

News Release



Kanadevia Corporation

January 5, 2026

2026 New Year Message from President and CEO

The following is a summary of the New Year's address to all employees by Michi Kuwahara, President and CEO of Kanadevia Corporation.

Happy New Year everyone!

As we welcome the new year, I trust you have made a fresh start with renewed energy. In 2026, the third year since we set sail as Kanadevia, we will continue to take on new challenges, and to move confidently towards a future that we must shape together. At the beginning of the year, I would like to share my thoughts.

We live in a society where the future is uncertain and unpredictability, and what we need in such society is "transformation". For Kanadevia as well, 2026 will be a year of transformation.

At the Town Hall Meeting last December, I reflected on the Group's performance over the past 30 years. The first 15 years were a period of diminishing equilibrium, and the second 15 years were a period of growth. I mentioned that we need to move away from the conservative and rigid mindset that took root during the era of diminishing equilibrium and shift to a growth mindset. I believe that this rigid organizational culture is responsible for the inappropriate practices and persistent issues such as safety incidents and quality defects.

The changes over the past 15 years of growth are evident not only in the scaling of the business, but also in our geographical expansion of markets, the increase in investment projects, and the growth in overseas Group companies and employees through M&A. In response to the challenges that have emerged as we grow, we are working to strengthen our Group management. However, I believe that in order to achieve further growth, it is essential to share the direction we should aim for and foster a sense of unity across the Group. The Purpose & Values workshop, which involved not only Kanadevia Corporation but also Group employees from Japan and overseas, is the first step toward this goal.

To support these efforts, we are strengthening our People & Culture function. Last year, we renamed the General Administration Headquarters to the People & Culture Headquarters, and we have been actively recruiting external talent in targeted areas. As of January 1, we established the Legal & Intellectual Property Headquarters and appointed an external legal expert as its head. As part of this drive, we are also strengthening the safety and quality divisions and reforming the personnel system. We will also continue to expand our opportunities for dialogue with all of you,

our people. This covers everything from management line walks to special investigation committee briefings, the Town Hall Meetings, and so on.

Our current growth is primarily driven by our overseas operations. However, in order to achieve sustainable growth in an uncertain world, we must build a resilient corporate structure, which requires strengthening our domestic business as a stable revenue base that supports the entire Group. No business within our Group can have its current status guaranteed. We should fully understand the nature of the significant changes in the business environment — from deflation to inflation, from negative to positive interest rates, tightening of supply chains, and, above all, labor shortages; on that basis, we should formulate strategies without ruling out any options, such as forming alliances with other companies and implementing broader efficiency improvements.

Driving Digital Transformation (DX) is essential to enhance business efficiency. We will continue to invest in this area. It's easy to see how the friction of change and the fear of failure can lead to hesitation and anxiety. The Members of the Management Strategy Council are urging us to support our employees by encouraging their efforts towards transformation.

The business environment surrounding our future growth areas such as Power to Gas technologies, including hydrogen and methanation, and offshore wind power generation is far from smooth sailing. There is no denying the uncertainty surrounding the timelines for their commercialization. However, these are technologies essential for creating a decarbonized circular society. Our commitment to continually strive for harmony between humanity and nature should remain unwavering. This also applies to research and development. We have no choice but to continuously challenge ourselves. At the same time, we must keep communicating our story internally and externally, striving to retain and further boost the trust of our many stakeholders.

Finally, I would like to reiterate the grounds for taking on our transformation: "Thorough compliance" and "Health & Safety." I would also like to reaffirm the following declarations regarding "safety & health."

- Health and Safety Unit: "The world's safest company to work for"
- Kanadevia Group Declaration on Health Management: "We will advance the creation of an environment in which each employee is physically and mentally healthy and where everyone can maximize their potential."

Society is changing rapidly. We embrace this change, without fear, as an opportunity for growth. We will dynamically grow and transform to adapt, and, as Kanadevia, we will continue our efforts to strive for "harmony between humanity and nature".

With that said, my message to you all is simple: Bring your energy and positivity this year, and let's take on the challenge of transformation together! Stay safe.