

# Kanadevia IR Day

**Environment Business Headquarters**

Jan 16, 2026

Kanadevia Corporation

## Main Background

Presenter: Takeshi Minemura

1992 Joined Hitachi Zosen Co., Ltd. (Current : Kanadevia Co., Ltd.)

1993 Environment Business Headquarters, Sales Division, Tokyo Environmental Systems Sales Department

2016 General Manager of Fukuoka Office

2019 General Manager of the Osaka Environmental Systems Sales Department,  
the Environmental Systems Sales Unit, the Environment Business Headquarters

2023 General Manager of the Environmental Systems Sales Unit, the Environment Business Headquarters

2024 General Manager of the Environment Business Headquarters

# Headquarter Policies

## Towards Achieving the 2050 Sustainable Vision

### 2050 Sustainable Vision

- ① Realize zero environmental impact
- ② Maximize people's well-being

#### Sustainable Vision of the Environment Business Headquarters

- Develop a zero-emission Waste to Energy (WtE) system for a resource recycling society.
- Achieve carbon neutrality in water treatment and offer carbon-negative WtE systems.
- Provide waste management systems tailored to the region, creating new value (Earth environmental restoration) from waste.



#### Creating Growth Businesses

- Material Recovery (Material, Chemical Recycling)
- Thermal Recovery
- Carbon Recovery from Incineration Ash and CO<sub>2</sub>
- Methane Digestion

#### Expansion of Business Areas

Expand resource circulation and transform our business domain to integrated processing that encompasses waste beyond the scope of general waste—namely, industrial waste and agricultural/liquid waste.

## Headquarter Policies

### Becoming a business group that leads the global transition to a circular economy

- Contribute to achieving a resource recycling society by using waste as valuable material and energy sources
- Expand business scope to high-value-added areas to strengthen profit potential

#### Creation and Expansion of Growth Businesses

- Evolution from WtE to WtX
- Deepening CN technologies such as biomethanation and high CO2 combustion

#### Expansion of Business Areas and Scale

- Collaboration with industrial waste operators, promotion of M&A and alliances
- Establishment of sewage sludge utilization technology

#### Sustainable Growth of Existing Businesses

- Improve profitability of DBO (EPC+operation business) and ensure ongoing revenue through after-sales service
- Inter-division cooperation, collaboration with overseas group companies

# WtE Plant Supply Record

1,520 plants worldwide

Kanadevia Inova AG

Europe 521 施設

科纳维商貿(上海)有限公司

Asia 342 施設

Kanadevia Corporation

Japan 543 施設

North America 101 施設

Middle East 5 施設

Kanadevia VIETNAM CO.,LTD.

Kanadevia U.S.A. Ltd.

Africa 3 施設

PT. Kanadevia INDONESIA

South America 1 施設

Kanadevia(THAILAND) CO., LTD.

Kanadevia India Private Limited.

Oceania 4 施設

As of the end of Mar 2025

# Product Introduction

## WtE Business

Waste-to-Energy Plant



Southern Satsuma Region, Kagoshima Prefecture

Waste-to-Energy Plant



Dubai, UAE

Remote Monitoring and Operations Support



Kanadevia Advanced Information Technology Center

Biogas Plant



Jonkoping, Sweden

## Water Treatment Business

Biomethanation



The Japan Pavilion at Expo 2025 Osaka, Kansai

Sludge Reprocessing Plant



Koga City, Fukuoka Prefecture

Water Treatment Plant for Mining



Roy Hill, Australia

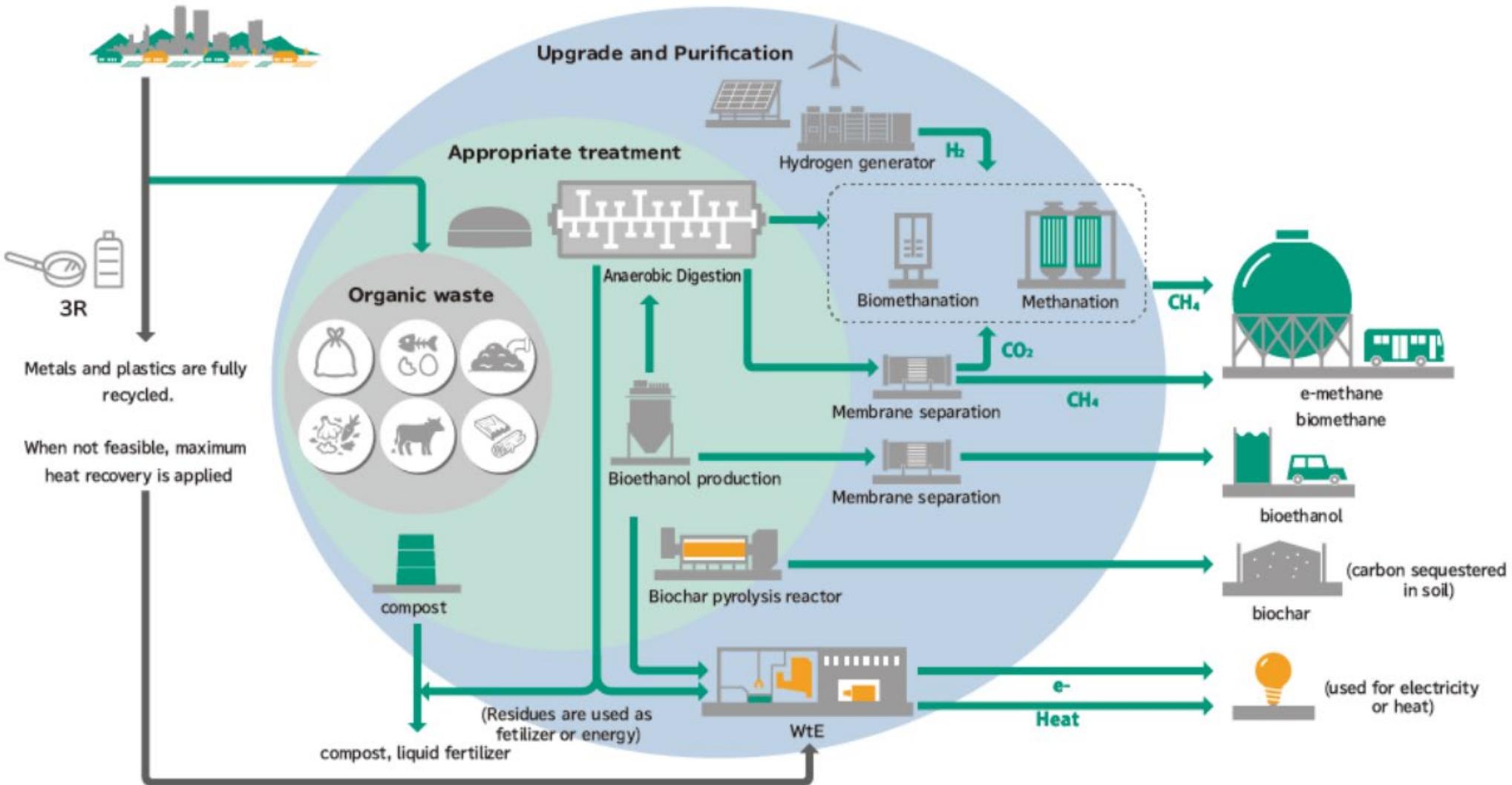
Water Treatment for Land-Based Aquaculture



Yonago On Land-Based Aquaculture Center, Tottori Prefecture

# Business Overview

# Business strategy



# Business Environment of the WtE Business

Main Services and Products: Design, construction, after-sales maintenance, operation, and management of Waste-to-Energy plants (WtE), among others

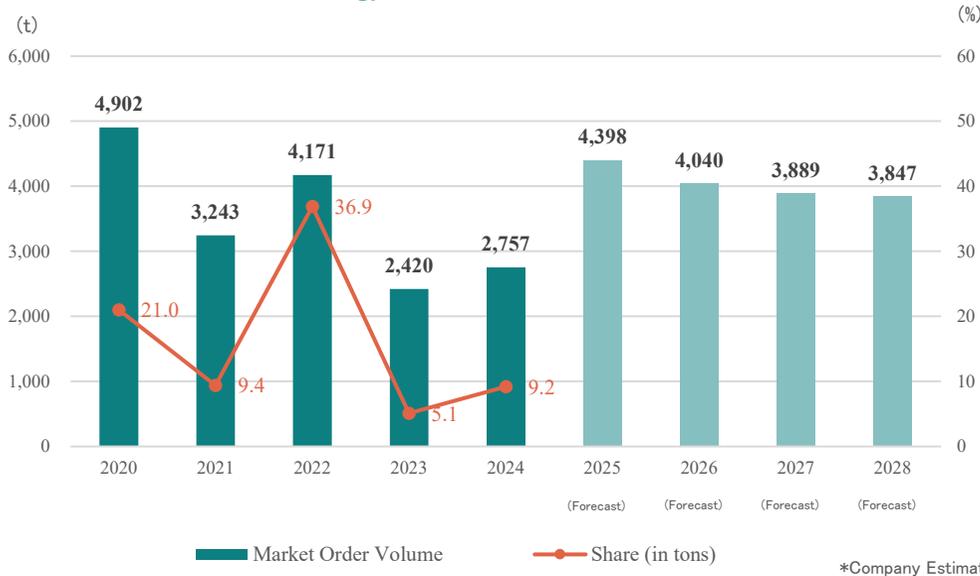
Characteristics of the Waste Incineration Market

- Construction of new furnaces is expected to remain flat, driven mainly by renewal demand
- Annual order volume is expected to range between 3k to 5k tons/day, with about 20 cases
- The market size is approximately JPY 511bn/year (Annual average from FY2020 to FY2024)
- DBO accounts for approximately 60–90% of project delivery methods, while AOM facilities are on a declining trend due to aging infrastructure, consolidation, and an increase in long-term operations.
- Private companies are handling some of the waste, and treatment combining industrial waste and water treatment is expected to accelerate

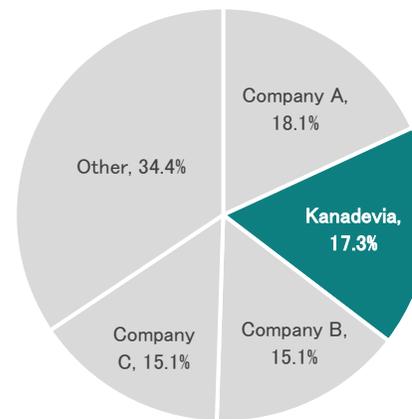
Our Strengths

- Know-how in waste combustion backed by experience, and a foundation for maintenance service business
- Ability to propose solutions combining our technologies in CO2 recovery, methanation, etc., with those in other divisions and group companies
- Well-established operational structure and many achievements
- Our company leads the industry in WtE, with a project share of 16.7% in EPC and 18.0% in operations from FY2020 to FY2024. In AOM, we hold the second place in the industry with a 13.0% share

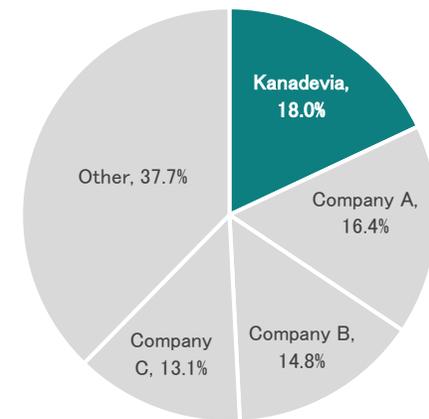
Domestic Waste-to-Energy: Market Order Volume and Our Market Share



EPC Ton Share



Operational Count



\*Based on our estimates and performance from 2.02k to 2024

# Business Environment of the Water Treatment Business

Main Services and Products: Design, construction, after-sales maintenance, operation, and management of water treatment plants, among others

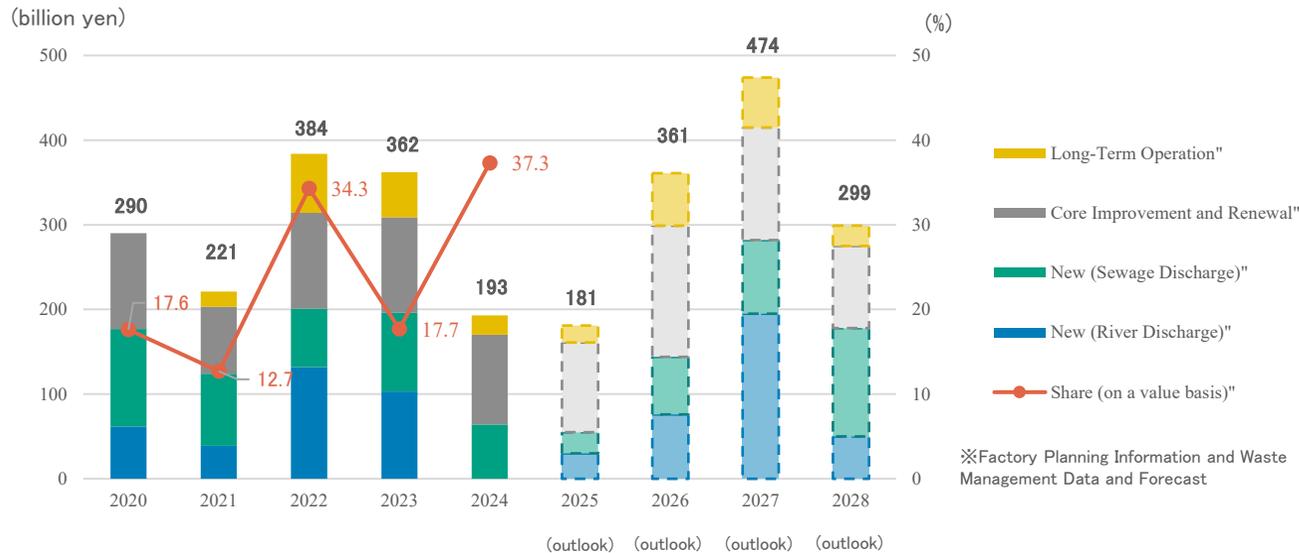
## Characteristics of the Water Treatment Market

- The market order volume for sludge recycling plants (sewage treatment facilities) has ranged from JPY 20bn to 30bn over the past five years
- Many plants in the water supply and sewage market are due for renewal, and the revision of the Water Supply Act is expected to promote privatization and increase O&M
- In the water supply and sewage sector, the introduction of systems and technologies that support decarbonization is also expected to accelerate
- In response to the recent decarbonization trend, there is demand for low N2O emission and energy-efficient sludge incineration

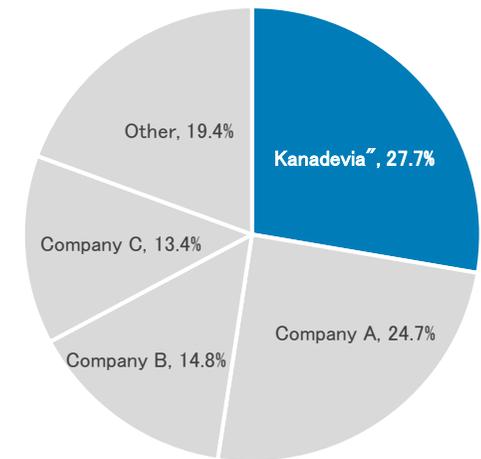
## Our Strengths

- The share of sludge recycling plants (order amount) has reached 27.7% over the past five years, ranking first in the industry
- Sludge recycling and leachate treatment plants both have abundant achievements and a variety of system configurations
- Sewage treatment equipment includes distinctive in-house products such as stoker-type sewage sludge incineration, high-speed fiber filtration, and phosphorus recovery
- Stoker-type sewage sludge incineration has almost zero GHG emissions, such as N2O

Sludge Recycling plants: Market Size and Our Share



Order Amount Share for Sludge Recycling



※Based on results from 2019 to 2024 (Our estimates)

# Technological Development Initiatives

## CO2 Concentration Waste Combustion Technology

- Purposes**
- High-efficiency CO2 Recovery by Concentrating CO2 in Waste Incineration Exhaust Gas
  - Achieve Decarbonization of Waste Incineration

**Business Development**

**Achieve Carbon Neutrality in Waste and Resource Recycling Sector (GI Fund Project)**

FY 2024: Start of GI Project (through FY 2030)

FY 2025: Construction of a Small Demonstration Furnace (2t/day)

⇒ Aiming for social implementation through demonstration experiments in large-scale demonstration furnaces, promoting carbon neutrality in the waste treatment sector and becoming a starting point for carbon recycling in industrial sectors

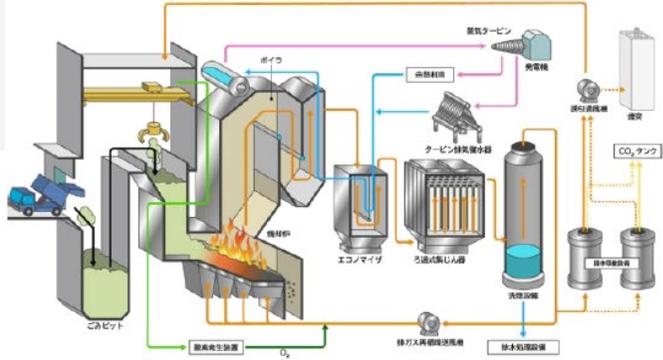


Illustration of CO2 Concentration Waste Combustion Technology

## Osaka-Kansai Expo Japan Pavilion Biogas Plant (Topics)

- Summary**
- A biogas plant was designed and constructed at the Japan Pavilion of the Osaka-Kansai Expo, for 184 days from Apr 13 to Oct 13 last year**
- During the period, methane gas was generated from raw waste produced at the venue
  - The generated gas was used to generate electricity, which was partly utilized as the power for the Japan Pavilion
  - The fermentation liquid was treated and reused in water basins, etc.
  - Also sponsored tours of the biogas plant
- ⇒ **Proposal for a resource-recycling society, and fully showcase our business and technologies**



Japan Pavilion Biogas Power Plant

# Technological Development Initiatives

## Biomethanation of Sewage Digester Gas

**Purposes**

- Methanation of CO<sub>2</sub> contained in sewage digester gas
- Contributes to carbon neutrality in the sewage sector

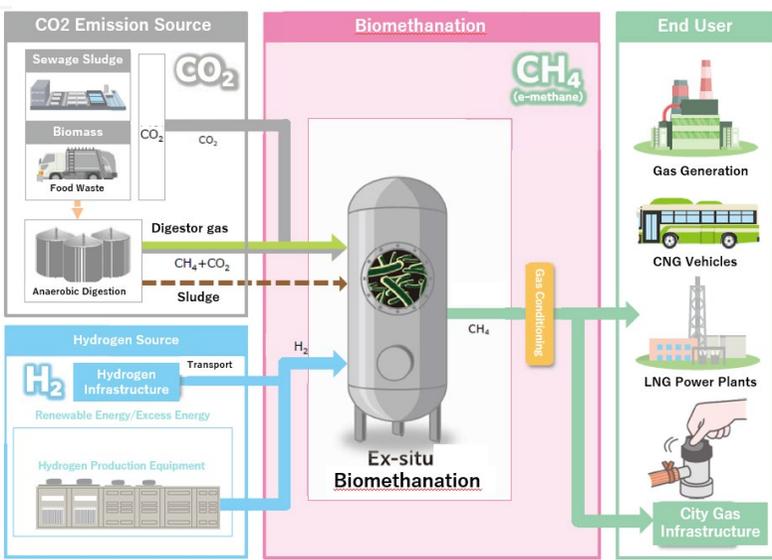
**Business Development**

**Research Project on Ex-situ Biomethanation Reaction Technology for Sewage Sludge Digester Gas (Ministry of Land, Infrastructure, Transport and Tourism's B-DASH Project)**

FY 2024: Conduct B-DASH FS Survey at Akisato Sewage Treatment Plant, Tottori City

FY 2025: Continuation of B-DASH FS Survey

⇒ Through domestic demonstration of technologies owned by group company Kanadevia Inova Schmack GmbH, contributing to regional decarbonization and realization of local production for local consumption of energy



## High-efficiency Hydrogen Production from Sewage Sludge

**Purposes**

- Simultaneous Recovery of Energy (Hydrogen and Other Fuel Gases) and Resources (Fertilizers, etc.)
- Introduction of Decarbonization Technologies in the Sewage Sector

**Business Development**

**Pilot Test in Kagoshima City**

FY 2024: Construction of Pilot Equipment (1.7t/day)

FY 2025: Implementation of Pilot Test

⇒ Creating new multi-dimensional value through leadership in wastewater decarbonization and the provision of high value-added fertilizers.



Kagoshima City Demonstration Test Equipment

# Kanadevia

Technology for people and planet

(Caution Regarding Forward-Looking Statements, etc.)

The forward-looking statements such as performance forecasts included in this document are based on information available to the company at present and on certain assumptions deemed reasonable; actual results may differ due to various factors.