiving Regular Health Examinations (%)	100	100	100	100

7. Conduct Business Activities Respecting Human Rights

Health Promotion Initiatives

The Company conducts measures to improve employee health, such as seminars on how to improve diet, measuring physical age, and holding health events such as walking rallies.

	FY2021	FY2022	FY2023	FY2024
Rate of Employees Receiving Regular Health Examinations (%)	100	100	100	100

Health Promotion Initiatives

The Company conducts measures to improve employee health, such as seminars on how to improve diet, measuring physical age, and holding health events such as walking rallies.

	FY2021	FY2022	FY2023	FY2024
Number of Health Seminars	34	67	60	88
Number of Health Events	30	20	10	14

Initiatives to Prevent Mental Health Issues

In our initiatives to prevent mental health issues, each Health and Safety Committee holds seminars on mental health. In addition, we conduct a Stress Check, which is a survey given to all employees for promoting self-awareness, carried out under the guidance of the stress check systems designed by the Ministry of Health, Labour and Welfare according to the Industrial Safety and Health Act.

	FY2021	FY2022	FY2023	FY2024
Number of Mental Health Seminars	10	16	6	4
Ratio of Employees Receiving Stress Checks (%)	98.6	98.6	96.0	96.2

Requests for Business Partners

For details on requests for business partners, please click on the link below.

[Building Good Relationships with business partners](#)▷

8. Conduct Fair Business Activities

Take actions with fairness, transparency, and integrity and work fairly, thus making people working for Kurita Group prouder of their work and continuously increasing social confidence.

The Kurita Group Approach

The Kurita Group is involved with solving many customers' challenges in areas around the world. This is proof of the trust that customers in various countries have placed in the Group, and it entails a heavy responsibility. We take actions with fairness, transparency, and integrity and work fairly, thus making people working for the Kurita Group prouder of their work and continuing to be highly rated as a company by customers, business partners, employees, shareholders and investors, and local communities around the world.

In April 2024, we established the Kurita Group Behavioral Guidelines, which outlines the direction of behavior to embody the Values, and revised the Kurita Group Code of Conduct, which all Kurita Group officers and employees should observe regardless of differences in language, customs, and culture.

The Kurita Group has also established the following related policies as groupwide policies.

Based on these policies, we will continuously promote activities as well as raise awareness about these policies.

[Kurita Group Behavioral Guidelines](#) >

[Kurita Group Code of Conduct](#) >

Approach to Anti-Bribery

The Kurita Group has established Kurita Group Anti-Bribery Policy as a groupwide policy to prevent bribery and to promote fair business activities. Based on this policy that defines basic anti-bribery principles, the Kurita Group has established rules that must be complied and has committed to reduce the risk of bribery.

We also established the Group Guideline on Anti-Bribery in fiscal 2021, which is compliance rules for the Kurita Group and clarifies the specific details of the policy.

Additionally, the Policy and the Guideline clearly state that bribery through intermediaries, agents, or other representatives is prohibited.

[Kurita Group Anti-Bribery Policy](#) >

Approach to Compliance of Antitrust Laws

The Kurita Group has established the Kurita Group Antitrust Policy as a groupwide policy to conduct fair trade and prevent executives and employees of Kurita Group from violating antitrust laws globally.

The policy defines basic principles concerning compliance with antitrust laws and other similar regulations in each country or region.

We also established the Group Guideline on Antitrust Laws in fiscal 2021 on the rules that clarifies the specific details of the policy based on the business characteristics of Kurita Group.

[Kurita Group Antitrust Policy](#) >

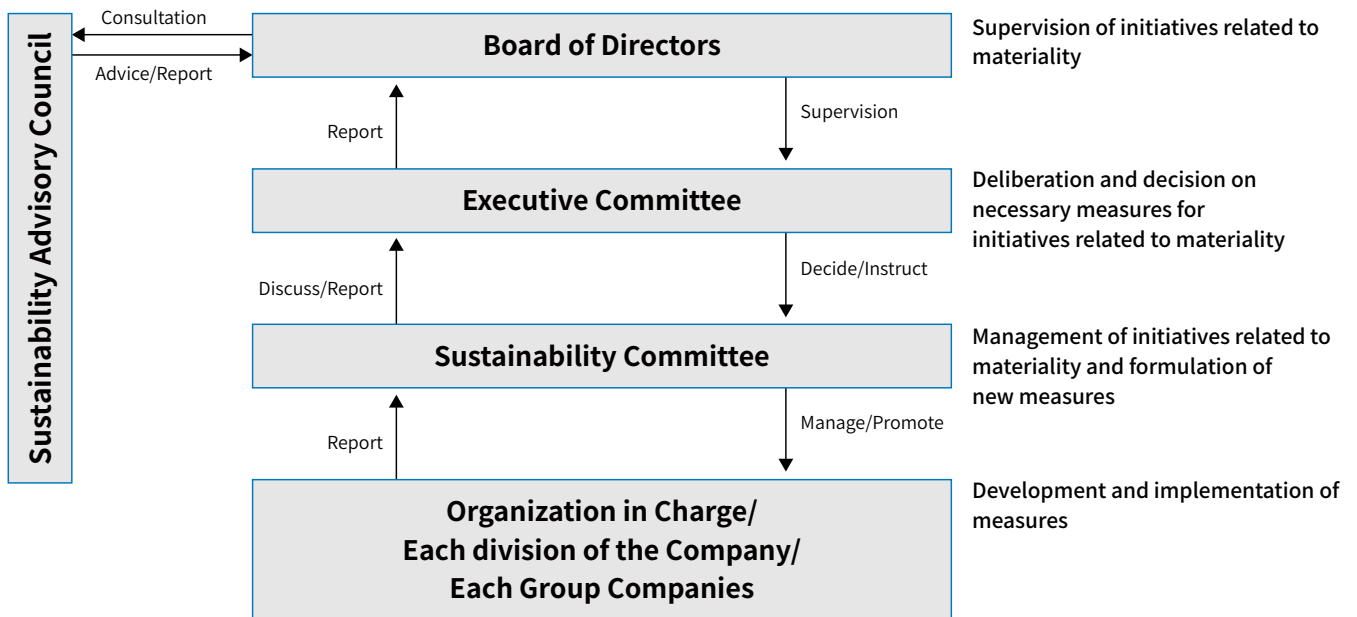
Contribution to Achieving the SDGs



8. Conduct Fair Business Activities

Promotion and Governance System

The Kurita Group has defined “Conduct fair business activities” as one of its materialities, and the Sustainability Committee chaired by the Executive General Manager of the Sustainability Division, a Corporate Officer of the company, oversees and promotes the Group’s initiatives. The Sustainability Committee discusses or reports on the status of the initiatives to the Executive Committee twice, and the Executive Committee deliberates and decides on necessary measures. Additionally, the Executive Committee reports on the status of initiatives to the Board of Directors, which oversees initiatives related to materialities.



8. Conduct Fair Business Activities

Whistleblowing and Consultation Desk

The Kurita Group seeks to enable employees to work in the Group with peace of mind. To this end, we have established Whistleblowing and Consultation Desk within and outside the Group where people can report or consult if they observe behavior that breaks or possibly breaks, the Kurita Group Code of Conduct and other internal company rules related to compliance. These desks are available 24/7 for officers, employees, dispatched workers, and employees of business partners (hereafter referred to as “whistleblowers”). The desk for employees in overseas is available in 18 languages, and we post information about this desk and how to use them on our internal intranet for Group employees and distribute pamphlets to business partners to inform them on a regular basis and provide regular training.

In Japan, whistleblowers can use the hotline anonymously, and the Kurita Group operates a system to protect whistleblowers from disadvantageous treatment such as retaliation.

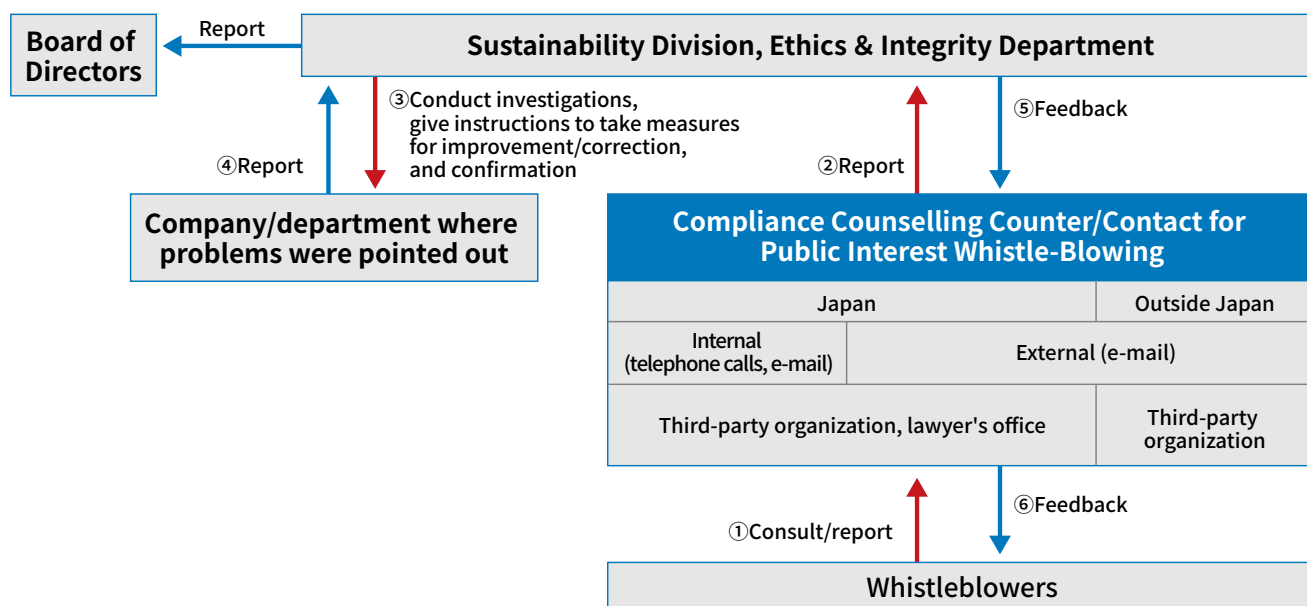
The Executive General Manager of the Sustainability Division, a Corporate Officer of the Company, reports on the status of the whistleblowing system to the Board of Directors once a year in principle.

Through these systems and mechanisms, the Kurita Group strives to protect whistleblowers and detect misconduct at an early stage.

For the status of consultation desk usage, please click [here](#).

ESG Data [▶](#)

Hotline Reporting and Consultation Process



8. Conduct Fair Business Activities

Targets and Results

The Kurita Group is committed to conducting fair business activities by setting targets related to rate of participation in whistle-blowing system related training, rate of participation in training related to laws and internal rules for anti-bribery and antitrust, etc., and number of violations of anti-bribery and antitrust laws. Targets and results for this materiality are shown as below.

Metrics	Targets (Upper row) and Results (Lower row)			
	FY2024	FY2025 *	FY2026	FY2028
Rate of participation in whistle-blowing system related training	100%	100%	100%	100%
	Achieved (100%)			
Rate of participation in training related to laws and internal rules for anti-bribery and antitrust, etc.	100%	100%	100%	100%
	Achieved (100%)			
Number of violations of anti-bribery and antitrust laws	0 cases	0 cases	0 cases	0 cases
	Achieved (0 cases)			

* The targets for fiscal 2025 were reviewed by the Sustainability Committee, and decided by the Executive Committee.

Evaluation of Results and Outline of Activities

Rate of participation in whistle-blowing system related training

The Kurita Group provides training to new employees through their workplaces each time they join the company in order to promote understanding of and intention to use whistle-blowing system available for employees to seek advice or report compliance violations.

We achieved our target of 100% participation rate for fiscal 2024.

Rate of participation in training related to laws and internal rules for the compliance of anti-bribery and antitrust laws, etc.

The Kurita Group continuously provide training related to laws and internal rules for anti-bribery and antitrust, etc. with the aim of raising awareness of laws and regulations and reducing risks. In fiscal 2024, we provided an e-learning program on antitrust laws for Group companies in Japan and achieved the target participation rate of 100%.

Number of violations of anti-bribery and antitrust laws

The Kurita Group has set a target for the number of violations of anti-bribery and antitrust laws related to bribery prevention and the compliance of antitrust laws. We have confirmed that there was no violation of anti-bribery laws and antitrust laws in fiscal 2024.

8. Conduct Fair Business Activities

Other Related Initiatives

Preventing Problems from Occurring

The Kurita Group has established targets and measures to be taken for improvement of the risk of legal or regulatory infringements and is working to prevent compliance-related problems from occurring. Specifically, we created a “Non-Compliance Risk Map” consisting of a list of 60 items and tailored to the business characteristics of each organization and company. We have identified key themes to be addressed by conducting risk assessments at each organization and company based on the results from the previous fiscal year. Based on these findings, we work to make improvements by formulating an improvement plan for each fiscal year.

Implementation of Integrity Survey

The Kurita Group conducts the Integrity Survey of the employees of the Company and the Group companies in Japan as well as their dispatch workers once a year in order to clarify the results of integrity activities*, create opportunities for respondents to the survey to reflect on their own awareness and behavior, and identify the risk of latent legal or regulatory infringements to help reduce risks in the future. It should be noted that the survey is conducted in such a way as to guarantee the anonymity of respondents.

* These activities include compliance-related activities.

	FY2021	FY2022	FY2023	FY2024
Number of subjects (persons)	7,503	7,531	7,630	8,424
Number of respondents (persons)	7,413	7,386	7,512	7,839
Response rate (%)	98.8	98.1	98.5	93.1

Requests for Business Partners

For details on requests for business partners, please click on the link below.

[Building Good Relationships with business partners](#)▷

Building Good Relationships with Business Partners

We report on activities aimed at promoting fair trade and considering social, human rights, and environmental aspects within the supply chain.

The Kurita Group Approach

The Kurita Group considers that we need to work together with our business partners that provide raw materials, supplies, and perform services for initiatives related to sustainability in order to realize a sustainable society and corporate growth. The Kurita Group has established the Kurita Group Procurement Policy as a groupwide policy on procurement.

Additionally, the Kurita Group has established the "Kurita Group Sustainable Procurement Guidelines," which include "respect for basic human rights," such as the prohibition of forced labor and child labor, elimination of discrimination, and conflict minerals; "Preservation of the global environment," including compliance with environmental laws and regulations; and "compliance with laws, regulation and social norms," including fair trade practices and prohibition of corruption and bribes.

Based on the Kurita Group Procurement Policy, the Company has also established Procurement Operation Regulations as a regulation related to supplies, equipment, the procurement of labor and services required in the Company's business activities.

The regulations clearly state that we present the Kurita Group Procurement Policy to business partners and they are expected to further strengthen their cooperative framework in order to promote procurement activities that emphasize social responsibility throughout the entire supply chain. We also request business partners to clarify their confirmation and understanding of its contents in writing.

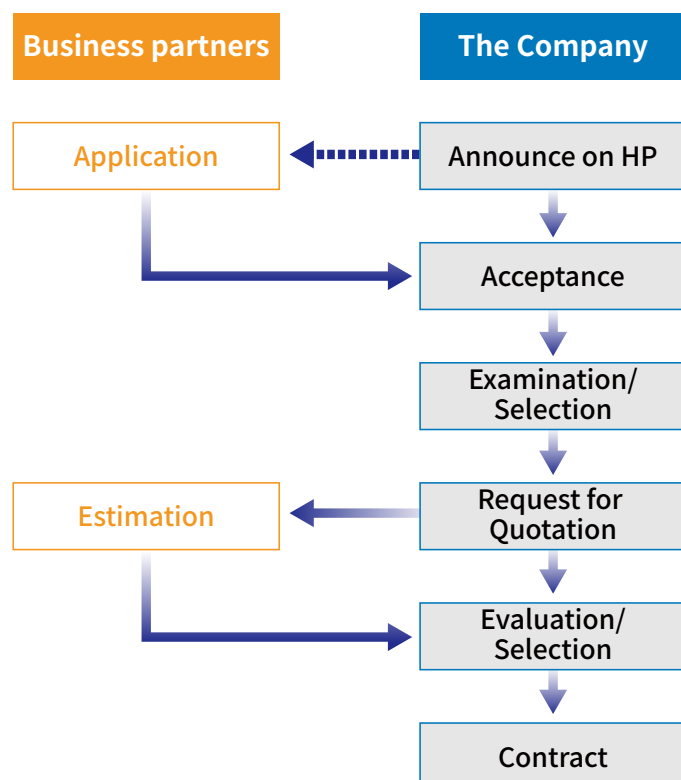
Additionally, we ask business partners to understand the Kurita Group's policies, take necessary measures accordingly, and submit relevant information.

[Kurita Group Procurement Policy](#)

[Kurita Group Sustainable Procurement Guidelines](#)

The following shows the steps to start transaction

Process to Start a Transaction



Building Good Relationships with Business Partners

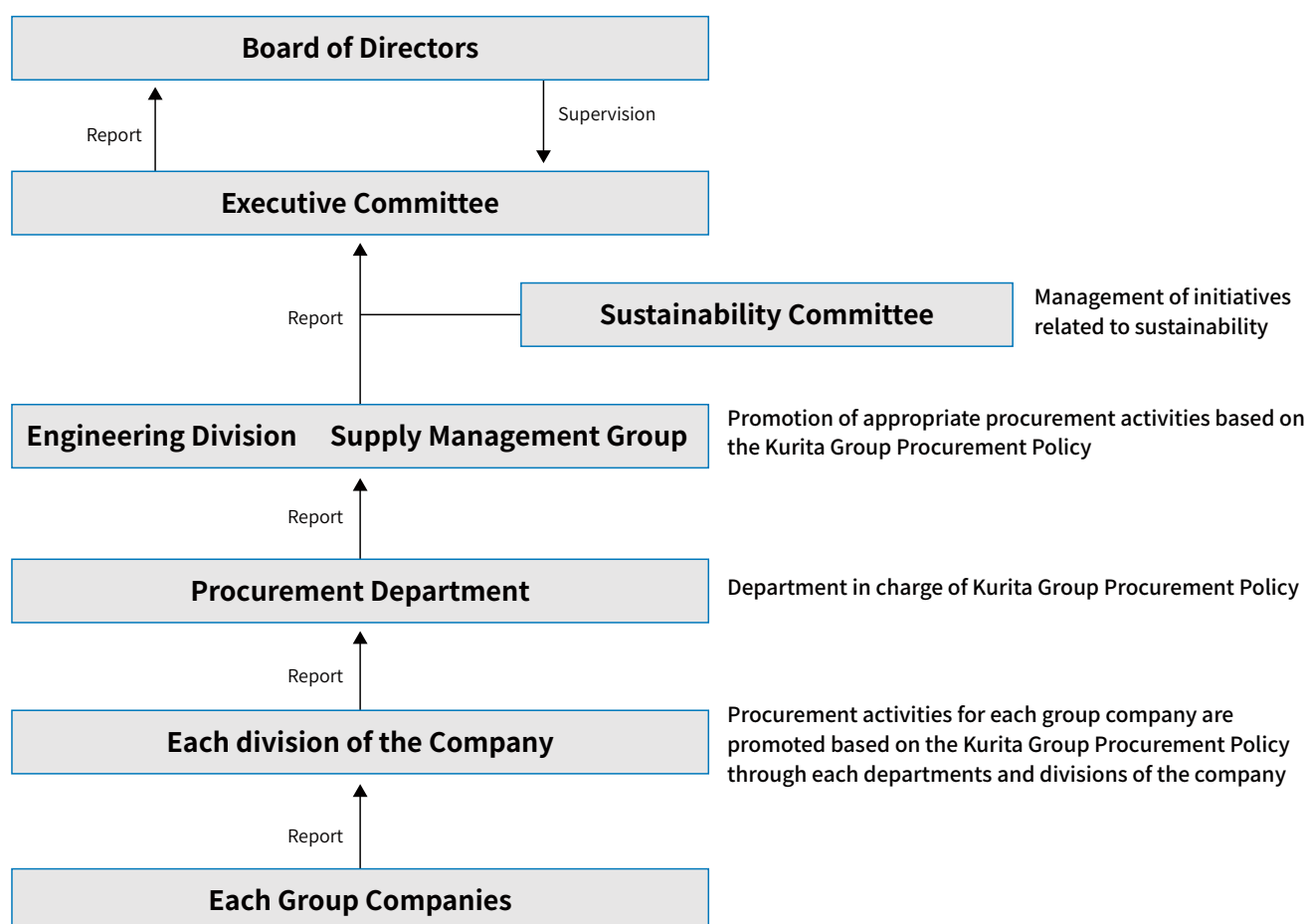
Status of Business Dealings

The status of business dealings with the Company's business partners is as follows.

	FY2021	FY2022	FY2023	FY2024
Number of business partners	1,806	1,729	2,229	1,284
Transaction amount (Millions of yen)	70,198	81,632	78,985	88,392
Japan (%)	90.8	92.4	93.7	96.4
Overseas (%)	9.2	7.6	6.3	3.6

Promotion and Governance System

The Kurita Group is working to promote appropriate procurement activities based on Kurita Group Procurement Policy. Senior General Manager of Supply Management Group, Engineering Division is in charge of promoting procurement activities, while Group companies are promoting the efforts through the Business Administration Department of each division.



Building Good Relationships with Business Partners

Engagement with Business Partners

The Kurita Group incorporates multiple methods of engagement with its business partners, depending on the theme, in order to appropriately understand and evaluate their actual status and to achieve smooth communication with them.

In fiscal 2024, we investigated the record of raw materials of suppliers with large procurement amounts of electronic parts as investigation for conflict minerals. We also conducted on-site audit by outside experts for business partners with a large number of Technical Intern Trainee in order to understand human rights risks and take responsive measures.

Understanding and Evaluating Actual Situation of Business Partners by Using the Platform of EcoVadis *

The Company has been using the platform of EcoVadis to understand and evaluate the actual situation of the business partners since fiscal 2022 with the aim of expanding evaluation items, enhancing the reliability of evaluation results, and reducing the burden on our business partners.

As of March 2024, 150 companies were registered on the platform. We promote improvement initiatives to business partners where risks have been identified.

* A platform for rating the sustainable procurement capabilities of suppliers from a CSR perspective, in which the contents and number of questions are customized according to industry, company size, and country or region in the four areas of "environment," "labor and human rights," "ethics," and "sustainable material procurement." By answering questions about activity contents, etc., a participating company can visualize its performance, which facilitates the company's understanding of improvements, etc.

Conducting Questionnaire Surveys to Ensure the Appropriateness of Transactions, Including Observation of the Subcontract Act and Management of Confidential Information

The Company requires its business partners and those of Group companies in Japan to understand its compliance activities, such as observing the Subcontract Act and confidential information management, and confirms the appropriateness of transactions with such suppliers by carrying out surveys of transactions with the Company.

These surveys target suppliers who fall under the category of subcontractors, as provided in the Subcontract Act, and are conducted once a year. In the event that status checks or improvements are deemed necessary after responses are confirmed, we instruct the relevant department to respond and conducts a follow-up check on the result of the response.

Status of business partner compliance survey implementation

	FY2021	FY2022	FY2023	FY2024
Number of companies surveyed	1,286	1,562	1,454	1,364
Number of respondents	884	1,085	936	726
Response rate (%)	68.7	69.5	64.4	53.2

Establishment of Public Interest Whistle-Blowing and Helpline

The Company has established the Public Interest Whistle Blower Protection Rules and strives to quickly discover misconduct. In accordance with these rules, an advising and reporting liaison that makes use of an independent organization was established, and business partners can use this. Helpline for business partners was also launched so that business partners can seek advice on issues such as concerns and worries they have about business with the Kurita Group.

There were no cases in which Helpline was used in fiscal 2024. We will work to enhance awareness of the Helpline, and gain a proper understanding of the process for necessary measures such as fact-checking, corrections, remedial actions, and preventive measures to ensure that the helpline installed is fully functional.

Status of Use of Business Partners Helplines

	FY2021	FY2022	FY2023	FY2024
Number of cases	0	0	0	0



Helpline pamphlet

Building Good Relationships with Business Partners

Further Communication with Business Partners

The Company provides opportunities for communication with business partners and strives to strengthen its partnerships with them. The main initiatives conducted in fiscal 2024 were as follows.

Initiatives	Purpose / Details	Number of participating companies
Suppliers' meetings	Explanation of the PSV-27 plan, Kurita Group Sustainable Procurement Guidelines, and Kurita Group's Materiality, request for the use of EcoVadis, and exchange of opinions	59 companies (excluding many other companies that participated online)
Safety events	Fiscal 2024 occupational health and safety activities, explanation of disaster cases and measures taken by the Safety Promotion Department	74 companies (excluding many other companies that participated online)
Individual on-site audits on Technical Intern Trainee's human rights issues	Confirming whether there were problems of human rights violation of foreign technical intern trainees	5 companies
Conflict minerals assessment	Confirming whether conflict minerals are used in products supplied to the Company	1 company

Education of Procurement Personnel

The Kurita Group considers that in order to promote sustainable procurement, procurement personnel must also have knowledge of laws and regulations, and social issues and a high awareness of compliance with laws and regulations. The Company provides training and e-learning training on laws and human rights common to all employees, and education for new transferees to the procurement department. We are working to introduce and promote understanding of the Kurita Group Procurement Policy and the Kurita Group Sustainable Procurement Guidelines.

Corporate Citizenship Activities

We report on five priority areas: “Promotion of science and technology,” “Improvement of issues related to water resources and public health,” “Fostering the next generation,” “Recovery and reconstruction of disaster-stricken areas,” and “Revitalization of local communities.”

The Kurita Group Approach

To realize its Corporate Philosophy “Study the properties of water, master them, and we will create an environment in which nature and humanity are in harmony”, the Kurita Group defines corporate citizenship activities as those that contribute to the conservation of water and the environment and the enrichment of people’s lives, without the aim of direct profit, and aims to gain the trust of society and new knowledge through proactive and continuous efforts.

The Kurita Group has set five priority areas for its corporate citizenship activities: “Promotion of science and technology,” “Improvement of issues related to water resources and public health,” “Fostering the next generation,” “Recovery and reconstruction of disaster-stricken areas,” and “Revitalization of local communities.”

We promote corporate citizenship activities based on the system, roles, and approach to corporate citizenship activities expenditures shown in the Group Guideline on Corporate Citizenship Activities.

In order to effectively promote corporate citizenship activities, we not only monitor outputs (direct results expressed quantitatively, such as the number of beneficiaries who received benefits), but also visualize outcomes (changes in behavior and conditions of beneficiaries in the short to medium term) and impacts (changes in society in the medium to long term). The results are reported once a year at the Executive Committee.

[Kurita Group Corporate Citizenship Activities Policy](#)▷

Promotion of Science and Technology

The Kurita Group will contribute to the promotion of science and technology related to water and the environment by supporting the programs of the Kurita Water and Environment Foundation (KWEF) *, including programs to subsidize surveys and research on water and the environment and programs to support international exchange.

* Kurita Water Industries Ltd. established KWEF in 1997, with the aim of contributing to the promotion of science and technology relating to water and the environment. (It was converted to a public interest incorporated foundation in 2009.)

Achievements in FY2024 and Cumulative Totals

	FY2023		FY2024		Cumulative *	
	Number of projects	Grant amount (Millions of yen)	Number of projects	Grant amount (Millions of yen)	Number of projects	Grant amount (Millions of yen)
Research grants	155	129.3	185	133.0	1,901	1295.5
Domestic research grants	81	99.9	56	81.0	1,258	1029.2
International conference grants	1	0.2	4	2.0	145	50.7
Overseas research grants	73	29.2	125	50.0	498	215.5
Kurita Outstanding Research Award	6	—	3	—	96	—
Kurita Prize	20	—	15	—	348	—

* Cumulative total since the establishment of KWEF in 1997

Corporate Citizenship Activities

Research Grant Program

Each year, KWEF provides grants to young researchers in Japan and Asia working in the fields of water and water environments to subsidize the cost of research activities and attending international conferences.

Since fiscal 2008, KWEF has been presenting the Kurita Outstanding Research Award to researchers among the grant recipients who, out of all support recipients, have achieved outstanding results.

Commendation Program

KWEF awards a JSWE-KURITA Award to master's course students who made outstanding research presentations at the annual conference of the Japan Society on Water Environment (JSWE), held each spring.

KWEF also presents two awards: The SES Environmental Research Award for Ph.D. Students (Kurita Research Award), which promotes collaborative research by young researchers, as well as supporting their research and other activities; and the SES Environmental Activity Award for High School Students (Kurita Activity Award), which supports the activities of promising high school students.

International Exchange Support Program

To support international exchange related to promotion of science and technology in fields related to water and environment, KWEF supports the Nepalese NPO, Center of Research for Environment, Energy and Water (CREEW).

Corporate Citizenship Activities

Improvement of Issues Related to Water Resources and Public Health

The Kurita Group will strive as necessary to improve issues with freshwater resources such as rivers, lakes and marshes, and seas and oceans, including collaborations with external organizations. The Kurita Group will also contribute to improvement of water access and preventing the spread of infectious diseases by providing support for the construction and repair of sanitation facilities for people facing problems with water, sanitation and hygiene.

In fiscal 2024, we engaged in collective actions through the Water Resilience Coalition (WRC) and contribute funds to support NPOs to improve water and sanitation facilities in developing countries and conflict zones. We also worked on Eelgrass* cultivation and wetland restoration initiatives as an employee-participation program.

* eaweed purifies seawater by absorbing nutrients that cause red tide and releasing oxygen.

Collective Actions

The Kurita Group promotes Collective Action, a program in which several companies and organizations work together to eliminate water stress.

Collective Actions is designed to address the problems of basins with water resource issues and has been conducted through collaboration with international initiatives such as the Water Resilience Coalition (WRC) *1, in which we have participated since 2020, and the Alliance for Water Stewardship (AWS) *2, in which we have participated since July 2024.

In fiscal 2024, we continuously worked on a campaign, "Impact Together," for solving issues related to water resources in the Colorado river basin in the U.S. and PCJ river basins in Brazil which was launched in fiscal 2023. During the campaign, which aims to solve both river basins' water challenges including water scarcity, we collaborated with Avista Technologies, Inc.*3 headquartered in the Colorado river basin and Kurita do Brasil LTDA. headquartered in PCJ river basins.

We worked on contributing to the "reduction of regional water usage" by providing a superior water savings solution to customers located in the basin regions. In addition, by making a monetary contribution to water resources conservation activities based on the estimated water saved by the solution, we worked to "support the water resources conservation activities in the entire basin." Furthermore, since fiscal 2024, we have newly launched collective actions in the Citarum river basin, Indonesia, striving to solve issues related to the water quality of the basin.

Click on the link below to learn more about Impact Together.

[Impact Together | Colorado River Basin Project](#)

[Impact Together | PCJ River Basins Project](#)

Additionally, The Kurita Group contributes to the development and socialization of the free online platform the Water Action Hub, which supports water conservation initiatives of companies and organizations.

The Water Action Hub is managed by The CEO Water Mandate, which is the upper organization of the WRC, and it has several functions to include connecting partnerships with implementers who are taking actions for solving water challenges, as well as searching and sharing valuable information for water conservation initiatives.

Its functions are continually developed for making it a comprehensive platform which aggregates any information and tools related to water challenges. The Kurita Group contributes to the development by testing and providing early feedback on new features and through monetary support, as well as the socialization through advocating the value of Water Action Hub in international conferences such as World Water Week.

*1 Established by the CEO Water Mandate, a United Nations Global Compact initiative. It is an industry-led initiative working to conserve and restore water resources in watershed areas where water resource problems are serious in various regions of the world.

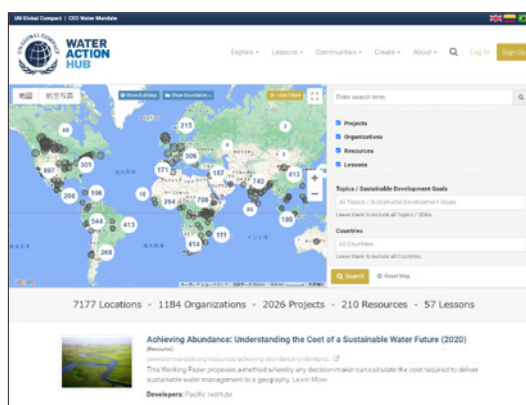
*2 An international initiative aimed at realizing a sustainable water environment by promoting appropriate water use and management by companies in each basin.

*3 The company name Avista Technologies, Inc. was changed to Kurita America Inc. as a result of the merger on April 1, 2025.



[WRC | Water Resilience Coalition](#)

[Water Action Hub](#)



Corporate Citizenship Activities

Support for New Construction and Repair of Water and Sanitation Facilities

The company has continued to provide financial support for the activities of Reach Alternatives (REALS) since fiscal 2019, a non-profit organization, to support the people displaced by violent conflicts and natural disasters at the Mangateen IDP camp in Juba, the capital of the Republic of South Sudan, where about 3,000 people live. In fiscal 2024, support funds were used for making simple repairs to three restroom buildings, making repairs to one water well, and water quality testing.

In addition, since fiscal 2019, we have continued to make donations to WaterAid Japan, a non-profit organization, to support people facing water, sanitation and hygiene issues.

In fiscal 2024, the organization installed a new wastewater treatment system in Unnao district, Uttar Pradesh, India, where approximately 2,000 people live. They also provided training to residents on the maintenance and management of the system and conducted a campaign to raise awareness of preserving and conserving water. Through these activities, the organization has improved access to safe water and toilets for local people and contributed to the reduction of deaths, child abuse, and sexual violence against women caused by the conflict, as well as community problems such as securing safe groundwater and improving sanitation.



REALS staff checks the water from the well that was repaired.



Wastewater treatment system in Uttar Pradesh, India under construction
(Courtesy of WaterAid/Archana Pandey)

Employee Participation Programs

The company and the Group Companies in Japan plans and implements employee participation programs.

In fiscal 2024, it carried out an eelgrass cultivation program and a wetland restoration program.

32 employees participated in the eelgrass cultivation program and sowed eelgrass seeds on a 25m² section of seabed in Tokyo Bay (Kanazawa Ward, Yokohama City).

Eelgrass has the ability to purify water, absorb and store CO₂ (blue carbon), and restore the ecosystem by providing locations for small fish and other organisms to hide, grow, and spawn.

Furthermore, 23 employees participated in the wetland regeneration program to regenerate 10m² of land in Noyamakita-Rokudoyama Park (Tokyo) as a wetland.

The restoration of habitat and growth habitat for a variety of plants and animals unique to wetlands is expected to restore the environment for endangered species, contributing to biodiversity conservation.

Additionally, restoring wetlands with high CO₂ storage capacity will aid in climate change mitigation.



The state of the eelgrass cultivation program



The state of the wetland restoration program

Corporate Citizenship Activities

Fostering the Next Generation

The Kurita Group will foster awareness of water-related issues and stimulate interest in science among children and students who will lead the next generation by holding hands-on learning events, providing on-site classes, and sponsoring contests.

In fiscal 2024, we co-sponsored a science and engineering challenge for high school and technical college students and gave on-site classes for elementary school students.

Contest Sponsorship

The Japan Science & Engineering Challenge (JSEC) is an open science and engineering research contest for high school and technical college students in Japan that has been held by The Asahi Shimbun Company and TV Asahi Corporation since 2003 for the purpose of increasing science and engineering standards by contributing to the promotion of science and math education. Students are invited to submit research works from a wide range of fields, and awards are given for outstanding research based on document and presentation reviews by experts. Supporting the objectives of JSEC's activities, the Company has been co-sponsoring JSEC since 2019 to foster the next generation through corporate citizenship activities. We present the Kurita Water Industries Award for outstanding research on water and the environment.

For the 21st Japan Science & Engineering Challenge (JSEC 2023), 343 research works were submitted from high schools and technical colleges across Japan. After preliminary and primary screenings, the final screening was held at Miraikan on December 9–10, 2023. As a result, the Kurita Water Industries Award was presented to Ami Endo, Meika Umehara and Yuki Yagi, students at Shizuoka Institute of Science and Technology Shizuoka Kita High School for their research into “Development of Radiant Cooling Material Combining Magnesium Oxide and Aluminum Foil.” As a follow up, an exchange meeting was held between the award winners and researchers of the Kurita Group. By providing opportunities to hear directly from researchers about research and development at companies, we hope that this will help the award winners in their future research activities and career development. The award winners then represented Japan at the International Science and Engineering Fair (ISEF), an international student science and engineering fair held in May 2024, together with other JSEC 2023 top award winners. After returning to Japan, the trio received a special award from the Minister of Education, Culture, Sports, Science and Technology for their good work at the ISEF.



JSEC2023 Award Ceremony

Classes

With NPO After School, the Company has continued to conduct programs that allow elementary school students to enjoy learning while experiencing the importance of water since fiscal 2022.

In fiscal 2024, a total of 12 classes were held with 288 children participating. The results of the questionnaire show that the interest in environmental issues among the children who participated increased from 30% to 93%.



On-site class



Corporate Citizenship Activities

Recovery and Reconstruction of Disaster-Stricken Areas

In the event of a disaster or conflict that has a significant impact on people's lives and economic activities, the Kurita Group will provide support for disaster-stricken areas. In fiscal 2024, we donated 10 million yen to the Noto Peninsula Earthquake Relief Program conducted by Japan Platform, a non-profit organization, to support areas affected by the 2024 Noto peninsula earthquake. In addition, we lent three disaster water supply systems to purify water from pools and other types of water for use in daily life, and donated 400 warming kits and 720 bottles of drinking water.

Activating local communities

As a member of the local community, the Kurita Group will contribute to the revitalization of the local community by participating in and supporting community activities such as cleaning, tree planting, and sports events.

In fiscal 2024, Kurita Water Industries' rugby team, Kurita Water Gush Akishima, held rugby experience classes and conducted contribution activities in response to the needs of each region in which the Kurita Group operates.

“Kurita Water Gush Akishima” Holds Rugby Experience Classes

The Company's rugby club, “Kurita Water Gush Akishima,” continues to hold rugby experience classes as a way to contribute to the local community.

In fiscal 2024, we held rugby experience classes for elementary school students in Akishima and Nishitama in Tokyo, Atsugi in Kanagawa, Sendai in Miyagi, and Iwaizumi in Iwate in Japan.

In April 2024, the Company signed a partnership agreement with Akishima City, Tokyo, the host area of Kurita's rugby club, for comprehensive cooperation through the activities of the club.

Kurita Water Gush Akishima will continue to promote a wide range of community-based initiatives with Akishima City in the three areas of community revitalization, promotion of educational and cultural activities and sports, and creation of an environmentally friendly society, in cooperation with the Kurita Innovation Hub (KIH), the Kurita Group's R&D center for innovation, located adjacent to the club's home ground.

Through these efforts, Kurita will contribute to the revitalization of Akishima City, and at the same time, aim to become a team that is supported even more by the citizens of Akishima City.



Elementary school student participate in a rugby experience class

<Main initiatives to be promoted in accordance with the partnership agreement>

1. Promote regional revitalization
2. Promote educational/cultural activities and sports
3. Promote the creation of a society in harmony with the environment

Corporate Citizenship Activities

Community Contribution Activities Conducted at Business Sites in FY2024

The Kurita Group engages in a variety of community contribution activities to help revitalize the regions where our business sites are located.

Category	Business sites where activity was conducted
Tree planting	Kuritec Service Co., Ltd., Kurita Water Industries (Dalian) Co., Ltd., Kurita Water Industries (Suzhou) Ltd., Kurita do Brasil LTDA.
Used stamp and plastic bottle collection	Kurita Water Industries Ltd., KURITAZ Co., Ltd.
Clean-up activity	Kurita Water Industries Ltd., Kuritec Service Co., Ltd., KURITAZ Co., Ltd., Kurita Chemical Manufacturing Ltd., Kurita Meiki Ltd. *1, With Kurita Ltd., Miyoshi Industries Co., Ltd., Kurita Water Industries (Dalian) Co., Ltd., Kurita Water Industries (Taixing) Co., Ltd., Kurita (Taiwan) Co., Ltd., Kurita Europe GmbH
Monetary contributions	Kurita Water Industries Ltd., Kuritec Service Co., Ltd., KURITAZ Co., Ltd., Kurita-GK Vietnam Co., Ltd., Kurita Europe GmbH, Kurita do Brasil LTDA., Miyoshi Industries Co., Ltd., Kurita Water Industries (Taixing) Co., Ltd.
Goods donations	Kurita Water Industries Ltd., Kurita Hokkaido Ltd. *2, Kurita Water Industries (Dalian) Co., Ltd., Kurita do Brasil LTDA., Hansu Co., Ltd.*3
Co-operation of regional events	Kurita Water Industries Ltd., KURITAZ Co., Ltd., Kuritec Service Co., Ltd., Kurita Europe GmbH, Avista Technologies, Inc.*4

*1 The company name Kurita Meiki Ltd. was changed to Kurita Wast Japan Co., Ltd. on April 1, 2024 as a result of the reorganization of sales companies in Japan.

*2 The company name Kurita Hokkaido Ltd. was changed to Kurita East Japan Co., Ltd. on April 1, 2024 as a result of the reorganization of sales companies in Japan.

*3 The company name Hansu Co., Ltd. was changed to KURITA HANSU Water Industries Ltd. after merging with Hansu Technical Service Ltd. on April 1, 2024.

*4 The company name Avista Technologies, Inc. was changed to Kurita America Inc. as a result of the merger on April 1, 2025.

Corporate Citizenship Activity Achievements

FY2023 Activity Outcomes ▷

FY2022 Activity Outcomes ▷

FY2021 Activity Outcomes ▷

The Kurita Group ESG Data

A collection of data related to the environment, society, and governance.

1. Environment^{*1*15}

* -: No data N/A: Items with no emissions, etc. due to business characteristic

				FY2022						FY2023						FY2024					
				Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group			
				Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total					
Water withdrawal (1,000 m³)	All areas	Surface water		0	0	0	1,798	1,798	0	0	0	1,713	1,713	0	0	0	1,500	1,500			
			Rainwater	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Groundwater			387	260	647	18	665	572	238	809	17	826	619	173	792	15	806		
		Seawater			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Produced water			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
		Third-party water	Municipal Water		70	148	217	155	373	37	138	175	245	420	39	132	171	265	435		
			Water discharge from other organizations		0	0	0	11	11	0	0	0	8	8	0	0	0	9	9		
			Surface water		26,267	0	26,267	0	26,267	26,042	0	26,042	0	26,042	25,567	0	25,567	0	25,567		
			Groundwater		1,881	0	1,881	0	1,881	1,837	0	1,837	0	1,837	1,138	0	1,138	0	1,138		
			Seawater		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
			Produced water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
		Subtotal			28,219	148	28,366	166	28,532	27,917	138	28,055	252	28,307	26,743	132	26,875	274	27,149		
		Total			28,606	407	29,013	1,982	30,995	28,488	376	28,864	1,982	30,847	27,362	304	27,667	1,789	29,455		
		Only ultrapure water supply business sites			28,150	0	28,150	0	28,150	27,882	0	27,882	0	27,882	26,706	0	26,706	0	26,706		
		All areas with water stress ^{*2}	Others			455	407	863	1,982	2,845	606	376	982	1,982	2,965	656	304	961	1,789	2,749	
	Surface water			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
			Rainwater	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Groundwater			0	0	0	3	3	0	0	0	3	3	0	0	0	3	3			
	Seawater			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Produced water			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Third-party water		Municipal Water		0	0	0	14	14	0	0	0	48	48	0	0	0	119	119		
			Water discharge from other organizations		0	0	0	0	0	0	0	0	0	0	0	0	0	9	9		
			Surface water		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
			Groundwater		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
			Seawater		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
			Produced water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Subtotal			0	0	0	14	14	0	0	0	48	48	0	0	0	128	128			
	Total			0	0	0	17	17	0	0	0	51	51	0	0	0	131	131			
	Percentage of water intake from areas with water stress out of all regions, excluding those with ultra-pure water supply plants (%)			0.00	0.00	0.00	0.85	0.59	0.00	0.00	0.00	2.58	1.73	0.00	0.00	0.00	7.33	4.77			
Water discharge (1,000 m³)	All areas	Surface water		8,232	325	8,557	1,772	10,329	8,239	292	8,532	1,546	10,077	8,618	223	8,841	1,502	10,344			
		Groundwater		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
		Seawater		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Third-party water		17,044	63	17,108	108	17,216	16,623	66	16,689	179	16,868	14,917	65	14,982	206	15,188			
			Third-party water sent for use to other organizations	17,044	63	17,108	108	17,216	16,623	66	16,689	179	16,868	14,917	65	14,982	206	15,188			
		Total		25,276	389	25,665	1,880	27,545	24,862	359	25,221	1,725	26,946	23,535	288	23,823	1,708	25,531			
		Only ultrapure water supply business sites		24,879	0	24,879	0	24,879	24,340	0	24,340	0	24,340	22,968	0	22,968	0	22,968			
		Others		397	389	786	1,880	2,666	522	359	881	1,725	2,605	567	288	855	1,708	2,563			
	All areas with water stress ^{*2}			0	0	0	11	11	0	0	0	35	35	0	0	0	87	87			
Water consumption (1,000 m³)	All areas Water withdrawal - Water discharge	合計	3,329	19	3,348	102	3,450	3,626	17	3,644	257	3,901	3,828	16	3,844	81	3,924				
		Only ultrapure water supply business sites	3,271	0	3,271	0	3,271	3,542	0	3,542	0	3,542	3,738	0	3,738	0	3,738				
		Others	58	19	77	102	179	84	17	102	257	359	89	16	105	81	186				
	Change in water storage, if water storage has been identified as having a significant water-related impact			-	-	-	-	-	-	-	-	-	-	-	-	-	-				
All areas with water stress ^{*2}			0	0	0	5	5	0	0	0	16	16	0	0	0	45	45				
Water withdrawal ^{*3} (1,000 m³)	Municipal Water			68	148	216	155	371	35	138	173	245	417	37	132	169	265	434			
	Groundwater			387	260	647	18	665	572	238	809	17	826	619	173	792	15	806			
	Surface Water + Seawater			0	0	0	1,798	1,798	0	0	0	1,713	1,713	0	0	-	1,500	1,500			
	Waste water from another organization			0	0	0	11	11	0	0	0	8	8	0	0	0	9	9			
	Total			455	407	863	1,982	2,845	606	376	982	1,982	2,965	656	304	961	1,789	2,749			
Water recycling volume ^{*3,44}	Total			55,544	2	55,546	11	55,558	51,924	3	51,927	10	51,937	54,991	1	54,992	6	54,998			
	Only ultrapure water supply business sites			54,927	0	54,927	0	54,927	50,967	0	50,967	0	50,967	53,875	0	53,875	0	53,875			
	Others			617	2	619	11	630	957	3	960	10	970	1,115	1	1,117	6	1,123			
Water discharge ^{*3} (1,000 m³)	Sewage			4	63	67	70	137	113	66	179	129	308	90	65	155	176	331			
	Surface Water			393	325	719	1,772	2,490	409	292	701	1,546	2,247	477	223	700	1,502	2,203			
	Amount of water discharged to wastewater treatment facilities by industrial parks or public bodies			0	0	0	38	38	0	0	0	51	51	0	0	0	30	30			
	Total			397	389	786	1,880	2,666	522	359	881	1,725	2,605	567	288	855	1,708	2,563			

The Kurita Group ESG Data

* -: No data N/A: Items with no emissions, etc. due to business characteristic

			FY2022					FY2023					FY2024						
			Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group		
			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total				
GHG emissions* ^{4,5}	Scope1 (1,000 t)	CO ₂	2	3	5	9	14	2	3	4	9	13	2	3	4	9	13		
		CH ₄																	
		N ₂ O																	
		HFC																	
		PFC																	
		SF ₆																	
		NF ₃																	
	Others																		
	Scope2 (1,000 t-CO ₂)		7	9	16	12	28	5	8	13	11	24	3	8	11	11	22		
	Scope1+2 (1,000 t-CO ₂)		10	12	21	21	42	6	11	17	20	37	5	11	16	19	35		
	Scope3 (1,000 t-CO ₂)	1. Purchased goods and services 4. Upstream transportation and distribution 9. Downstream transportation and distribution	635					688					690						
		2. Capital goods	17					22					22						
		3. Fuel- and energy-related activities(not included in scope 1 or scope 2)	8					8					8						
		5. Waste generated in operations	6					9					10						
		6. Business Travel	1					1					1						
		7. Employee commuting	3					4					4						
		8. Upstream leased assets	Included in Scope1 and Scope 2					Included in Scope1 and Scope 2					Included in Scope1 and Scope 2						
		10. Processing of sold products	No applicable products					No applicable products					No applicable products						
		11. Use of sold products	1,534					1,705					3,133						
		12. End-of-life treatment of sold products	2					1					2						
		13. Downstream leased assets	288					325					347						
		14. Franchises	No franchises					No franchises					No franchises						
		15. Investments	Not an applicable sector					Not an applicable sector					Not an applicable sector						
		Total		2,494					2,762					4,216					
		Total (1,000 t-CO ₂)		2,536					2,799					4,251					
CO ₂ emissions intensity per unit of sales (t / million yen)* ^{5,6}			0.08	0.31	0.13	0.16	0.15	0.05	0.18	0.10	0.12	0.11	0.04	0.16	0.08	0.10	0.09		
Energy consumption (TJ) * ^{7,8}	Purchased electricity (other than renewable energy)		166	213	379	244	624	98	197	295	233	528	57	182	239	199	438		
	Purchased electricity (renewable energy)		0	0	0	0	0	182	10	192	0	192	199	24	223	0	223		
	Gas		4	0.3	4	57	61	17	0.3	17	50	68	16	0.3	16	46	62		
	Oil		30	40	70	94	164	13	41	53	95	148	11	40	51	96	147		
	Purchased energy (steam, chilled water)		0	0.7	0.7	29	29	0	0.6	0.6	26	27	0	1	1	30	31		
	Renewable energy		0.5	0.0	0.5	1.0	1.5	0.4	0.0	0.4	1.1	1.5	0	0	0	1	1		
Total		200	254	455	424	879	310	248	559	405	964	283	247	530	372	902			
Energy use intensity per unit of sales (GJ / million yen)* ^{5,6}			1.6	6.8	2.9	3.3	3.1	2.5	4.1	3.1	2.4	2.8	2.2	3.5	2.7	2.0	2.3		
Waste generated (1,000t)	Non- hazardous waste	Waste diverted from disposal	Onsite	20	1	21	0.3	21	19	1	20	0.4	20	16	1	17	0.5	17	
			Offsite	4* ¹⁴	-	4	-	4	5	1	6	-	6	2	14	15	-	15	
		Total		24	1	25* ¹⁴	0.3	25	25	1	26	0.4	26	18	14	32	0.5	33	
			Waste directed to disposal	Onsite	0.5	0.3	1	1	2	1	0	1	2	3	0	0.3	0.5	1	1
				Offsite	1	-	-	-	-	2	2	4	-	4	1	3	4	-	4
	Hazardous waste	Total		2	0.3	2	1	3	3	3	6	2	8	1	3	4	1	5	
				26	5	31	1	32	27	4	32	3	34	20	17	37	1	38	
			Waste diverted from disposal	Onsite	2	0.3	3	0.21	3	2	0	2	0.2	2	2	0.3	2	0.7	3
		Offsite		0.03* ¹⁴	-	0.03	-	0.03	0.2	0.0001	0	-	0.24	0.5	0.002	0.5	-	1	
		Total		2	0.3* ¹⁴	3	0.21* ¹⁴	3	2	0	2	0	3	2	0.3	2	0.7	3.2	
	Waste directed to disposal		Onsite	0.01	2	2	1	2	0.0	2	2	1	3	0.0	2	2	1	3	
			Offsite	0.1	-	0.1* ¹⁴	-	0.1	0.0	0	0	-	0	0.01	0.16	0.17	-	0	
	Total		0.1	2* ¹⁴	2	1	2	0.0	2	2	1	3	0.02	2	2	1	3		
	Total		3	2	5	1	5	2	2	4	1	5	2	2	4	1	6		
	Total		28	7	36	2	38	30	6	36	4	40	22	20	41	3	44		
Industrial waste (1,000 t)(including hazardous or toxic waste)	Internal Waste		23	3	26	2	28	22	3	25	4	29	18	3	21	3	24		
	Waste of Construction sites in Japan		5	4	9	-	9	8	3	11	-	11	3	17	20	-	20		
	Total		28	7	36	2	38	30	6	36	4	40	22	20	41	3	44		
Amount of recycled industrial waste (1,000 t)* ⁷ (including hazardous or toxic waste)			23	1	24	0.5	24	21	1	22	1	23	18	1	19	1	20		
Industrial waste for final disposal (incineration and landfill 1,000 t)* ⁷ (including hazardous or toxic waste)			0.5	2	3	2	4	1.0	2	3	3	6	0	2	2	2	4		
Recycling rate (%)* ⁸			98	38	90	24	86	96	38	88	17	79	98.9	36.8	89.3	40.7	83.4		
Packing materials (t)			N/A	342	342	-	342	N/A	301	301	-	301	N/A	280	280	-	280		
Packaging materials recycled (t)			N/A	1,300	1,300	-	1,300	N/A	1,303	1303	-	1,303	N/A	1,254	1,254	-	1,254		
Materials for chemicals (1,000 t)* ⁹			N/A	20	20	-	20	N/A	19	19	-	19	N/A	19	19	-	19		
Production of chemicals (1,000 t)			N/A	32	32	-	32	N/A	31	31	-	31	N/A	30	30	-	30		
Emissions of ozone-depleting substances			N/A					N/A					N/A						
NOx emissions (kg)* ¹⁰			0.2	N/A	0.2	N/A	0.2	0.0	N/A	0.0	N/A	0.0	0.0	N/A	0.0	N/A	0.0		
SOx emissions (kg)* ¹⁰			0.5	N/A	0.5	N/A	0.5	0.0	N/A	0.0	N/A	0.0	0.0	N/A	0.0	N/A	0.0		
Emissions of hazardous air pollutants (kg)			-					-					-						
Emissions of PRTR-regulated substances (t)* ¹¹			0.02	0.3	0.4	N/A	0.4	N/A	0.4	0.4	N/A	0.4	N/A	0.5	0.5	N/A	0.5		
Volatile organic compounds (VOC) emissions (kg)* ¹²			N/A					N/A					N/A						
Soot and dust emissions (kg)* ¹³			5	N/A	5	N/A	5	1	N/A	1	N/A	1	N/A						
Soil and groundwater pollution	Business Sites Where Soil or Groundwater Contamination Has Been Found		Unverified					Unverified					Unverified						
	Substance		Not detected					Not detected					Not detected						
Number for major violations of environmental laws and regulations			0	0	0	0	0	0	0	0	0	0	0	0	0	1	1		
Total monetary volume of significant fines (1,000 yen)			0	0	0	0	0	0	0	0	0	0	0	0	0	236,000	236,000		

The Kurita Group ESG Data

* -: No data N/A: Items with no emissions, etc. due to business characteristic

		FY2022					FY2023					FY2024				
		Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group
		Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total		
ISO14001	Number of company	1	4	5	14	19	1	6	7	16	23	1	6	7	16	23
	Number of certified sites	5	21	26	30	56	5	26	31	39	70	3	24	27	31	58
	Company coverage rate (%)	100.0	21.1	25.0	56.0	42.2	100.0	26.1	29.2	50.0	41.1	100.0	26.1	29.2	48.5	40.4
	Certified sites coverage rate (%)	9.3	29.2	20.6	31.3	25.2	9.8	28.0	21.5	33.3	26.8	6.1	25.8	19.0	23.7	21.2

*1 The scope of data collection for items other than "Violation of Environmental Laws and Regulations" covers all locations of Kurita Water Industries and of its consolidated subsidiaries. However, the following companies and locations are excluded from the scope.

Group companies that have not started environmental improvement activities, subsidiaries that share locations with the parent company (included in the parent company), group companies that do not generate environmental impact, and locations where environmental impact cannot be calculated due to tenant occupancy, etc.

*2 Scope includes locations in areas with a water stress rating of high or higher in the Aqueduct Water Risk Atlas provided by the World Resources Institute. In fiscal 2024, the scope included 16 such locations.

*3 Data collected based on the previous method has been provided for continuity.

*4 Along with the disclosure of water intake, discharge and consumption volumes at ultrapure water supply business sites starting in fiscal 2021, data on water recycling volume is also disclosed for ultrapure water supply business sites.

*5 The past data of Scope 3 was revised due to the change in the calculation method of Scope 3 following the segment change in FY 2024.

*6 Scope of data collection for CO₂ and GHG converted into energy is Scope 1 and 2. The domestic total of electricity purchases accounts for the bulk of the Group total, so TJ and MWh conversions are in accordance with the factors described below, as defined by the Act on the Rational Use of Energy in Japan. Purchased electricity: 0.00997 TJ/MWh, other: 0.00360 TJ/MWh

*7 Scope of data collection is only the company's own sites, and excludes production sites, etc.

*8 Calculated as follows: (recycling volume + valuable amount) / (recycling volume + final disposal of industrial waste + valuable amount)

*9 A raw material for manufacturing water treatment chemicals.

*10 Scope of data collection is sites with facilities that generate soot and smoke, as defined by the Air Pollution Control Act of Japan.

Historical figures for domestic Group companies have been changed to "not applicable" because it has been confirmed that there were no facilities that generated soot and smoke in previous fiscal years.

*11 Scope of data collection is sites that are subject to controls for Class I Designated Chemical Substances as defined by the Pollutant Release and Transfer Register (PRTR) of Japan.

*12 Scope of data collection covers sites that have facilities designated as facilities that emit Volatile Organic Compounds as defined by the Air Pollution Control Act of Japan.

*13 Scope of data collection covers sites that have facilities designated as facilities that generate soot and smoke as defined by the Air Pollution Control Act of Japan.

*14 The figures for the past have been corrected.

*15 Due to the mistake in part of the aggregation, results for environment data have revised as of April 2025.

ISO 14001 Certified Bases (As of March, 2024)

Kurita Water Industries Ltd.	Shizuoka Plant
Kurita Water Industries Ltd.	Tsuruga Plant
Kurita Water Industries Ltd.	Toyouka Plant
Kurita Chemical Manufacturing Ltd.	Head Office
Kurita Chemical Manufacturing Ltd.	Ako Plant
KURITEC SERVICE CO.LTD.	Head Office
KURITEC SERVICE CO.LTD.	East Japan Factory (Iwate)
KURITEC SERVICE CO.LTD.	Mie Factory
KURITEC SERVICE CO.LTD.	West Japan Factory (Iga)
KURITEC SERVICE CO.LTD.	West Japan Factory (Harima)
KURITEC SERVICE CO.LTD.	Oita Factory
San-ei Industries Co.,Ltd.	Head Office
San-ei Industries Co.,Ltd.	Mie Plant
Nippon Fine Co.,Ltd.	Head Office
Nippon Fine Co.,Ltd.	Harima Plant
Aoi Industries Co.,Ltd.	Head Office
KURITAZ Co.Ltd.	Head Office
KURITAZ Co.Ltd.	West Japan Branch Office
KURITAZ Co.Ltd.	Hokkaido Branch Office
KURITAZ Co.Ltd.	Tohoku Branch Office
KURITAZ Co.Ltd.	Ibaraki Branch Office
KURITAZ Co.Ltd.	Tokai Branch Office
KURITAZ Co.Ltd.	Chugoku Shikoku Branch
KURITAZ Co.Ltd.	Kyushu Branch Office
KURITAZ Co.Ltd.	Kitami Sales Branch
KURITAZ Co.Ltd.	Kanagawa Sales Branch
KURITAZ Co.Ltd.	Shikoku Sales Branch
Kurita-GK Chemical Co.,Ltd.	Head office / Factory
Kurita-GK Chemical Co.,Ltd.	Rayong Branch
Kurita Water Industries (Dalian) Co.,Ltd.	Head Office and Plant
Kurita Water Industries (Jiangyin) Co., Ltd.	Head Office

KURITA HANSU Water Industries Ltd.	Head Office
KURITA HANSU Water Industries Ltd.	Ansan Factory
KURITA HANSU Water Industries Ltd.	Cheonan Factory
KURITA HANSU Water Industries Ltd.	Onsan Factory
KURITA HANSU Water Industries Ltd.	Yatap Branch
KURITA HANSU Water Industries Ltd.	Asan Factory
KURITA HANSU Water Industries Ltd.	Cheongbuk Factory
Kurita Europe GmbH	Head Office
Kurita Europe GmbH	LU Factory
Kurita Europe GmbH	Viersen Office
Kurita France S.A.S	Head Office/Factory
Kurita Turkey Kimya A.S.	Head Office
Kurita Turkey Kimya A.S.	Bandirma Factory
Kurita Aquachemie Saudi Arabia Co.	Saudi Arabia Office
Kurita Aquachemie FZE	United Arab Emirates Office (Free Zone)
Kurita do Brasil LTDA.	Head Office / Factory (SP state)
Kurita do Brasil LTDA.	Porto Alegre Office
Kurita (Taiwan) Co.,Ltd.	Kaohsiung Plant and Office
Kurita (Singapore) Pte. Ltd.	Head Office & Manufacturing Plant
Kurita (Singapore) Pte. Ltd.	AUO
Kurita (Singapore) Pte. Ltd.	A-Star
Kurita (Singapore) Pte. Ltd.	GF
Kurita (Singapore) Pte. Ltd.	WSF
Kurita (Singapore) Pte. Ltd.	MES
Kurita Water (Malaysia) Sdn. Bhd.	Head Office (Johor Bharu) & Manufacturing Plant
P.T. Kurita Indonesia	Head Office
Kurita America, Inc.	MN-SHKMFG(Shakopee_ Chemical Manufacturing)

The Kurita Group ESG Data

2. Social

Employees

* -: No data

			FY2022					FY2023					FY2024					
			Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	
			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			
Number of employees	Male	20's	166	-			-					157	-					
		30's	346									328						
		40's	430									355						
		50's	438									475						
		60's	32									29						
		70 and over	4									0						
		Subtotal	1,416									1,344						
		Female	20's									63				-		
	30's		66	78														
	40's		69	55														
	50's		56	71														
	60's		3	2														
	70 and over		0	0														
	Subtotal		257	281														
Total			1,673	2,130	3,803	3,858	7,661	1,624	2,252	3,876	3,908	7,784	1,625	2,325	3,950			
Number of temporary staff			452	250	702	56	758	467	280	747	74	821	497	308	805	284	1,089	
Number of management staff*1	Male	322	300	622	508	1,130	302	334	636	509	1,145	297	340	637	556	1,193		
	Female	9	17	26	146	172	13	18	31	143	174	13	20	33	173	206		
	Total	331	317	648	654	1,302	315	352	667	652	1,319	310	360	670	729	1,399		
Ratio of female employees (%)*1	Employees	15.4	28.0	22.9	27.2	24.9	15.9	27.7	23.1	27.6	25.3	17.3	28.3	24.1	27.0	27.6		
	Management staff in employees	2.7	5.4	4.0	22.3	13.2	4.1	5.1	4.6	21.9	13.2	4.2	5.6	4.9	23.7	14.7		
Number of employees hired	Male	Under 30	34	56	90	-		32	48	80	-		32	67	99	-		
		30-49	9	27	36			17	52	69			42	42	84			
		50 and over	1	54	55			8	65	73			7	73	80			
	Female	Under 30	13	20	33	-		14	16	30	-		18	19	37	-		
		30-49	4	8	12			1	58	59			9	51	60			
		50 and over	0	7	7			0	20	20			0	17	17			
Ratio of new employment to employees (%)	Male	Under 30	2.0	2.6	2.4	-		2.0	2.1	2.1	-		2.0	2.9	2.5	-		
		30-49	0.5	1.3	0.9			1.0	2.3	1.8			2.6	1.8	2.1			
		50 and over	0.1	2.5	1.4			0.5	2.9	1.9			0.4	3.1	2.0			
	Female	Under 30	0.8	0.9	0.9	-		0.9	0.7	0.8	-		1.1	0.8	0.9	-		
		30-49	0.2	0.4	0.3			0.1	2.6	1.5			0.6	2.2	1.5			
		50 and over	0.0	0.3	0.2			0.0	0.9	0.5			0.0	0.7	0.4			
Number of employee turnover	Male	Under 30	7	13	20	-		10	16	26	-		6	26	32	-		
		30-49	14	38	52			22	36	58			12	38	50			
		50 and over	54	88	142			54	96	150			54	101	155			
	Female	Under 30	2	2	4	-		1	7	8	-		1	17	18	-		
		30-49	1	19	20			1	26	27			0	42	42			
		50 and over	1	33	34			5	30	35			5	35	40			
Ratio of employee turnover to employees (%)	Male	Under 30	0.4	0.6	0.5	-		0.6	0.7	0.7	-		0.4	1.1	0.8	-		
		30-49	0.8	1.8	1.4			1.4	1.6	1.5			0.7	1.6	1.3			
		50 and over	3.0	4.1	3.7			3.3	4.3	3.9			3.3	4.3	3.9			
	Female	Under 30	0.1	0.1	0.1	-		0.1	0.3	0.2	-		0.1	0.7	0.5	-		
		30-49	0.1	0.9	0.5			0.1	1.2	0.7			0.0	1.8	1.1			
		50 and over	0.1	1.5	0.9			0.3	1.3	0.9			0.3	1.5	1.0			
Number of resignees and reasons	Corporate circumstances		2	-			4	-			2	-						
	Personal circumstances		27				32				24							
	Retirement		25				33				31							
	Other		25				24				21							
Turnover rate by reasons to employees (%)	Corporate circumstances		0.1	-			0.2	-			0.1	-						
	Personal circumstances		1.6				2.0				1.5							
	Retirement		1.5				2.0				1.9							
	Other		1.5				1.5				1.3							
Average years of service	Male	17.9	-			18.2	-			17.8	-							
	Female	16.2				15.8				15.2								
Employment of foreign(non- Japanese) employees	Number	19	-			19	-			21	-							
	Rate (%)	1.1				1.2				1.3								
Employees with disabilities*2	Number	72				-			73			-			70		-	
	Rate (%)	2.5													2.6			
Labor union members*3	Number	995	25	1,020	-		1,007	25	1,032	-		1,040	19	1,059	-			
	Rate (%)	55.7	61.0	55.8			58.5	67.6	58.7			58.5	54.3	58.4				

*1 Data as of December 1 of each year. Temporary staffs are included in the number of employees

*2 Companies eligible to employ people with disabilities.

*3 One of the domestic group companies have formed labor unions.

The Kurita Group ESG Data

Employee-friendly Working Environment

* -: No data

		FY2022					FY2023					FY2024				
		Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group
		Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total		
Number of employees taking childcare leave	Male	30					32					35				
	Female	24		-			7		-			13		-		
Childcare leave utilization rate (%)	Male	51.1		-			68.1		-			77.7		-		
	Female	100.0		-			100.0		-			92.8		-		
Return to work rate after child care leave (%)	Male	100.0		-			100.0		-			100.0		-		
	Female	100.0		-			100.0		-			100.0		-		
Number of employees taking long-term nursing care leave	Male	0		-			2		-			0		-		
	Female	0		-			0		-			0		-		
Number of employees taking work less hours for nursing care	Male	0		-			0		-			0		-		
	Female	0		-			0		-			0		-		
Number of employees taking short-term nursing care leave	Male	11		-			9		-			13		-		
	Female	3		-			3		-			4		-		
Number of employees taking leave system due to spouse being transferred	Male	0		-			0		-			0		-		
	Female	0		-			1		-			2		-		
Number of employees taking volunteer leave	Male	0		-			0		-			0		-		
	Female	0		-			0		-			0		-		
Training hours	Managers	Male	1,937		-		651		-			1,044		-		
		Female	152		-		122		-			36		-		
	Regular employees	Male	13,047		-		16,690		-			15,377		-		
		Female	3,807		-		4,888		-			6,027		-		
	Total	18,943		-			22,351		-			22,484		-		
Training hours per person	Managers	Male	6.0		-		2.0		-			3.5		-		
		Female	16.8		-		13.6		-			2.8		-		
	Regular employees	Male	11.9		-		16.0		-			14.6		-		
		Female	15.4		-		19.4		-			22.9		-		
	Total	11.3		-			13.8		-			13.8		-		
Rate of employees subject to personnel evaluation system (%)	Managers	Male	100.0		-		100.0		-			100.0		-		
		Female	100.0		-		100.0		-			100.0		-		
	Specialist	Male	100.0		-		100.0		-			100.0		-		
		Female	100.0		-		100.0		-			100.0		-		
	Regular employees	Male	100.0		-		100.0		-			100.0		-		
		Female	100.0		-		100.0		-			100.0		-		

Safety

* -: No data

		FY2022					FY2023					FY2024				
		Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group
		Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total		
Work-related accidents	Frequency rate (%)	0.53					1.94					0.45				
	Severity rate (%)	0.02		-			0.06		-			0.04		-		
	Lost-time injuries rate (%)	0.11		-			0.39		-			0.09		-		
Number of major accidents	Explosion/Fire accident	0		-			0		-			0		-		
	Leakage	0		-			0		-			0		-		
ISO45001	Number of company	0	0	0	13	13	0	0	0	13	13	0	0	0	15	15
	Company coverage rate (%)	0.0	0.0	0.0	35.1	19.1	0.0	0.0	0.0	36.1	19.4	0.0	0.0	0.0	36.6	22.1
ISO9001 ^{*1}	Number of company	1	11	12	19	31	1	11	12	19	31	1	11	12	23	35
	Company coverage rate (%)	100.0	45.8	48.0	76.0	62.0	100.0	45.8	48.0	76.0	62.0	100.0	45.8	48.0	76.7	63.6

*1 The scope of certification is for water treatment facilities for industries related with electric power and the number of companies acquired includes the one acquired as subsidiaries that has already been merged.

*There were zero fatalities due to work-related accidents among the Company's employees from fiscal 2019 to fiscal 2024.
Reference: The work-related accident frequency rate for the construction industry in 2023 was 0.65, and the severity rate was 0.07.
(Source: Ministry of Health, Labour and Welfare "Survey on Industrial Accidents")

The Kurita Group ESG Data

ISO 45001 Certified Bases (As of March, 2024)

Kurita Water Industries (Dalian) Co.,Ltd.	Head Office and Plant
KURITA HANSU Water Industries Ltd.*2	Head Office
KURITA HANSU Water Industries Ltd.	Ansan Factory
KURITA HANSU Water Industries Ltd.	Cheonan Factory
KURITA HANSU Water Industries Ltd.	Onsan Factory
KURITA HANSU Water Industries Ltd.	Yatap Branch
KURITA HANSU Water Industries Ltd.	Asan Factory
KURITA HANSU Water Industries Ltd.	Cheongbuk Factory
Kurita Europe GmbH	Head Office
Kurita Europe GmbH	LU Factory
Kurita Europe GmbH	Viersen Office
Kurita France S.A.S	Head Office/Factory
Kurita Turkey Kimya A.S.	Head Office
Kurita Turkey Kimya A.S.	Bandirma Factory
Kurita Aquachemie Saudi Arabia Co.	Saudi Arabia Office
Kurita Aquachemie FZE	United Arab Emirates Office (Free Zone)
Arcade Engineering GmbH	Head Office
Arcade Engineering GmbH	Workshop

Arcade Engineering (Asia) Pte. Ltd.	Head Office/Workshop
Arcade Engineering (Asia) Pte. Ltd.	Micron F10W
Arcade Engineering (Asia) Pte. Ltd.	Micron F10N/X/A
Kurita do Brasil LTDA.	Head Office / Factory (SP state)
Kurita do Brasil LTDA.	Porto Alegre Office
Kurita (Taiwan) Co.,Ltd.	Kaohsiung Plant and Office
Kurita (Taiwan) Co.,Ltd.	Head Office
Kurita (Singapore) Pte. Ltd.	Head Office & Manufacturing Plant
Kurita (Singapore) Pte. Ltd.	AUO
Kurita (Singapore) Pte. Ltd.	A-Star
Kurita (Singapore) Pte. Ltd.	GF
Kurita (Singapore) Pte. Ltd.	WSF
Kurita (Singapore) Pte. Ltd.	MES
Kurita Water (Malaysia) Sdn. Bhd.	Head Office (Johor Bharu) & Manufacturing Plant
P.T. Kurita Indonesia	Head Office

*2 Hansu Technical Service Ltd. and Hansu Co., Ltd. Were merged, aming KURITA HANSU Water Industries Ltd. of the New Company after its merger.

ISO 9001 Certified Bases (As of March, 2024)

Kurita Water Industries Ltd.	Head Office
Kurita Chemical Manufacturing Ltd.	Head Office
Kurita Chemical Manufacturing Ltd.	Ako plant
Kurita Analysis Service Co. Ltd.	HQ
Kurita Analysis Service Co. Ltd.	Sapporo Office
Kurita Analysis Service Co. Ltd.	Akushima Office
Kurita Analysis Service Co. Ltd.	Chiba Office
Kurita Analysis Service Co. Ltd.	Atsugi Office
Kurita Analysis Service Co. Ltd.	Nagoya Office
Kurita Analysis Service Co. Ltd.	Shiga Office
Kurita Analysis Service Co. Ltd.	Sakai Office
Kurita Analysis Service Co. Ltd.	Kurashiki Office
Kurita Analysis Service Co. Ltd.	Kyushu Office
Kurita West Japan Co.,Ltd. (Former Kurita Meiki Ltd.)	Fukui Office
KURITEC SERVICE CO.LTD.	Head Office
KURITEC SERVICE CO.LTD.	East Japan factory (Iwate)
KURITEC SERVICE CO.LTD.	East Japan Office
KURITEC SERVICE CO.LTD.	Mie factory
KURITEC SERVICE CO.LTD.	West Japan factory (Iga)
KURITEC SERVICE CO.LTD.	West Japan factory (Sakai)
KURITEC SERVICE CO.LTD.	West Japan factory (Harima)
KURITEC SERVICE CO.LTD.	Oita factory
San-ei Industries Co.,Ltd.	Head Office
San-ei Industries Co.,Ltd.	Mie Plant
Nippon Fine Co.,Ltd.	Head Office
Nippon Fine Co.,Ltd.	Harima Plant
Nippon Fine Co.,Ltd.	Sakai Plant
Aoi Industries Co.,Ltd.	Head Office
KURITAZ Co.Ltd.	Head Office
KURITAZ Co.Ltd.	West Japan Branch Office
KURITAZ Co.Ltd.	Hokkaido Branch Office
KURITAZ Co.Ltd.	Tohoku Branch Office
KURITAZ Co.Ltd.	Ibaraki Branch Office
KURITAZ Co.Ltd.	Tokai Branch Office
KURITAZ Co.Ltd.	Chugoku Shikoku Branch
KURITAZ Co.Ltd.	Kyushu Branch Office
KURITAZ Co.Ltd.	Kitami Sales Branch
KURITAZ Co.Ltd.	Kanagawa Sales Branch
KURITAZ Co.Ltd.	Shikoku Sales Branch

Kurita Creation Co.,Ltd.	Head Office
Kurita Creation Co.,Ltd.	Osaka Sales Branch
Land Solution Inc.	Head Office
Kurita-GK Chemical Co.,Ltd.	Head office / Factory
Kurita-GK Chemical Co.,Ltd.	Rayong Branch
Kurita Water Industries (Dalian) Co.,Ltd.	Head Office and Plant
Kurita Water Industries (Jiangyin) Co., Ltd.	Head Office
KURITA HANSU Water Industries Ltd.*2	Head Office
KURITA HANSU Water Industries Ltd.	Ansan Factory
KURITA HANSU Water Industries Ltd.	Cheonan Factory
KURITA HANSU Water Industries Ltd.	Onsan Factory
KURITA HANSU Water Industries Ltd.	Yatap Branch
KURITA HANSU Water Industries Ltd.	Asan Factory
KURITA HANSU Water Industries Ltd.	Cheongbuk Factory
Kurita Europe GmbH	Head Office
Kurita Europe GmbH	LU Factory
Kurita Europe GmbH	Viersen Office
Kurita France S.A.S	Head Office/Factory
Kurita Turkey Kimya A.S.	Head Office
Kurita Turkey Kimya A.S.	Bandirma Factory
Kurita Aquachemie Saudi Arabia Co.	Saudi Arabia Office
Kurita Aquachemie FZE	United Arab Emirates Office (Free Zone)
Kurita UK Ltd.	United Kingdom Office
Arcade Engineering GmbH	Head Office
Arcade Engineering GmbH	Workshop
Kurita Switzerland AG	Head Office
Arcade Engineering (Asia) Pte. Ltd.	Head Office/Workshop
Arcade Engineering (Asia) Pte. Ltd.	Micron F10W
Arcade Engineering (Asia) Pte. Ltd.	Micron F10N/X/A
Kurita do Brasil LTDA.	Head Office / Factory (SP state)
Kurita do Brasil LTDA.	Porto Alegre Office
Kurita Water Industries (Suzhou) Ltd.	Factory
Kurita (Taiwan) Co.,Ltd.	Kaohsiung Plant and Office
Kurita (Taiwan) Co.,Ltd.	Head Office
Kurita (Singapore) Pte. Ltd.	Head Office & Manufacturing Plant
Kurita (Singapore) Pte. Ltd.	AUO
Kurita (Singapore) Pte. Ltd.	A-Star
Kurita (Singapore) Pte. Ltd.	GF
Kurita (Singapore) Pte. Ltd.	WSF
Kurita (Singapore) Pte. Ltd.	MES

The Kurita Group ESG Data

ISO 9001 Certified Bases (As of March, 2024)

Kurita Water (Malaysia) Sdn. Bhd.	Head Office (Johor Bharu) & Manufacturing Plant
P.T. Kurita Indonesia	Head Office
Kurita America, Inc.	MN-MINNEAP(Minneapolis_HQ + E/E Manufacturing)
Kurita America, Inc.	MN-SHK(Shakopee_Distribution Facility)
Kurita America, Inc.	MN-SHKMFG(Shakopee_Chemical Manufacturing)
Kurita America, Inc.	MN-CAMBRID(Cambridge_Chemical Manufacturing)
Kurita America, Inc.	TX-GRAPEVI(Grapevine_Chemical Manufacturing)
Kurita America, Inc.	CA-SFSPRIN(SantaFe Springs_Distribution Facility.)
Kurita Canada Inc. (旧Keytech Water Management)	Head Office
Pentagon Technologies Group, Inc.	Head Office
Pentagon Technologies Group, Inc.	Portland Plant
Pentagon Technologies Group, Inc.	Austin Plant
Pentagon Technologies Group, Inc.	New York Facility

3. Governance

			FY2022					FY2023					FY2024				
			Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group	Japan			Overseas Group Companies	Kurita Group
			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total			Kurita Water Industries Ltd.	Group Companies	Total		
Number of members of the Board (persons)	Male	20's	0					0					0				
		30's	0					0					0				
		40's	0					0					0				
		50's	1		-			2		-			0			-	
		60's	5					6					6				
		70 and over	0					0					0				
		Subtotal	6					8					6				
	Female	20's	0					0					0				
		30's	0					0					0				
		40's	0					0					0				
		50's	0		-			0		-			0			-	
		60's	2					2					2				
		70 and over	0					0					0				
		Subtotal	2					2					2				
	Total		8		-			10		-			8		-		
Outside directors (persons)	Male		1					2					2				
	Female		2		-			2		-			2		-		
	Total		3		-			4		-			4		-		
Ratio of female directors (%)			25.0		-			20.0		-			25.0		-		
Amount of R&D expenses (million yen)							5,386					6,344					7,412
Ratio of R&D expenses to net sales (%)							1.9					1.8					1.9
Number of operation results of Compliance Consultation Desk			8	22	30	1	31	14	9	23	3	26	19	13	32	4	36
Number of operation results of Whistleblowing Office			0	0	0	-	0	0	0	0	-	0	0	0	0	-	0
Cases involving violations or sanctions related to bribery			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal actions for anti-competitive behavior			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal actions for anti-trust practices			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal actions for monopoly practices			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-compliance with environmental laws and regulations				0	0	0	0	0	0	0	0	0	0	0	0	1	0
Incidents of non-compliance concerning the health and safety impacts of products and services			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Incidents of non-compliance concerning product and service information and labeling			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Incidents of non-compliance concerning marketing communications			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Substantiated complaints concerning breaches of customer privacy and losses of customer data			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-compliance with laws and regulations in the social and economic area			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other incidents of non-compliance			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number for cases of employee discipline or dismissal related to legal or regulatory infringements			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Amount of expenses incurred for payment of fines related to legal or regulatory infringements (million yen)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Amount of political contributions (million yen)			0		-			0		-			0		-		
Expenditure on Corporate Citizenship Initiatives (million yen)			194	21	214	9	223	214	22	236	10	246	342	24	367	5	371

Accordance with International Disclosure Standards

SASB Standard Reference Tables

Topic	Accounting Metric		Code	Location
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations		RT-CH-110a.1	ESG Data
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets		RT-CH-110a.2	Contribute to the Realization of a Decarbonized Society
AirQuality	Air emissions of the following pollutants (1) NOX (excluding N2O) (2) SOX (3) volatile organic compounds (VOCs) (4) hazardous air pollutants (HAPs)		RT-CH-120a.1	(1)(2)(3)ESG Data (4)—
Energy Management	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable (4) total self-generated energy		RT-IG-130a.1 RT-CH-130a.1	(1)(3)ESG Data (2)(4)—
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress		RT-CH-140a.1	(1)(2)ESG Data
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations		RT-CH-140a.2	ESG Data
	Description of water management risks and discussion of strategies and practices to mitigate those risks		RT-CH-140a.3	Solve Issues Related to Water Resources
Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled		RT-CH-150a.1	ESG Data Contribute to Building a Circular Economy Society
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests		RT-CH-210a.1	Solve Issues Related to Water Resources
				The Kurita Group's Sustainability and Materiality
				Corporate Citizenship Activities
Employee/ Workforce Health&Safety	(a) direct employees and (b) contract employees	(1) Total recordable incident rate (TRIR), (2) fatality rate for	RT-CH-320a.1 RT-IG-320a.1	(1)(2)ESG Data
		(3) near miss frequency rate (NMFR) rate for	RT-IG-320a.1	—
		Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2	Conduct Business Activities Respecting Human Rights
Fuel Economy& Emissions in Usephase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles		RT-IG-410a.1	N/A:We don't sale medium- and heavy-duty vehicles
	Sales-weighted fuel efficiency for non-road equipment		RT-IG-410a.2	—
	Sales-weighted fuel efficiency for stationary generators		RT-IG-410a.3	N/A:We don't sale stationary generators
	Sales-weighted emissions of (1) nitrogen oxides (NOx) (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines		RT-IG-410a.4	—
Product Design for Use-phase Efficiency	Revenue from products designed for usephase resource efficiency		RT-CH-410a.1	—
Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances (2) percentage of such products that have undergone a hazard assessment		RT-CH-410b.1	—
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact		RT-CH-410b.2	(1)Provide Highly Safe and Quality Products and Services (2)—
Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)		RT-CH-410c.1	N/A: We don't sale GMOs
Materials Sourcing	Description of the management of risks associated with the use of critical materials		RT-IG-440a.1	—
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services		RT-IG-440b.1	—
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry		RT-CH-530a.1	—
Operational Safety, Emergency Preparedness& Response	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)		RT-CH-540a.1	—
	Number of transport incidents		RT-CH-540a.2	—

Activity Metrics

Activity Metrics	Code	Location
Production by reportable segment	RT-CH-000.A	Integrated Report
Number of units produced by product category	RT-IG-000.A	—
Number of employees	RT-IG-000.B	ESG Data

GRI Standard Index
GRI 2: General Disclosures 2021

Disclosure		Locations Posted (Website)	Reference Information
1. The organization and its reporting practices			
2-1	Organizational details	Company Profile	
		Area	
		MD&A and Consolidated Financial Statements	
2-2	Entities included in the organization's sustainability reporting	Sustainability Report and Editorial Policy	
		MD&A and Consolidated Financial Statements	
2-3	Reporting period, frequency and contact point	Sustainability Report and Editorial Policy	
2-4	Restatements of information	Sustainability Report and Editorial Policy	
2-5	External assurance	Third Party Verification	
2. Activities and workers			
2-6	Activities, value chain and other business relationships	Services	
		Industries	
		Quick Explanation Kurita	
		Area	
		Partner	
		Building Good Relationships with business partners	
		Integrated Report	
2-7	Employees	Company Profile	
		Area	
		MD&A and Consolidated Financial Statements	
		ESG Data	
		Integrated Report	
2-8	Workers who are not employees	ESG Data	
3. Governance			
2-9	Governance structure and composition	Corporate Governance System	
		Integrated Report	
2-10	Nomination and selection of the highest governance body	Corporate Governance Policies	
		Integrated Report	
2-11	Chair of the highest governance body	Corporate Governance System	
		Integrated Report	
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Policies	
		The Kurita Group's Sustainability and Materiality	
		MD&A and Consolidated Financial Statements	
		Integrated Report	
		Corporate Governance System	
2-13	Delegation of responsibility for managing impacts	The Kurita Group's Sustainability and Materiality	
		MD&A and Consolidated Financial Statements	
		Integrated Report	
		Corporate Governance System	
		Basic Policies for Constructing an Internal Control System	

GRI 2: General Disclosures 2021

Disclosure		Locations Posted (Website)	Reference Information
2-14	Role of the highest governance body in sustainability reporting	The Kurita Group's Sustainability and Materiality	
		MD&A and Consolidated Financial Statements	
		Integrated Report	
		Corporate Governance System	
2-15	Conflicts of interest	Corporate Governance System	
		Basic Policies for Constructing an Internal Control System	
		Integrated Report	
2-16	Communication of critical concerns	Corporate Governance Policies	
		Basic Policies for Constructing an Internal Control System	
		Corporate Governance System	
		Integrated Report	
2-17	Collective knowledge of the highest governance body	Corporate Governance Policies	
		Corporate Governance Report	
		Integrated Report	
2-18	Evaluation of the performance of the highest governance body	Board Evaluation	
		Integrated Report	
2-19	Remuneration policies	Corporate Governance Policies	
		Integrated Report	
2-20	Process to determine remuneration	Corporate Governance Policies	
		Corporate Governance System	
		Integrated Report	
2-21	Annual total compensation ratio	MD&A and Consolidated Financial Statements	
		Corporate Governance Report	
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Message from the President	
		Philosophy	
2-23	Policy commitments	Message from the President	
		The Kurita Group's Sustainability and Materiality	
		Basic Policy	
		Business Policy	
		Partner	
		Communication On Progress	
2-24	Embedding policy commitments	The Kurita Group's Sustainability and Materiality	
2-25	Processes to remediate negative impacts	Conduct Fair Business Activities	
		Conduct Business Activities Respecting Human Rights	
		Integrated Report	
		Basic Policies for Constructing an Internal Control System	
		Building Good Relationships with business partners	

GRI 2: General Disclosures 2021

Disclosure		Locations Posted (Website)	Reference Information
2-26	Mechanisms for seeking advice and raising concerns	Kurita Group Code of Conduct	
		Conduct Fair Business Activities	
		Conduct Business Activities Respecting Human Rights	
		Building Good Relationships with business partners	
2-27	Compliance with laws and regulations	ESG Data	
		Conduct Fair Business Activities	
2-28	Membership associations	Corporate Citizenship Activities	
		Contribute to the Realization of a Decarbonized Society	

5. Stakeholder engagement

2-29	Approach to stakeholder engagement	The Kurita Group's Sustainability and Materiality	
2-30	Collective bargaining agreements	Strategic Development and Utilization of Human Resources	

GRI 3: Material Topics 2021

Disclosure		Locations Posted (Website)	Reference Information
3-1	Process to determine material topics	The Kurita Group's Sustainability and Materiality	
3-2	List of material topics	The Kurita Group's Sustainability and Materiality	
3-3	3-3 Management of material topics	The Kurita Group's Sustainability and Materiality	
		Corporate Governance System	
		Message from the President	

Economic

Disclosure		Locations Posted (Website)	Reference Information
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	MD&A and Consolidated Financial Statements	
201-2	Financial implications and other risks and opportunities due to climate change	Contribute to the Realization of a Decarbonized Society	
		MD&A and Consolidated Financial Statements	
201-3	Defined benefit plan obligations and other retirement plans	MD&A and Consolidated Financial Statements	
201-4	Financial assistance received from government	MD&A and Consolidated Financial Statements	
GRI 202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	—	
202-2	Proportion of senior management hired from the local community	—	
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	Corporate Citizenship Activities	
		ESG Data	
203-2	Significant indirect economic impacts	Corporate Citizenship Activities	
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Building Good Relationships with business partners	
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Conduct Fair Business Activities	
205-2	Communication and training about anti-corruption policies and procedures	Conduct Fair Business Activities	
205-3	Confirmed incidents of corruption and actions taken	ESG Data	

Economic

Disclosure		Locations Posted (Website)	Reference Information
GRI 206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Data	
GRI 207: Tax 2019			
207-1	Approach to tax	Kurita Group Tax Policy	
		Kurita Group Code of Conduct	
207-2	Tax governance, control, and risk management	Integrated Report	
207-3	Stakeholder engagement and management of concerns related to tax	Kurita Group Tax Policy	
207-4	Country-by-country reporting	MD&A and Consolidated Financial Statements	

Environmental

Disclosure		Locations Posted (Website)	Reference Information
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	ESG Data	
301-2	Recycled input materials used	—	
301-3	Reclaimed products and their packaging materials	ESG Data	
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
302-2	Energy consumption outside of the organization	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
302-3	Energy intensity	ESG Data	
302-4	Reduction of energy consumption	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
302-5	Reductions in energy requirements of products and services	Contribute to the Realization of a Decarbonized Society	
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Solve Issues Related to Water Resources	
303-2	Management of water discharge-related impacts	—	
303-3	Water withdrawal	ESG Data	
303-4	Water discharge	ESG Data	
303-5	Water consumption	ESG Data	
GRI 304: Biodiversity 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	—	
304-2	Significant impacts of activities, products, and services on biodiversity	—	
304-3	Habitats protected or restored	—	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	—	

Environmental

Disclosure		Locations Posted (Website)	Reference Information
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
305-2	Energy indirect (Scope 2) GHG emissions	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
305-3	Other indirect (Scope 3) GHG emissions	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
305-4	GHG emissions intensity	ESG Data	
305-5	Reduction of GHG emissions	Contribute to the Realization of a Decarbonized Society	
		ESG Data	
305-6	Emissions of ozone-depleting substances (ODS)	ESG Data	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG Data	
GRI 306: Effluents and Waste 2016			
306-1	Waste generation and significant waste-related impacts	Contribute to Building a Circular Economy Society	
306-2	Management of significant waste-related impacts	Contribute to Building a Circular Economy Society	
306-3	Waste generated	Contribute to Building a Circular Economy Society	
		ESG Data	
306-4	Waste diverted from disposal	ESG Data	
306-5	Waste directed to disposal	ESG Data	
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	Building Good Relationships with business partners	
308-2	Negative environmental impacts in the supply chain and actions taken	Building Good Relationships with business partners	

Social

Disclosure		Locations Posted (Website)	Reference Information
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	ESG Data	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—	The company offers various allowance systems, including retirement benefits, employee stock ownership plans, and condolence payments.
401-3	Parental leave	ESG Data	
		Strategic Development and Utilization of Human Resources	
GRI 402: Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	—	The labor agreement concluded with the labor union stipulates a minimum notice period of one month for transfers involving relocation and a minimum notice period of 30 days for dismissals. Additionally, when making business changes that significantly impact employees, it is required that the company and the employees consult in advance.

Social

Disclosure		Locations Posted (Website)	Reference Information
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Conduct Business Activities Respecting Human Rights	
403-2	Hazard identification, risk assessment, and incident investigation	Conduct Business Activities Respecting Human Rights	
403-3	Occupational health services	Conduct Business Activities Respecting Human Rights	
403-4	Worker participation, consultation, and communication on occupational health and safety	Conduct Business Activities Respecting Human Rights	
403-5	Worker training on occupational health and safety	Conduct Business Activities Respecting Human Rights	
403-6	Promotion of worker health	Conduct Business Activities Respecting Human Rights	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Conduct Business Activities Respecting Human Rights	
403-8	Workers covered by an occupational health and safety management system	Conduct Business Activities Respecting Human Rights	
403-9	Work-related injuries	Conduct Business Activities Respecting Human Rights ESG Data	
403-10	Work-related ill health	—	
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	ESG Data	
404-2	Programs for upgrading employee skills and transition assistance programs	Integrated Report 65-68p	
404-3	Percentage of employees receiving regular performance and career development reviews	Strategic Development and Utilization of Human Resources ESG Data	
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Strategic Development and Utilization of Human Resources ESG Data Integrated Report 92-95p	
405-2	Ratio of basic salary and remuneration of women to men	Strategic Development and Utilization of Human Resources MD&A and Consolidated Financial Statements	
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Conduct Business Activities Respecting Human Rights ESG Data	
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	—	
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	Conduct Business Activities Respecting Human Rights	
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Conduct Business Activities Respecting Human Rights	
GRI 410: Security Practices 2016			
410-1	Security personnel trained in human rights policies or procedures	—	
GRI 411: Rights of Indigenous Peoples 2016			
411-1	Incidents of violations involving rights of indigenous peoples	—	
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Corporate Citizenship Activities	
413-2	Operations with significant actual and potential negative impacts on local communities	—	

Social

Disclosure		Locations Posted (Website)	Reference Information
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Building Good Relationships with business partners	
414-2	Negative social impacts in the supply chain and actions taken	Building Good Relationships with business partners	
GRI 415: Public Policy 2016			
415-1	Political contributions	ESG Data	
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Provide Highly Safe and Quality Products and Services	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Provide Highly Safe and Quality Products and Services	
GRI 417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labeling	Provide Highly Safe and Quality Products and Services	
417-2	Incidents of non-compliance concerning product and service information and labeling	Provide Highly Safe and Quality Products and Services	
417-3	Incidents of non-compliance concerning marketing communications	ESG Data	
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Data	