Kanadevia
Technology for people and planet

Kanadevia IR Day
～Resilience Eco Society®～

Michi Kuwahara
President and CEO Michi Kuwahara

Jan 16, 2026

Kanadevia Corporation

Background

Michi Kuwahara

Apr 1986	Joined the Company
Jun 1997	Hitachi Zosen U.S.A. (currently Kanadevia U.S.A.)
Oct 2002	Universal Shipbuilding Corporation (currently Japan Marine United Corp.)
May 2011	Hitachi Zosen Inova (currently Kanadevia Inova)
Apr 2015	General Manager of Corporate Planning Department
Jan 2018	Chairman of Hitachi Zosen Inova (currently Kanadevia Inova)
Jul 2020	General Manager of Corporate Planning HQ and Operation Planning HQ of the Company
Jun 2021	Director of the Company
Apr 2022	Managing Director, General Manager of Environmental Business HQ
Apr 2024	President and COO
Apr 2025	President and CEO (currently)

The Current State of Kanadevia

～Global No.1 Waste Treatment Solutions Provider～

(As of March 2025)

Waste treatment plant delivery record

No.1 in the world

Expanding to **44** countries and regions around the world

543 facilities in Japan

977 facilities overseas

(including facilities operated by licensees)

Since delivering the first large-sized Waste to Energy (WtE) plants in Japan in 1965, we have consistently provided engineering, construction, operation, and maintenance services with a focus on Waste to Energy plant. In addition, we possess an overwhelming share in overseas markets where demand is rapidly expanding, and we are contributing to hygienic waste treatment and the supply of clean energy on a global level.

Warsan Waste Management Centre (Dubai)

Biogas plant delivery record

World-class

Expanding to **21** countries and regions around the world

20 facilities in Japan

436 facilities overseas

(including facilities operated by licensees)

Our Group possesses the biogas technologies of Kompogas® and Schmack, which have achieved top-class results in Europe, and we are expanding our business to the United States and various Asian countries where environmental awareness is growing. In addition to both dry and wet biogas technologies, our Group possesses a wide range of technologies including biomethane purification technologies.

Jönköping Biogas (Sweden)

Number of operating waste treatment plants

49 facilities in Japan

3 facilities overseas

We contribute to local communities through the operation and maintenance of waste treatment plants. Furthermore, we utilize advanced AI technologies to provide remote support for labor-saving and automated facilities and to monitor the status of automated operation.

A.I/TEC

In-house operation and participation in the overseas waste treatment business

Capital participation in the Waste to Energy business

- Dubai, Abu Dhabi, etc.

In-house operation of the biogas business

- The U.K., the U.S., Sweden, etc.

Previously, our overseas business was centered around EPC (engineering, procurement, and construction), but in recent years we have been actively expanding into investing in Waste to Energy projects and through the in-house ownership and operation of biogas businesses. Through these efforts, we will contribute to the realization of a global resource recycling society while striving to build a sustainable business foundation.

Strategic acquisitions

Number of overseas companies acquired during the period of the "Forward 25" Medium-term Management Plan: 8 companies

We are actively engaging in M&A overseas to expand our overseas business and achieve continuous business expansion (long-term operation and maintenance services, etc. after construction completion).

Kanadevia's Value Creation Process

Reference: https://www.kanadevia.com/sustainability/data

The vision outlining our desired image in the year 2050

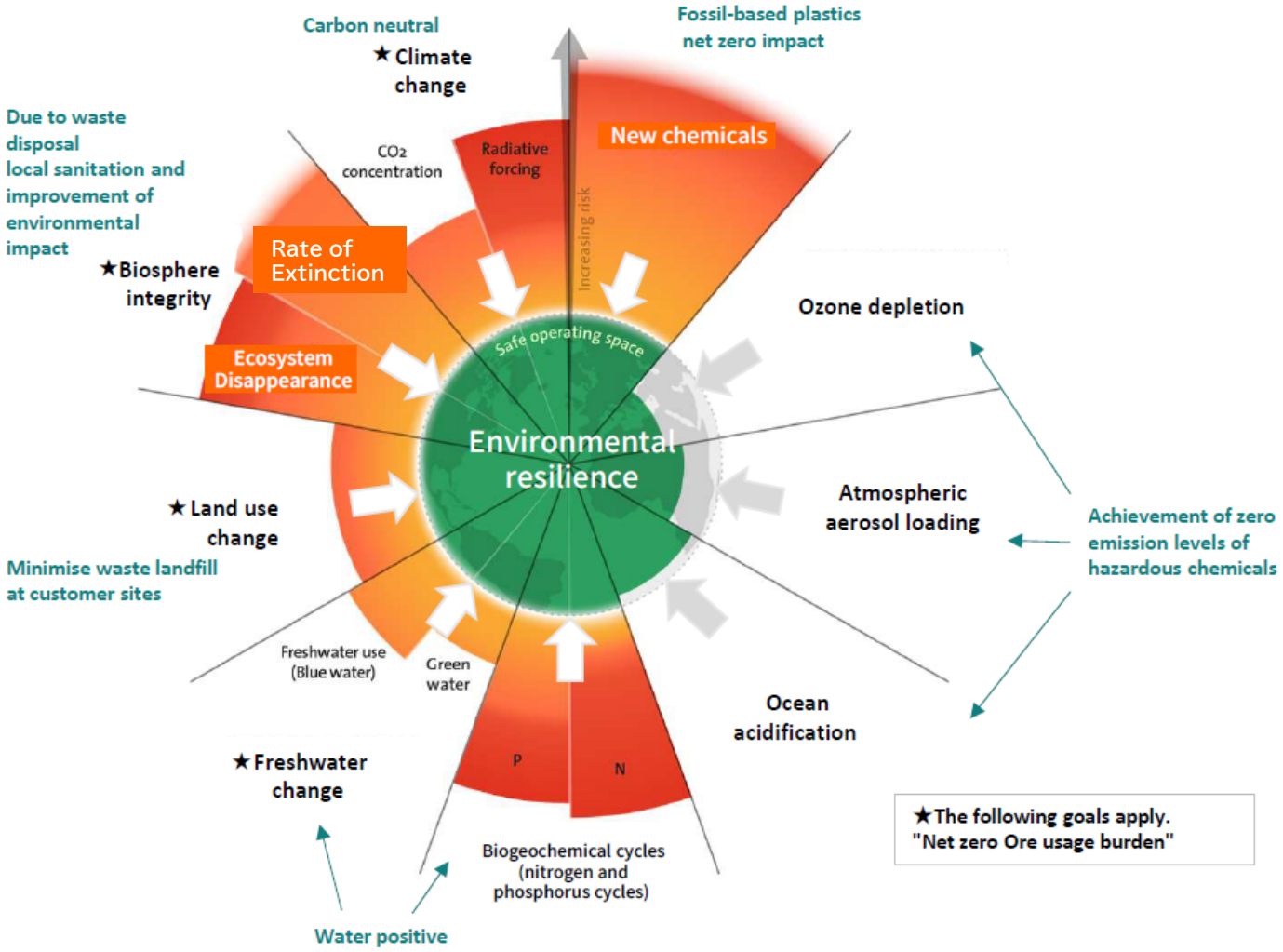
(1) Realize zero environmental impact

(2) Maximize people's well-being

Vision for 2050, ″Resilience Eco Society®″

Planetary Boundaries

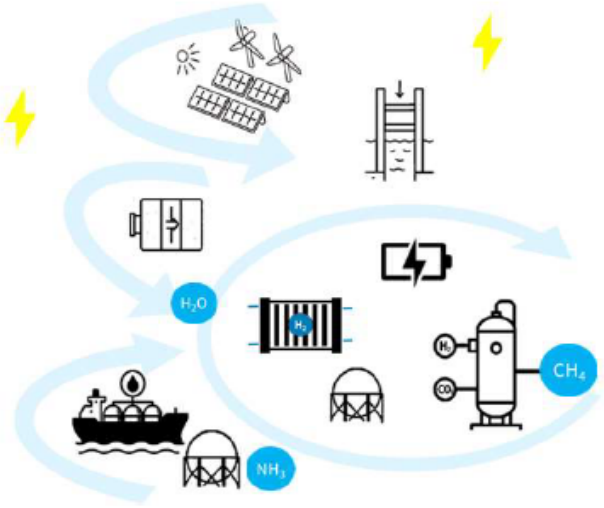
=The limits of the range within which the Earth's environment can return to its original state and remain stable even if changes are made to the Earth's environment



Regional Resilience Eco Society® (Source: Stockholm Resilience Center (2024) prepared by Kanadevia)

Kanadevia's Vision for Innovation

Carbon Neutral



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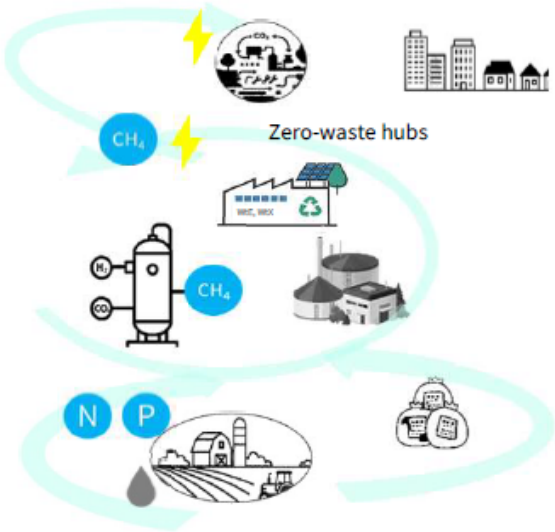
Net zero

Resource Recycling, Nuture Positive



Carbon Neutral Solution Business in the value chain

Kanadevia Group will accelerate decarbonisation across the value chain by linking green hydrogen, storage batteries, CCU(S) and other technologies around methanation technology and waste-to-energy (WtE).

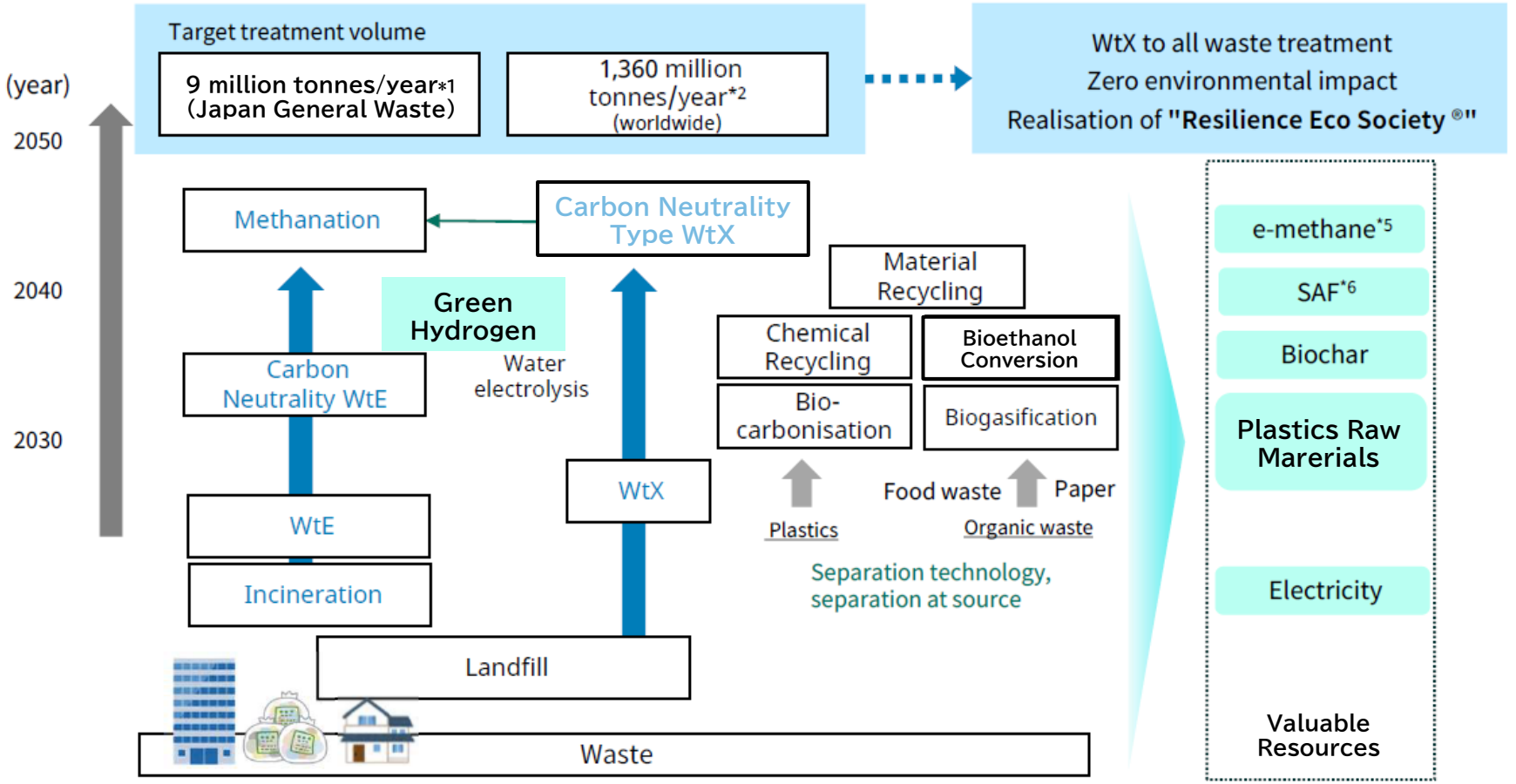
- Utilisation of renewable energy through catalytic technologies.
- Establish CO_2 recovery technology by 2030 and develop e-methane utilisation business by 2040.
- Value chain linkages, regional linkages

Establishment of a local Resource-Recycling Society

Kanadevia Group will build a Resilience Eco Society® based on regional resource recycling by integrating technologies such as recycling, water treatment, methanation and hydrogen production, with a focus on waste-to-energy (WtE) incineration power generation.

- Optimised treatment by standardised plants
- The company's main focus is on the development of a Resilience Eco Society® that integrates recycling, water treatment, methanation and hydrogen production technologies.
- Reduction of environmental impact and accident risk

Strategy Towards Net-zero Environmental Impact



*1 2050 Projected amount of general waste generated in Japan*3 18 million tonnes/year share of treatment 50%.
*2 Global waste generation forecast for 2050*4 3,401 million tonnes/year 40% share of treatment (including Inova)
*3 Draft medium- and long-term scenario towards virtually zero greenhouse gas emissions in the waste and resource recycling sector by 2050, 2021, Ministry of the Environment data.
*4 Estimated from World Bank (2018) "What a Waste 2.0: Current status and prospects for global waste quantity management towards 2050" data.
*5 Synthetic methane produced from hydrogen produced using renewable energy (green hydrogen) and CO_2
*6 SAF (Sustainable Aviation Fuel): Carbon-neutral aviation fuel produced from biomass, waste cooking oil and municipal waste.

Kanadevia's Vision of Resilience Eco Society®

Kanadevia will provide "Resilience Eco Society®" services focused on advanced recycling infrastructure.
In such a world, the concept of waste itself disappears, and all waste is recycled as a valuable resource.
It is not only a place where the local environmental impact is controlled – it is a place where the people who go to Resilience Eco Society® feel proud of our town and happy to live in our town.

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(Note regarding forward-looking statements, etc.)
The forward-looking statements such as performance forecasts included in this document are based on information currently available to the Company and certain assumptions considered reasonable, and actual performance may differ due to various factors.