

News Release

Kanadevia
Technology for people and planet

Kanadevia Corporation

April 2, 2026

President and Group CEO's Address to FY2026 New Employees

President and Group CEO Michi Kuwahara delivered an address to new employees. A summary is provided below.

First of all, congratulations to all of you on joining Kanadevia Corporation.

This fiscal year, we are pleased to welcome a total of 159 new employees: 134 in administrative and technical roles, and 25 skilled workers at our works. I am truly delighted to welcome you as our new colleagues.

We are currently at a major turning point. We have made a series of important decisions with a long-term perspective, including our withdrawal from the bridge construction business, the transfer of shares in Hitachi Zosen Marine Engine Co., Ltd. and V TEX Corporation, the transfer of our all-solid-state Lithium-ion Batteries business, and the commencement of discussions towards a business integration with Nippon Steel Engineering Co., Ltd.

Each of these decisions represents a step toward the future, taken to ensure Kanadevia Group's sustainable growth.

In that sense, today marks a very important step for you as well. It is the first step in your career.

Let me briefly elaborate on my thoughts about careers.

Your career belongs to you. It is something you build for yourself, guided by your own initiative. At the same time, Kanadevia will not leave this entirely up to individuals; we are committed to providing firm and continuous support.

That said, some of you may feel uncertain, wondering how to think about your career in an era of rapid change.

One of my favorite books is *Creativity, Inc.*, which summarizes the management philosophy of Ed Catmull, co-founder of Pixar, known for its animated films. Although our industries differ, I have always aspired to make Kanadevia a company rich in creativity, much like Pixar. In that book, there is a passage that reads as follows:

"You can't just choose a path; you have to walk it. Only then will you see scenery that was invisible before you started. You may encounter things you would rather not see or be confused along the way... What matters is that even if you find yourself in the wrong place, there is still time to head

toward the right one. The act of thinking things through and choosing a path is never wasted."

You have chosen Kanadevia as the first step in your career and have begun walking that path. As you move forward, you may encounter gaps between expectation and reality. You will likely experience failures as well.

However, none of these experiences will ever be wasted. I encourage you to take full advantage of Kanadevia as a place to learn, to challenge yourselves, and to fail early and often. That is the greatest privilege afforded to you as young professionals.

I would also like to share a quote from *Pensées* by the 17th-century French philosopher Blaise Pascal:

"When one is lost in a forest, it is better not to wander in all directions, but to choose one direction and continue walking straight."

If you keep changing direction, you will end up going in circles and never make it out of the forest. What matters is not waiting for perfect information, but choosing a direction and taking the first step. Even if you arrive somewhere different from what you had expected, you can always make adjustments from there.

Our ongoing consideration of business integration with Nippon Steel Engineering Co., Ltd. is also the result of taking action first toward our goal of realizing a sustainable society. I sincerely hope that all of you will walk alongside us toward this goal.

Our founder, E.H. Hunter, ventured into unknown environments and forged his path with a "just give it a try" mindset. This spirit of challenge remains one of the most important values at Kanadevia today. I encourage each of you to embrace this spirit, take bold steps forward, and not be afraid of failure.

We are committed to building a system that does not leave challenges solely to individuals, but instead supports proactive growth by standing from the perspective of each employee. Please make full use of Kanadevia as your field of opportunity and connect it to your own growth. We warmly celebrate the start of your careers and are fully committed to supporting your autonomous career development.

In closing, I sincerely look forward to your growth and to your future achievements.

As you embark on your professional journey, please remember the mindset you had when you first began, along with gratitude toward your families and those who have supported you. Take good care of your health, enjoy your work, and let us move forward together.