

Financial Results for FY2024

May 13, 2025

Kanadevia Corporation

Financial Information

FY2024 Results - Overview

- Record high order intake and net income achieved.
- Both revenue and operating income achieved an increase for the seventh consecutive fiscal year due to the expansion of overseas businesses.

	FY2023	FY2024					
	Results	Forecast		Results	Difference		
		Initial	as of Feb.		(c)-(a)	(c)-(b)	
(Billions of JPY)	(a)	(b)		(c)			
Order intake	715.1	620.0	680.0	765.9	50.8	+7.1%	145.9
Net sales	555.8	570.0	590.0	610.5	54.7	+9.8%	40.5
Operating income	24.3	26.0	26.0	26.9	2.6	+10.7%	0.9
% to net sales	4.4%	4.6%	4.4%	4.4%			
Non-Operating Income	1.3	-4.0	-4.0	-2.6	-3.9	—	1.4
Ordinary income	25.6	22.0	22.0	24.3	-1.3	-5.1%	2.3
Extraordinary income and loss	-1.6	—	2.9	-0.7	0.9	—	-0.7
Profit attributable to shareholders of Kanadevia	18.9	16.0	18.0	22.1	3.2	+16.9%	6.1
ROE	12.6%	9.5%	10.6%	12.6%			
ROIC	7.4%	7.0%	6.7%	6.8%			
Net income per share (JPY)	112.74	94.94	106.81	131.33			
Dividends per share (JPY)	23	23	23	25			

FY2024 Results -

Non-Operating Income / Expense and Extraordinary Profit / Loss

Non-Operating Income / Expense

(Billions of JPY)

	FY2023	FY2024	Difference
Net interest income / expense, etc.	0.1	0.3	0.2
Gain and loss on investment by equity method	1.7	0.6	-1.1
Foreign exchange gain and loss	1.3	0.5	-0.8
Others	-1.8	-4.0	-2.2
Total	1.3	-2.6	-3.9

Extraordinary Profit / Loss

(Billions of JPY)

	FY2023	FY2024	Difference
Extraordinary profit	-	2.9	2.9
Extraordinary loss	-1.6	-3.6	-2.0
Total	-1.6	-0.7	0.9

FY2024 Results - Consolidated Balance Sheet

(Billions of JPY)

	End of Mar. 2023	End of Mar. 2024 (a)	End of Mar. 2025 (b)	Difference (b)-(a)
Cash and deposits (a)	86.4	71.6	70.8	-0.8
Operating assets	215.5	254.7	251.1	-3.6
Trade notes and accounts receivable	198.3	234.8	228.0	-6.8
Inventories	17.2	19.9	23.1	3.2
Tangible fixed assets	98.3	104.5	136.1	31.6
Intangible fixed assets	11.1	19.2	41.2	22.0
Others	68.3	83.5	110.4	26.9
Total Assets	479.6	533.5	609.6	76.1
Operating liabilities	114.6	106.6	106.4	-0.2
Notes and accounts payable, Electronically recorded obligations - operating	73.2	57.9	65.8	7.9
Advances received/ Contract assets	41.4	48.7	40.6	-8.1
Interest bearing debt (b)	86.5	91.4	135.8	44.4
Bank borrowings (incl. lease obligations)	56.5	61.4	115.8	54.4
Bonds payable	30.0	30.0	20.0	-10.0
Others	137.2	166.5	169.5	3.0
Total Liabilities	338.3	364.5	411.7	47.2
Shareholders' equity	139.6	162.7	189.4	26.7
Non-controlling interests	1.7	6.3	8.5	2.2
Total Net Assets	141.3	169.0	197.9	28.9
Total Liabilities and Net Assets	479.6	533.5	609.6	76.1
Shareholders' equity ratio	29.1%	30.5%	31.1%	+0.6pt
Net interest bearing debt (b)-(a)	0.1	19.8	65.0	45.2

FY2024 Results - Consolidated Cash Flows

(Billions of JPY)

	FY2023	FY2024	Difference
Cash flows from operating activities	0.5	24.8	24.3
Cash flows from investing activities	-21.5	-56.6	-35.1
Cash flows from financing activities	-2.6	30.2 ^{*1}	32.8
Foreign currency translation differences	5.0	0.6	-4.4
Increase in cash and cash equivalents	-18.6	-1.0	17.6
Cash and cash equivalents at beginning	84.8	69.7	-15.1
Increase in cash equivalents resulting from inclusion of subsidiaries in consolidation	3.5 ^{*2}	—	-3.5
Cash and cash equivalents at end	69.7	68.7	-1.0

*1 Increase in bank loans payable : JPY 45.1 billion, Redemption of bonds: JPY -10 billion,
Payment of dividend : JPY -3.8 billion, etc.

*2 Third-party allotment from Imabari Shipbuilding Co., Ltd. to Hitachi Zosen Marine Engine Co., Ltd.

FY2024 Results - Order intake, Net sales, Operating income

	FY2023	FY2024					
	Results	Forecast		Results	Difference		
		Initial	as of Feb.				
(Billions of JPY)	(a)	(b)		(c)	(c)-(a)		(c)-(b)
Order intake	715.1	620.0	680.0	765.9	50.8	7.1%	145.9
■ Environment	558.8	470.0	540.0	617.4	58.6		147.4
■ Machinery & Infrastructure	80.8	84.0	84.0	91.2	10.4		7.2
■ Carbon Neutral Solution	72.6	63.5	53.5	54.0	-18.6		-9.5
■ Others	2.9	2.5	2.5	3.3	0.4		0.8
Net sales	555.8	570.0	590.0	610.5	54.7	9.8%	40.5
■ Environment	407.3	410.0	436.0	453.5	46.2		43.5
■ Machinery & Infrastructure	91.0	83.0	80.0	83.0	-8.0		0.0
■ Carbon Neutral Solution	55.2	75.0	72.0	70.2	15.0		-4.8
■ Others	2.3	2.0	2.0	3.8	1.5		1.8
Operating income	24.3	26.0	26.0	26.9	2.6	10.7%	0.9
■ Environment	19.1	22.0	25.6	25.4	6.3		3.4
■ Machinery & Infrastructure	3.0	2.4	0.6	1.0	-2.0		-1.4
■ Carbon Neutral Solution	1.8	1.3	-0.5	0.1	-1.7		-1.2
■ Others	0.4	0.3	0.3	0.4	0.0		0.1

FY2024 Results - Environment Business (Consolidated)

	FY2023	FY2024					
	Results (a)	Forecast		Results (c)	Difference		(c)-(b)
		Initial (b)	as of Feb.		(c)-(a)		
(Billions of JPY)							
Order intake	558.8	470.0	540.0	617.4	58.6	10.5%	147.4
EPC	194.8	251.0	291.0	267.2	72.4		16.2
AOM	364.0	219.0	249.0	350.2	-13.8		131.2
Net sales	407.3	410.0	436.0	453.5	46.2	11.3%	43.5
EPC	232.5	215.0	225.0	243.8	11.3		28.8
AOM	174.8	195.0	211.0	209.7	34.9		14.7
Operating income	19.1	22.0	25.6	25.4	6.3	33.0%	3.4
EPC	1.5	3.9	7.3	7.1	5.6		3.2
AOM	17.6	18.1	18.3	18.3	0.7		0.2

FY2024 Results - Environment Business (excluding Inova)

	FY2023 Results (a)	FY2024					
		Forecast		Results (c)	Difference		
		Initial (b)	as of Feb.		(c)-(a)	(c)-(b)	
(Billions of JPY)							
Order intake	237.0	191.0	191.0	256.1	19.1	8.1%	65.1
EPC	38.6	64.0	64.0	91.1	52.5		27.1
AOM	198.4	127.0	127.0	165.0	-33.4		38.0
Net sales	209.0	209.0	212.0	213.1	4.1	2.0%	4.1
EPC	67.1	59.0	66.0	67.1	0.0		8.1
AOM	141.9	150.0	146.0	146.0	4.1		-4.0
Operating income	9.2	9.2	12.9	13.1	3.9	42.4%	3.9
EPC	-6.4	-3.4	-3.4	-3.9	2.5		-0.5
AOM	15.6	12.6	16.3	17.0	1.4		4.4

FY2024 Results - Environment Business (Inova Group)

	FY2023 Results (a)	FY2024					
		Forecast		Results (c)	Difference		
		Initial (b)	as of Feb.		(c)-(a)		(c)-(b)
(Billions of JPY)							
Order intake	321.8	279.0	349.0	361.3	39.5	12.3%	82.3
EPC	156.2	187.0	227.0	176.1	19.9		-10.9
AOM	165.6	92.0	122.0	185.2	19.6		93.2
Net sales	198.3	201.0	224.0	240.4	42.1	21.2%	39.4
EPC	165.4	156.0	159.0	176.7	11.3		20.7
AOM	32.9	45.0	65.0	63.7	30.8		18.7
Operating income	9.9	12.8	12.7	12.3	2.4	24.2%	-0.5
EPC	7.9	7.3	10.7	11.0	3.1		3.7
AOM	2.0	5.5	2.0	1.3	-0.7		-4.2
Exchange rate (CHF/JPY)	163.47	160.00	170.00	172.11			

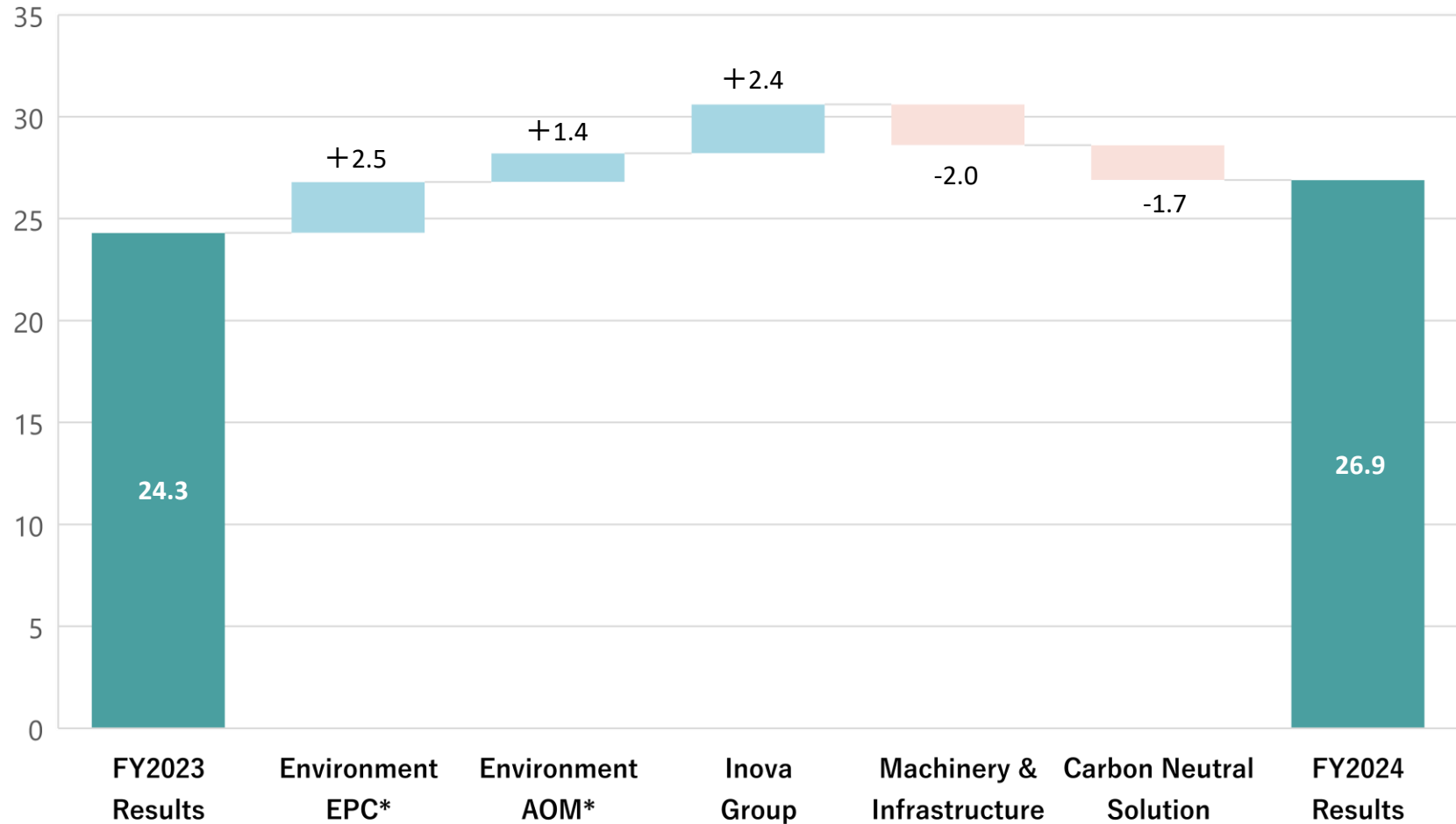
FY2024 Results - Machinery & Infrastructure Business

	FY2023	FY2024					
	Results	Forecast		Results	Difference		
		Initial	as of Feb.		(c)-(a)	(c)-(b)	
(Billions of JPY)	(a)	(b)		(c)			
Order intake	80.8	84.0	84.0	91.2	10.4	12.9%	7.2
Press machine	22.0	21.0	21.0	23.3	1.3		2.3
Precision machinery	23.7	27.0	27.0	32.1	8.4		5.1
Other machinery	9.1	8.0	8.0	9.6	0.5		1.6
Infrastructure	26.0	28.0	28.0	26.2	0.2		-1.8
Net sales	91.0	83.0	80.0	83.0	-8.0	-8.8%	0.0
Press machine	19.5	19.0	19.0	21.6	2.1		2.6
Precision machinery	28.0	29.0	26.0	25.8	-2.2		-3.2
Other machinery	12.9	8.0	8.0	9.6	-3.3		1.6
Infrastructure	30.6	27.0	27.0	26.0	-4.6		-1.0
Operating income	3.0	2.4	0.6	1.0	-2.0	-66.7%	-1.4
Press machine	0.8	0.7	1.3	1.4	0.6		0.7
Precision machinery	1.3	1.0	-0.3	-0.1	-1.4		-1.1
Other machinery	0.5	0.5	0.5	0.2	-0.3		-0.3
Infrastructure	0.4	0.2	-0.9	-0.5	-0.9		-0.7

FY2024 Results - Carbon Neutral Solution Business

	FY2023	FY2024					
	Results	Forecast		Results	Difference		
		Initial	as of Feb.		(c)-(a)	(c)-(b)	
(Billions of JPY)	(a)	(b)		(c)			
Order intake	72.6	63.5	53.5	54.0	-18.6	-25.6%	-9.5
Engine	37.0	29.0	19.0	18.8	-18.2		-10.2
Process equipment	20.7	28.0	28.0	30.7	10.0		2.7
Decarbonization systems	3.8	6.0	6.0	4.0	0.2		-2.0
Wind power	11.1	0.5	0.5	0.5	-10.6		0.0
Net sales	55.2	75.0	72.0	70.2	15.0	27.2%	-4.8
Engine	24.2	27.0	27.0	27.0	2.8		0.0
Process equipment	21.8	28.0	26.0	26.7	4.9		-1.3
Decarbonization systems	4.4	5.0	4.0	3.9	-0.5		-1.1
Wind power	4.8	15.0	15.0	12.6	7.8		-2.4
Operating income	1.8	1.3	-0.5	0.1	-1.7	-94.4%	-1.2
Engine	-0.3	0.1	-0.7	-0.2	0.1		-0.3
Process equipment	2.0	1.5	1.2	1.1	-0.9		-0.4
Decarbonization systems	0.4	0.3	-0.4	-0.3	-0.7		-0.6

FY2024 Results - Breakdown of Changes in Operating Income



※Excluding Inova Group

FY2025 Forecast - Overview

	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
			(a)	(b)	(b)-(a)	
(Billions of JPY)						
Order intake	737.5	715.1	765.9	700.0	-65.9	-8.6%
Net sales	492.6	555.8	610.5	620.0	9.5	+1.6%
Operating income	20.0	24.3	26.9	27.0	0.1	+0.4%
% to net sales	4.1%	4.4%	4.4%	4.4%		
Non-Operating Income	-2.2	1.3	-2.6	-4.0	-1.4	+53.8%
Ordinary income	17.8	25.6	24.3	23.0	-1.3	-5.3%
Extraordinary income and loss	0.7	-1.6	-0.7	—	—	
Profit attributable to shareholders of Kanadevia	15.5	18.9	22.1	16.0	-6.1	-27.6%
ROE	11.5%	12.6%	12.6%	8.2%		
ROIC	6.2%	7.4%	6.8%	5.8%		
Net income per share (JPY)	92.43	112.74	131.33	95.07		
Dividends per share (JPY)	18	23	25	25		

FY2025 Forecast – Oder intake, Net sales, Operating income

	(Billions of JPY)					
	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
			(a)	(b)	(b)-(a)	
Order intake	737.5	715.1	765.9	700.0	-65.9	-8.6%
■ Environment	561.2	558.8	617.4	560.0	-57.4	
■ Machinery & Infrastructure	90.2	80.8	91.2	67.0	-24.2	
■ Carbon Neutral Solution	76.2	72.6	54.0	70.0	16.0	
■ Others	9.9	2.9	3.3	3.0	-0.3	
Net sales	492.6	555.8	610.5	620.0	9.5	1.6%
■ Environment	348.1	407.3	453.5	470.0	16.5	
■ Machinery & Infrastructure	88.2	91.0	83.0	70.0	-13.0	
■ Carbon Neutral Solution	46.6	55.2	70.2	77.0	6.8	
■ Others	9.7	2.3	3.8	3.0	-0.8	
Operating income	20.0	24.3	26.9	27.0	0.1	0.4%
■ Environment	15.0	19.1	25.4	24.5	-0.9	
■ Machinery & Infrastructure	3.4	3.0	1.0	2.0	1.0	
■ Carbon Neutral Solution	0.4	1.8	0.1	0.3	0.2	
■ Others	1.2	0.4	0.4	0.2	-0.2	

FY2025 Forecast - Environment Business (Consolidated)

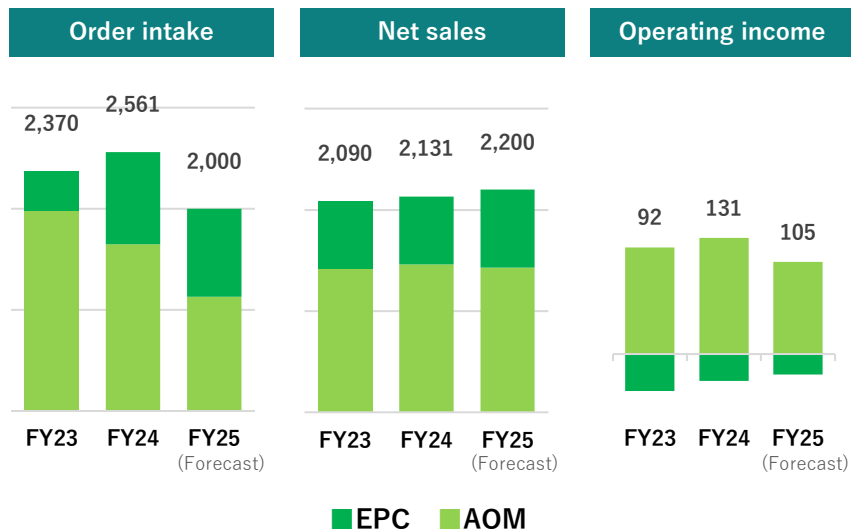
	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
	(Billions of JPY)		(a)	(b)	(b)-(a)	
Order intake	561.2	558.8	617.4	560.0	-57.4	-9.3%
EPC	317.9	194.8	267.2	297.0	29.8	
AOM	243.3	364.0	350.2	263.0	-87.2	
Net sales	348.1	407.3	453.5	470.0	16.5	+3.6%
EPC	183.5	232.5	243.8	237.0	-6.8	
AOM	164.5	174.8	209.7	233.0	23.3	
Operating income	15.0	19.1	25.4	24.5	-0.9	-3.5%
EPC	2.2	1.5	7.1	8.0	0.9	
AOM	12.8	17.6	18.3	16.5	-1.8	

FY2025 Forecast - Environment Business (excluding Inova)

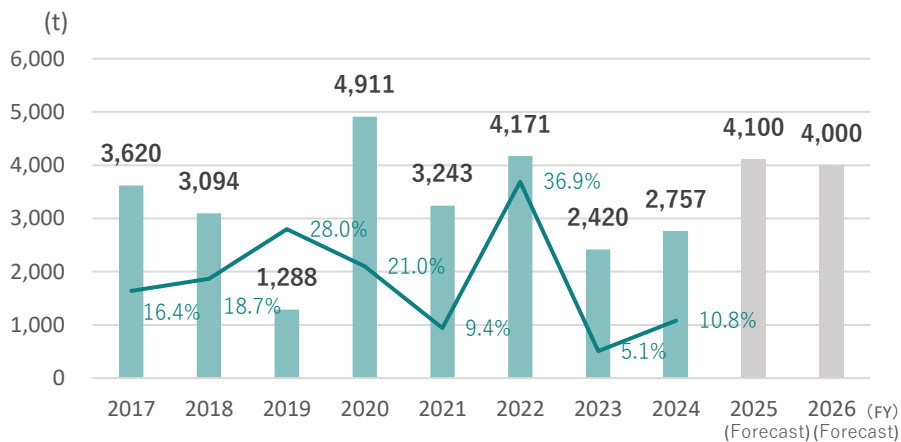
(Billions of JPY)	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
			(a)	(b)	(b)-(a)	
Order intake	316.8	237.0	256.1	200.0	-56.1	-21.9%
EPC	115	38.6	91.1	87.0	-4.1	
AOM	202	198.4	165.0	113.0	-52.0	
Net sales	208.6	209.0	213.1	220.0	6.9	3.2%
EPC	65	67.1	67.1	77.0	9.9	
AOM	143	141.9	146.0	143.0	-3.0	
Operating income	8	9.2	13.1	10.5	-2.6	-19.8%
EPC	-4	-6.4	-3.9	-3.0	0.9	
AOM	12	15.6	17.0	13.5	-3.5	

FY2025 Forecast - Environment Business (excluding Inova)

(Unit: JPY100m)



WtE EPC Market : Order Volume and Our Share



Legend: ■ Market order volume — Share (in tons) *Our estimate

Waste to Energy

- Market size (order volume) is approx. 2,500-5,000 tons/day annually (FY2024 actual: 2,750 tons/day, FY2025 estimate: 4,100 tons/day). We expect FY25 EPC order growth.
- Anticipating fewer DBO orders, leading to reduced orders for AOM in FY2025.
- FY25 profit in AOM to decrease as high-margin projects conclude.

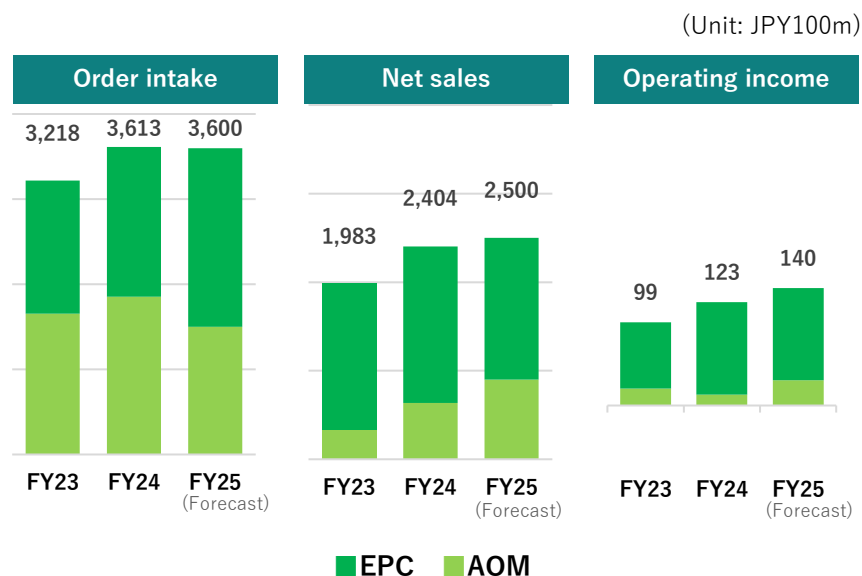
Water business

- Domestic : Order intake expected to increase, but profit to decrease due to changes in project mix.
- Osmoflo : Order intake exceeded JPY10 billion since 2023, targeting approx. JPY13 billion for FY25 with improved operating profit margin.

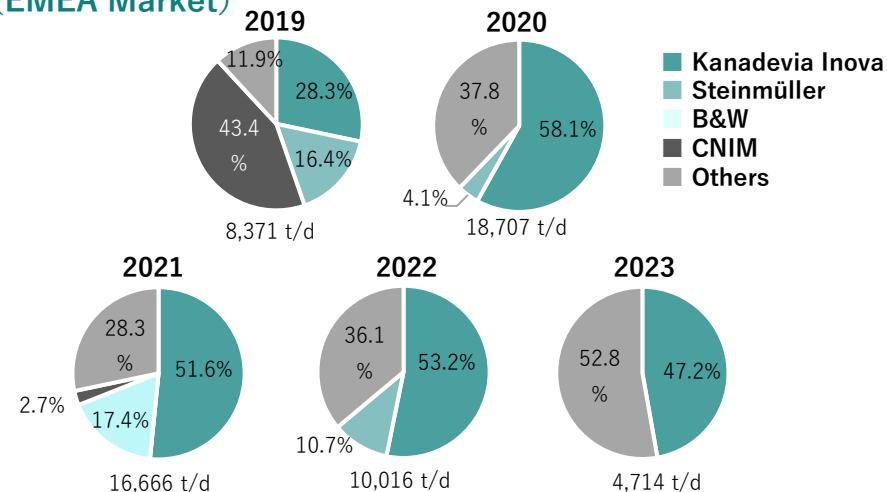
FY2025 Forecast - Environment Business (excluding Inova)

	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
	(Billions of JPY)		(a)	(b)	(b)-(a)	
Order intake	244.3	321.8	361.3	360.0	-1.3	-0.4%
EPC	202.8	156.2	176.1	210.0	33.9	
AOM	41.5	165.6	185.2	150.0	-35.2	
Net sales	139.4	198.3	240.4	250.0	9.6	+4.0%
EPC	118.4	165.4	176.7	160.0	-16.7	
AOM	21.0	32.9	63.7	90.0	26.3	
Operating income	7.0	9.9	12.3	14.0	1.7	+13.8%
EPC	6.0	7.9	11.0	11.0	0.0	
AOM	1.0	2.0	1.3	3.0	1.7	
Exchange rate (CHF/JPY)	141.83	163.47	172.11	165.00		

FY2025 Forecast - Environment Business (Inova Group)



Market Share of New Orders for WtE Plants - based on capacity (EMEA Market)



Source : Survey by A. Vaccani & Partner and Roland Berger

Waste to Energy

- FY 2024: Secured two major waste-to-energy plant EPC orders in (Thameside-Tilbury and Wisbech-Medworth), and also an EP contract in Germany (Schwandorf) with Steinmüller.
- FY2025: Targeting large EPC orders in Italy, Morocco, etc.
- For these new projects, also aims to receive orders for long-term O&M and service contracts.

Renewable Gas Business

- Acquired a UK asset management co., securing 11 existing biogas plants, pipeline projects in Europe, along with expertise and personnel in business development and plant operation.

Service (O&M) Business

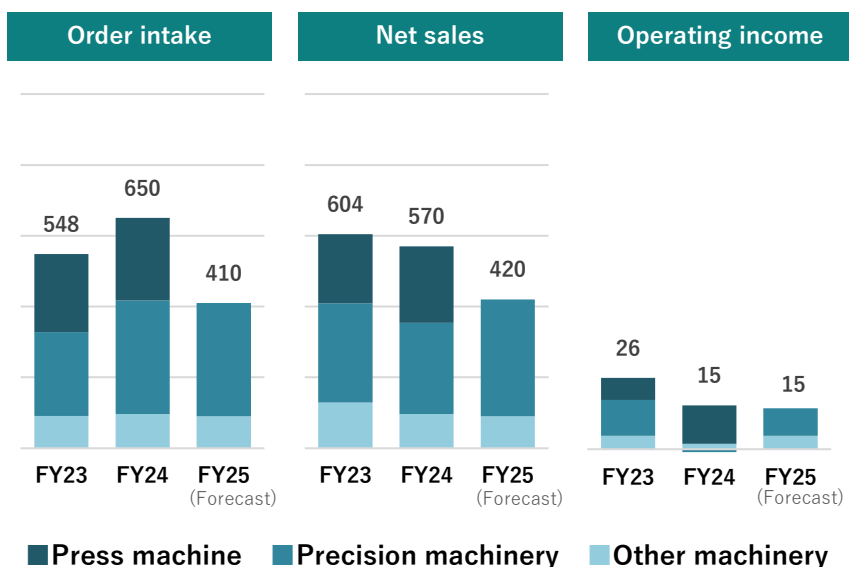
- Dubai and Slough, UK completed and in long-term operation. M&A of operation business in Dublin.
- M&A of maintenance companies in Denmark and US.

FY2025 Forecast - Machinery Business & Infrastructure Business

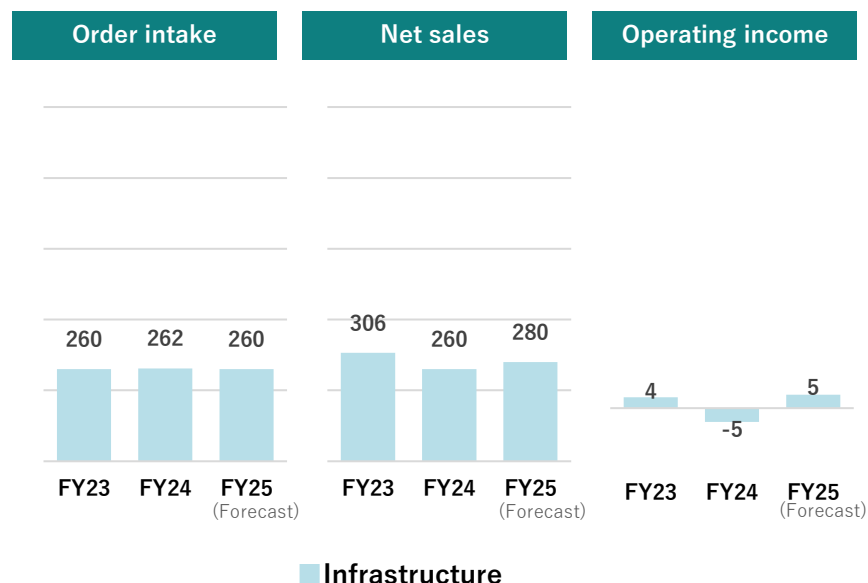
	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
			(a)	(b)	(b)-(a)	
(Billions of JPY)						
Order intake	90.2	80.8	91.2	67.0	-24.2	-26.5%
Machinery Business	63.6	54.8	65.0	41.0	-24.0	
Press machine	21.6	22.0	23.3	—	-23.3	
Precision machinery	30.4	23.7	32.1	32.0	-0.1	
Other machinery	11.6	9.1	9.6	9.0	-0.6	
Infrastructure Business	26.4	26.0	26.2	26.0	-0.2	
Net sales	88.2	91.0	83.0	70.0	-13.0	-15.7%
Machinery Business	62.0	60.4	57.0	42.0	-15.0	
Press machine	15.6	19.5	21.6	—	-21.6	
Precision machinery	32.5	28.0	25.8	33.0	7.2	
Other machinery	13.8	12.9	9.6	9.0	-0.6	
Infrastructure Business	26.2	30.6	26.0	28.0	2.0	
Operating income	3.4	3.0	1.0	2.0	1.0	+100.0%
Machinery Business	3.0	2.6	1.5	1.5	0.0	
Press machine	0.5	0.8	1.4	—	-1.4	
Precision machinery	2.2	1.3	-0.1	1.0	1.1	
Other machinery	0.3	0.5	0.2	0.5	0.3	
Infrastructure Business	0.4	0.4	-0.5	0.5	1.0	

FY2025 Forecast - Machinery Business & Infrastructure Business

(Unit: JPY100m)



(Unit: JPY100m)



Machinery Business

- FY2024 orders include roll-to-roll deposition equipment for mass production of perovskite solar cells and various vacuum systems.
- Earnings are expected to increase in FY2025 due to an increase in orders for roll-to-roll deposition equipment, in addition to the order backlog.

Infrastructure Business

- Deterioration in profitability due to a sluice gate manufacturing in FY2024. No impact in FY25.
- Sluice gates: Market growth from domestic dam projects and power company replacements. TANGENT Kanadevia (established Oct. 2023) targets SE Asia, incl. ODA projects.
- Bridges: Steady maintenance market; expanding orders with highway companies.

FY2025 Forecast - Carbon Neutral Solution Business

	FY2022	FY2023	FY2024	FY2025		
	Results	Results	Results	Forecast	Difference	
	(Billions of JPY)		(a)	(b)	(b)-(a)	
Order intake	76.2	72.6	54.0	70.0	16.0	-29.6%
Engine (Note)	22.9	37.0	18.8	26.0	7.2	
Process equipment	23.7	20.7	30.7	38.0	7.3	
Decarbonization Systems	4.2	3.8	4.0	5.5	1.5	
Wind power	25.4	11.1	0.5	0.5	0.0	
Net sales	46.6	55.2	70.2	77.0	6.8	-9.7%
Engine (Note)	23.5	24.2	27.0	29.0	2.0	
Process equipment	18.8	21.8	26.7	35.0	8.3	
Decarbonization Systems	3.2	4.4	3.9	5.0	1.1	
Wind power	1.0	4.8	12.6	8.0	-4.6	
Operating income	0.4	1.8	0.1	0.3	0.2	-200.0%
Engine (Note)	-0.9	-0.3	-0.2	-0.5	-0.3	
Process equipment	1.0	2.0	1.1	1.6	0.5	
Decarbonization Systems	0.4	0.4	-0.3	0.1	0.4	
Wind power	-0.1	-0.3	-0.5	-0.9	-0.4	

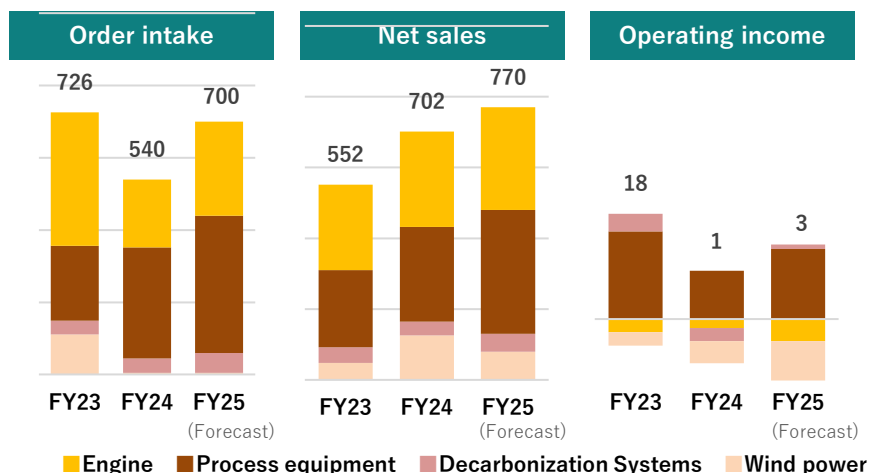
Note: Changed the segment name from 'Electrolysis and PtG' to "Decarbonization system".

Some products (SCR NOx Removal System) included in "Engine" have been transferred to "Decarbonization systems (former: PtG)" from FY2023.

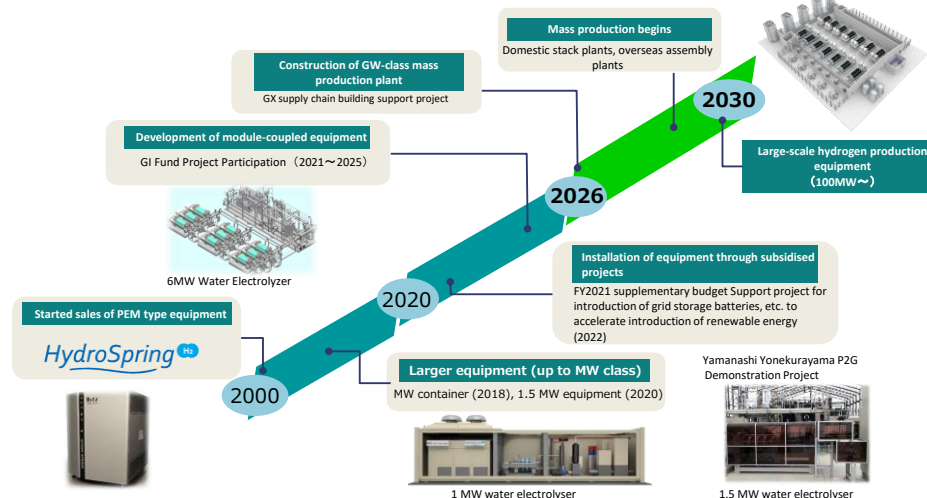
The figures for the past years above are reference on such basis. See the Fact sheet (Excel) for details.

FY2025 Forecast - Carbon Neutral Solution Business

(Unit: JPY100m)



Roadmap for equipment enlargement and business expansion (PEM-type water electrolyzers)



Engine

- Domestic shipyards: Growing order backlogs prompting earlier engine orders.
- Aiming for price pass-through due to higher material costs & weaker yen.

Process equipment

- Japan: Demand for storage and transport tanks in Japan is set to rise due to interest in alternative fuels and CCS process.
- US: Solid demand for dry storage casks; closely monitoring mutual tariff impact.

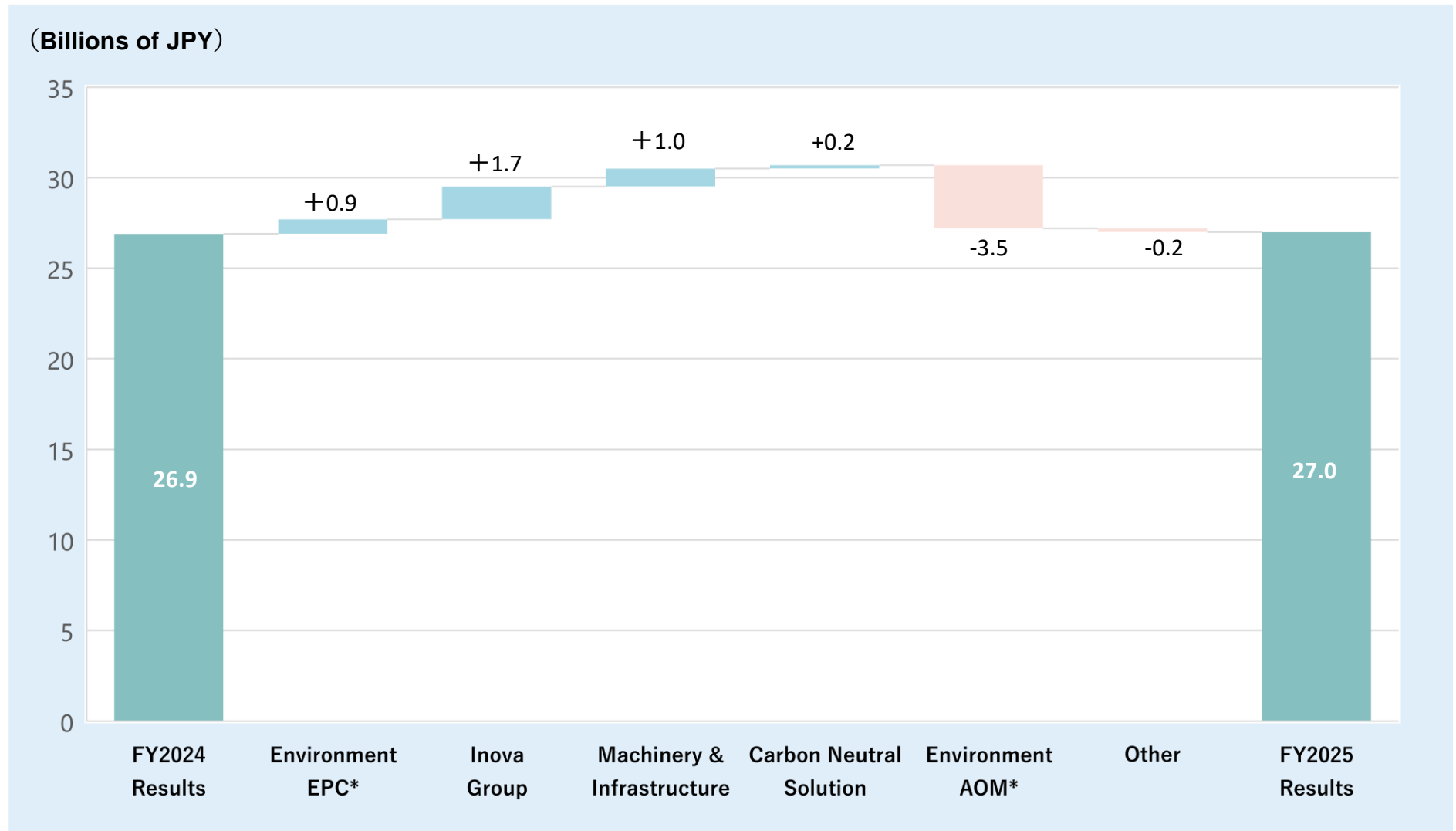
Decarbonization systems

- Global hydrogen generators are expected to reach 5GW by 2024 and 230GW by 2030 globally. (Source : IEA "Global Hydrogen Review 2024")
- Collaborating with Inova and Osmoflo on a commercialisation project for methanation in Oman.

Wind power

- Japan's offshore wind power targets: 10 GW by 2030, 30-45 GW by 2040.
- Selected for NEDO's floating offshore wind demonstration project (GI Fund Phase 2), using a semi-submersible floater offshore, Aichi Pref.

FY2025 Forecast - Breakdown of Changes in Operating Income

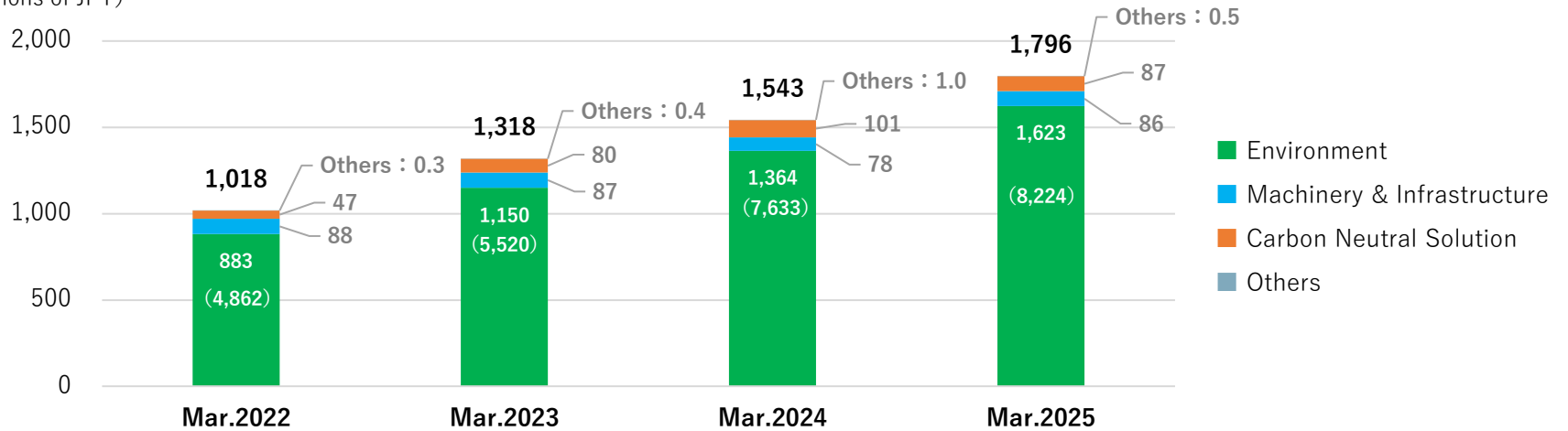


※excluding Inova Group

Order Backlog and Breakdown by Sales Recognition Year

Order Backlog

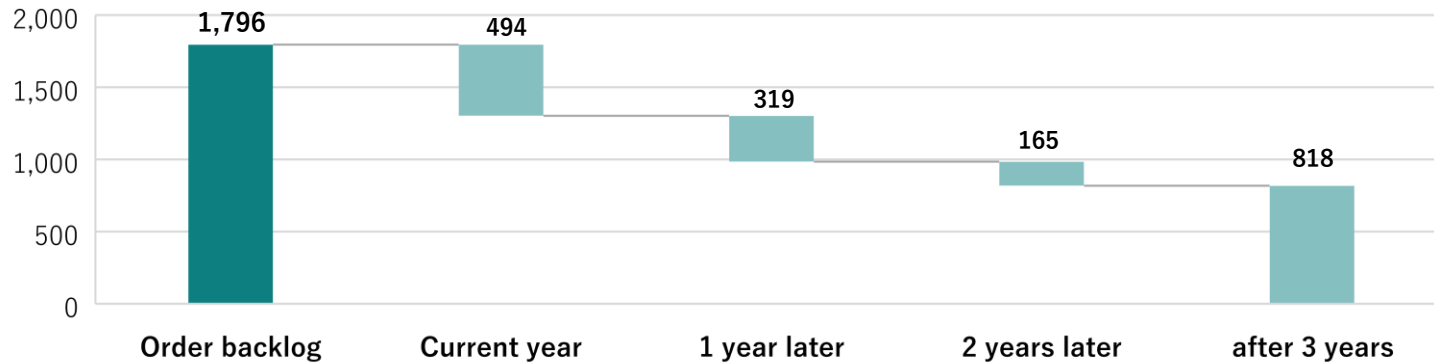
(Billions of JPY)



In parentheses indicate long-term operations included in the Environment

Breakdown of Order Backlog by Sales Recognition Year

(Billions of JPY)



Financial information

(Billions of JPY)

	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Forecast
Total assets	479.6	533.5	609.6	635.0
Cash and deposits	86.4	71.6	70.8	70.0
Equity	139.6	162.7	189.4	201.2
Shareholders' equity ratio	29.1%	30.5%	31.1%	31.7%
Interest-bearing debt	86.5	91.4	135.8	155.0
R&D expenses	8.6	11.2	12.0	12.0
Capital investment	7.9	9.6	27.4	15.0
Depreciation	10.5	11.1	11.9	12.5
ROE	11.5%	12.6%	12.6%	8.2%
ROIC	6.2%	7.4%	6.8%	5.8%

Balance sheet items are as of the end of each year

Management and Business Information

Major Orders Received During FY2024 (Japan)

Project	Order Received	Outline	Specifications etc.	Schedule
Waste to Energy Kanoya City, Kagoshima Pref.	May. 2024	Retrofit work for performance restoration, life extension, energy-saving measures, and CO2 reduction improvements	128t/day (2 lines)	Jun. 2024 - Feb. 2029
Waste to Energy Kyoto City, Kyoto Pref.	Sep. 2024	Operation, Monitoring and Recording, Inspection and Adjustment, etc. (5 years)	500t/day (2 lines)	Oct. 2024 – Sep.2029
Waste to Energy Yamagata City, Gifu Pref.	Sep. 2024	Operation and maintenance (5 years)	36t/day (2 lines)	Apr. 2025 - Mar. 2030
Waste to Energy Wako City, Saitama Pref.	Jan. 2025	Development and operation for wide area waste treatment facility in DBO method	175t/day (2 lines)	Completion Mar. 2030 Operation Apr. 2030 - Mar. 2050
Waste to Energy Kashiwazaki City, Niigata Pref.	Mar. 2025	Development and operation for new waste treatment facility in DBO method	80t/day (2 lines)	Completion Mar. 2029 Operation Apr. 2029 - Mar. 2049
Black liquor recovery boiler and steam turbine generator Ishinomaki City, Miyagi Pref.	Mar. 2025	New installation of a black liquor recovery boiler and steam turbine generator. (Kanadevia-Andritz Joint Venture)	2,200 t/day 56MW	Mar. 2025 – Dec. 2028

Major Orders Received During FY2024 (Global)

Project	Order Received	Outline	Specifications etc.	Schedule
Inova Waste to Energy Abu Dhabi, UAE	Jun. 2024	Scope: Operation for 30 years Client: Emirates Water and Electricity Company Tadweer Group	Approx.2,700t/day (2 lines) 80MW	In operation 2027 (estimated)
Inova Waste to Energy Schwandorf, Germany	Jun. 2024	Scope: Renewal of existing waste-to-energy plant Client: Zweckverband Müllverwertung Schwandorf	Approx.1,000t/day (2 lines) 134MW	Completion Sep. 2031 (estimated)
Kanadevia Waste to Energy Bishkek City, Kyrgyz Republic	Sep. 2024	Scope: Design and supply of equipment and technical guidance during installation and commissioning of incinerators Client: Junxin Huanbao KG Invest LLC	1,000t/day (1 line) 30MW	Completion Dec. 2025 (estimated)
Kanadevia Hydraulic Gates Philippines hydraulic gates (Kanadevia, JV) Manila, Philippines	Sep. 2024	Scope: River rehabilitation, construction of weirs and backflow prevention gates, etc. Client: Department of Public Works and Highways (DPWH), Philippines	Construction of hydraulic gates Dimensions: 28.3m(W) x 9.55m(H)	Completion Jan, 2030 (estimated)
Inova Waste to Energy Tilbury, East London, UK	Nov. 2024	Scope: Engineering, Procurement, and Construction Client: Thameside Energy Recovery Facility	1,039t/day (1 line) 40MW	In operation 2028 (estimated)
Inova Waste to Energy Medworth, Cambridgeshire, UK	Feb. 2025	Scope: Engineering, Procurement, and Construction Client: MMV Environment Ltd	1,800t/day (2 lines) 50MW	In operation 2029 (estimated)
Osmoflo Water treatment New South Wales, Australia	Mar. 2025	Scope: Engineering, Procurement, Construction and Operation for 2 years Client: John Holland Group	Normal: 30,000m ³ /day Maximum: 33,000m ³ /day	Completion Jul, 2027 (estimated)

Environment Business - Major Projects (excluding Inova)

Place	Order	Completion	Formation	Scope	Calendar year					
					2023	2024	2025	2026	2027	
EPC										
Gunma	Jun. 2018	Jan. 2025	Sole	EPC	■					
Tokushima	Feb. 2019	Dec. 2023	JV	EPC+O	■	■				
Ibaraki	Oct. 2019	Sep. 2023	JV	EPC	■					
Hokkaido	Nov. 2019	Jul. 2024	JV/Sole	EPC/O&M	■	■				
Niigata	Mar. 2020	Mar. 2024	JV	BTO	■	■				
Kumamoto	Jul. 2020	Mar. 2024	JV	DBO	■	■				
Saga	Aug. 2020	Mar. 2024	Sole	DBO	■	■				
Tokyo	Sep. 2020	May. 2027	JV	EPC	■					
Kagoshima	Feb. 2021	Aug. 2024	JV	DBO	■	■				
Akita	Nov. 2021	Mar. 2026	JV	DBO	■					
Osaka	Feb. 2022	Mar. 2026	JV	DBO	■					
Hiroshima	Feb. 2022	Apr. 2025	JV	EPC+O	■	■				
Saitama	Sep. 2022	Mar. 2029*	JV	DBO	■					
Hiroshima	Dec. 2022	Sep. 2028	JV	DBO	■					
Osaka	Feb. 2023	Mar. 2029	JV	EPC+O	■					
Osaka	Feb. 2023	Mar. 2031	JV	EPC	■					
Gifu	Mar. 2023	Mar. 2027	JV	DBO	■					
Ibaraki	Mar. 2024	Mar. 2028	JV	DBO		■				
Saitama	Jan. 2025	Mar. 2030	JV	DBO			■			
Niigata	Mar. 2025	Mar. 2029	JV	DBO		■				
Retrofit										
Osaka	Aug. 2022	Feb. 2025	Sole	Retrofit	■					
Aichi	Sep. 2022	Feb. 2027	Sole	Retrofit	■					
Kumamoto	Sep. 2022	Mar. 2025	Sole	Retrofit	■					
Kumamoto	Dec. 2022	Mar. 2026	Sole	Retrofit	■					
Aomori	Jun. 2023	Mar. 2025	Sole	Retrofit		■				
Kyoto	Jun. 2023	Feb. 2028	Sole	Retrofit		■				
Hokkaido	Jul. 2023	Feb. 2027	Sole	Retrofit		■				
Kumamoto	Sep. 2023	Mar. 2027	Sole	Retrofit		■				
Nara	Dec. 2023	Mar. 2027	Sole	Retrofit		■				
Kagoshima	May. 2024	Feb. 2028	Sole	Retrofit		■				
Shanghai, China	Jul. 2019	Mar. 2025	Sole	EP+SV	■					
Bidadi, India	Dec. 2020	Nov. 2024	Consortium	EP+SV	■					
Changhua, Taiwan	Jul. 2021	Jul. 2025	Sole	EP+SV	■					
Moshi, India	Sep. 2021	Apr. 2025	Consortium	EP+SV	■					
Tainan, Taiwan	Jul. 2021	Jul. 2025	Sole	EP+SV	■					



※ Construction period includes dismantling of old facility, etc.

Environment Business - Major Projects (Inova)

Project (country)	Order	Completion	Formation	Inova's Scope	Calendar year					
					2023	2024	2025	2026	2027	
EPC										
Ivry, France	Nov. 2018	May. 2025	Consortium	EP+SV	■					
Moscow1-4, Russia	Nov.2019 * 1	Jun.2023 * 2	Consortium	EP+SV	■					
Rockingham, Australia	Jan. 2020	* 3	Consortium	EP+SV+O&M(20 yrs)	■					
Newhurst, UK	Feb. 2020	May 2023	Sole	EPC	■					
Emmenspitz, Swiss	Feb. 2020	Apr. 2026	Sole	EP+SV	■					
Slough, UK	Dec. 2020	Aug. 2024	Sole	EPC+O&M(25 yrs)	■	■				
Dubai, UAE	Jun. 2021	Aug. 2024	Consortium	EP+SV+O&M(35 yrs)	■	■				
Skelton Grange, UK	Jul. 2021	Jul. 2025	Sole	EPC	■					
Westfield, UK	Dec. 2021	Apr. 2025	Sole	EPC+O&M(25 yrs)	■	■				
North London, UK	Apr. 2022	Oct. 2026	Sole	EP	■					
Rivenhall, UK	May. 2022	Mar. 2026	Sole	EPC	■					
Riverside2, UK	Jan. 2023	Aug. 2026	Sole	EPC	■					
Earls Gate, UK	Jun. 2023	-	Solo	O&M(25 yrs)*4		■				
Walsall, UK	Dec. 2023	Oct. 2027	Solo	EPC		■				
Abu Dhabi, UAE	Mar. 2024 * 5	Jun. 2027	Consortium	EP+SV+O&M(30 yrs)		■				
Thameside/Tilbury, UK	Nov. 2024	May. 2028	Solo	EPC		■				
Medworth/Wisbech, UK	Feb. 2025	Aug. 2029	Solo	EPC		■				
Retrofit										
Ludwigshafen, Germany	Jul. 2019	Feb. 2025	Sole	EP+SV	■					
Vantaa, Finland	Oct. 2022	Jul. 2025	Sole	EP+SV	■					
South Clyde, UK	Dec. 2022	Jan. 2027	Sole	EP+SV	■					
Kassel, Germany	Jul. 2023	Oct. 2025	Sole	EP+SV	■					
Hagenholz, Switzerland	Sep. 2023	Mar. 2027	Sole	EP+SV	■					
Padova, Italy	Oct. 2023	Feb. 2027	Consortium	EP	■					
Darmstadt, Germany	Jan. 2024	Aug. 2028	Sole	EP+SV	■					
Schwandorf, Germany	Jun. 2024	Sep. 2031	Solo	EP+SV	■					
Ruhleben, Germany	Dec. 2024	Aug. 2028	Solo	EP+SV	■					
Labeuvrière, France	Apr. 2025	Aug. 2027	Solo	EP+SV		■				

■ Construction
■ O&M

- ※1 Order for Moscow 1 received in FY2019, Moscow 2-4 in FY2020
- ※2 Significant delay expected
- ※3 Project terminated
- ※4 25 years O&M from Dec. 2023 (EPC by the other companies)
- ※5 Order for O&M received in June 2024

Forward 25's Targets and Progress

(Billions of JPY)

	FY2023 Results	FY2024 Results	FY2025 Forecast	Forward 25 FY25 Target
Order intake	715.1	765.9	700.0	600.0
Net sales	555.8	610.5	620.0	560.0
Operating income	24.3 4.4%	26.9 4.4%	27.0 4.4%	28.0 5.0%

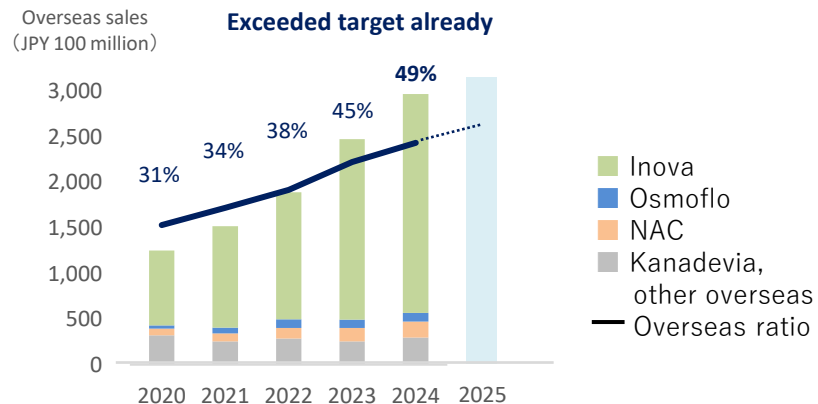
Basic Policies and Priority Measures

	1 Sustainable growth of existing businesses	2 Creation and expansion of growth businesses	3 Promoting sustainable management (Enhancement of corporate value)
Priority measures	<ul style="list-style-type: none"> ① Expanding overseas businesses ② Promoting structural reform ③ Expanding O&M/Service, improving profitability of EPC/New production 	<ul style="list-style-type: none"> ① Promoting investment strategies (Business, R&D) ② Promoting investment in priority areas 	<ul style="list-style-type: none"> ① Strengthening human capital ② Decarbonization in business activities ③ Promoting DX Strategies ④ Thorough risk management

Forward 25's Progress

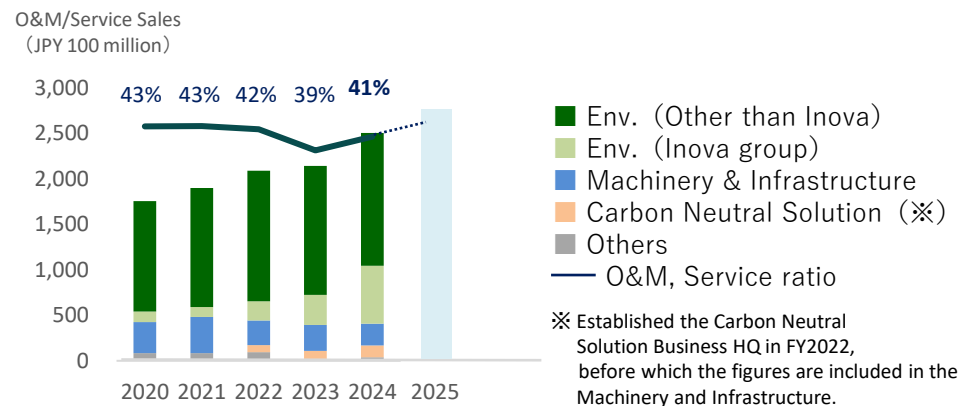
Sustainable growth of existing businesses

KPI (2025) Overseas sales 40%



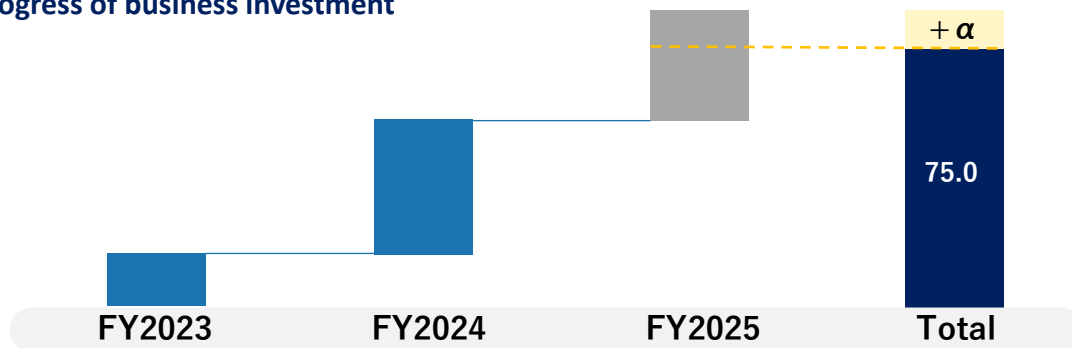
Expanding O&M/Service

KPI (2025) O&M/Service in sales 50%



Creation and expansion of growth businesses

Progress of business investment



Planning 75 billion yen in business investment over three years.

Major business investment

- M&A
 - ✓ BWRS(Denmark)
 - ✓ ICL/IMS(UK)
 - ✓ MPS(USA)
 - ✓ EST Industries(France)

Forward 25's Progress

Promoting sustainable management (Enhancement of corporate value)

	KPI	FY2023	FY2024	Forward 25 Target
Human Capital	Women in new graduate hires	Admi : 28.6% Tech : 13.2%	Admi : 50.0% Tech : 6.9%	Admi : 50% Tech : 10%
	Employee engagement index	42	44	70
	Parental leave, childcare leave by male employees	92.6%	94.8%	100%
	Prevalence of lifestyle disease	27.2%	25.5%	21%
Environment	CO ₂ Emission(Scope1+2) reduction from FY2013	39.7%	TBA※	34%
DX	Product IoT conversion ratio	40.4%	64.2%	60%
	Number of DX personnel development	158 (Cumulative)	352 (Cumulative)	500
Risk management	Number of accidents resulting in lost work time	12	14	Zero
	Defective cost ratio to sales:	1.3%	1.2%	0.5% or less

※ To be disclosed in Integrated Report 2025

Strategic M&A to Expand Overseas Business and O&M Business (Kanadevia Inova)

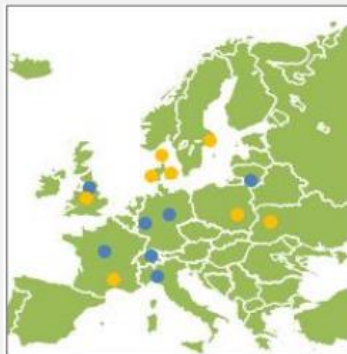
Waste-to-Energy Service company (Denmark)

Kanadevia Inova Denmark A/S

(Former name: Babcock & Wilcox Renewable Service)

(Acquired in June 2024)

- Expanding the aftermarket service business across Europe, leveraging Inova's existing service bases.
- In April 2025, acquired from B&W a subsidiary holding intellectual property and other assets related to combustion equipment for WtE plants.



- Inova's existing presence
- Inova Denmark's presence

Renewable gas asset management company (UK)

Iona Capital Ltd.

(Acquired in December 2024)

- Expand business areas (development and operation of own businesses).
- Acquire know-how and human resources for business development and plant operation.
- 11 existing biogas plants and new projects in the pipeline.



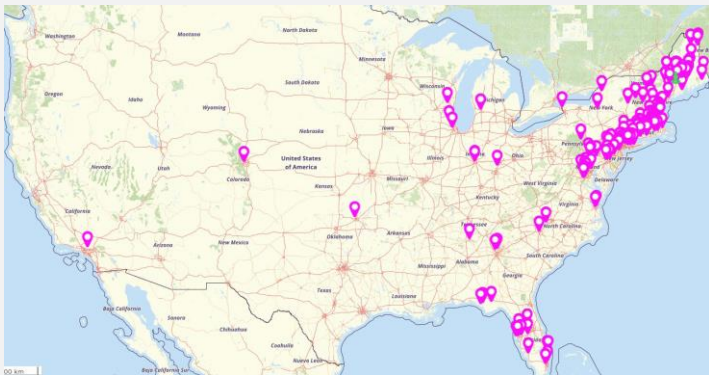
Strategic M&A to Expand Overseas Business and O&M Business (Kanadevia Inova)

Waste-to-Energy boiler maintenance company (USA)

Matrix Power Services

Supply, installation and maintenance of boiler components for WtE plants (Acquired in April 2025)

- Current business: services for approx. 40 WtE plants in the US
- Expansion of the service areas: retrofit and upgrade work



Locations of the plants served by Matrix Power Services

Waste-to-Energy operation and maintenance business (Ireland)

Encyclis Ireland Operations

Operator of Dublin WtE plant

(Complete acquisition in summer 2025)

- Dublin plant was designed and built by Inova, operational in 2017
- Take over 38 years of operation and maintenance work till 2062
- Upgrade processing capacity to increase 15% from current 600,000 t/a



Dublin Waste-to-Energy Plant

Investment in Growth Business and Priority Areas (Carbon Neutral Solution Business)

Decision to Build the Company's First Plant for the Mass Production of Water Electrolysis Stacks (Tsuru, Yamanashi)

Aim for hydrogen-related sales of over ¥100 billion in 2030s and ¥200 billion in 2040s.

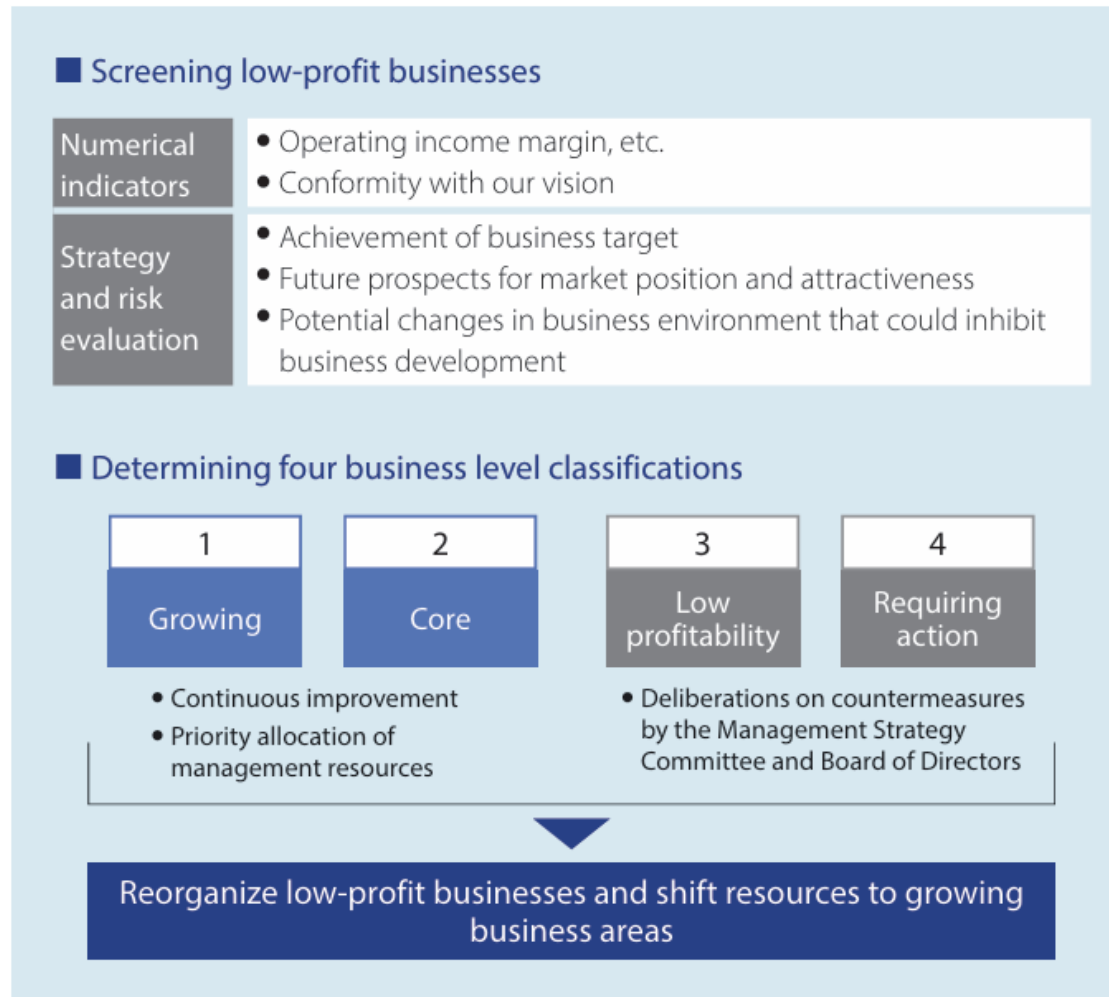
- Production Capacity : 1 GW annual production, equivalent to 157,000 tonnes of hydrogen per year, with an electrolysis efficiency of 5 kWh/Nm³
- Investment: Approx. JPY 8 billion
- Completion: End of fiscal year 2028



Water Electrolysis Stack

Core equipment for solid polymer electrolyte membrane (PEM) hydrogen generators, which produce hydrogen by electrolysis of water.

Business Portfolio Management



- Periodic review of business strategies and specific measures through PDCA cycle
- Verify the consistency of each business with the “Sustainable Vision” and “2030 Vision,” and aim to achieve both business growth and social contribution.

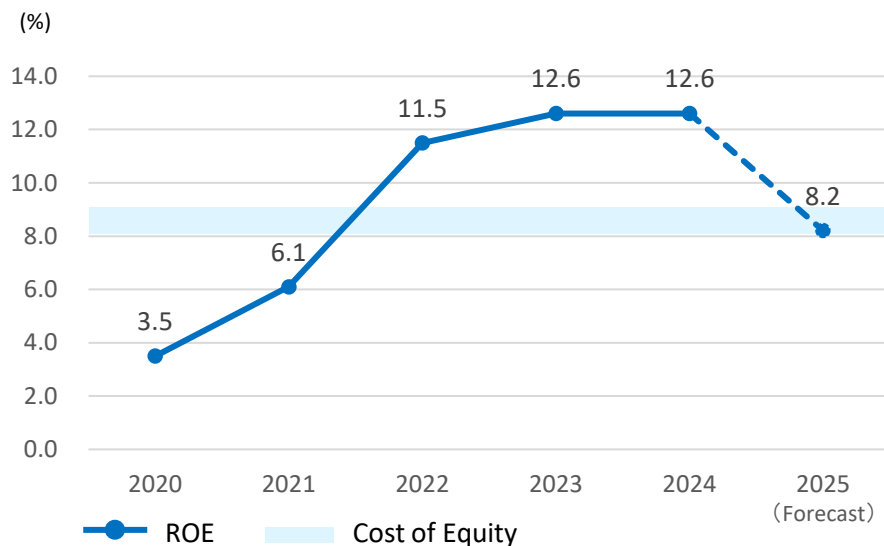
Business Portfolio Management Initiatives

Major initiatives implemented after 2020

Date	Content	Acquisition	Strategic alliance	Transfer
Apr. 2020	Inova acquired French maintenance company ESTI	○		
Nov. 2020	NAC International invested in US company Deep Isolation		○	
Jul. 2021	Inova acquired a German biogas-related company from Schmack Group	○		
Oct. 2021	Kanadevia began alliance with Kawasaki Heavy Industries Ltd. in shield machine business		○	
Feb. 2022	Inova acquired German company Steinmüller	○		
Sep. 2022	Kanadevia transferred shares in a subsidiary that manufactures deck machinery for ships			○
Oct. 2022	Kanadevia formed a joint venture company with Tokyo Electric Power Company Holdings to manufacture spent fuel casks		○	
Jan. 2023	NAC International acquired US company Philotechnics	○		
Feb. 2023	Kanadevia transferred 66.6% of the shares in a subsidiary providing logistics services			○
Apr. 2023	Kanadevia spun off its marine engine business, and began alliance with Imabari Shipbuilding Co., Ltd.		○	
May. 2023	Kanadevia established an operations tie-up with TRE Holdings Corporation in the environmental business segment		○	
Jun. 2023	NAC International acquired Canadian company NIAGARA ENERGY PRODUCTS	○		
Mar. 2024	Inova acquired Italian company Schmack Biogas	○		
Jun. 2024	Inova acquired Danish company Babcock & Wilcox Renewable Service	○		
Oct. 2024	Inova acquired French company EST Industries as a subsidiary	○		
Jan. 2025	Inova acquired biogas plant asset management company.	○		
Apr. 2025	Inova acquired U.S. company related to waste-to-energy plants.	○		
Apr. 2025	Inova acquired intellectual property, engineers, and other assets related to combustion systems for waste-to-energy plants.	○		
May. 2025	Kanadevia transfers press machine subsidiary.			○
Summer 2025	Inova acquires Irish O&M company (acquisition agreement signed March 2025).	○		

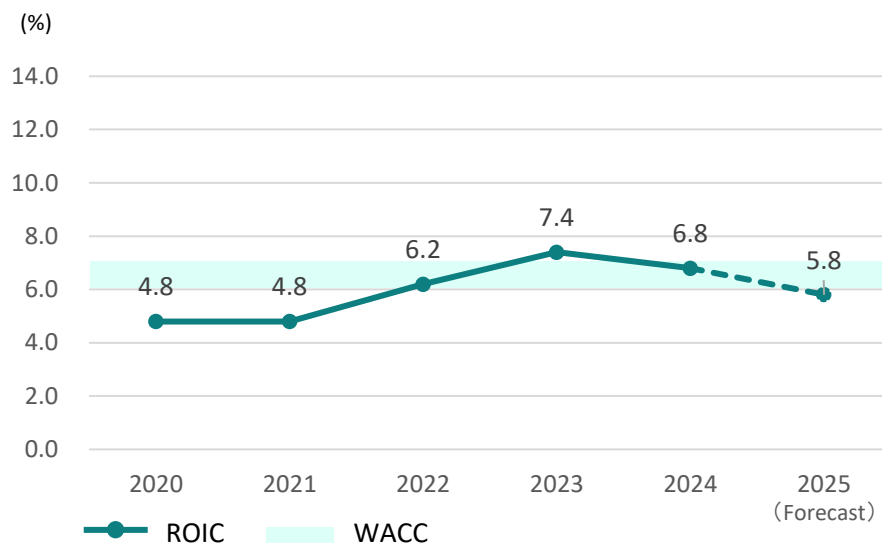
Cost of Capital

ROE · Cost of Equity



- Based on the concept that cost of equity represents investors' expected rate of return, we understand their perceived level is 8% to 9% through dialogue with them.
- ROE for FY2024 remained flat year-on-year. For FY2025, ROE is expected to decline due to a decrease in net income and an increase in shareholders' equity.

ROIC · WACC



- Following on from FY2024, we plan to actively execute strategic business investments for future sustainable growth in FY2025 as well. As a result, ROIC is expected to decline (expected to recover in the medium-to-long term due to the effects of the investments).
- Going forward, we will further promote the use of ROIC to strengthen business portfolio management.

Shareholder Return

The Company intends to continuously and stably distribute dividends, while working to strengthen financial position and the management base through growth investment, R&D investment and capital investment in order to enhance the long-term shareholder's value.

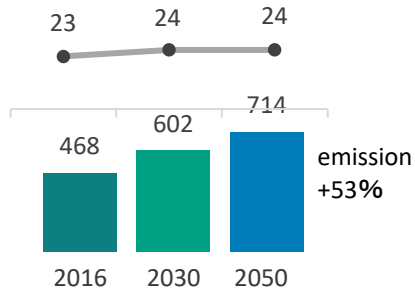
	Net profit per share	Dividend per share	Payout Ratio
FY2023	JPY112.7	JPY23	20.4%
FY2024	JPY131.3	JPY25 (Initial plan JPY23)	19.0%
FY2025 (Plan)	JPY95.1	JPY25	26.3%

Appendix

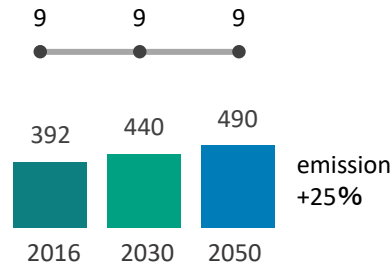
Growth Potential in Global Markets : Municipal Waste Emissions Forecast

Waste emission (in million tonnes)
 Population (in billions)

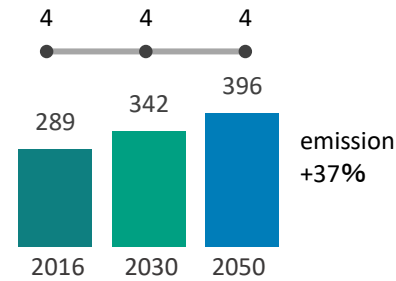
East Asia and Pacific
Established market



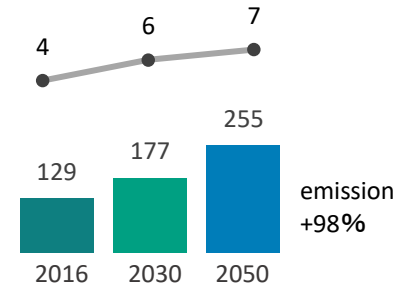
Europe and Central Asia
Established market



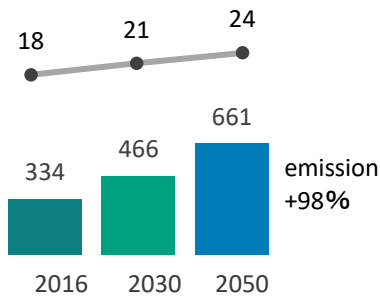
North America
Established market



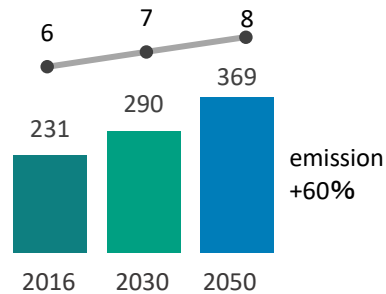
Middle East and North Africa
Growth market



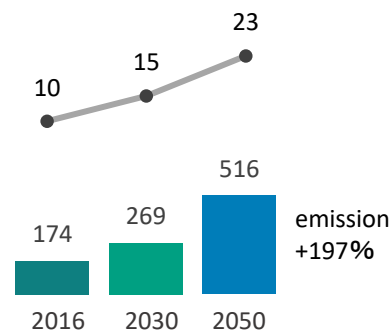
South Asia
Growth market



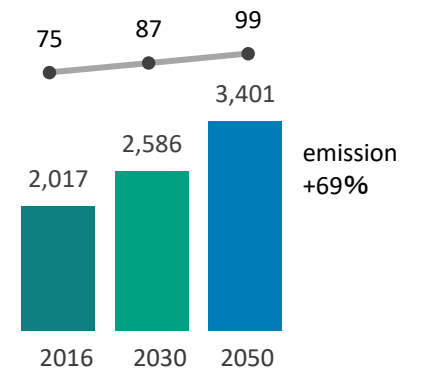
Latin America
Potential market



Sub-Sahara Africa
Potential market



Global



2016 (Results)
 2030 (Forecasts)
 2050 (Forecasts)

Based on The World Bank Group: WHAT A WASTE 2.0 -A Global Snapshot of Solid Waste Management to 2050-



Cautionary Statement

Forward-looking statements are based on information currently available to Kanadevia Corporation. Therefore those forward-looking statements include unknown risks and uncertainties. Accordingly, you should note that the actual results could differ materially from those forward-looking statements. Risks and uncertainties that could influence the ultimate outcome include, but are not limited to, the economic conditions surrounding Kanadevia Corporation and/or exchange rate fluctuation.