

Sustainable, Human Driven Management

## Management Philosophy Structure

### “Declaration of Kaneka United”

#### 1 Corporate Philosophy

With people and technology growing together into creative fusion, we will break fresh ground for the future and tie in to explore New Values. We are also committed to challenge the environmental issues of our planet and contribute to upgrading the quality of life.

#### 2 Corporate Ideals

##### Toward an Even More Impressive and Productive Future

Hold in your hands the future you have always dreamed of. We are a highly perceptive and collaborative value-creating group or, as we like to say, a “Dreamology Company.\*” We want to look at the future from the same perspective as our customers. The future that Kaneka visualizes is one that connects us with our customers.

\* “Dreamology” is an expression coined from ‘dream’ and ‘ology’ (science). Our “Dreamology Company” is a “highly perceptive and collaborative value-creating group.”

#### Five “ties”

1. Tie to the future	As a research and development company brimming with creative energy and passion, we will create future-oriented businesses that leap beyond current market needs and back them up with new product development, thus protecting the global environment and contributing to the quality of life.
2. Tie to the world	We are determined to become a truly global enterprise with diverse human resources working together on a global scale. Our presence will be felt in markets around the world, including newly emerging ones.
3. Tie with value	We are proud of our unity and identity as the Kaneka Group and will take on the challenges of value creation and business innovation through close collaboration.
4. Tie for innovation	We will never cease to pursue innovation, fusing wisdom from both internal and external sources without getting caught up in organizational compartmentalization and conventional ways of doing things.
5. Tie with people	We in the Kaneka Group believe that the wellspring of corporate growth resides in human resources and will continue to seek innovation as we cultivate and nurture our valued employees.

In 2018, Kaneka Group established the ESG Charter, aiming to evolve its ESG management.

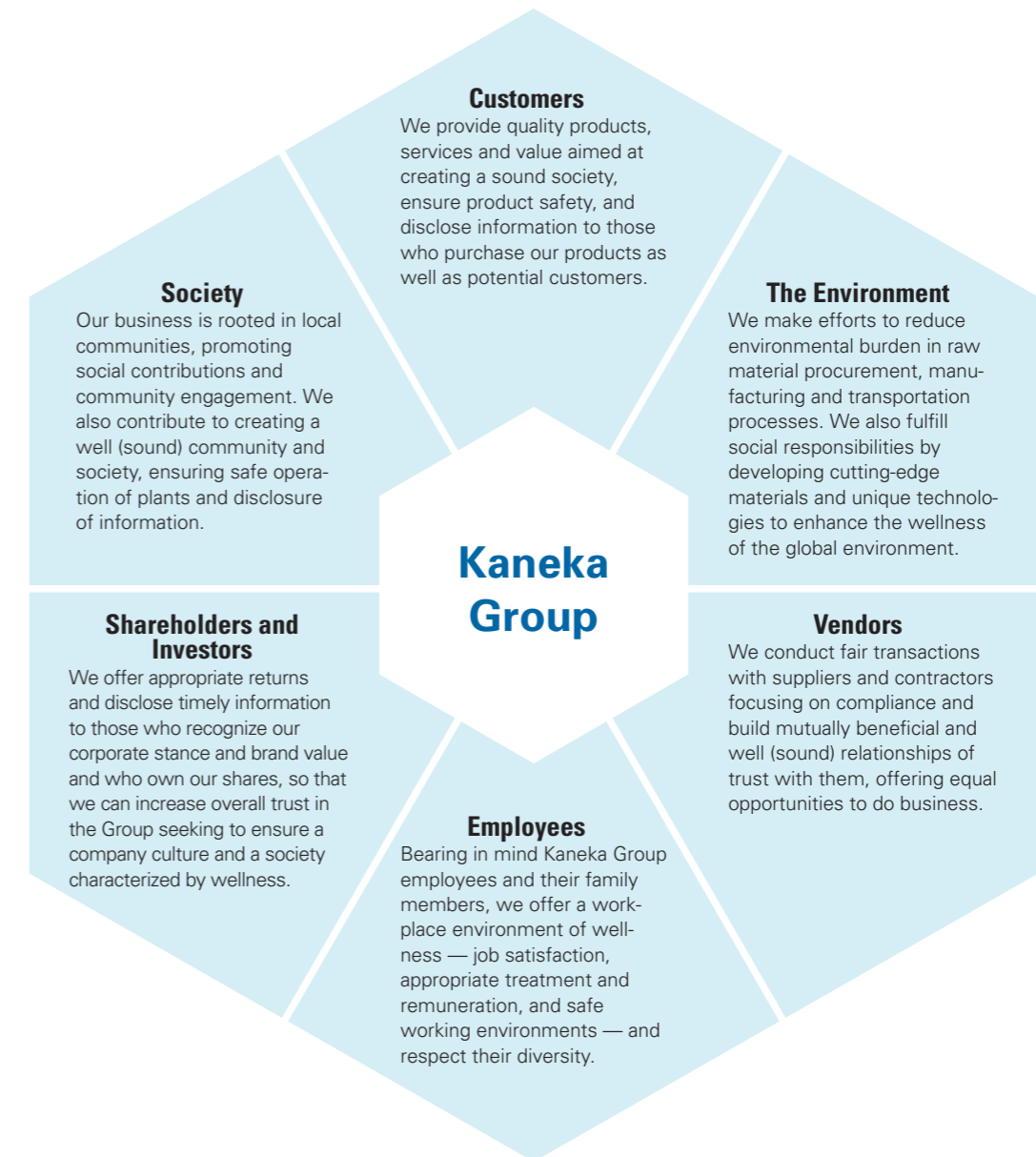
#### 3 ESG Charter

##### Putting the Corporate Philosophy Into Practice

- We offer solutions characterized by value to global markets and contribute to the evolution of lifestyles and the environment through innovative chemistry.**
  - We bring innovation to lifestyles and the environment by harnessing the unlimited potential of chemical materials to help communities achieve sustainability. (Earthology Chemical Solution)
  - By adopting a unified approach to food and medicine that is defined by a focus on chemistry, we provide innovative solutions that empower people to live healthier lives. (Active Human Life Solution)
- We fulfill our social responsibility by empowering individual employees to put our corporate philosophy into practice through serious, forward-looking effort.**
  - We actively contribute to our communities by cultivating understanding of the cultures and customs of the countries and regions where we do business and by pursuing corporate activities that are deeply rooted in those communities.
  - We operate our businesses in a fair and impartial manner based on the principles of free competition and legal compliance.
  - We’re committed to communicating with shareholders and other stakeholders and to making information about our operations available in a timely and appropriate manner.
  - We strive to foster an organizational culture that respects the personalities and uniqueness of all employees so that they can enjoy good health, feel motivated, and make the most of their abilities.
  - Reflecting a commitment to make safety the top priority in our operations, we work to create safe and healthy workplaces, ensure product safety, and protect and preserve the environment.

As good citizens, we look towards the same future as all stakeholders from the same viewpoint.

Based on the “Declaration of Kaneka United”, we provide valuable solutions through our mission of Kaneka thinks “Wellness First”.



#### WE SUPPORT



#### Support for the United Nations Global Compact

In March 2015, Kaneka Group became a signatory to the United Nations Global Compact. The UN Global Compact is a voluntary code of conduct through which the top management of signatory companies commit themselves to take action aimed at achieving ten principles in the four areas of Human Rights, Labour, Environment, and Anti-Corruption. As Kaneka Group with a global network, we actively share information about our commitment to global sustainable growth as a responsible corporate citizen with our stakeholders and the international community.

### Purpose Management and 3 Value Drivers

The backbone of our innovation consists of two management systems: “Kaneka Tower” and “Triple package as management system transformation”.

#### Kaneka Tower

Key basic structure of our management model  
– Its viewpoint and perspective (what is valued) –

##### [Purpose]

Ability to grow tall

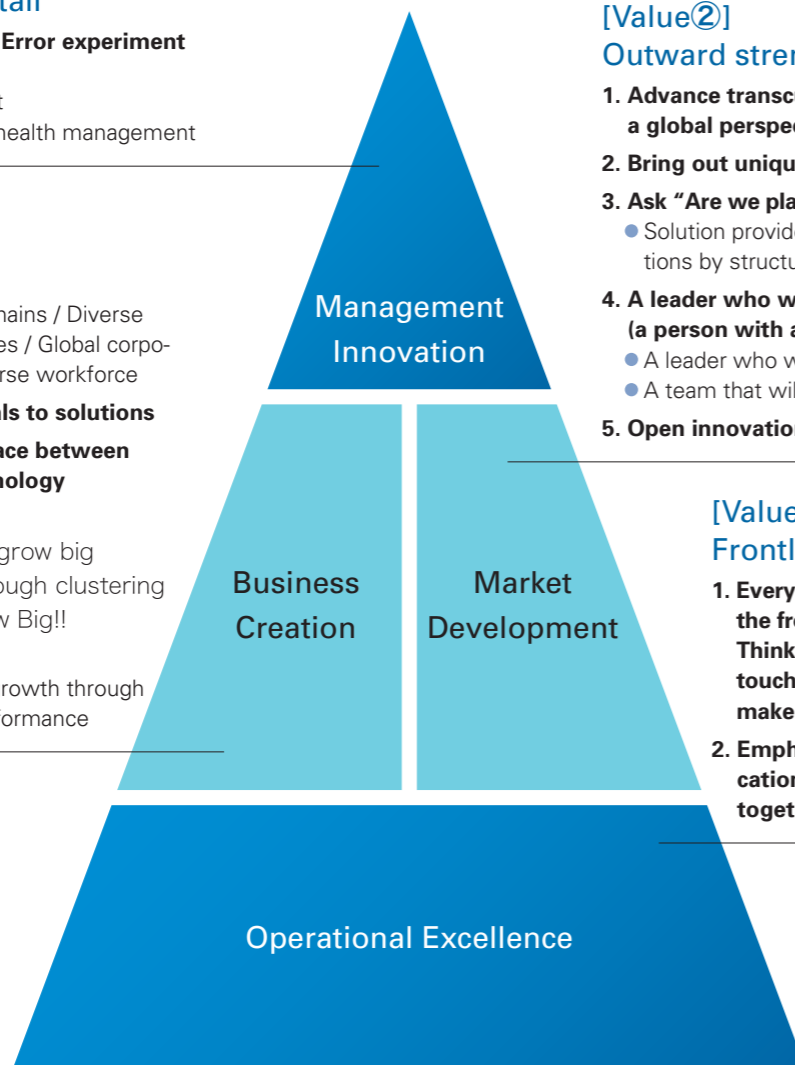
Kaneka as a “Trial & Error experiment driven company”

- ESG management
- “Wellness First” health management

##### [Value①]

Inner strengths

- 1. Diversity**  
Broad business domains / Diverse range of technologies / Global corporate activities / Diverse workforce
- 2. Shift from materials to solutions**
- 3. Serve as an interface between markets and technology**
- 4. From small to big**
  - Start small and grow big
  - Cell division through clustering
  - Born small, Grow Big!!
- 5. “Kaneka 1-on-1”**  
Facilitate personal growth through employees’ job performance



##### [Value②]

Outward strengths

- 1. Advance transculturation from a global perspective**
- 2. Bring out uniqueness**
- 3. Ask “Are we playing a useful role?”**
  - Solution provider that provides solutions by structuring customers needs
- 4. A leader who will face challenges (a person with an edge)**
  - A leader who will influence people
  - A team that will unite to tackle issues
- 5. Open innovation**

##### [Value③]

Frontline execution

- 1. Every value is created on the frontline**  
Think by seeing, hearing, and touching on the frontline to make decisions
- 2. Emphasize Value Communication to link the frontlines together**

Don't Forecast the Future, Plan It

Demonstrate Adaptability

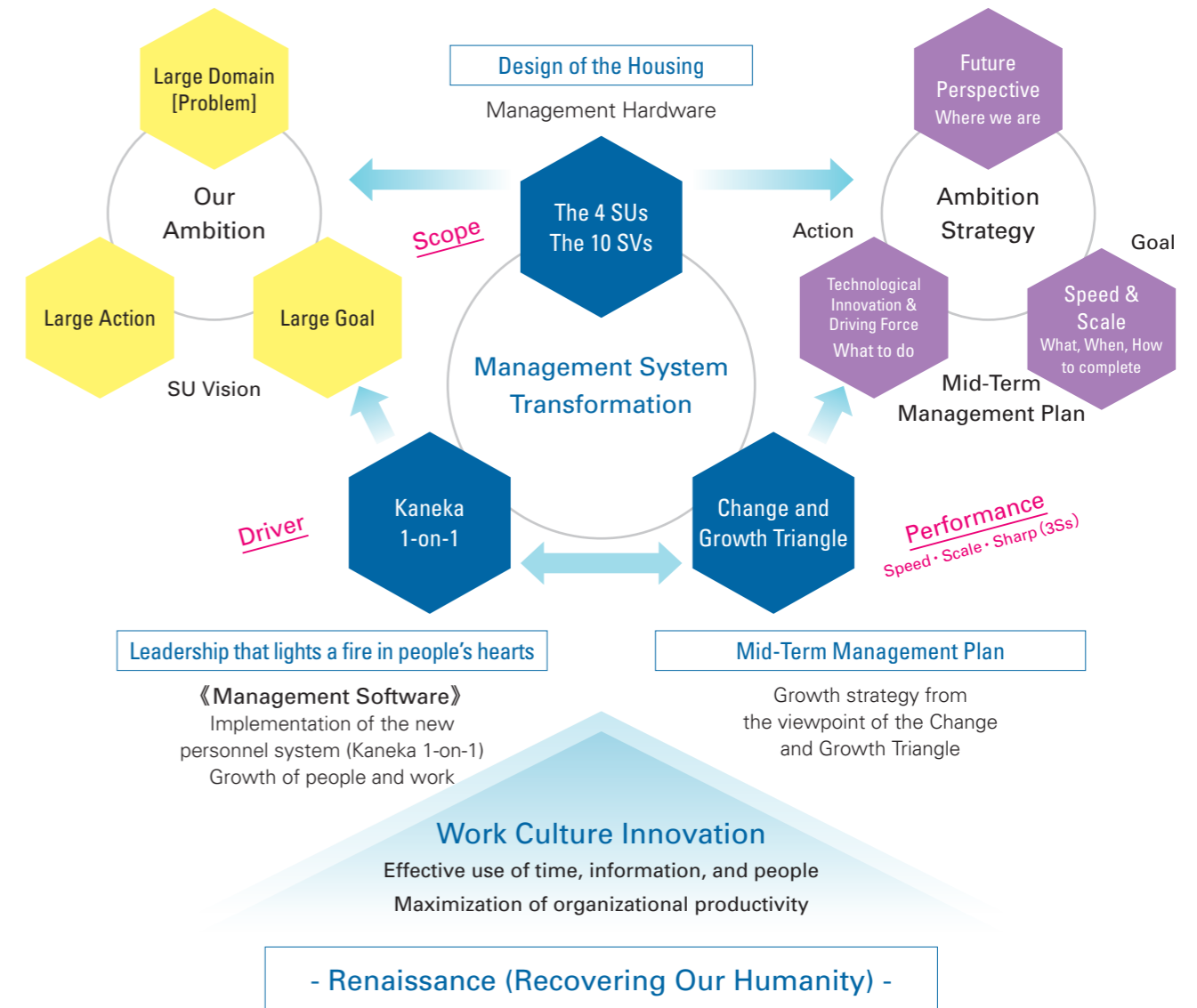
#### Trial & Error experiment driven company

We try new things without fear of failure.  
We enjoy answers produced from accumulated experiments.  
We continue to be a “Trial & Error experiment driven company,” creating unique solutions.



#### Management System

Triple package as management system transformation  
Further accelerate transformation to a solution provider based on a new management system



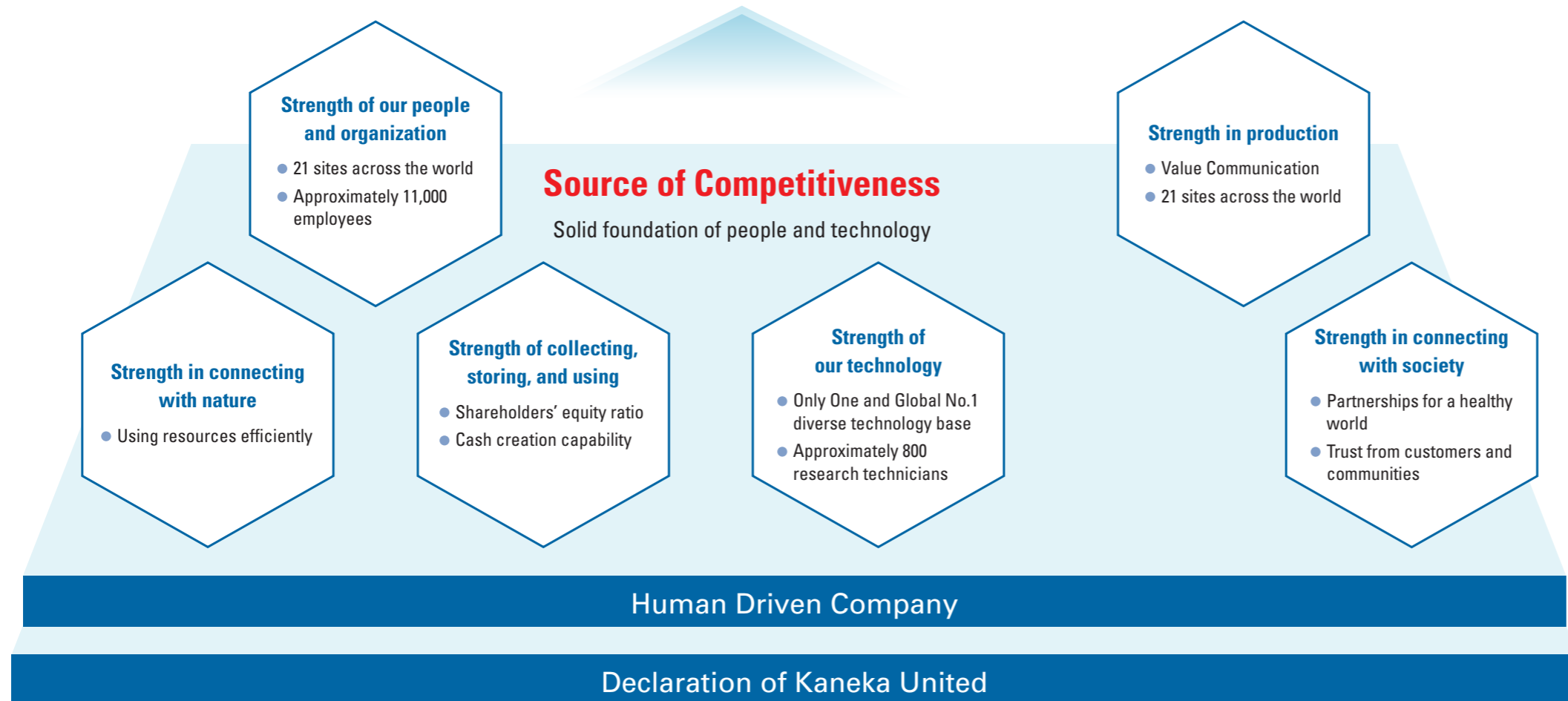
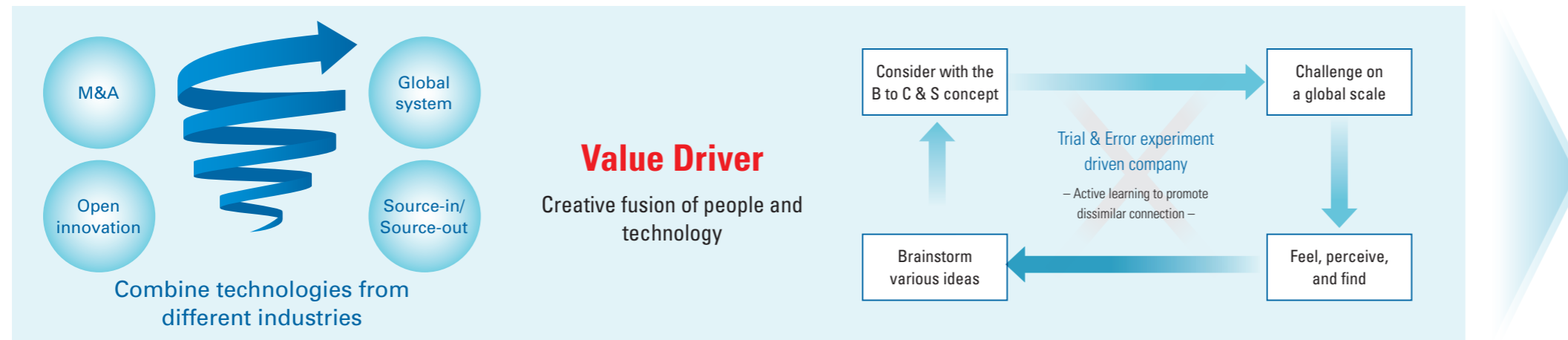
## Value Creation Process

Advancement of Kaneka's value creation process (based on creative fusion of people and technology)

**Kaneka's Meaning of Existence Purpose**

Providing solutions through innovative material development across our global network through the repeated creative fusion of people and our breakthrough technology

Resolution of Social Issues  
KANeka thinks "Wellness First".



**Environment / Energy**

We realize a society where everyone can enjoy nature's bounty, using clean and sustainable resources and energy.

**Food**

We realize a society where safe, secure and highly nutritious food is available to everyone and where food producers are also satisfied.

**Wellness**

We realize a society where everyone has access to leading-edge medical services and can continue to live a healthy and vibrant life.