### **Management Strategy**

**Manufacturing Strategy** 



From hands-on manufacturing experience,

# We build our business to last 100 years into the future

#### The Manufacturing Site Is a Value Center

We will build up a Kaneka's unique manufacturing site by fusing the creativity of technology and innovation with digital technology.

With a manufacturing-first approach based on the concept of a safe and reliable plant,

we will focus on maximizing and monetizing our business.

#### Integration of Manufacturing and "R2B+P"

By strengthening our R2B+P initiative, which strongly integrates R2B and manufacturing, and scaling up our creativity as part of our routine, we will quickly and competitively implement new technologies.

## Realizing a Plant that Creates New Value and Embodies Sustainability

We will speed up our efforts in digital transformation, incorporating cutting-edge technology to evolve our production plants, and increase the speed and scale of our commercialization of new products. To achieve carbon neutrality, we are tackling the challenge of company-wide efforts and advancing each theme ahead of schedule. With our energy solution technology, we will also contribute to decarbonizing society, starting with local governments.



