

Kanadevia IR Day

Global Headquarters

Jan 16, 2026

Kanadevia Corporation

Main Background

Presenter: Koichiro Oshima

1989 Joined Sanwa Bank Ltd. (now MUFG Bank, Ltd.)

2015 Asia Investment Banking Department Manager at MUFG Bank, Ltd. (in Singapore)

2017 Executive Officer and Structured Finance Division Manager MUFG Bank, Ltd.

2020 Mitsubishi UFJ Financial Group

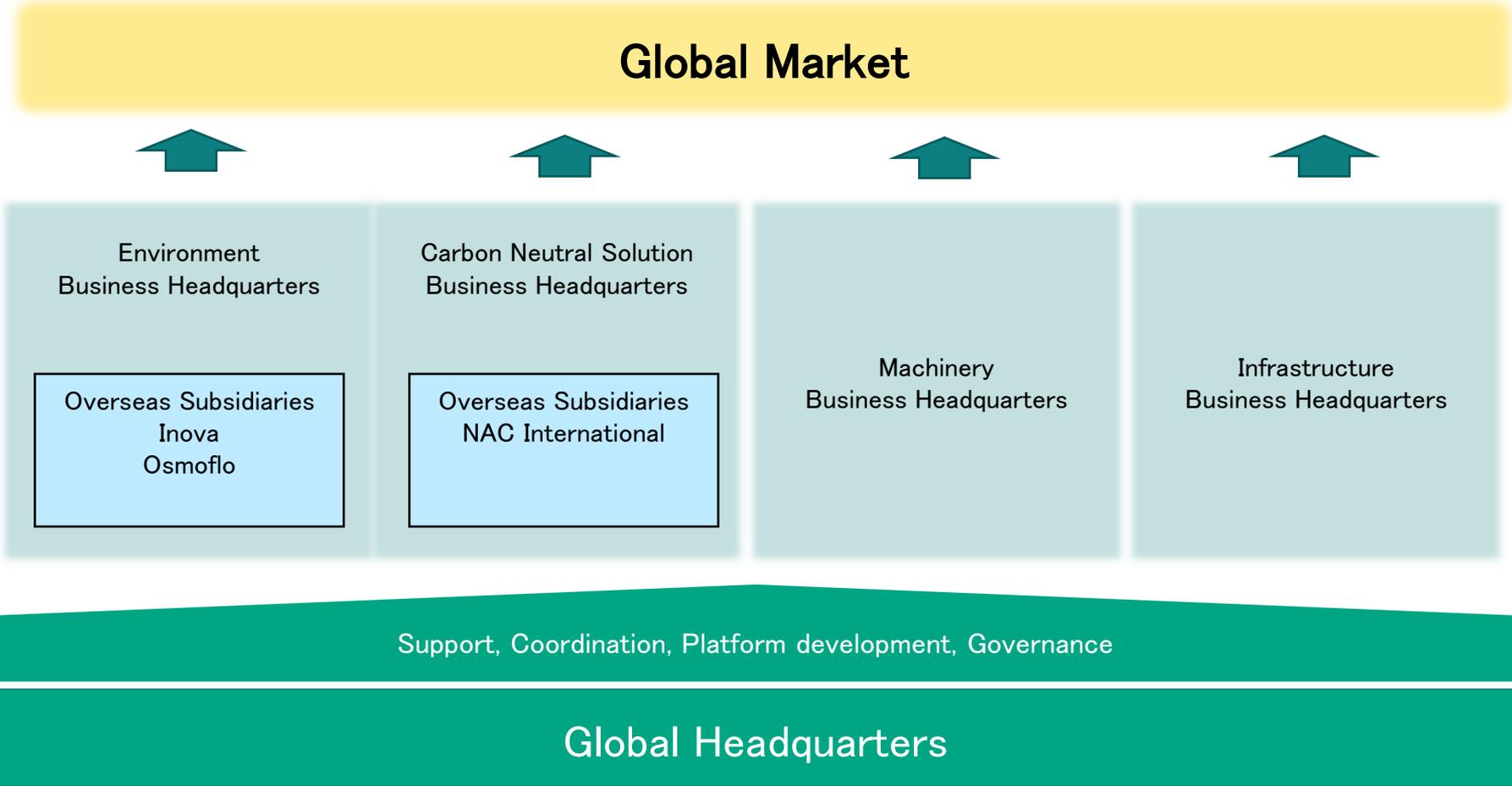
Senior Managing Executive Officer, Head of Solutions Unit

2025 Joined the company as Senior Managing Executive Officer, Head of Overseas Headquarters (current)

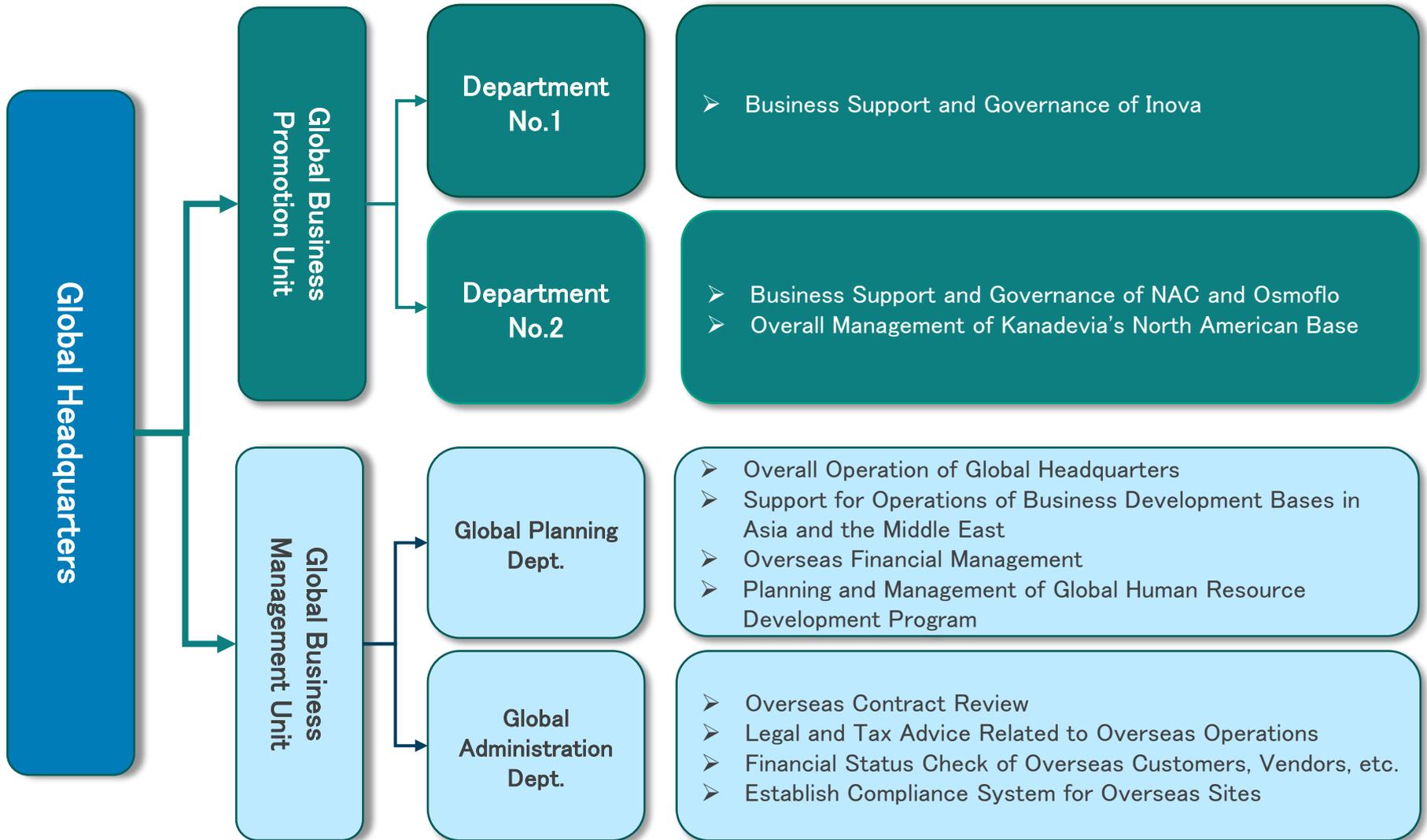
Roles of the Global Headquarters

Background of the Establishment of the Global Headquarters and their Role

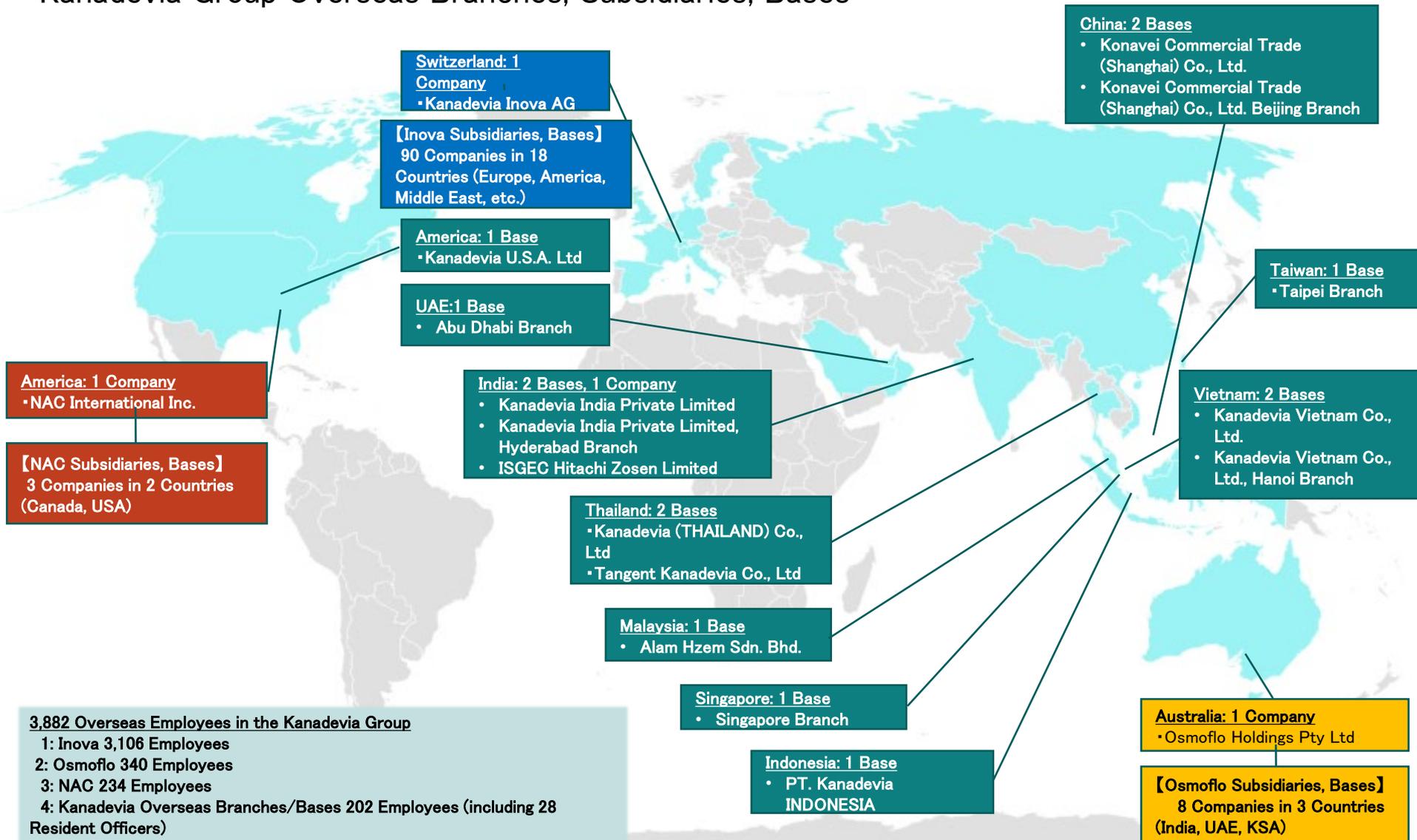
- ❑ Established in July 2021
- ❑ Supporting the overseas business-related tasks of each headquarters
- ❑ Supporting further development of overseas business, which is a growth driver for the Kanadevia Group, Main mission is to establish a platform that supports expanding business from both offensive and defensive aspects



Organizational Structure of Global Headquarters



Kanadevia Group Overseas Branches, Subsidiaries, Bases



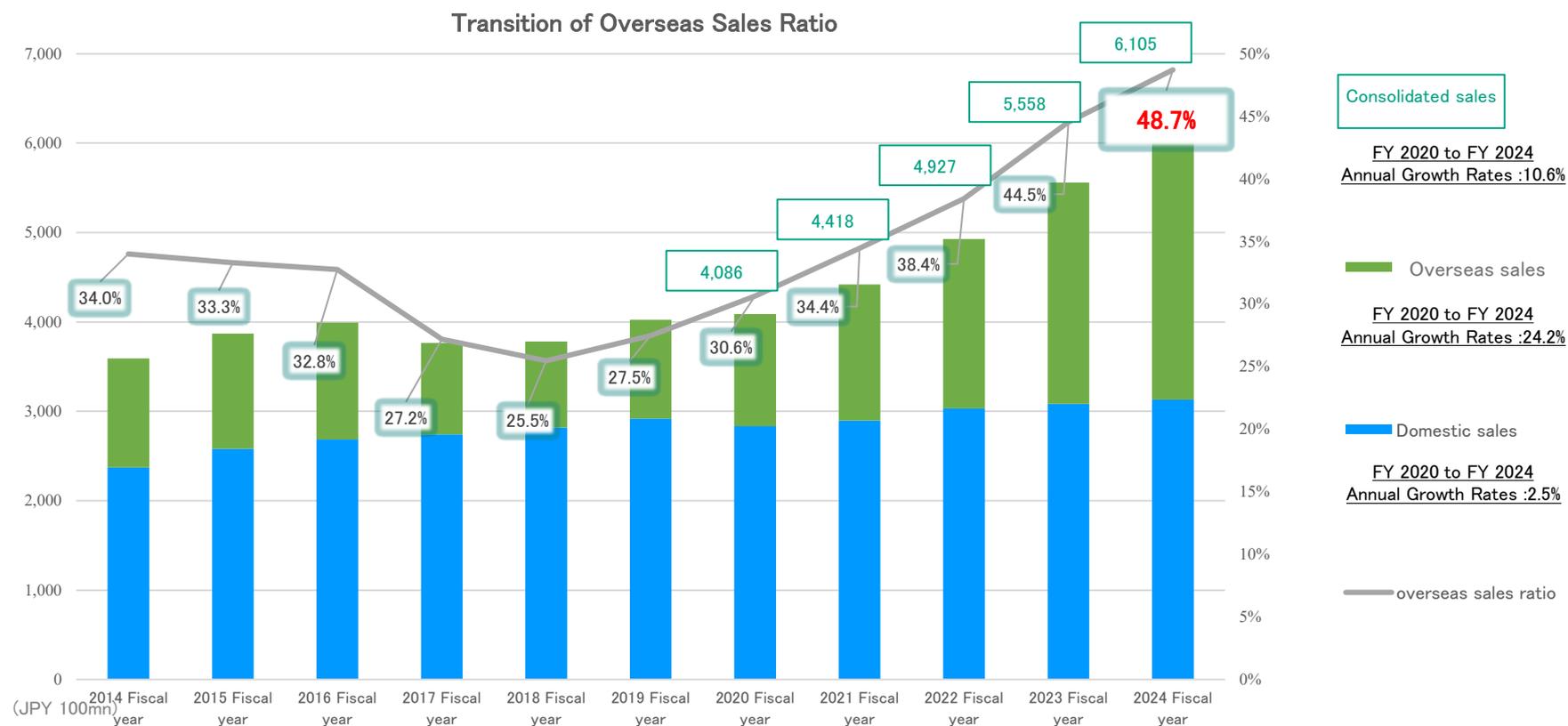
Location of Overseas Branches, Subsidiaries, Base HQ, and Associated Subsidiaries of Inova, NAC, Osmoflo

As of December Month End, 2025

Direction of Overseas Business Expansion

Progress Toward the Target of 50% Overseas Sales Ratio by 2030

- The overseas sales ratio to Kanadevia Group's consolidated sales is about 49% in FY 24
- The average annual growth rate of overseas sales over the past five years is about 24%, leading the growth of the entire group



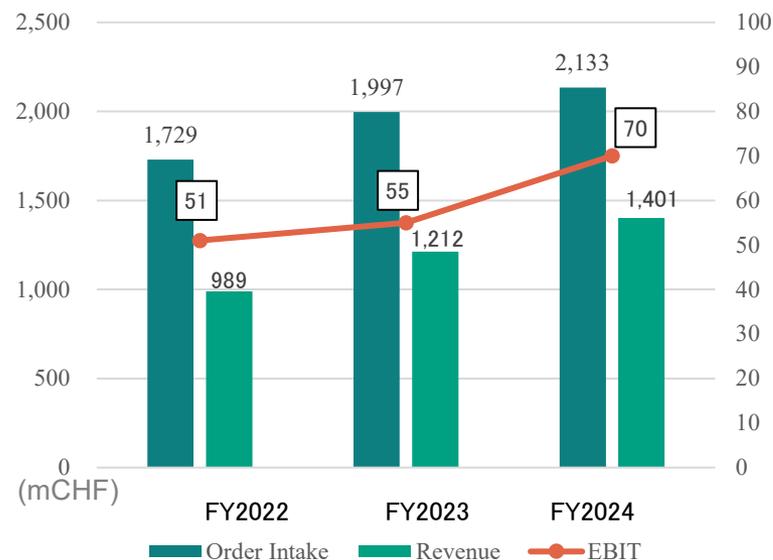
About Kanadevia's Overseas Business (Inova)

**Kanadevia
INOVA**



- ◆ A global top player in Waste to Energy (Waste incineration power generation) business headquartered in Zurich, Switzerland
- ◆ Founded in 1933, partnered technically with our company since the 1960s, became our subsidiary in 2010
- ◆ Not only an overseas business but also a growth driver for the entire Kanadevia Group

Financial Performance



Future Strategies and Challenges

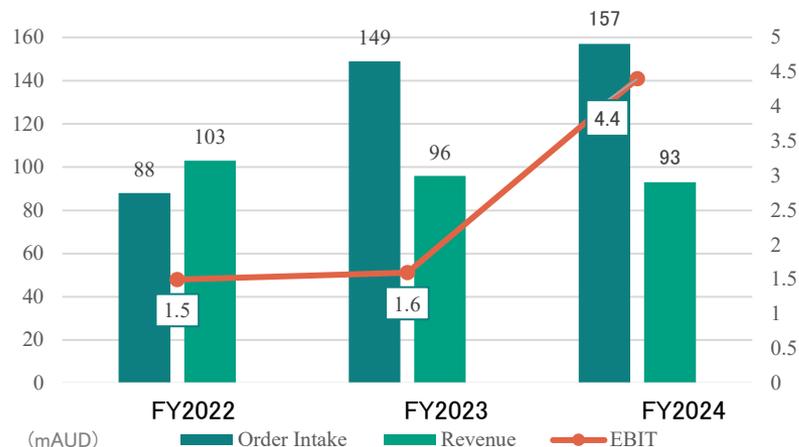
- Positioning for strategic execution through M&A has settled, promoting recurrent businesses such as O&M and asset management
- WtX: Developing strategies according to urban GDP per capita in a global market of 8bn people
- Renewable Gas: Strengthening EPC capabilities and enhancing development and asset management through asset platforms
- New Products: Development of Carbon Capture, SAF, etc.
- Developing a business that integrally handles services such as CO2 liquefaction and refining and trading of products like CO2/clean value, starting from project development and operation

About Kanadevia's Overseas Business (Osmoflo)



- ◆ Headquartered in Adelaide, Australia. Engages in a wide range of businesses related to water and wastewater treatment using RO membranes, including Research and Development, Engineering, Manufacturing, O&M, and Rental
- ◆ Founded in 1991, became our subsidiary in 2017

Financial Performance



Future Strategies and Challenges

- Holds a high market share for private resource companies but is strengthening initiatives for public works projects to expand its order base.
- Improving profitability through strengthening recurrent businesses (O&M, Rental, BOO)
- Promoting investment and business expansion into new technologies and markets, such as the development of projects in new regions like New Zealand and Pacific island countries, high-recovery water treatment plants (new technology), and ceramic membranes (new market)

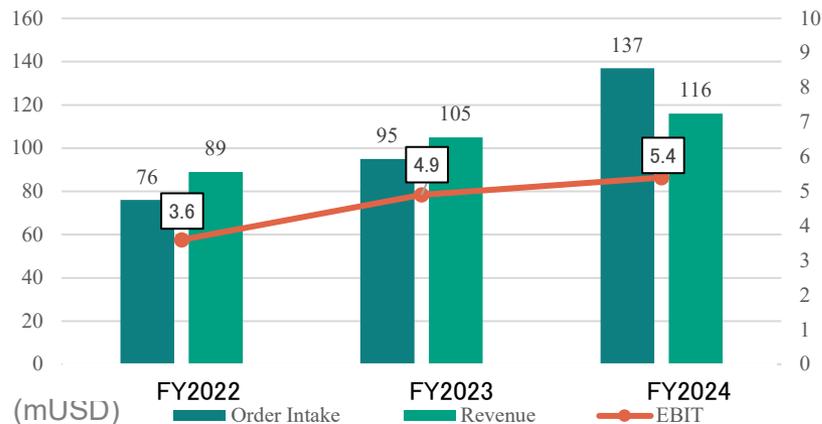
About Kanadevia's Overseas Business (NAC)



2010/09

- ◆ Headquartered in Atlanta, USA, the company provides engineering and consulting services for equipment used in spent fuel transport and storage. Subsidiaries include NAC Philotechnics, NAC LPT, and Niagara Energy Products (NEP).
- ◆ Established in 1968, became our subsidiary in 2013

Financial Performance



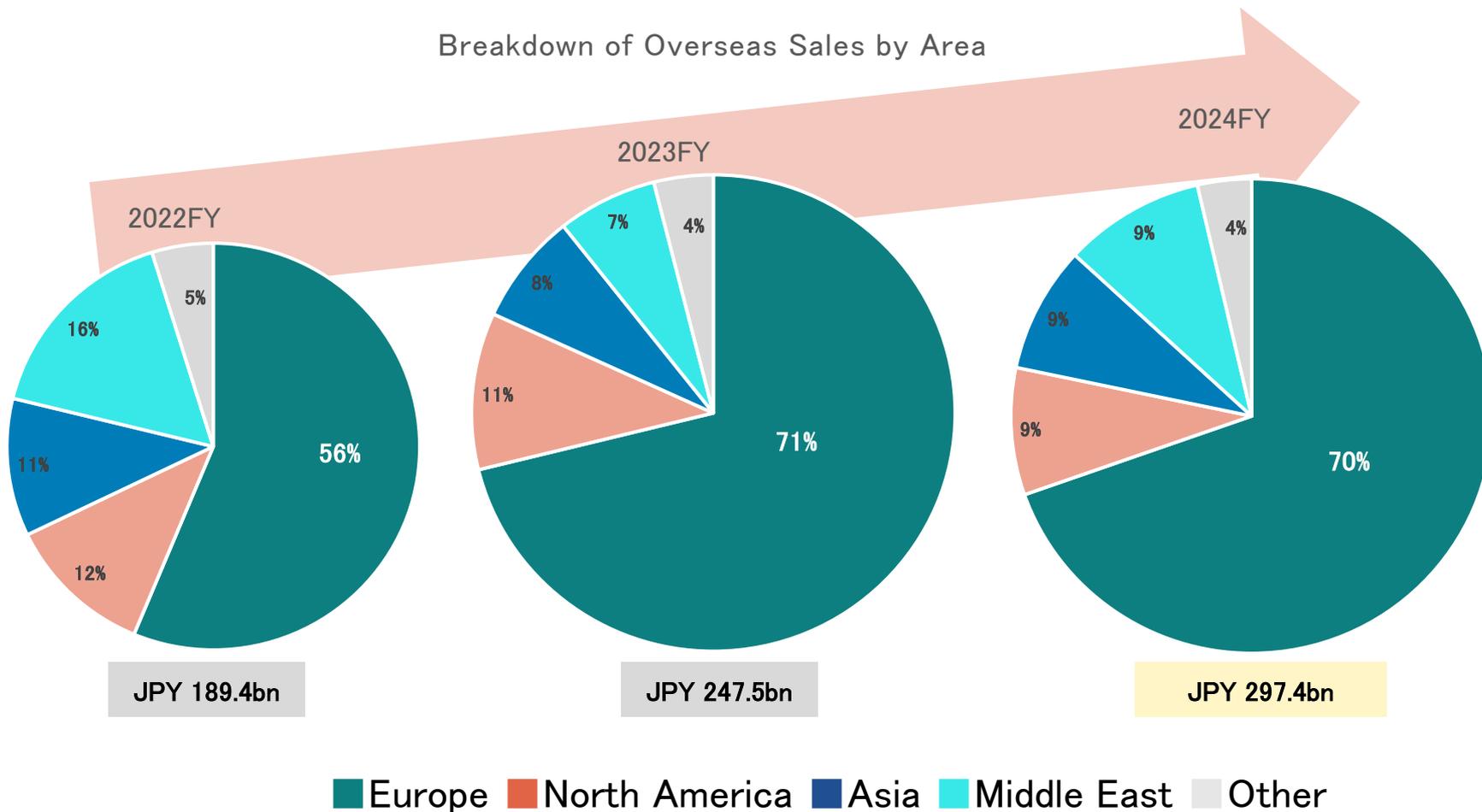
Future Strategies and Challenges

- Expanding market share in advanced nuclear power country, the Canadian market and the Asian market.
- Acquiring growth opportunities in the Small Modular Reactor (SMR) and Advanced Reactor (AR) markets through collaboration with the Carbon Neutral Solution Business Headquarters.
- Provision of comprehensive waste treatment services based on the slogan "One NAC" (a slogan to enhance synergy within the NAC Group), and efficiency improvement in the transport business through subsidiary integration.
- Strengthening sales capabilities by employing VP for Canada and America and introducing CRM (Customer Relationship Management System).
- Cooperating in the decommissioning project of Fukushima Daiichi Nuclear Power Plant as Kanadevia Group through a joint venture with Tokyo Electric Power Co.,Ltd, Tohso Mirai Manufacturing Co.,Ltd.

About Kanadevia Group's Overseas Business (By Area)

- Overseas sales increased by approximately JPY 108bn since FY 2022
- Overseas sales in Europe account for about 70% of the total

Breakdown of Overseas Sales by Area



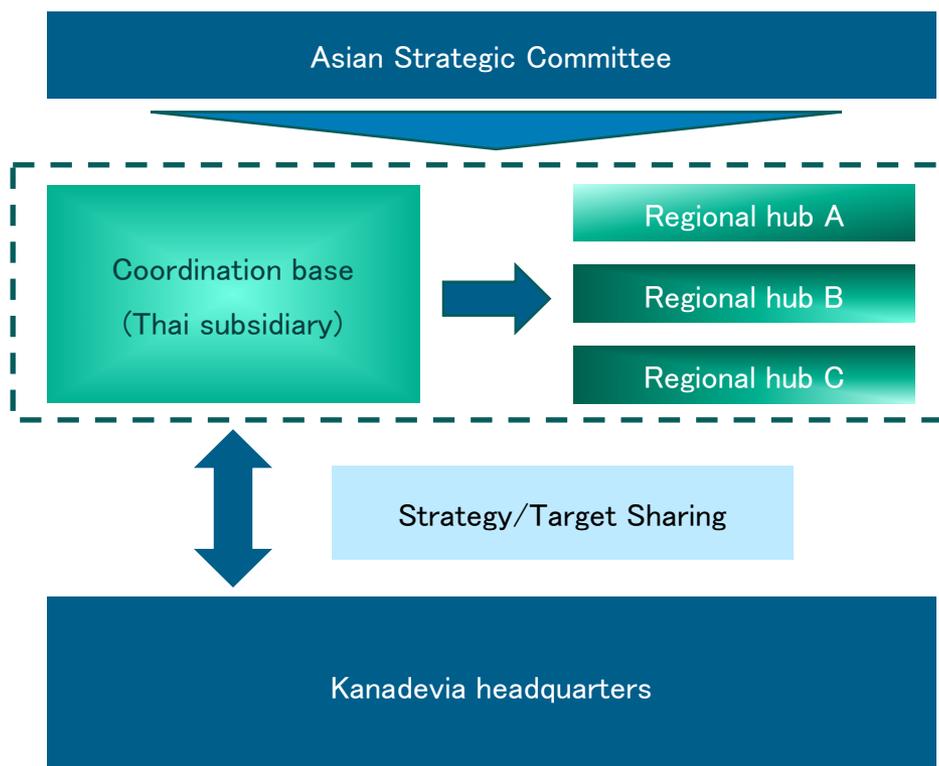
About Kanadevia's overseas business (Southeast & South Asia coordination base)

- ❑ Established the "Asian Strategic Committee" in Jul 2024 to discuss strategies and review operational frameworks in the Southeast Asia and South Asia regions
- ❑ Starting April 2025, new framework designating the Thai subsidiary as the coordination base for Southeast and South Asia regions

Aim of the new framework

1. Delegate certain authority concerning regional business to Thai subsidiary (coordination base) to expedite decision-making
2. Strengthen market approach capabilities by placing locally hired personnel in key positions, including head of the coordination base
3. Share goals with each business division of Kanadevia and discover and acquire projects jointly domestically and internationally
4. Formulate strategies and enhance operations from a regional and divisional cross-sectional and long-term perspective
5. Integrate back-office functions to achieve more efficient base operations

【Image of the new framework】



Inter-group synergy

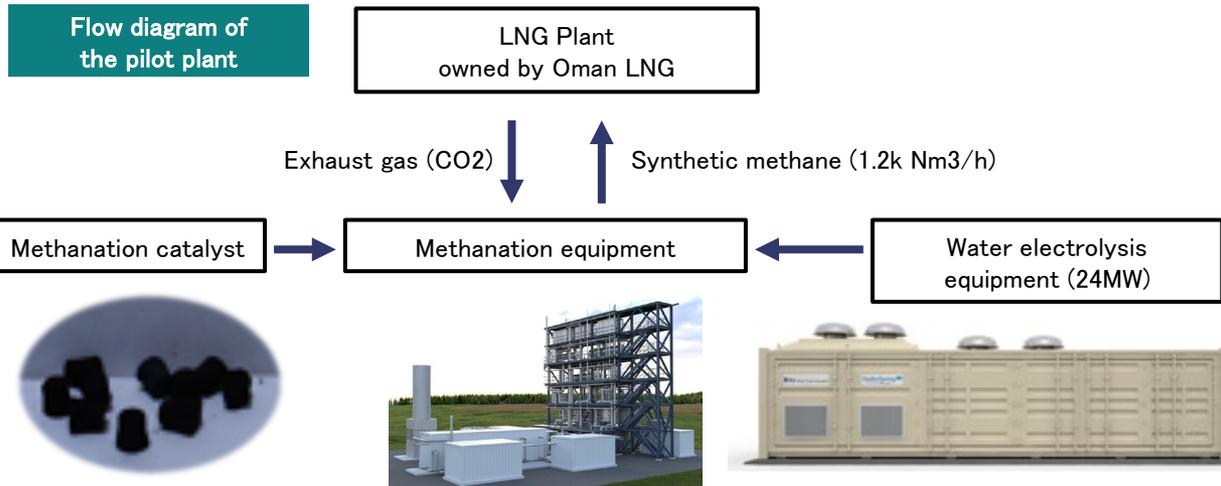
Oman LNG and Methanation Plant

Contracted technology validation and commercial plant concept verification works for pilot plant construction (May 2025)

- ❑ Promotion of overseas EPC projects through collaboration with Inova
- ❑ Scaling up of methanation equipment (Joint development by Kanadevia and Inova -18k Nm³/h-)
- ❑ Scaling up of hydrogen generation equipment (Large module development by Kanadevia -24 MW- and international standard compliance by Kanadevia and Inova)



Scene during MoU signing (March 2024)



High-performance catalyst manufactured by Kanadevia

HiMethz®

Methanation plant image
(Inova, Pythia 6k)

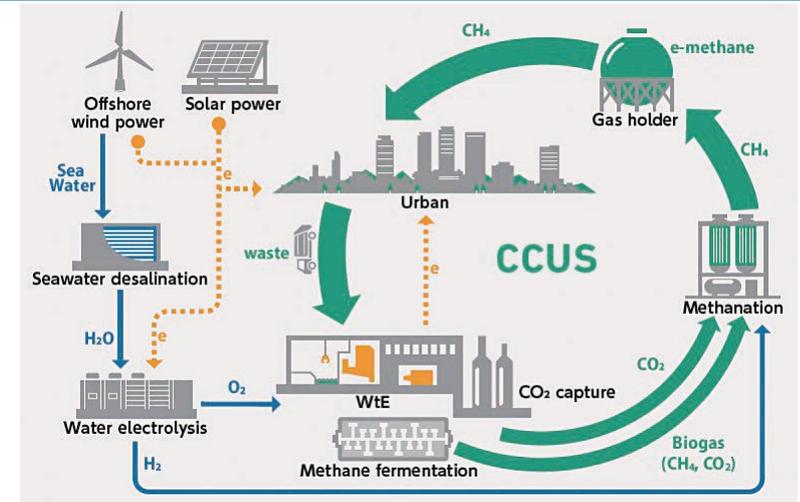
※ Graphic Image

- ◆ Kanadevia, Osmoflo, Inova bring together technologies related to water electrolysis, seawater desalination, and methanation, unifying group strengths
- ◆ Contributing to global decarbonization through social implementation of methanation

COP29/30 initiatives

COP29 (Nov 11 to Nov 24, 2024, Azerbaijan/Baku)

- Making its debut at “Japan Pavilion”, and conducted technical exhibition at a booth themed “Circular economy and net zero GHG emissions achieved by innovative waste treatment systems.”
- President Kuwahara took the stage at a seminar organized by the Japan Environmental Sanitation Facilities Industry Association (JEFMA)
- Attracted over 1k visitors including presidents and ministers from 123 countries and regions



Efforts towards decarbonization for carbon neutrality

COP30 (Nov 10 to Nov 22, 2025, Brazil/Belém)

- Conducted exhibition at “Japan Pavilion” for two consecutive years, presenting solutions focused on decarbonization technologies in the waste management field
- President Kuwahara took the stage at a seminar organized by the Ministry of the Environment
- Attracted over 750 visitors including ministers and dignitaries from over 100 countries and regions



Lecture on carbon neutrality initiatives between India and Osaka City

Kanadevia

Technology for people and planet

(Note concerning forward-looking statements and other descriptions)

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