

## New Year's Greetings from the President (Summary)

I hope that all of you had a pleasant holiday.

2026 is the year of "Hinoe-Uma" (Fire Horse) in the zodiac. "Hinoe" represents "brightness", "passion", "proactiveness", "growth" and "innovation". It is said to be a year filled with strong energy, where speed, decisiveness, and the ability to take action will be essential. It is expected to be a year in which existing frameworks are reconsidered, and changes occur in social structures and values, with new technologies likely to emerge and further support transformation.

In this era of change, many new technologies are moving beyond the conceptual stage, with prototypes completed and consideration for mass production is underway. Some have already established mass production technologies. For Kaneka, in the environment and energy fields and the healthcare field, we have a social responsibility to provide unprecedented solutions to these major social challenges. To tackle these challenges, we cannot seize new business opportunities by merely theorizing about the future; proactive action is required. Above all, strong will and the ability to take action are necessary.

We prioritize the ratio of sales of new products and the ratio of overseas sales as our key management indicators. These indicators show how much Kaneka is contributing globally. Looking ahead, while increasing overall sales, we aim to achieve a new product sales ratio of 50% and an overseas sales ratio of 70%. Achieving these goals will transform Kaneka's portfolio through social contribution.

There is a Latin proverb that says, "A good ending is a good beginning." In other words, "A good start leads to a good end." To have a good beginning, solid planning and preparation are essential, and good communication is indispensable for that. I believe the Japanese kanji for "human" signifies the connection between people. It is important to respect each other's opinions and foster a sense of unity within the team through constructive discussion.

Lastly, I want to emphasize that for Kaneka to achieve further growth and move to a new stage, it is essential for each employee to have a strong will to transform and not be satisfied with the status quo. The new year is a perfect opportunity to begin new challenges. If staff changes, Kaneka will change, and if Kaneka changes, society will also change.

I wish that 2026 will be a wonderful year filled with hope and smiles for everyone and for society.

Kazuhiko Fujii, President