

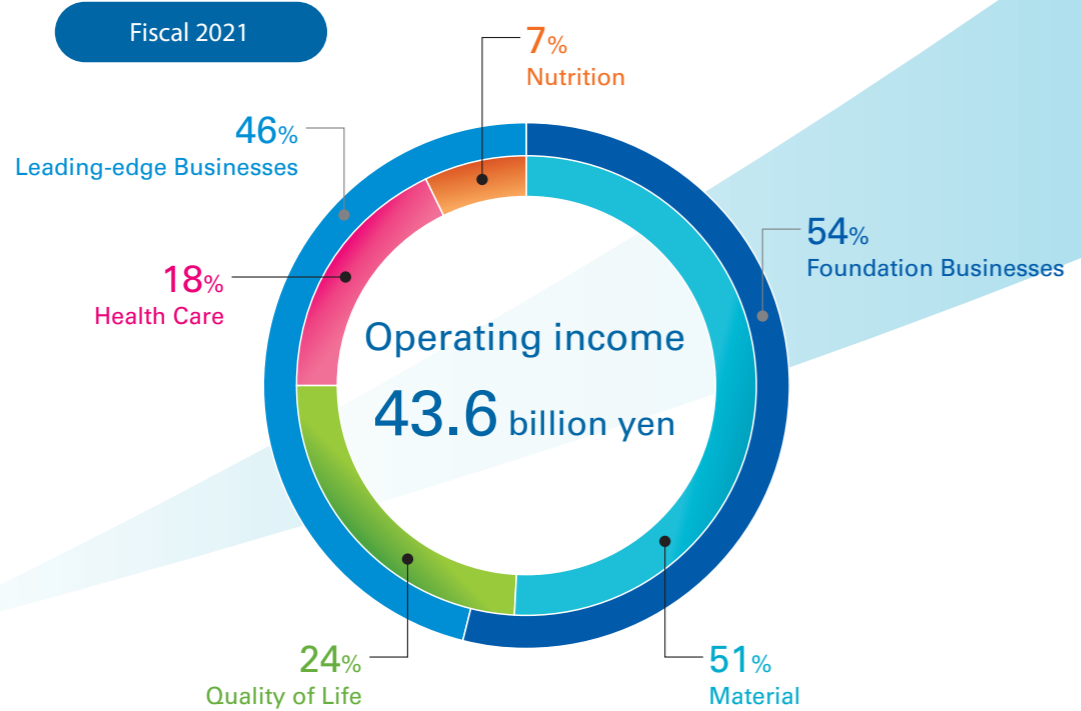
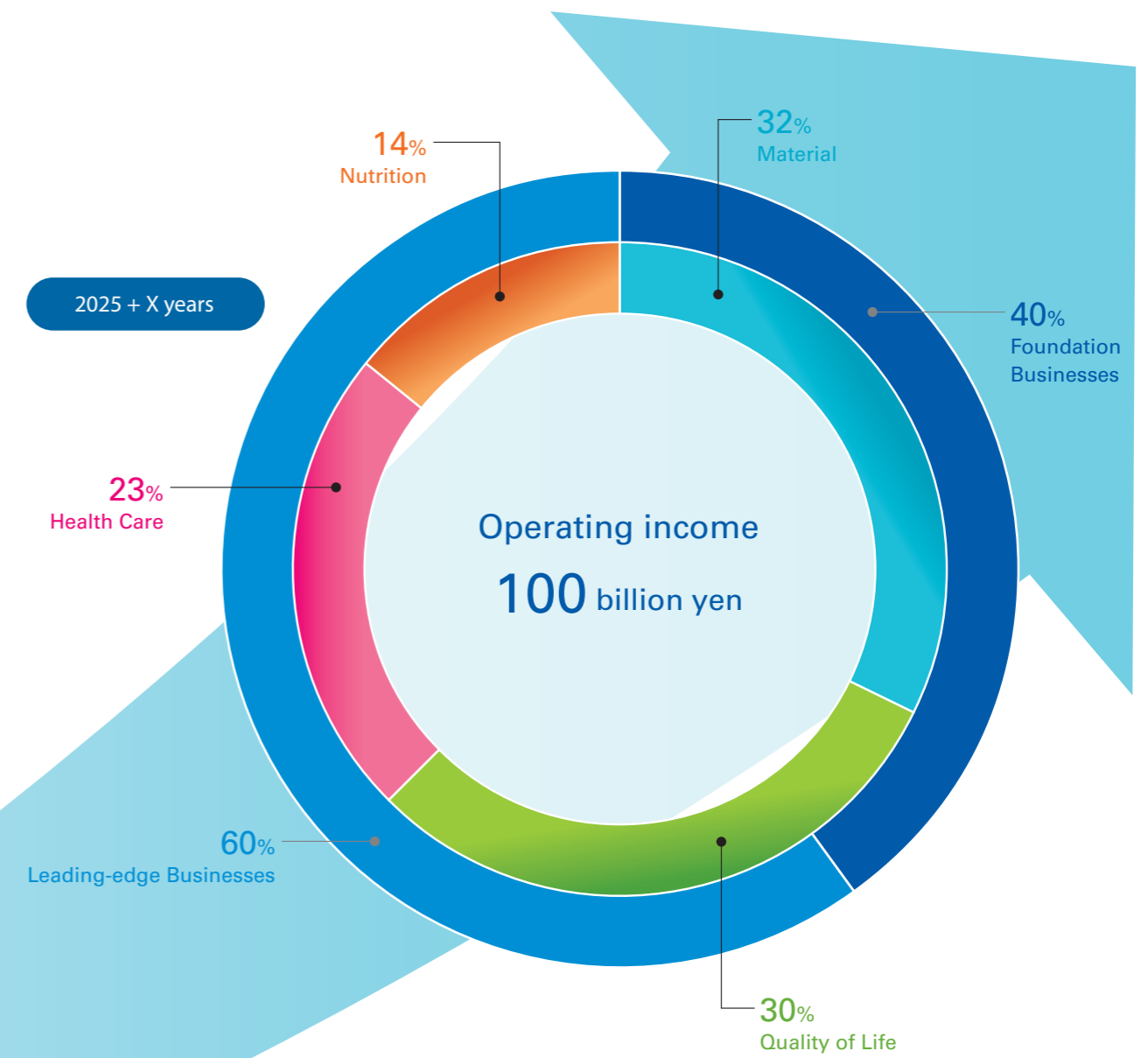
### The Path of Hybrid Management - Promoting Portfolio Transformation -

Our hybrid management approach aims to create unique and valuable new solutions by combining a wide variety of different technologies and solutions, thereby helping to solve social problems. We will accelerate our selection and concentration of investments and hasten the transformation of our business portfolio.

We will strategically invest resources (people, goods, and money) to develop unique and differentiated technologies that cannot be copied. We will expand the business of our advanced business groups to achieve significant earnings growth.

Our foundation businesses will also work to bolster their business foundations by thoroughly strengthening differentiation capabilities and making capital investments to enhance supply capabilities, continuously ramping up earnings.

#### Operating Income Ratio by Solutions Unit (SU)



#### Investing in Leading-edge Businesses

Fiscal 2022-2024 Investment plan: 300 billion yen

60% Leading-edge Businesses | 40% Foundation Businesses + Infrastructure

**Nutrition SU**

- Construct new dairy product plant
- Construct new probiotics product plant

**Health Care SU**

- Increase biopharmaceutical capacity at Kaneka Eurogentec S.A.
- Increase API capacity
- Construct blood purification system plant
- Construct new catheter plant

**Material SU**

- Increase biodegradable polymer capacity
- Increase MS capacity
- Increase PVC capacity
- Increase MOD capacity

**Quality of Life SU**

- Construct additional high-performance polyimide film and optical film facilities
- Increase PV heterojunction cell capacity
- Construct additional modacrylic fiber facilities