

Safety / Quality Management Approach

Basic Policy

Placing the top priority for management on safety, Kaneka Group works to create safe and healthy workplaces. We have set the Quality Management Regulations to ensure product safety.

Policy

Basic Policies for Responsible Care

1. Protect the natural ecosystem and reduce environmental impact

Focusing on the impact of corporate activities on the global environment and the ecosystem, we endeavor to reduce environmental impact and promote resource conservation and energy saving throughout the lifecycle of products.

2. Offer safe products and information

We endeavor to offer products that are safe to distribute and use, and to provide adequate information on the products such as instructions on how to use and handle products correctly.

3. Develop products and technologies in consideration of the environment and safety

Upon the development of new products, we give consideration to the environment and safety throughout the lifecycle of the products to the greatest extent possible, and endeavor to develop products and technologies with low environmental impact.

4. Reduce waste and promote the recycling of plastics

We reduce waste associated with manufacturing and its processes. We actively develop technologies for the adequate disposal or recycling of plastic waste concerning our products in cooperation with relevant industries, and endeavor to dispose of and recycle waste in a proper manner.

5. Enhance process safety, disaster-prevention, and occupational safety and health

Safety and disaster prevention constitute the foundations of the local community's trust, and occupational health and safety are issues that need to be fulfilled by chemical companies. We persistently strive to make improvements in these areas.

6. Win public confidence

From the management to every employee, all our members shall act in compliance with laws, regulations, standards, etc. relating to environment and safety both at home and abroad. Our approach to Responsible Care as such shall be publicized accurately to the public, in hope of rightfully gaining public recognition and confidence.

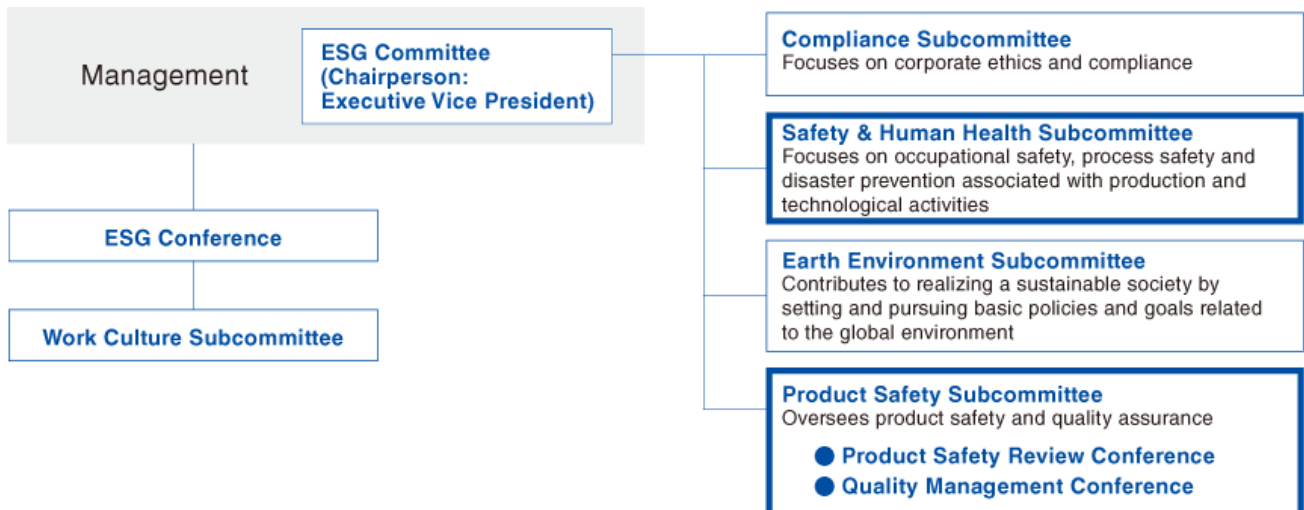
Promotion System

As the implementation bodies of the Product Safety Subcommittee, the Product Safety Review Conference and the Quality Management Conference are responsible for all matters relating to product safety and quality assurance within the Kaneka Group.

For safety, we have established the Basic Safety Policies, under which all employees as well as all persons working at the Kaneka Group and our partner companies aim to eliminate accidents and disasters.

To share the importance of safety, members of top management inspect plants to check the on-site situation and create opportunities to talk with employees. Through our safety-related efforts, the actual safety situation is evaluated by the Safety and Human Health Subcommittee.

■ Diagram of Promotion System



Safety / Quality

Product Responsibility

Quality Management

We at the Kaneka Group strive to benefit society and satisfy our customers, through providing a stable supply of safe and reliable products. To that end, we undertake quality management activities to ensure the safety and quality of our products at all stages of design, development, manufacturing and sales.

In fiscal 2018, related activities included the following:

- We checked product inspection implementation at all parent Manufacturing Sites and found no serious compliance violations.
- We held four Quality Management conferences, inviting persons in charge of quality management in each business division, to instill the policy and instructions of the Product Safety Subcommittee, exchange views, and share information on product quality.
- We undertook a range of activities to build the capacity of our employees, including through outside seminars and in-house lectures by external experts.

Product Safety Review Conference

Due to expanded business operations and diversified activities of the Group, we need to conduct an increasing number of reviews of our new services and products targeted at general consumers. To respond to emerging opportunities in a timely and speedy manner, in fiscal 2018 the Product Safety Review Conference and its administration office carried out related pre-consultations (hearings).

Chemical Substance Management

Internationally, regulatory systems are becoming more stringent in order to achieve appropriate management of chemical substances related to consumer products. We strictly follow Japanese and international laws and regulations, and also actively offer information for the proper handling of our products, through displaying the Globally Harmonized System of Classification and Labelling of Chemicals (GHS (*1)) labels and providing a safety data sheet for products.

*1 GHS: A worldwide system for classifying and labelling chemicals according to their hazardous properties

Audits and Inspections

Companies within the Kaneka Group regularly undergo reviews and audits by external organizations, based on established standards and criteria such as the ISO 9001 standards.

In addition, we are working to improve our performance through ESG safety and quality inspections and internal auditing.

In fiscal 2018, related activities included the following:

- We conducted an inspection with external experts in the fields of functional food and food, electrical and electronic materials, and high-performance resin.
- We continued to clarify the strengths and weaknesses of our product quality through quantitative evaluation and conducted an audit at all Group companies in Japan through self-inspection using an audit checklist.
- We continued to develop and train internal auditors to further improve internal audit capabilities.

CHECK & ACT

Implementation of internal audits led to enhancing the self-inspection and improvement capabilities of each Group company.

We will optimize the quality management system with the Product Safety Subcommittee serving as a center and through the improvement of frontline execution.

Certification Acquisition Status

■ ISO 9001 Certification of Kaneka and Group Companies

| Division or Group Company (SV : Solutions Vehicle) | Major Products | Registry Organization and Number |
|---|--|----------------------------------|
| Vinyls and Chlor-Alkali SV | Caustic soda, hydrochloric acid, sodium hypochlorite, liquid chlorine, vinyl chloride monomers, polyvinyl chloride, polyvinyl chloride paste, heat-resistant polyvinyl chloride, and OXY chlorination catalyst | JCQA / JCQA-1263 |

| Division or Group Company (SV : Solutions Vehicle) | Major Products | Registry Organization and Number |
|---|---|--|
| Performance Polymers (MOD) SV | Impact modifiers (Kane Ace B etc.), processing aids and specialty additives (Kane Ace PA etc.), toughener for thermosetting resins (Kane Ace MX), engineering resin for injection molding (Kaneka Hyperite), zero birefringence PMMA material (Kaneka Hyperite), and Acrylic film (Sunduren) | LRQA / 10189365 |
| Performance Polymers (MS) SV | Silyl-terminated polyether (Kaneka MS Polymer etc.), acrylic silicon polymer (Kaneka Gemlac), terminally reactive liquid acrylic polymer (KANEKA XMAP etc.), and isobutylene-based thermoplastic elastomer (SIBSTAR) | |
| Foam & Residential Techs SV | Bead technique-based polyolefin resins and molded products (Eperan, Eperan PP), bead technique-based expandable polystyrene (Kanepearl), and extruded polystyrene foam board (Kanelite) | JCQA / JCQA-0673 |
| Hokkaido Kanelite Co., Ltd. | | |
| Kyushu Kanelite Co., Ltd. | | |
| E & I Technology SV | Ultra-heat-resistant polyimide films (Apical, Pixeo), optical film (Elmech), bonded magnets (Kaneka Flux), multi-layered insulation materials, PVC pipes for underground electric cables, high thermal-conductive graphite sheet (Graphinity), thermal conductive elastomer, and flexible cover coat ink | LRQA / YKA0935762 |
| | Highly heat-resistant and light-resistant resins and molded products | DNV / 01635-2006-AQ-KOB-RvA/JAB |
| PV & Energy management SV | Photovoltaic modules | JQA / JQA-QMA13200 |
| Kaneka Solartech Corporation | | |
| Kaneka Solar Marketing Corporation | | |
| Foods & Agris SV | Margarine, shortening, edible oils and fats, edible refined oils and fats, whipped cream, concentrated milk products, modified milk, fermented milk products, flour paste, butter cream, chocolate, frozen dough, cheese, mayonnaise, cooking fillings, prepared foods, yeast, antifreeze protein, antifreeze polysaccharide, and seasoning materials | JQA / JQA-QMA10274 |
| Takasago Manufacturing Site Foods Manufacturing Department | | |
| Kaneka Foods Manufacturing Corporation | | |
| Tokyo Kaneka Foods Manufacturing Corporation | | |

| Division or Group Company (SV : Solutions Vehicle) | Major Products | Registry Organization and Number |
|---|---|----------------------------------|
| Nagashima Shokuhin Co., Ltd. | | |
| Kaneka Foods Corporation | Purchase, design, sales, technological services, and quality assurance for processed foods and raw materials, and sales of food processing machinery | |
| NJF Co., Ltd. | Production instruction of processing contractors | |
| OLED Business Development Project | Organic electroluminescent lighting | JMAQA / JMAQA-2532 |
| OLED Aomori Co., Ltd. | | |
| Showa Kaseikogyo Co., Ltd. | Plastic compounds | ASR / Q0556 |
| Tatsuta Chemical Co., Ltd. | Plastic film, plastic sheet | BVJ / 3882662 |
| Sanvic Inc. | Synthetic resin sheets and films | JMAQA / JMAQA-1824 |
| Tobu Chemical Co., Ltd. | Plastic wallpaper, vinyl chloride resin wallpaper | LRQA / YKA0958154 |
| Cemedine Co., Ltd. | Development and manufacture of general and industrial adhesives, sealants and special paints | JCQA / JCQA-0386 |
| Kanto Styrene Co., Ltd. | Polystyrene foam molded products | JACO / QC03J0233 |
| Kaneka Foam Plastics Co., Ltd. Moka Plant | Bead technique-based polyolefin molded products | ASR / Q1919 |
| Kaneka Foam Plastics Co., Ltd. Kyusyu Plant | Bead technique-based polyolefin molded products | JACO / QC17J0033 |
| Tamai Kasei Co., Ltd. | A series of operations related to order receipt, manufacturing, inspection, and shipping of Phase Change Material (PCM) (Patthermo) | ASR / Q4131 |
| Vienex Corporation | Electronic products | JSA / JSAQ2593 |
| Shinka Shokuhin Co., Ltd., | Modifiers for bread and confectionery, processed fruit products, outsourced products (margarine, cooking fillings, modified milk) | JQA / JQA-QMA15323 |
| Taiyo Yushi Corporation | Margarine, shortening, edible refined oils and fats, edible vegetable oils and fats, refined lard, other edible oils and fats, processed fats, dairy products, and food additives | JQA / JQA-QMA14671 |
| Kaneka Sun Spice Corporation | (1) Spices and secondary processed products incorporating spices (2) Purchase and sales of general processed foods and their ingredients | JQA / JQA-QMA11351 |

| Division or Group Company (SV : Solutions Vehicle) | Major Products | Registry Organization and Number |
|---|---|---|
| Tochigi Kaneka Corporation | Bonded magnets (Kaneka Flux), multilayer insulation materials, and high thermal-conductive graphite sheet (Graphinity) | LRQA / YKA0958035 |
| Kaneka Belgium N.V. | Modifier resins (Kane Ace), bead technique-based polyolefins (Eperan, Eperan PP), modified silicone polymer (Kaneka MS Polymer), and acrylic sol | AIB-VINCOTTE / BE-91 QMS 028i |
| Kaneka North America LLC | Ultra-heat-resistant polyimide films (Apical), modifier resins (Kane Ace and Kaneka Telalloy), heat-resistant vinyl chloride resins, and modified silicone polymers (Kaneka MS Polymer) | BSI / FM72722 |
| Kaneka (Malaysia) Sdn. Bhd. | Modifier resins (Kane Ace) | SIRIM QAS / QMS 00900 |
| Kaneka Apical Malaysia Sdn. Bhd. | Ultra-heat-resistant polyimide films (Apical) | SIRIM QAS / AR6269 |
| | High thermal-conductive graphite sheet (Graphinity) | SIRIM QAS / AR6270 |
| Kaneka Eperan Sdn. Bhd. | Bead technique-based polyolefins (Eperan, Eperan PP) | SIRIM QAS / AR2598 |
| Kaneka Paste Polymers Sdn. Bhd. | Vinyl chloride paste resin | SIRIM QAS / AR2321 |
| Kaneka Eperan (Suzhou) Co., Ltd. | Bead technique-based polyolefins (Eperan, Eperan PP) | SGS / CN18/20031 |
| Kaneka (Foshan) High Performance Materials Co., Ltd. | Bead technique-based polyolefins (Eperan, Eperan PP) | Beijing East Allreach certification Center Co., Ltd. / USA16Q27833R0S |
| Kaneka Innovative Fibers Sdn. Bhd. | Synthetic fibers | SIRIM QAS / AR2321 |
| KSS Vietnam Co., Ltd. | Processed spices, herbs, dried vegetables, and mixed spices | Intertek Certification Limited / CPRJ-2015-040996 |
| Kaneka Eurogentec S.A. | Products and services for research and development in life science | BSI / FS 638601 |
| Anaspec Inc. | Peptides, antibodies, synthetic resins, amino acids, and reagents for research | SQA/09.357.1 |

■ ISO 13485 Certification of Kaneka and Group Companies (*2)

| Division or Group Company (SV : Solutions Vehicle) | Major Products | Registry Organization and Number |
|---|---|----------------------------------|
| Medical Devices SV | Lixelle, liposorber, catheters, silascon, and ED coil | TÜV SÜD / Q5 024736 0069 |
| Kaneka Medix Corporation | | |
| Kaneka Pharma Vietnam Co., Ltd. | | |
| River Seiko Corporation | | |
| Kaneka Eurogentec S.A. | <i>In vitro</i> diagnostic oligonucleotides | BSI / MD 638600 |

*2 ISO 13485 is an international standard covering the comprehensive management system requirements for the design and manufacture of medical equipment.

■ ISO 22000 Certification of Kaneka and Group Companies (*3)

| Production Unit or Group Company | Major Products | Registry Organization and Number |
|--|---|---|
| Takasago Manufacturing Site Pharmaceutical Department | Coenzyme Q10 (Kaneka Q10, Kaneka QH) | SGS / JP10 / 030379 |
| Kaneka Sun Spice Corporation | Spices and secondary processed products incorporating spices | JQA / JQA-FS0123 |
| KSS Vietnam Co., Ltd. | Processing of spices, herbs, dried vegetables, and mixed spices | Intertek Certification Limited / 38191405003 |

*3 ISO 22000 is an international standard for food safety management systems.

■ Food Safety System Certification 22000 (FSSC 22000) Certification of Kaneka and Group Companies (*4)

| Division or Group Company (SV : Solutions Vehicle) | Major Products | Registry Organization and Number |
|--|--|----------------------------------|
| Foods & Agris SV | Margarine, shortening, flour paste, butter cream, edible oils and fats, edible refined oils and fats, concentrated milk products, modified milk, cheese, whipped cream, yeast, fermented milk products, antifreeze protein, antifreeze polysaccharide, and seasoning materials | JQA / JQA-FC0047 |
| Takasago Manufacturing Site Foods Manufacturing Department | Margarine, shortening, edible oils and fats, edible refined oils and fats, whipped cream, concentrated milk products, modified milk, and yeast | JQA / JQA-FC0047-1 |
| Kaneka Foods Manufacturing Corporation | Margarine, flour paste, buttercream, cheese, fermented milk products, antifreeze protein, antifreeze polysaccharide, and seasoning materials | JQA / JQA-FC0047-2 |
| Tokyo Kaneka Foods Manufacturing Corporation | Margarine, shortening, flour paste, buttercream, and whipped cream | JQA / JQA-FC0047-3 |
| Taiyo Yushi Corporation | Margarine, shortening, edible refined oils and fats, edible vegetable oils and fats, refined lard, other edible oils and fats, processed fats, and dairy products (butter) | JQA / JQA-FC0044 |
| Nagashima Shokuhin Co., Ltd. | Frozen dough (pies and confectionery) | JQA / JQA-FC0109 |

*4 FSSC22000 is a sector for food safety management system, which based on the ISO 22000 with the addition of ISO/TS 22002-1 requirements.

■ ISO 22716 Certification of Group Companies (*5)

| Group Company | Major Products | Registry Organization and Number |
|-------------------------|---|----------------------------------|
| Taiyo Yushi Corporation | Shampoos, conditioners, body soaps, and hand creams | BVJ / 3889080 |

*5 ISO 22716 is guidelines on the Good Manufacturing Practices (GMP) of cosmetic products.

Safety / Quality

Process Safety and Disaster Prevention

Targeting Zero Process Accidents

Safety is a top management priority for the Kaneka Group, with various initiatives aimed at completely eliminating process accidents.

Key challenges worked on in fiscal 2018 were: (1) promoting establishment of safety efforts on a global scale, (2) enhancing awareness of danger and risk identification capabilities, (3) familiarizing the operation of company-wide risk management, and (4) creating a corporate culture where employees enjoy good health and feel motivated.

Although 12 process accidents, including minor accidents, occurred in fiscal 2018, there was no human suffering or harm to local residents. The causes of the accidents were quickly shared across the Kaneka Group to prevent recurrence. A large number of accidents occurred at plants of Group companies outside Japan; therefore, the entire Kaneka Group is working on improving the level of safety techniques, providing on-site safety inspection and guidance at overseas plants. We will continue these activities to promote safe and secure business operations.

Basic Safety Policies

- **Safety forms our management foundation, and is the basis of all corporate activities.**
We take action with priority given to ensuring safety in all activities in the company.
- **Safety is the foundation of local and worldwide communities' confidence in Kaneka.**
We do our best to develop their trust.
- **Safety is based on our belief that "All accidents can be prevented."**
We always move forward without being satisfied with lukewarm results.
- **Safety is the responsibility of every employee in accordance with his/her duties.**
We fulfill our responsibilities by mutually clarifying the duties we have assumed.
- **Safety must be maintained continuously.**
We ensure safety through steady efforts on a daily basis.

Implementation of Disaster Drills

Disaster drills are conducted annually in cooperation with local governments at all parent Manufacturing Sites to improve disaster coping skills in case of emergency situations.

In fiscal 2018, we implemented comprehensive disaster drills based on a scenario of a large-scale earthquake followed by a fire caused by hazardous material leakage.

■ Comprehensive Disaster Drills

| Manufacturing Site | Date | No. of Participants | Details |
|-----------------------------|-------------------|---------------------|---|
| Takasago Manufacturing Site | December 14, 2018 | 2,079 | The Manufacturing Site held a joint firefighting drill with the Takasago City Fire Department based on the scenario of an earthquake resulting in a fire caused by combustible gas leakage. |
| Osaka Manufacturing Site | October 25, 2018 | 1,101 | The Manufacturing Site held a joint firefighting drill with the Settsu City Fire Department based on the scenario of an earthquake resulting in a fire caused by combustible gas leakage. |
| Shiga Manufacturing Site | November 14, 2018 | 479 | The Manufacturing Site held a firefighting drill based on the scenario of an earthquake resulting in a fire in a production building. |
| Kashima Manufacturing Site | October 18, 2018 | 130 | The Manufacturing Site held a firefighting drill based on the scenario of an earthquake resulting in a fire caused by high-pressure gas leakage (West area). |
| | November 17, 2018 | 230 | The Manufacturing Site held a damage expansion prevention drill with the East Industrial Complex Joint Facility Team on the scenario of an earthquake resulting in high-pressure gas leakage (East area). |



Comprehensive disaster drill held in cooperation with the local government

Plant Safety Initiatives

We held a HAZOP(*) workshop, inviting external experts, to improve the risk assessment level of safety evaluators. We have also established a technique for assessing the risk of accidental chemical mixing and a method for evaluating thermal runaway in chemical reactions. We will continue to improve these safety techniques to ensure plant safety.

* HAZOP (Hazard and Operability Studies): A hazard identification technique used for chemical plants

CHECK & ACT

The number of process accidents remained steady. Toward further reduction of accidents, we will ensure risk assessment and intrinsic safety by setting risk assessment standards and fostering safety evaluators.

When accidents occurred, we promptly notified the relevant public fire department. However, we apologize to local residents and anyone affected by the disturbance. We will make company-wide efforts to prevent similar accidents.

Safety / Quality

Occupational Safety and Health

Occupational Safety and Health

In 2018, 12 occupational accidents occurred in the Kaneka Group, of which seven resulted in lost work time, and five did not. Although occupational accidents have been decreasing for the past five years, we have promoted safety activities in compliance with the Zero Accident Principles to boost personal safety awareness.

Zero Accident Principles

- **All people, you and me, are indispensable**
We ensure everyone is working safely.
Pledge of safety
- **Safety is everyone's responsibility**
We do not miss sparing the time to seek safety.
Participation in safety
- **There is no trick to safety**
We always value a fundamental approach to it.
Adherence to safety basics
- **Be aware of potential danger**
We endeavor to eliminate safety risks.
Safety in advance
- **Where there is carelessness, there is the possibility of an accident**
We do not allow even a small chance of negligence.
99%, yet 0%

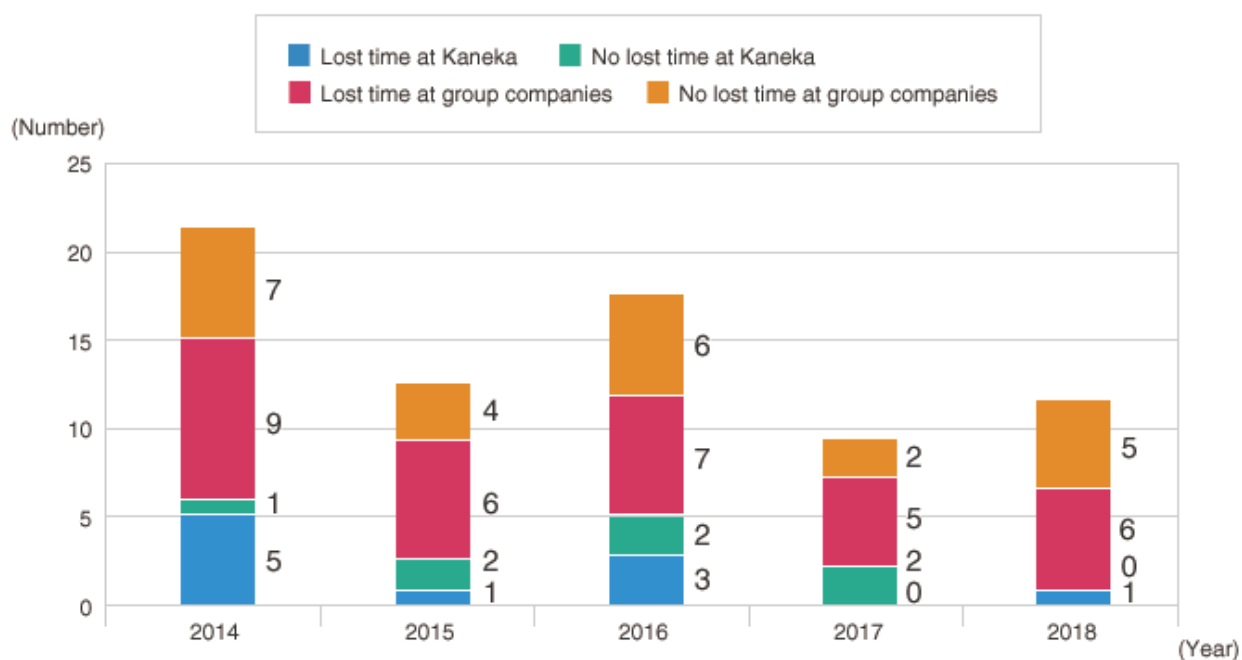
Enhancing Our Occupational Safety and Health Management System

Our all parent Manufacturing Sites acquired Occupational Safety and Health Management System (OSHMS) certification from the Japan Industrial Safety & Health Association (JISHA) in fiscal 2007, and have continued our efforts to enhance these systems.

OSHMS Certifications

| Manufacturing Site | Location | Certification Date | Certification No. |
|-----------------------------|----------|--------------------|-------------------|
| Takasago Manufacturing Site | Hyogo | March 10, 2008 | 08-28-13 |
| Osaka Manufacturing Site | Osaka | August 21, 2007 | 07-27-10 |
| Shiga Manufacturing Site | Shiga | January 15, 2008 | 08-25-6 |
| Kashima Manufacturing Site | Ibaraki | December 13, 2010 | 10-8-26 |

Accidents Resulting/Not Resulting in Lost Time



* The number of occupational accidents includes those among employees at Kaneka and partner companies working in the Kaneka Group.

■ Accident Frequency Rate and Accident Severity Rate

| Area | All Kaneka Group | | Kaneka | | Group Companies in Japan and Overseas | |
|-------------------------|------------------|------|--------|------|---------------------------------------|------|
| | 2017 | 2018 | 2017 | 2018 | 2017 | 2018 |
| Accident Frequency Rate | 0.31 | 0.23 | 0.00 | 0.00 | 0.47 | 0.36 |
| Accident Severity Rate | 0.01 | 0.02 | 0.00 | 0.00 | 0.01 | 0.03 |

* Accident Frequency Rate: An index that shows the frequency of occupational accidents that caused death and/or injury by indicating the number of casualties per total 1 million actual working hours
 Accident Severity Rate: An index that shows the level of severity of occupational accidents by indicating the number of lost work days per total 1,000 working hours
 Both rates are calculated targeting employees at Kaneka and Group companies.

In-house Safety Commendation

Four Group companies in Japan that achieved good safety performance were commended by the President based on the internal standards.

Safety is a top management priority for the Kaneka Group. We will share excellent safety activities of individual companies across the Kaneka Group to raise safety awareness toward achieving zero accidents.



OLED Aomori Co., Ltd.

| Group Company | No Accident Period (as of the end of FY 2018) |
|-------------------------------|---|
| OLED Aomori Co., Ltd. | December 2012 – (6 years and 3 months) |
| Kaneka Kanto Styrol Co., Ltd. | December 2012 – (6 years and 3 months) |
| Sanvic Inc. | February 2014 – (5 years and 1 month) |
| Tamai Kasei Co., Ltd. | March 2011 – (8 years and 0 months) |

Mental Health Care

Mental health care activity is necessary to maintain employees' mental health. In addition to providing care to those with high stress levels, identified through stress checks (which were introduced in 2016), we continue efforts to improve the workplace environment based on the stress check results. Such efforts involve conducting stress check group analysis for each workplace, identifying problems based on the analysis results, and working to solve the identified problems.

We also provide opportunities to help employees relieve stress, including a seminar on sleep.



Seminar on how to have good quality sleep

CHECK & ACT

In 2018, 12 occupational accidents occurred in the Kaneka Group. To achieve zero accidents, we will work to promulgate basic safety actions to all employees, improve production line management, and strengthen the risk assessment foundation.

CSR Procurement Management Approach

Basic Policy

We draw on our Basic Procurement Policy to engage in rational procurement that is fair, equitable, and environmentally friendly to mutually improve corporate value with our business partners.

Policy

Basic Procurement Policy

- We will engage in procurement activities that enhance the corporate value of both Kaneka and our business partners.
- We will endeavor to reduce environmental damage by engaging in green procurement.
- We will provide opportunities for business partners to make fair and rational transactions in consideration of quality, price, supply stability, technical development capabilities, environmental protection, and safety.
- We will abide strictly by the relevant Japanese and foreign laws and regulations.

CSR Procurement

CSR Procurement

Green Procurement Based on Basic Procurement Policy

To reduce burdens on global environment, we adopted our Basic Procurement Policy, which declared our goal to pursue green procurement; this served as the foundation of our Green Procurement Standards established.

Procurement Initiatives

Our procurement departments stay in close communication with our business partners, continually working with them to strengthen our partnerships.

Together with our business partners, we keep our eye on continually changing market conditions to create new value and to grow together.

In accordance with our Green Procurement Standards, we strive to keep up-to-date concerning the environmental activities undertaken by our business partners, and are exploring ways to make effective use of our website to share information about Kaneka's initiatives and perspectives to further promote green procurement efforts.

Initiatives for Logistics Safety

In fiscal 2018, jointly with our transportation contractors, we carried out a year-long awareness-raising initiative on the premises to promote safety in logistics operations. It included the implementation of a risk prediction training program by the In-plant Transport Cooperation Association and checking safety behavior during loading. In addition, we monitored the status of legal compliance checks for mobile tanks and held transport accident emergency reporting drills based on specific scenarios. A simulated training on emergency handling of poisonous materials was held at the Takasago Manufacturing Site. Through continuous implementation of these activities, all staff members reaffirm how to take action in the event of accidents and the importance of prompt reporting to relevant departments, to control emergency situations.



Simulated training on emergency handling of poisonous materials (Takasago Manufacturing Site)



CHECK & ACT

Kaneka Group continues to engage in procurement activities based on the Green Procurement Standards.

Human Resource Strategies – Human Driven Company

wellness and growth of individual employees as a source of innovation and value creation

Being a “Human-Driven Company” is the DNA of Kaneka. Considering that it is individual employees who generate the results and value of work and realize innovation, we are involved in various activities to ensure that employees and organizations can maintain health and achieve high productivity.

Development of leadership that lights a fire in peoples’ hearts
 –Human resource development with a focus on Kaneka 1-on-1



- I. Set the business goals and implement
- II. Communicate with each boss about progress for goals

Off-JT

- Hitotsubu-no Tane Momi Juku ● Kaneka Creative Corner
- The Leadership Challenge Workshop
- Language training ● e-Learning, etc.

OJT



The growth of people and the results of work are like the two sides of one coin. We aim to simultaneously realize human resource development and goal achievement through Kaneka 1-on-1.

We regularly conduct workshops and coaching training programs, measure their effects, and provide feedback to improve value communication.

We also conduct training programs for employees, including those at group companies within and outside Japan, to develop future executive candidates and leaders who strongly lead businesses and operations. Some participants in the programs have been appointed to division chief and executive positions at overseas group companies.

■ Development of leaders

| Program Name | Content | Fiscal 2016 No. of participants | Fiscal 2017 No. of participants | Fiscal 2018 No. of participants | Total from the start of the program No. of participants |
|--|---|---------------------------------------|---------------------------------------|---------------------------------------|--|
| Hitotsubu- no Tane Momi Juku | Lectures and exercises by the top management and first-class instructing staff targeted at future leaders and management personnel | 13 | 12 | 12 | 49 |
| Kaneka Creative Corner | Lectures and exercises by the top management and first-class instructing staff targeted at future leaders of national staff | 10 | 12 | 12 | 34 |
| The Leadership Challenge Workshop | Acquiring and practicing leadership skills and follow-up | (outside Japan) 102 | (outside Japan) 24 | (outside Japan) 21 | (outside Japan) 428 |
| | | (in Japan) 197 | (in Japan) 236 | (in Japan) 288 | (in Japan) 951 |

* Aggregated data for Kaneka and group companies in and outside Japan.

Work culture innovation

To make effective use of time, information, and human resources and maximize the productivity of organizations and employees from the perspectives of “Life in Work” and “Work in Life,” we have formed the Work Culture Committee under the ESG Conference to streamline business processes and change office environments. We also work to enhance value communication and create a robust organization where members are united toward the same purpose.

We have promoted the reform of working practices by introducing various systems that allow employees to choose a flexible working style, including the adoption of telecommuting. We have also introduced shorter and staggered work hours programs and a babysitting expense aid system to help employees achieve a better work life balance. We will create a more flexible working environment in anticipation of the continuing declining birthrate and aging population.

We will continue to review and expand existing systems and create a more employment-friendly corporate culture to ensure for all employees a satisfying work and personal life.

Active promotion of female employees

We are trying to resolve various social issues as a solution provider. Promoting the participation of personnel with diverse values in the workplace is one of the important initiatives for this. For female employees, we have advanced efforts to increase their recruitment (employment rate of women who graduated from technical colleges and universities: 33%) and expand the range of occupational opportunities (active assignment of women to manufacturing divisions as well as R&D, sales, and staff divisions) for the past several years. We are building a corporate culture where women actively participate in the workplace and promoting the proactive appointment of female managers to expand opportunities for women to demonstrate their abilities in business and management, thereby turning ideas unique to women into solutions.

Hiring and support of employees with various nationalities

Of approximately 11,000 employees of the Kaneka Group, approximately 3,000 with foreign nationalities are engaged in operations worldwide, playing an active role.

Under the circumstances where we are expanding our business globally, we further increase the recruitment of employees with foreign nationalities. We also focus on developing future global leaders by having them gain experience in countries other than their home country through the Study Abroad Program and the Overseas Trainee Dispatch Program.

Employment of persons with disabilities

The employment rate of persons with disabilities in Kaneka in fiscal 2018 was 2.17%. We will expand the range of occupational opportunities to increase the recruitment of persons with disabilities, reinforce efforts to create a welcoming workplace, and support employment efforts by group companies, aiming to increase their employment rate in the entire Kaneka Group.

Employment of senior citizens

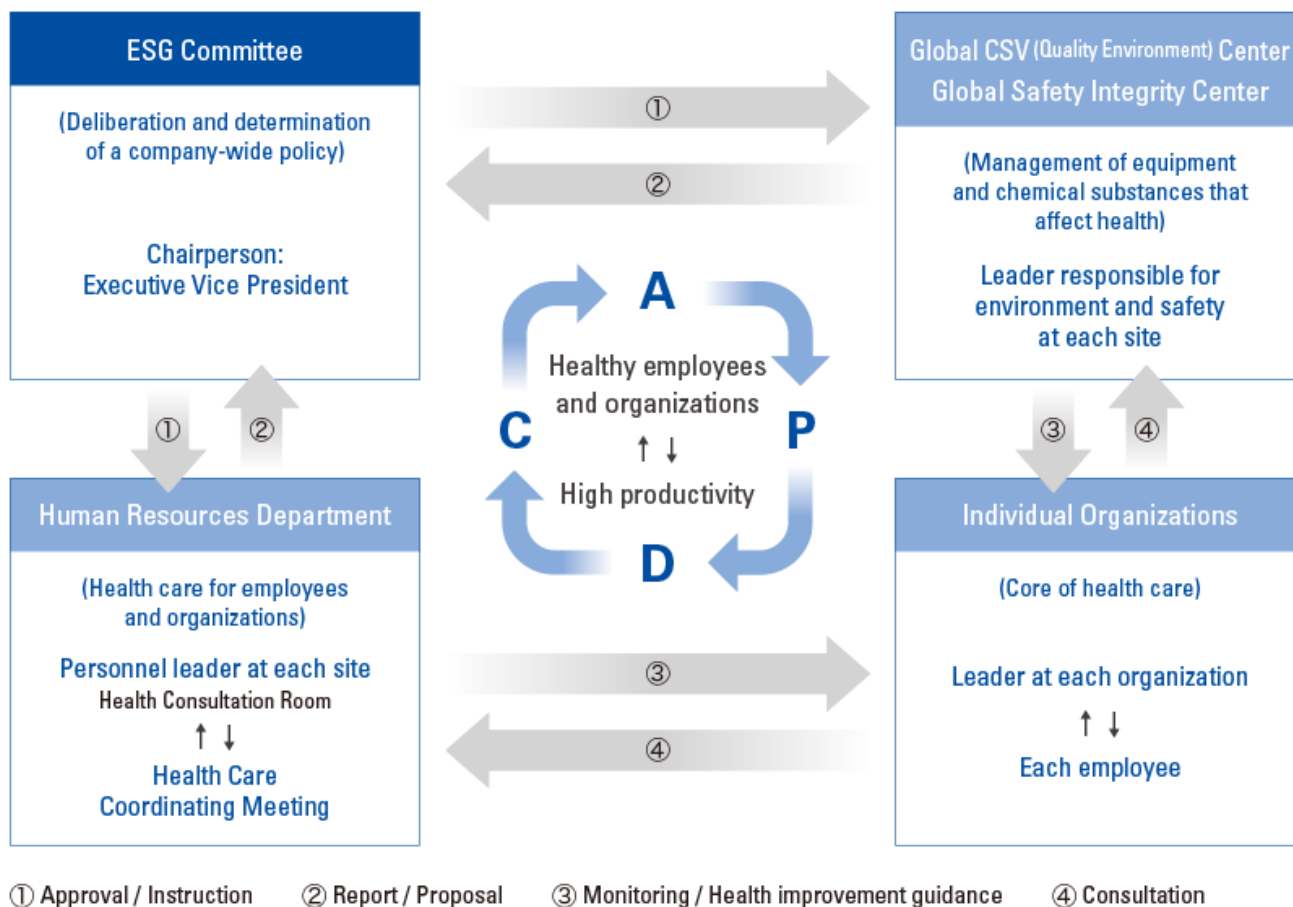
Considering senior employees after retirement age to be a great asset to the company, we accommodate those who wish to continue their employment up to age 65.

We conduct career design training for 50- and 55-year-old employees to encourage them to keep working with enthusiasm after age 60.

In anticipation of the advent of the 100-year life-span, we are planning to create a new system where senior employees can autonomously shape their careers and work with high motivation.

Wellness of employees

System toward health maintenance and promotion



In 2018, we established the Health Care Promotion Standards to improve the health care system on a company-wide basis.

Provision of opportunities to become more aware of lifestyle modification

We consider it most important that all employees at the Kaneka Group and their family members lead colorful lives in good health, mentally and physically.

To this end, we provide various opportunities (contents) to help individual employees raise their health awareness and change their behavior, so that they can improve self-care awareness and establish a healthy lifestyle. Many employees actively participate in these activities.

- Toward increasing awareness of lifestyle modification, distribution of a wearable device to all interested employees so that energy intake and consumption and sleeping hours can be visualized
- Implementation of the Walking Challenge event, commending those who show excellent performance in terms of walking distance
- Introduction of healthy menus, including smart meals, at canteen
- Provision of hands-on programs, including an office yoga program and a seminar on sleep
- Abolition of office smoking areas and prohibition of smoking during working hours to eliminate passive smoking



Wearable device distributed to employees



Lifestyle visualized through application software



Office yoga program provided

Running on a company-wide basis

We are making various efforts to encourage running to help employees enhance health awareness, maintain and improve fitness, and increase physical strength.

- Conducting a running training session and a seminar on running to support those who wish to improve their full marathon time, to start some form of exercise to improve their health, and to make running a habit
- Continuing to hold the long-distance relay race “Run, Run, Run. Kaneka,” in which employees from Kaneka group companies in Japan and overseas and our partner companies gather together

■ No. of participants in the race

| Fiscal year | 2016 | 2017 | 2018 |
|---------------------|------|-------|-------|
| No. of participants | 950 | 2,031 | 2,288 |

- Sponsoring the Hokkaido Marathon



Time trial to participate in the Hokkaido Marathon



Long-distance relay race “Run, Run, Run. Kaneka 2018”

Social Contributions Management Approach

Basic Policy

As a good corporate citizen, Kaneka Group engages in various activities to deepen stakeholder understanding, such as disaster reconstruction support, youth development, international contributions, and environmental conservation. Thereby, we work to build strong ties with communities and society as a highly open and transparent company.

Social Contributions

Supporting Disaster Reconstruction

Establishment of the KANEKA UNITED Kizuna Foundation and Support Concerning Damages from Typhoon Nos. 15/19

In fiscal 2018, Kaneka decided to move toward ESG Management. Hoping to maintain and improve employees' health, Kaneka thinks "Wellness First." Under this management philosophy, we set up the KANEKA UNITED Kizuna Foundation in September 2019 to speed up disaster-stricken areas return to normal and healthy conditions.

This Foundation consists of reserves contributed by the company at the time of founding and on a regular basis and reserves contributed periodically and voluntarily by employees who agree with the purpose of the Foundation.

When typhoon Nos. 15 and 19 hit Japan in September and October 2019, respectively, we donated 10 million yen to the Japan Platform through the KANEKA UNITED Kizuna Foundation to aid disaster victims and reconstruction.

We hope that disaster-stricken areas will achieve rehabilitation and reconstruction in the quickest possible time.

Help for Damages due to the West Japan Heavy Rain of July 2018 and the Hokkaido Eastern Iburi Earthquake

When the West Japan Heavy Rain of July 2018 occurred from June 28 to July 8, 2018, we set up mist fans powered by our solar cells at temporary housing construction sites as countermeasures against extreme summer heat.

At the time of the Hokkaido Eastern Iburi Earthquake on September 6, 2018, we offered relief goods. We will continue to provide various reconstruction activities in the future.

Social Contributions

Fostering Youth Development

Kaneka Group is active in efforts to foster youth development in communities where it operates. We will make a continuous contribution to local communities through youth development.

Kaneka Manufacturing Class

Core-Net, an organization consisting of retired executives of companies including Kaneka, provides support for elementary school education using know-how from industry to foster youth development. Continuing from 2014, we offered Kaneka Manufacturing Classes, in which sixth-graders assembled Scrollers II (a small self-powered rolling robot) kits, aiming to increase children's interest in and understanding of manufacturing.

The classes were offered in July 2018 at Torikai Nishi Elementary School, near the Osaka Manufacturing Site, to 90 students; in October at Takasago Elementary School, near the Takasago Manufacturing Site, to 68 students; and in December at Shimosakamoto Elementary School, near the Shiga Manufacturing Site, to 115 students.

Kaneka employees, mainly newly hired at these Manufacturing Sites, joined the classes as lecturers to assist students and show them the enjoyment and sense of achievement that can come from creating something. After assembling the kits, students were very excited to see the trial runs in gymnasiums.



Takasago Manufacturing Site



Osaka Manufacturing Site

Effort of the Kaneka Group

〈All parent Manufacturing Sites, Group companies in Japan and overseas〉

Regularly accepted internship, on-the-job training, and career experience offers from local students. Also participated in Hyogo Prefecture's work experience programs for junior high school students and conducted plant and facility visits for neighborhood schools, local community associations, and other groups.



Practice in processing jam ingredients (Shinka Shokuhin Co., Ltd.)



Career experience of junior high school students (Kaneka Foods Corporation)



Plant visit by local elementary school students (Kochi Styrol Co., Ltd.)



Educational visit by second-graders (Kaneka Nishinippon Styrol Co., Ltd.)

〈All parent Manufacturing Sites, Group companies in Japan and overseas〉

Conducted outreach lectures and lab classes for students from elementary school level.



"Welcome Seniors" program offered to sixth-graders to introduce Kaneka and researcher work, and have them think about working (Shiga Manufacturing Site)



Outreach lecture using resin foam (Kashima Manufacturing Site)



Offered a class on fire safety for local students (HiHua Fiber Co., Ltd.)

〈Takasago Manufacturing Site, Kaneka Takasago Service Center Co., Ltd.〉

Held a series of events, from planting sweet potatoes in May to a harvesting festival in November, for children from neighborhood kindergartens, elementary schools, and special needs groups of people with disabilities.

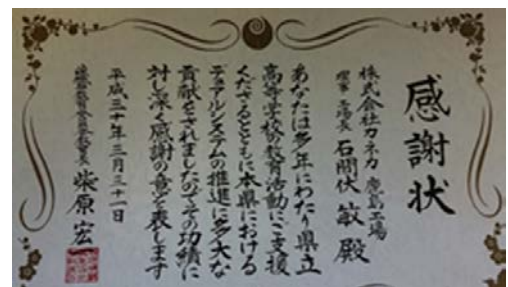


Planted sweet potatoes

〈Kashima Manufacturing Site, Kaneka Belgium N.V.〉

Introduced a dual education system(*) for students, combining learning experience and vocational guidance. Provided a training environment in which they can learn and try professional skills and theories at a chemical plant.

* Dual education system: A system of simultaneous academic and vocational education



Received a letter of appreciation for many years' contribution to educational activities (Kashima Manufacturing Site)

〈Cemedine Co., Ltd.〉

- Presented adhesive products for wood to all new first-graders in Koga City, where its plant is located.
- Participated in the Bell Mark activities aimed at enabling every child to receive education in a quality environment.
- Supported the activities of the Japan Wrestling Federation involved in spreading and developing wrestling and fostering wrestlers.



Bell Mark logo



Presented adhesive products to new first-graders

〈Shiga Manufacturing Site, Kaneka Techno Research Corporation, Cemedine Co., Ltd.〉

Became a sponsor of and provided donations to events for students responsible for the next generation.

〈Osaka Manufacturing Site〉

Offered a hands-on safety experience program and a safety lecture to help local high school students obtain knowledge on danger and safety in the handling of equipment.

〈Kaneka Americas Holding, Inc.〉

- Supported the Student Leadership Challenge project for two local high schools in Texas through the Kaneka Foundation, an organization to plan and implement social contribution activities. Provided knowledge and materials necessary for the project and held a half-day workshop for teachers and advisors.
- Continued to provide an annual four-year scholarship of \$1,000 to local high school students through the Kaneka Foundation for 25 years from 1994.

〈Kaneka Medix Corporation〉

Donated bell marks to a local elementary school.

〈River Seiko Corporation〉

Delivered a lecture on the medical device industry in Japan and the design/development of our products and medical devices to about 20 first-graders at a local high school in the visit and training program in the leading-edge technology industry under the SSH (Super Science High-school) project.

Social Contributions

Local Communities (Efforts of the Kaneka Group)

Kaneka Group engages in highly open and transparent corporate activities to build strong ties with communities and deepen stakeholder understanding as a good corporate citizen.

With Local Communities

〈All parent Manufacturing Sites, Group companies in Japan and overseas〉

Held summer festivals and other events for neighborhood residents, employees, and employees of partner companies.



Held a summer festival (Takasago Manufacturing Site)



Held a summer festival (Osaka Manufacturing Site)



Organized a founding anniversary event of the industrial park (Kaneka Solartech Corporation)

〈All parent Manufacturing Sites, Group companies in Japan and overseas〉

Provided donations and support through advertisements for various local events, such as a grand festival and a firework display. Also opened a stall store to offer products, foods, and beverages at such events.



Provided donations to the executive committee of a regional firework display (Kaneka Medix Corporation)



Participated in the Ako Public Meeting on Anti-violation and Local Safety (Osaka Synthetic Chemical Laboratories, Inc.)



Participated in the Aomori Nebuta Festival 2018 with a Nebuta lantern float illuminated by our organic EL lighting (OLED Aomori Co., Ltd.)



Opened a stall store at the Miyoshi Festival (Tokyo Kaneka Foods Manufacturing Corporation)

〈All parent Manufacturing Sites, Group companies in Japan and overseas〉

Participated in various sports events sponsored by neighborhood companies, industrial park associations and other organizations, including marathon relay races, marathon, jogging, walking, soccer, softball, volleyball, and bowling.



Joined a charity jogging event and donated the proceeds to the European Association against Leukodystrophies (Kaneka Eurogentec S.A.)



Participated in a futsal competition (Kaneka Foods Manufacturing Corporation)

〈All parent Manufacturing Sites, Kaneka Sun Spice Corporation, Kaneka Solartech Corporation, Kaneka Medix Corporation, Tokyo Kaneka Foods Manufacturing Corporation, HiHua Fiber Co., Ltd.〉

Carried out a comprehensive disaster drill with a local fire department. Also actively participated in a firefighting drill and traffic safety and safety promotion activities.



Comprehensive disaster drill to protect lives and properties from water damage (Osaka Manufacturing Site)



Joint firefighting drill with the Toyooka City Fire Department (Kaneka Solartech Corporation)



Joined an early fire extinguishing competition (Kaneka Sun Spice Corporation)

〈Kaneka Americas Holding, Inc.〉

- Participated in community meetings held monthly with local residents in the Bay Area to discuss directly the chemical industry and the problem awareness of the local community.
- Offered a Leadership Challenge Workshop for the leaders of local NPOs in cooperation with the local Chamber of Commerce and Industry.



Annual event “Leadership Challenge Workshop”

〈Kaneka Singapore Co. (Pte) Ltd.〉

Continued to visit an elderly facility to interact with the elderly through communication games.



〈Kaneka, Kaneka Foods Corporation, Kaneka Hokkaido Co., Ltd.〉

Became a special sponsor of the 2018 Hokkaido Marathon. Distributed 5,500 each of bean-jam buns and custard buns containing Q10 to runners in the marathon for free.

〈OLED Aomori Co., Ltd., Cemedine Co., Ltd.〉

Supported local sports organizations. Worked on promoting and developing sports culture.

〈Kaneka Belgium N.V.〉

Sponsored the G-Sports Flanders Foundation involved in expanding opportunities for persons with disabilities to join sports, and supported the Youth G Soccer Team in cooperation with a local soccer team.

〈Kaneka Medix Corporation, Kyushu Kanelite Co., Ltd.〉

Joined a view-exchange meeting with local community associations and companies.

Environmental Initiatives

〈All parent Manufacturing Sites, Group companies in Japan and overseas〉

Each plant, individually and in collaboration with local governments, cleaned up main roads around business sites and company dorms, industrial complexes, grass- and reed-mowing areas, rivers, and seas.



Snow clearing on a neighborhood road (Kaneka Tohoku Styrol Co., Ltd.)



Joint cleanup activity with neighborhood associations (Kaneka Hokkaido Styrol Co., Ltd.)



Grass mowing around the business site four times a year (Kaneka Medix Corporation)



Participated in river cleanup (Kochi Styrol Co., Ltd.)

〈Kashima Manufacturing Site〉

Accepted a visit of neighborhood students to the megasolar facility in the west area of the Kashima Manufacturing Site.



〈Kaneka Takasago Service Center Co., Ltd.〉

Set large planters along the fence of a sidewalk and arranged flowers throughout the year, which warmed the hearts of passersby and sharply decreased littering and waste.



〈Taiyo Yushi Corporation〉

As promotion activities for RSPO(*), held 10 briefing sessions to explain the current status of palm farms and the significance of its activities to companies, customers, and students.



*RSPO (Roundtable on Sustainable Palm Oil): A global non-profit organization founded to promote sustainable palm oil production focusing on the environment and human rights. Membership includes palm oil producers, consumer groups, and companies.

〈AnaSpec, Inc., Kaneka Eurogentec S.A.〉

Promoted car-sharing and the use of public transportation.

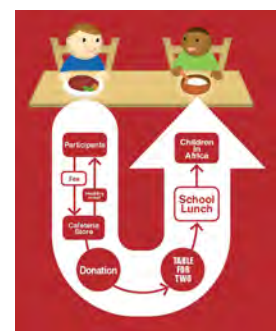
〈Kaneka Americas Holding, Inc.〉

Provided longtime support to the Armand Bayou Nature Center, a nearby large nature reserve. Supported the Galveston Bay Foundation working to preserve the Galveston Bay and marine creatures around the river mouth in the bay.

International Contributions

〈Tokyo Head Office, Takasago Manufacturing Site, Osaka Manufacturing Site, Shiga Manufacturing Site〉

Continuously participated in the social contribution activities of Table for Two (TFT) by donating 20 yen for every TFT lunch bought at company cafeterias to school lunch for children in developing countries. In fiscal 2018, made a donation of 244,800 yen equivalent to 12,240 school meals.



System of TFT

〈Kaneka, Kaneka Sun Spice Corporation〉

As a corporate partner, Kaneka has supported the school meal program of the United Nations World Food Programme (WFP) since 2013. In Africa, the largest market for our synthetic fiber product, Kanekalon, we made donations to support the WFP's activities. They include the provision of school meals and the distribution of food for home use aimed at increasing attendance at school. We also supported as a sponsor the 2018 WFP Essay Contest, a charity event hosted by the UN WFP as part of the school meal program. Kaneka and Kaneka Sun Spice sponsored another charity event "WFP Walk the World 2018 in Osaka."



WFP Walk the World 2018 in Osaka

〈Kaneka Medix Corporation〉

Agreed with the activities of the Japan Committee, Vaccines for the World's Children and implemented a plastic bottle cap collection campaign.

Awards

〈Osaka Synthetic Chemical Laboratories, Inc.〉

- Received the Radio Gymnastics Good Organization Award from Japan Post Insurance Co., Ltd. for its efforts to actively conduct and spread radio gymnastics and enhance employee wellness.
- Received the Excellent Hazardous Materials Engineer Award from the Tsuyama Association for Safety of Hazardous Materials.
- Received the Safety and Health Endeavor Award from Nishinomiya City for its realization of a "no-accident and no-disaster working environment" for 15 years from 2003.



Received a certificate of commendation from the Tsuyama Association for Safety of Hazardous Materials

〈Kaneka Americas Holding, Inc.〉

Received the Excellence in Caring for Texas Award from the Texas Chemical Council for its environmental protection activities and community service.



〈Kaneka Pharma Vietnam Co., Ltd.〉

Won the Green Book Award, which is granted to excellent green companies in the Binh Duong Province.



〈Kaneka Belgium N.V., Kaneka Eurogentec S.A.〉

Received a nomination as a finalist for Belgian Innovation Award 2019, a prestigious prize for industrial innovation in chemistry and life sciences in Brussels, Belgium.



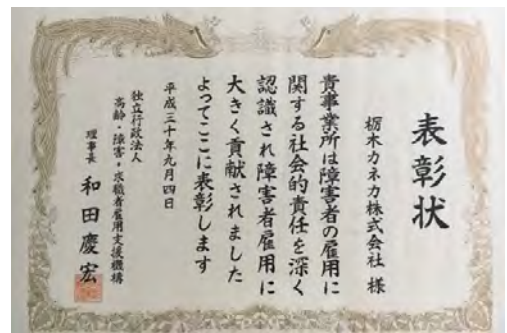
〈Kaneka (Malaysia) Sdn. Bhd.〉

Awards granted for its guiding principles “Pollution Prevention Code” and “Process Safety Code” by the Malaysia Chemical Industry Association.



〈Tochigi Kaneka Corporation〉

Received the President Award for excellent establishments for employment services for persons with disabilities in FY 2018 from the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers.



〈Kaneka〉

- Certified as a Health and Productivity Enterprise 2019 (White 500).
- Received the 2018 Technical Award of the Society of Synthetic Organic Chemistry, Japan for the innovative process development of pharmaceutical products with continuous flow chemistry.
- Received the 2018 Technical Award of the Society for Biotechnology, Japan for the development of a microbial manufacturing method of Biodegradable Polymer PHBH.
- Received the JSPCMB Award for Technical Advance 2018 from the Japanese Society for Plant Cell and Molecular Biology for the joint research with the National Agriculture and Food Research Organization regarding the development of a versatile genetic modification technology targeting the shoot apical meristem without tissue culture process.
- Received the 2018's Commendation for Science and Technology (Development) by the Minister of Education, Culture, Sports, Science and Technology for the development of wholly-saturated isobutylene-based thermoplastic elastomer.

〈Takasago Manufacturing Site〉

Received the Takasago City Commendation Award (Group Division) for its donations to the city.

〈Osaka Manufacturing Site〉

Received a commendation for saving human life by taking prompt and appropriate action in an emergency situation during a comprehensive disaster drill.

〈OLED Aomori Co., Ltd.〉

Received a commendation for good conduct by donating an OLED mirror to a local farm-fresh grocery store.

〈Kaneka (Foshan) High Performance Materials Co., Ltd.〉

Earned a reputation as an excellent company in the trust ranking of business environment given by the local government.

〈Kaneka Belgium N.V.〉

Received the Henkel Adhesive Technologies - Supplier Innovation Award from Henkel Belgium S.A. for its MS Polymer technology as the third award winner.

〈Kaneka Hokkaido Co., Ltd.〉

Received a letter of appreciation from the Governor of Hokkaido for donations to the 150th Anniversary Project for the Naming of Hokkaido.

〈Tokyo Kaneka Foods Manufacturing Corporation〉

Received a record certificate of accident-free operation by the Tokorozawa Labour Standards Association. (Accident-free operation continued for 3.03 million hours (around eight years) until October 15, 2018.)

〈Tobu Chemical Co., Ltd.〉

Received a commendation from the President of the Shimotsuma Association for Safety of Hazardous Materials for its longtime handling of hazardous materials with no accidents or violations.

Other Initiatives

〈Kaneka〉

We have sponsored the Japan Century Symphony Orchestra as a corporate supporter. In addition to regular concerts, the orchestra focuses on community-based activities, such as educational programs to encourage children to become more familiar with music, and outreach concerts at hospitals and special needs schools.



Outreach concert at a special needs school



Held a mini concert and a firefly viewing event at the Kaneka Biotope, inviting local residents around the Osaka Manufacturing Site

〈Kashima Manufacturing Site〉

Certified as a Sports Yell Company for its active efforts toward the implementation of sports programs to improve employee wellness.



〈Osaka Synthetic Chemical Laboratories, Inc., Kaneka Singapore Co. (Pte) Ltd., Kaneka Eurogentec S.A., Cemedine Co., Ltd.〉

Blood donations were given by many employees.

Cemedine was granted a letter of appreciation by the Japanese Red Cross Society.



Employee donating blood (Kaneka Singapore Co. (Pte) Ltd.)



A letter of appreciation presented by the Japanese Red Cross Society (Cemedine Co., Ltd.)

〈All parent Manufacturing Sites, Osaka Synthetic Chemical Laboratories, Inc., Kaneka Sun Spice Corporation, Kaneka Foods Corporation, Kaneka Takasago Service Center Co., Ltd., Kaneka Chubu Styrol Co., Ltd., Kaneka Tohoku Styrol Co., Ltd., Shiga Denshi Co., Ltd.〉

Donated to the Japanese Red Cross Society, the Central Community Chest of Japan, Médecins Sans Frontières, regional social welfare councils, and other organizations.

〈Takasago Manufacturing Site, Kaneka Hokkaido Co., Ltd.〉

Donated part of the proceeds from a summer festival and a breadmaking class to a fundraising campaign for the victims of Hokkaido Eastern Iburi Earthquake.

〈Kaneka Belgium N.V.〉

Supported the symphonic youth orchestra “Musilene,” which provides educational opportunities of music and art for young musicians.

〈Kaneka (Malaysia) Sdn. Bhd.〉

Gave employees' voluntary donations to the staff who experienced the death of a family member(s).

〈Biomaster, Inc.〉

Delivered lectures on regenerative medicine and cell therapy, breast cancer screening and therapy, and breast reconstruction for medical institutions.

Stakeholder Communication

Shareholder Reporting

We issue reports to shareholders twice per year and also publish them on our website for anyone to read. For topics the reports cover developments of the preceding period using photos and a readable format, and interim reports carry the President & Representative Director's explanation of the company's management strategy, as well as special articles of interest to shareholders. We fully redesigned the report cover in 2010 and adopted a larger page format in 2013, all in an effort to improve the look.

We also print our publications using environmentally friendly vegetable ink and use easy-to-read Universal Design fonts.



Reports (for Shareholders)

Information Disclosure and Investor Relations

Kaneka prepares management strategy and plans based on its management philosophy, and in order to maintain the understanding and support of shareholders and other stakeholders, works to provide appropriate and timely information and enhance management transparency.

We conduct briefings after announcing annual and quarterly results, with the President & Representative Director or Director in charge providing explanations.

Our website also carries a variety of reports, including financial briefs, securities reports, quarterly reports, Kaneka integrated reports, and financial results briefing materials.



Financial results briefing for security analysts and institutional investors

CHECK & ACT

In this fiscal year, we will continue to build on our efforts in the previous fiscal year to ensure proper information disclosure to shareholders and investors.