

# Denka

Possibility  
of  
chemistry

[www.denka.co.jp](http://www.denka.co.jp)

Corporate Profile

# Possibility of chemistry

The possibilities of chemistry benefiting the world. Denka is committed to creating new technologies needed by society and providing a stable supply of products to make the world a better place through the power of chemistry.

In 2023, Denka formulated a vision and the management plan “Mission 2030” for the eight-year period leading up to 2030, taking a new step forward.

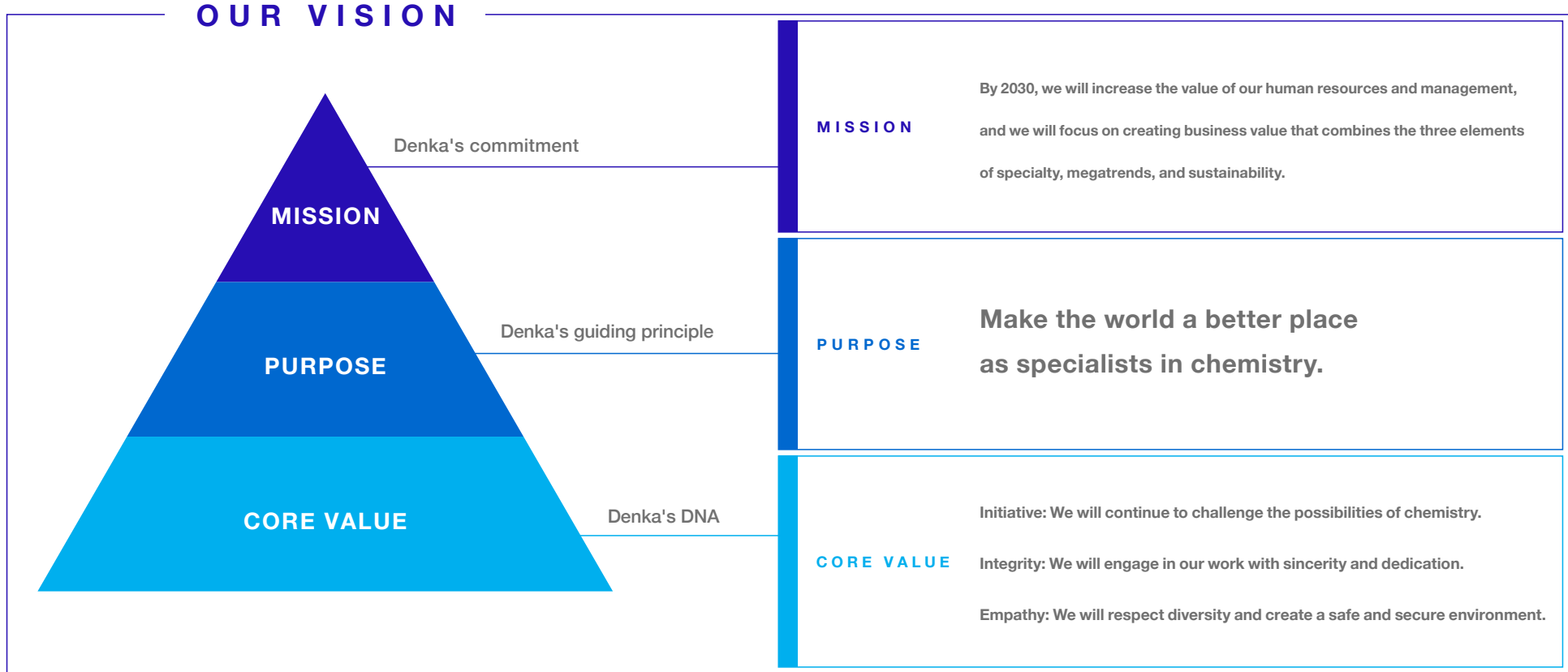
Our mission states that “By 2030, we will increase the value of our human resources and management, and we will focus on creating business value that combines the three elements of specialty, megatrends, and sustainability.” Under this mission, we aim to create value in three areas: business, human resources, and management.

We will enhance Denka’s corporate value, clarify our raison d’être, and create the Denka of tomorrow based on Denka’s DNA of Initiative, Integrity, and Empathy.

Denka believes that exploring the unknown possibilities of chemistry will support the security of society and create a prosperous future.

# Vision

In formulating "Mission 2030", our eight-year management plan covering the fiscal period from 2023 to 2030, we have established a new vision that has launched in April 2023. To draw up the vision, we gathered the candid views of our young employees, who will form the core of Denka in the future, while also adding thoughts of our management team. The vision is based on our Core Value, which is Denka's DNA, and overlays our Purpose, which is Denka's guiding principle, and our Mission, which is Denka's responsibility to be achieved by 2030. By structurally visualizing these concepts, we expressed a new vision (future image) for Denka that all employees can identify with. We also created a corporate message to communicate our vision in an easy-to-understand manner both inside and outside the Company.



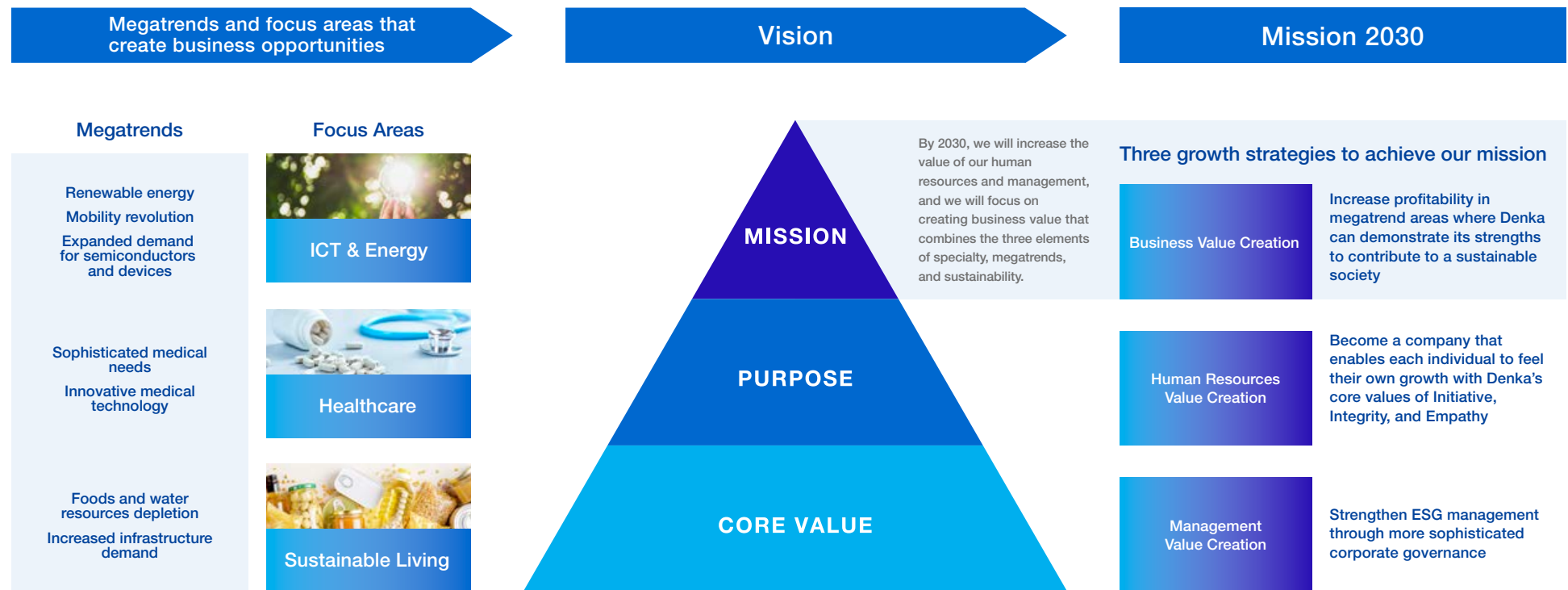
**CORPORATE MESSAGE** **Possibility of chemistry**

# Toward the realization of the “Mission 2030” management plan

The vision was created based on an analysis of the world we envisage in the future, and the megatrends and focus areas from which new business opportunities will emerge.

To achieve our mission, which is the implementation goal of our vision, we will promote our growth strategies through the creation of three types of value: business value, human resources value, and management value, which will lead to the enhancement of our corporate value.

Having finished Phase 1, which covered fiscal period from 2023 to 2025, we have positioned Phase 2 (fiscal period from 2026 to 2028) as a phase of focusing on “rebuilding earning power and solidifying the foundation for a new growth stage.” We will execute this plan with the three strategies of “strategic expansion,” “reaping the returns of upfront investments,” and “improving capital efficiency and transforming our business model.” From Phase 3 onward, we will establish the optimal mix of ICT & Energy and Healthcare, each with distinct growth trajectories, based on our rebuilt earning power, and we will sustainably increase our corporate value.



# Denka City

In myriad scenarios throughout society, Denka solutions and products are hard at work. From convenience and comfort to peace of mind and environmental considerations, delivering happiness in spades is the driving force of our efforts to take on challenges, and what brings joy to each and every one of us.

- Electronics & Innovative Products
- Life Innovation
- Elastomers & Infrastructure Solutions
- Polymer Solutions

**Home electronics, office equipment, flat panel displays, miscellaneous goods, etc.**  
MS resin, MBS resin

**Semiconductor transportation process**  
Sheets for carrier tape  
Cover tape

**Wigs and hair pieces for fashion**  
Toyokalon

**Skin-care products**  
uruoi

**Automotive interiors**  
DENKA IP

**Power modules**  
DENKA ALSINK

**Heat dissipation filler**  
Denka Spherical Alumina  
Denka Spherical Magnesia

**Wire harnesses for vehicles**  
VINI-TAPE

**Gripping materials for emission gas purification units**  
DENKA ALCEN

**Lithium-ion batteries**  
DENKA BLACK

**Special rubbers**  
DENKA ER

**Industrial hoses and belts, etc.**  
DENKA CHLOROPRENE

**Plastic drainage pipes**  
Toyo Drain

**Rapid setting agent for spray concrete**  
Denka NATOMIC

**Low dielectric organic insulating resin**  
SNETCON

**Label film for PET bottles, etc.**  
CLEAREN

**Food containers, etc.**  
Thermosheet BOPS

**POCT test reagent**

**Influenza HA vaccine**

**As a bio-stimulant, humid acid fertilizer facilitates the health growth of crops and reduces the stress on the environment**

Product names mentioned herein are the trademarks or registered trademarks of Denka Company Limited.

# Electronics & Innovative Products

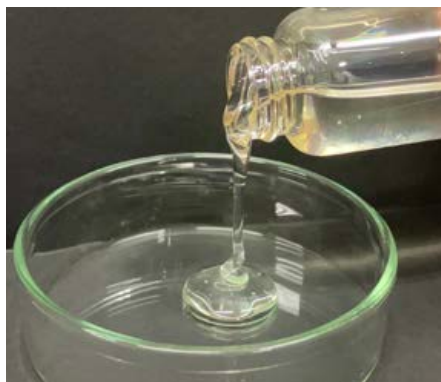
The Electronics & Innovative Products Division strives to build a prosperous society through cutting-edge materials that are essential for high-speed telecommunications, renewable energy, and xEVs.

(Ceramics with high levels of heat conduction performance used in semiconductor manufacturing and substrates, conductors used in xEV lithium-ion batteries, films and tapes used in semiconductor manufacturing processes, etc.)

## Electronics & Innovative Products

### Low dielectric organic insulating resin (SNECTON)

Data centers and transmission infrastructure are growing more sophisticated with the evolution of generative AI and high-speed transmission technologies. SNECTON is a low dielectric organic insulating resin developed using Denka's unique polymerization technologies. It reduces transmission loss in electrical signals and provides the superb electrical characteristics needed by high-speed transmission circuit boards. In addition to its low water absorption rate, it also adheres tightly to copper foil and is highly durable. It is available in both hard and soft grades. We meet increasingly sophisticated transmission needs by proposing optimized formulations including various types of glass cloth and filler.



SNECTON



Use in data centers

### High performance spherical filler (spherical silica/spherical alumina)

Denka's spherical alumina, developed using our proprietary high-temperature melting spheroidizing technology, is a heat dissipation filler that can be used as a high-loading filler in resins and rubbers. It is widely used for heat management solution in a wide range of fields, such as the automotive and electronics fields, and Denka commands the top market share worldwide for these products. We are also increasing our production capacity for low dielectric dissipation factor spherical silica, meeting the growing range of applications and usage fields for these products, which support future social infrastructure through use in semiconductor sealing material, xEVs, and 5G communications.

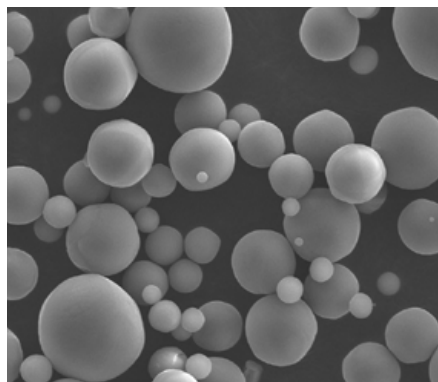
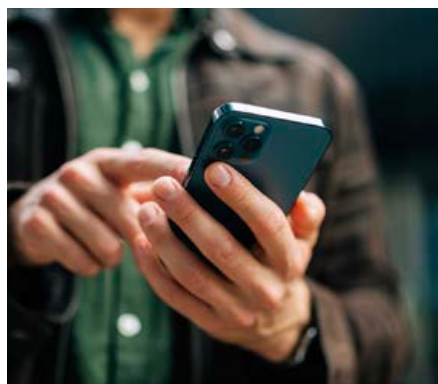


Image of spherical alumina under an electron microscope



Use in smartphones

### Conductive agent for energy infrastructure (Acetylene black)

Acetylene black is used in the lithium-ion secondary batteries of electric vehicles and in the semiconductive layers of high voltage cables due to its high purity and excellent electrical conductivity.

Denka maintains the leading global market share for this material and currently manufactures it at multiple sites: two in Japan and one overseas, establishing a global supply system. In the future, we will also start up a plant in Thailand to meet growing demand.



Acetylene black: DENKA BLACK

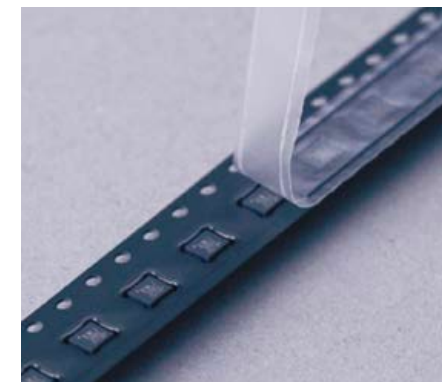


Use in high voltage power cable sheathing materials

### Sheets and tapes for transporting semiconductors and electronic components (sheets for carrier tape, cover tape)

Semiconductors and electronic components are protected using carrier tape and cover tape during shipment. If uneven material surfaces cause components to tilt and to stick to the cover tape due to static electricity, this could result in faulty mounting when attaching components to circuit boards.

Denka makes products that contribute to a stable supply of semiconductors and electronic components by utilizing an integrated approach that covers everything from raw material compounding sheet and film development to mass production, one of the Company's strengths.



Usage example of sheet for carrier tape



Cover tape (Denka Thermofilm ALS)

# Life Innovation

The Division works to improve people's quality of life throughout the world in the fields of prevention, diagnosis and treatment, including influenza vaccines, test reagents such as rapid testing kits for COVID-19.



## Vaccines

To protect people from infectious disease, Denka operates as a major domestic vaccine manufacturer to develop and manufacture vaccines for influenza and other diseases, with a focus on safety and effectiveness. Influenza vaccines are effective in providing a measure of protection against the onset of influenza, and in preventing it from becoming more severe after its onset.

Denka is also collaborating with VLP Therapeutics Japan, Inc. (VLPT Japan) and the Research Foundation for Microbial Diseases of Osaka University (BIKEN Foundation) to develop a seasonal influenza vaccine using self-amplifying "replicon" RNA technology.



Influenza HA vaccine

## POCT (rapid antigen testing kits)

Denka supplies test kits that allow for easy and rapid measurement of infectious disease antigens in medical settings without the need for testing equipment, both domestically and internationally.

Quick Navi™-Flu+COVID19Ag is a rapid test kit for both COVID-19 and influenza, and is able to determine the presence of antigens in a short period of time. Denka also offers lineups of rapid test kits for a wide range of viruses such as RS virus or adenoviruses, contributing to rapid diagnoses in the infectious disease field.



Simultaneous COVID-19 and influenza rapid test kit

## Clinical diagnostic reagent

Denka's clinical diagnostic reagents are primarily used in automated analyzers in hospitals, testing centers, and medical examination centers. By measuring the composition of specimens such as blood specimens, they provide accurate information that is essential for diagnosis and treatment. We supply numerous clinical examination reagents used in immunoserological diagnosis, clinical chemical diagnosis, virus diagnosis, and more. Immunoserological diagnostic reagents are used to diagnose abnormalities such as internal inflammation, cardiac infarctions, cancer, allergies, and the like.



Reagents for automatic analyzers

# Elastomers & Infrastructure Solutions

Utilizing the carbide chain that has been in place since our founding, the Division has been supporting safe and secure lives with a wide range of organic and inorganic technologies, including functional elastomers, special admixtures needed for infrastructure toughening, and corrugated pipes and fertilizers for agriculture.



### Chloroprene Rubber (DENKA CHLOROPRENE)

Chloroprene rubber is the first special synthetic rubber successfully commercialized in Japan with the use of proprietary technologies. Denka maintains the largest production capacity for chloroprene rubber in the world. As chloroprene rubber features an excellent balance of properties including heat resistance, ozone resistance and oil resistance, it is used in a wide range of applications from automotive to industrial components, adhesives, wet suits and medical gloves. Denka has developed new grades of chloroprene rubber meeting various needs.



DENKA CHLOROPRENE

### Shotcrete Accelerator (Denka NATOMIC)

Denka NATOMIC is a shotcrete accelerator mixed with concrete to obtain quick hardening property that hardens concrete in several seconds to prevent the collapse of bedrock at tunnel excavation construction sites. Denka NATOMIC takes an important role to keep tunnel construction sites and workers in safe, and has been applied for Shinkansen bullet train tunnels and road tunnels all across Japan. Denka has the top share of shotcrete accelerator market in Japan.



Tunnel spraying work using Denka NATOMIC

### Calcium Cyanamide

Ever since the company was founded, Denka has manufactured calcium cyanamide, which is both a pesticide and a fertilizer. Immediately after being added to soil, it serves as a pesticide, and then afterwards as a slow-release nitrogen fertilizer. One of its features is that it does not remain any pesticide residue. It contains lime, making it a multi-functional product that not only serves as a fertilizer but also helps improve soil. We see the various functions of calcium cyanamide as providing solutions in increasingly difficult farming environments, and we are continuing to develop new applications that meet modern needs.



Calcium cyanamide

### Underground Drainpipes (Corrugated Toyo Drain, RaRaSui)

Denka started manufacturing plastic drainage pipes in 1963, and has been contributing to the modernization of civil engineering ever since, from underground drainpipes for agriculture to tunnel and road construction. RaRaSui is an underground irrigation system that integrates water locks, drainage outlets, water supply basins and Toyo Drain underground drainpipes. By optimizing water management, RaRaSui enables the conversion of paddy fields to crop fields, generalization and direct sowing cultivation to achieve low-cost farming. It also supports the high quality and stable high yield of crops.



Toyo Drain

# Polymer Solutions

With an extensive product range from styrene-based performance plastics to food packaging sheets, synthetic fibers for wigs and hair pieces and chemicals such as POVAL, the Polymer Solutions Division supports people's lives, and strives to create a sustainable society across a wide variety of applications in the automotive, electrical, electronic, and food industries.



### High transparency resin (CLEAREN)

CLEAREN is used in a wide range of applications including beverage bottles, shrink wrap for toiletry products, good packaging containers, caps for cosmetic products and toys. It is a transparent resin with excellent impact resistance, and has various properties including special heat shrinkage behavior, high fitting and hinge (flex fatigue) properties, and surfaces that do not easily become sharp when fractured. Denka also proposes solutions for reducing environmental impact such as promoting the sorting of used PET bottles and utilizing recycled materials.



Usage example for PET bottle labels

### MS resin (DENKA TX Polymer)

DENKA TX Polymer is used in a wide range of applications, from the light guide plates used in LCD TVs and monitors to cosmetics containers and high-end goods. It boasts superior dimensional stability to acrylic and high light transmittance on par with acrylic, making it a transparent resin that is ideal for optical applications and products with strong design qualities. It also requires less electricity than acrylic during the molding process, and can help lighten products due to its lower weight.



Cosmetic containers using DENKA TX Polymer

### Heat-resisting additive (DENKA IP)

DENKA IP is used for automotive interior and exterior components as well as home appliances as a heat-resisting additive for ABS resins. When added, DENKA IP increases the heat resistance temperature of ABS resin, preventing components from deforming due to heat, and contributing to improved safety. It also helps reduce our environmental impact by making automotive components lighter and paint-free, by improving cabin environments by reducing VOC usage, and by producing heat-resistance ABS using recycled ABS materials for reuse in automotive applications.



Example of automotive interior use

### Food packaging material (Thermosheet BOPS)

Thermosheet BOPS are mainly used for food containers. In addition to their conventional use for supermarket food packs and convenience store boxed meal container lids, in recent years demand has increased in the areas of takeout and home delivery. The excellent transparency and anti-fogging properties of Thermosheet BOPS can enhance the marketability of the contents. The sheets can be made even thinner through Denka's proprietary molding process, which helps reduce container weight, cut CO<sub>2</sub> emissions and decrease waste.



Food container usage examples

# New Business Development

The Division promotes the creation of new businesses by collaborating with startups and establishing corporate venture capital (CVC) with the aim of strengthening new business creation activities for the next generation.

## Establishment of a Corporate Venture Capital (CVC) fund

Denka established a Corporate Venture Capital (CVC) fund with Pegasus Tech Ventures with the aim of creating new businesses and acquiring new technologies. By forming this CVC fund, we aim to accelerate the creation of new businesses through investments and business alliances with startups that possess cutting-edge technologies, products, business models, and business ideas. By combining the technologies and businesses owned by promising startups in Japan and overseas with Denka's unique technologies and other management capital, we are striving to create businesses that help solve social issues. We have dispatched employees to Pegasus Tech Ventures located in Silicon Valley, and we are dedicating ourselves to human resource development that improves investment skills and startup assessment abilities.



## Investing in a Korean startup to strengthen heat dissipation filler business

To enhance our development of next-generation heat dissipation materials, we have invested in Korean startup Naieel Technology through a CVC fund. Naieel Technology has established a unique thermochemical process capable of making high purity boron nitride nanotubes (BNNTs) at little cost and using little energy. It is developing a wide range of applications that use BNNT's high thermal conductivity and durability. We are coordinating with the company to jointly develop next-generation heat dissipation filler that can meet the high thermal conductivity needs of AI servers and semiconductor power modules.



## Strengthening next-generation electronics business by leveraging electrically conductive polymers

Through the CVC fund, we have invested in Create Value Co., Ltd., whose work with PEDOT/PSS electrically conductive polymer solution covers everything from undiluted solution creation to liquid formulation development. PEDOT/PSS is highly electrically conductive, transparent, and flexible, so there are high hopes for its use in a wide range of applications in fields such as the capacitor, next-generation display, flexible device, and renewable energy fields. By combining Create Value's PEDOT/PSS technologies with our own macromolecule synthesis technologies, we will jointly develop high-performance electrically conductive polymers, new applications, and manufacturing processes. Through the technological synergy between our companies, we will improve our responsiveness to the next-generation electronics market and accelerate our global expansion.



# Sustainability and Environmental Policy

Environmental problems are the most critical issues threatening the survival of ecosystems.

Under these circumstances, pursuing sustainability is essential for companies to meet their social responsibilities and continue their business, while at the same time improving the competitiveness of products and creating new business opportunities. Denka is committed to “achieving carbon neutrality by 2050,” “environmental conservation and minimization of environmental impact,” and “promotion of resource recycling” in order to create sustainable business value as envisioned in the “Mission 2030” management plan. In addition, we will promote “provision of products and technologies that help reduce environmental footprints from the viewpoint of LCA (Life Cycle Assessment).”

## Efforts toward carbon neutrality

Denka aims to become carbon neutrality by 2050. In addition, under the “Mission 2030” management plan, we will review the previously announced reductions and aim to achieve a 60% reduction in CO<sub>2</sub> emissions by fiscal 2030 (base year: fiscal 2013). We are currently considering and promoting a number of measures, such as expanding the use of clean energy, considering conversion to low-carbon raw materials, converting fuel of in-house thermal power plants, and reviewing our portfolio.



## Expansion of the use of clean energy

Denka has been constructing hydroelectric power plants since its founding and currently has 17 such plants (including plants owned by associates) with a maximum output of 140,000 kW. All hydroelectric power plants are natural inflow type power generation systems, which use the flow of river water to generate electricity and return the water to the river. These systems have a lower burden on the natural environment than dam type power generation systems. In addition, solar power generation facilities were newly installed on the premises of Vietnam and Chiba Plants in addition to the Shibukawa and Iesaki Plants. We are currently searching for candidate sites for new construction at our plants and Group companies in Japan. Denka will continue to increase its renewable energy ratio and reduce the environmental footprints of its production activities.



Oami Power Plant

## Environmental conservation and minimization of environmental footprint

Since COP26, the importance of coexistence with the natural environment has been increasing along with the response to climate change. Denka has set “Reduction of Environmental Impact and Conservation and Protection of Biodiversity” as one of its basic ESG policies, and is committed to understanding the impact of its corporate activities on biodiversity and working to conserve and restore it. Regarding biodiversity, we implement a survey to identify points of contact between corporate activities and biodiversity since fiscal 2022. Based on this survey, we have identified and evaluated the risks and opportunities posed by our corporate activities on nature and we are considering and implementing countermeasures. We plan to use the results in concrete environmental conservation activities with the assistance of related organizations and local natural environmental experts.



## Initiatives to address plastic issues

In March 2024, Denka and Toyo Styrene, an equity-method affiliate, completed a chemical recycling plant for used polystyrene within the Denka Chiba Plant and put it into operation. Its net CO<sub>2</sub> emissions, factoring in both CO<sub>2</sub> emissions reductions from its use of chemical recycling processes and new CO<sub>2</sub> emissions by the plant, are expected to be roughly 40% lower than existing simple incineration processes. Plastics are an irreplaceable part of our lives. However, their effects on the environment, including plastic leaking into the ocean, are becoming an issue. By promoting the chemical recycling of polystyrene, the Denka Group is committed to recycling plastic resources and environmental considerations.



# Social Contributions and Health Management

## Naming rights for Denka Big Swan Stadium

Denka has held the naming rights to Denka Big Swan Stadium (Niigata Stadium) since 2014. This is part of the Denka Group's social contribution policy, and while respecting the cultures and customs of countries around the world, we aim to contribute to their development through our activities rooted in local communities. Niigata Prefecture is home to Denka's Omi Plant (in Itoigawa-shi), its main manufacturing site, and Niigata and Kagamida Plants (in Gosen-shi), where we produce vaccines and test reagents, making it a region that we have had close ties with for many years.



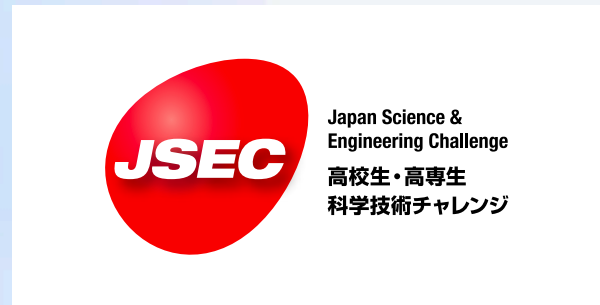
## Diversity, equity & inclusion

Amidst major changes in society, people's environments and lifestyles are also changing dramatically. Denka promotes diversity, equity & inclusion (a culture that mutually recognizes diversity, creates fair opportunities for all, and an organization where everyone is welcome and valued). We are working to foster a workplace environment, system, and culture where employees with diverse views can play an active role. As part of this effort, we continue to challenge ourselves to achieve higher corporate goals, aiming to increase the ratios of managerial positions held by women, experienced employees, and foreign nationals.



## JSEC

Since 2023, Denka has been sponsoring the Japan Science & Engineering Challenge (JSEC), hosted by Asahi Shimbun and TV Asahi. JSEC is a competition of independent science and engineering research results by high school and technical college students that aims to improve STEM education and nurture students' problem-solving abilities. The Denka Group strives to foster the development of the youth that will become the leaders of the manufacturing world of the future by supporting education, academic research, and culture based on its social contribution policy, actively supports the next generation of academic research, and contributes to cultural development.



## Safety measures

Denka strives to ensure employee safety measures throughout the Denka Group. We are promoting the development of rules and the creation of a workplace environment that is intrinsically safe, and we are visualizing the sources of danger in the workplace, inspecting equipment, and strictly enforcing work process rules from a third-party perspective in order to achieve zero serious accidents and disasters. We are also strengthening our employee training system and building an environment that can better support smooth communication in the workplace.



## tumugu sake made to support reconstruction efforts

As part of its support for the reconstruction effort following the Great East Japan Earthquake, Denka is making "tumugu" sake with the cooperation of a sake brewer. Since the disaster struck in 2011, Denka has been involved in volunteer activities to remove rubble and debris in Minamisanriku and other areas, and has started this initiative by supporting the restoration of farmland and stabilization of production in this area, where rice paddies were devastated by the tsunami. The name of the reconstruction support sake, "tumugu," was chosen by the employees who participated in the volunteer activities, with the hope that the sake will spin the thoughts of those who wish for the recovery of the Tohoku region and connect them to the future. Denka's fertilizers and agricultural materials are used in the cultivation of Hitomebore sake rice.



## Health management and workstyle reforms

An indispensable asset for a company is its people. Denka regards its employees as "human assets." In order to ensure that every employee can spend a comfortable and motivating working day, we are promoting system reforms to create "a workplace where people look forward to coming back the next day." We will continue our efforts to improve employee engagement by promoting workstyle reforms aimed at health management.



# Denka History

## 1915 Founding period Dedication to the corporatization of calcium cyanamide



Hokkai Carbide Plant



Acetylene lamp



Dr. Tsuneichi Fujiyama, the pioneer of the carbide industry in Japan

- 1916 Omuta Plant launched production of carbide and calcium cyanamide
- 1921 Omi Plant launched production of carbide
- 1942 Omuta Plant launched production of acetylene black

## 1945 Entry into the field of organic synthesis Organic development of the chemicals business



Fused carbide from electric furnace



Chloroprene plant (Omi Plant)

- 1949 Listed on the stock exchanges of Tokyo, Osaka, and Nagoya
- 1955 Capital participation in TOYO KAGAKU Co., Ltd.
- 1958 Established Gunma Kagaku Co., Ltd. (currently Denka's Shibukawa Plant)

## 1962 Expansion into petrochemicals Development of the styrene business



Chiba Plant at the time of its establishment (1960s)



Katori Plant of Denka Polymer

- 1962 Opened Central Research Institute (currently Denka Innovation Center)
- 1969 Opening of Isezaki Plant (former Fuji Chemical Engineering)
- 1979 Acquired shares in Toshiba Kagaku Kogyo Co., Ltd. (formerly Denka SEIKEN Co., Ltd.) from Tokyo Shibaura Electric Co., Ltd.
- 1980 Established Denka Singapore Pte. Ltd. (acetylene black production)

## 1985 Expansion into functional chemicals Deep cultivation of Denka's original management resources



Series of thermal management products such as various substrates and heat dissipation sheets



Fused silica filler for semiconductor encapsulants materials



Tower of the sun, which uses Denka CSA

- 1985 Shibukawa Plant launched production of HITPLATE, a high heat-dissipation electronic circuit board
- 1987 Chiba Plant completed production facilities for MALECCA, a styrene-based heat-resistant resin
- 1989 Established Denka Advantech Pte. Ltd. in Singapore (fused silica production)

## 1990 Business restructuring Specialization in core businesses



Shipping facilities constructed jointly with Sumitomo Osaka Cement Co., Ltd.



Polystyrene production plant of the joint venture Toyo Styrene Co., Ltd.



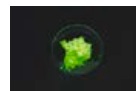
Head Office of Denka Singapore

- 1992 Shipping facilities constructed jointly with Sumitomo Osaka Cement Co., Ltd.
- 1996 Vinyl chloride business transferred to TAIYO VINYL CORPORATION, a joint venture with Tosoh Corporation and Mitsui Chemicals, Inc.
- 1998 Polystyrene business integrated with Nippon Steel Chemical Co., Ltd. and Daicel Chemical Industries, Ltd. to establish Toyo Styrene Co., Ltd.
- Formed business alliance with Sumitomo Osaka Cement Co., Ltd. in the cement business
- 2002 TOYO KAGAKU Co., Ltd. becomes a wholly owned subsidiary through share exchange
- 2004 Established Denka Chemicals Shanghai Co., Ltd.
- 2006 Denka Singapore Pte. Ltd. added manufacturing facilities for polystyrene, CLEAREN, and clear resin

## 2014 Second founding period A new starting line for the next 100 years



Denka Innovation Center



Sialon phosphor ALONBRIGHT

- 2009 Launched sales of sialon phosphor ALONBRIGHT
- 2012 Denka Singapore Pte. Ltd. launched production of DENKA IP heat-resistant resin
- 2013 Denka Advantech Pte. Ltd. launched production of TOYOKALON
- Established Denka Inorganic Materials (Tianjin) Co., Ltd.
- 2014 Established Denka Innovation Center
- 2015 Acquired the chloroprene business from DuPont
- 2020 Merged with Denka Seiken Co., Ltd.

## 2020 Taking on the challenge of COVID-19 Becoming a company that is truly needed by society



COVID-19 rapid antigen test kit



New Himekawa No. 6 Power Plant

- 2020 Obtained approval to manufacture and market a COVID-19 rapid antigen test kit in Japan
- 2021 Launched production of DELYTACT® injection, a G47Δ oncolytic virus for cancer treatment, at Denka's Gosen Plant on consignment from Daiichi Sankyo Co., Ltd.  
\* "DELYTACT" is a registered trademark of Daiichi Sankyo Co., Ltd.
- Obtained approval to manufacture and market a rapid antigen test kit for simultaneous diagnosis of COVID-19 and influenza virus in Japan
- 2022 New Himekawa No. 6 Power Plant, Denka's 17th hydroelectric power plant, launched operation
- Decided to withdraw completely from the cement business
- Signed an agreement with SCG Chemicals Public Company Limited of Thailand to establish a joint venture company to manufacture and sell acetylene black
- Announced a new vision and the "Mission 2030" management plan from fiscal 2023

## 2023 Toward the future Denka's goal for the new future

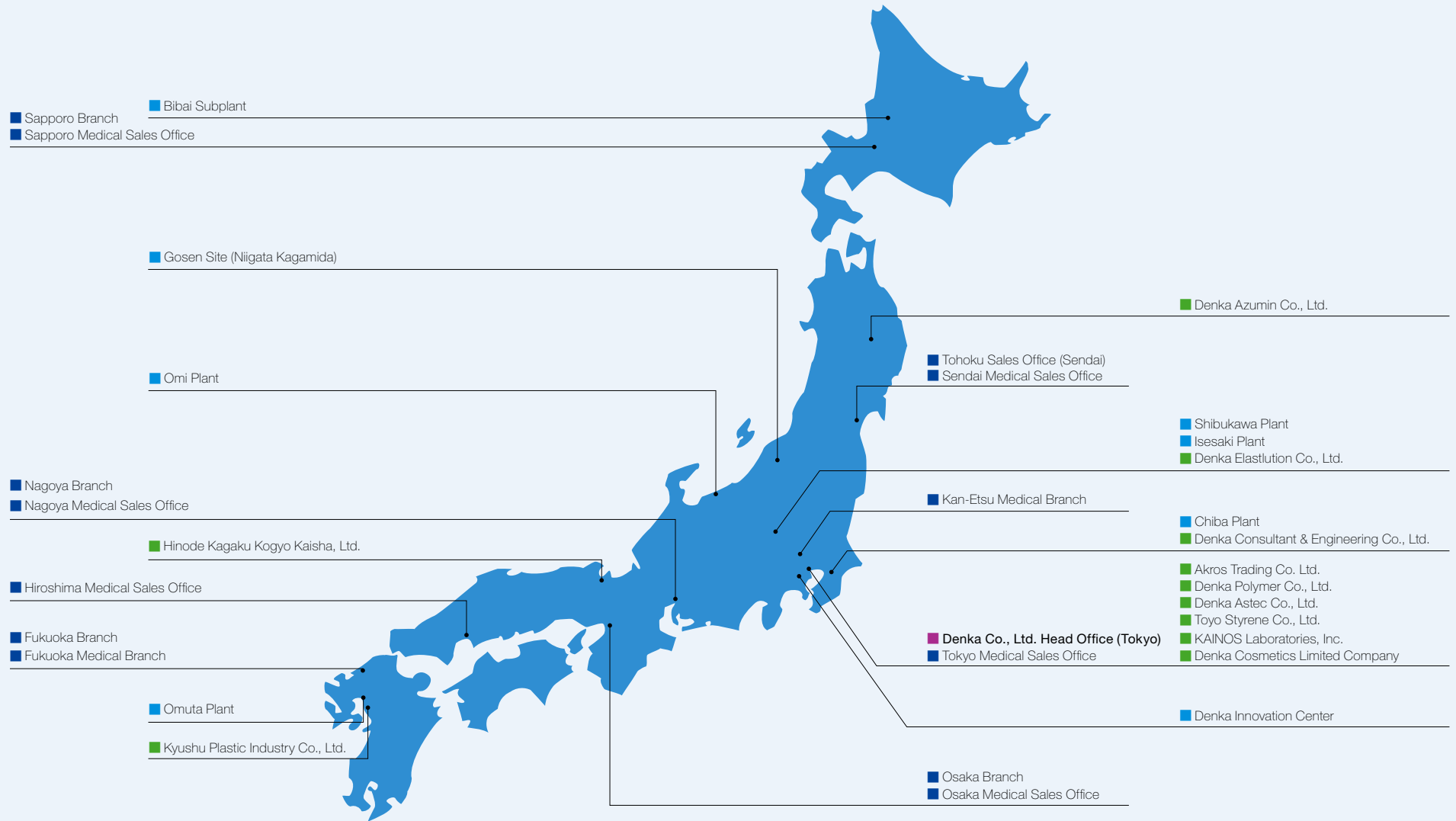
- Started a new vision and the "Mission 2030" management plan  
\* Please refer to pages 3 and 4 for details.
- 2026 Closed Ofuna Plant
- KAINOS Laboratories, Inc., an in vitro diagnostic reagent company, becomes a wholly owned subsidiary
- 2027

# The Denka Group's Network of Operating and Production Sites Spanning the World

[Click here for more information](#)

## JAPAN

■ Head Office ■ Marketing Units ■ Production and Research Sites ■ Group Companies

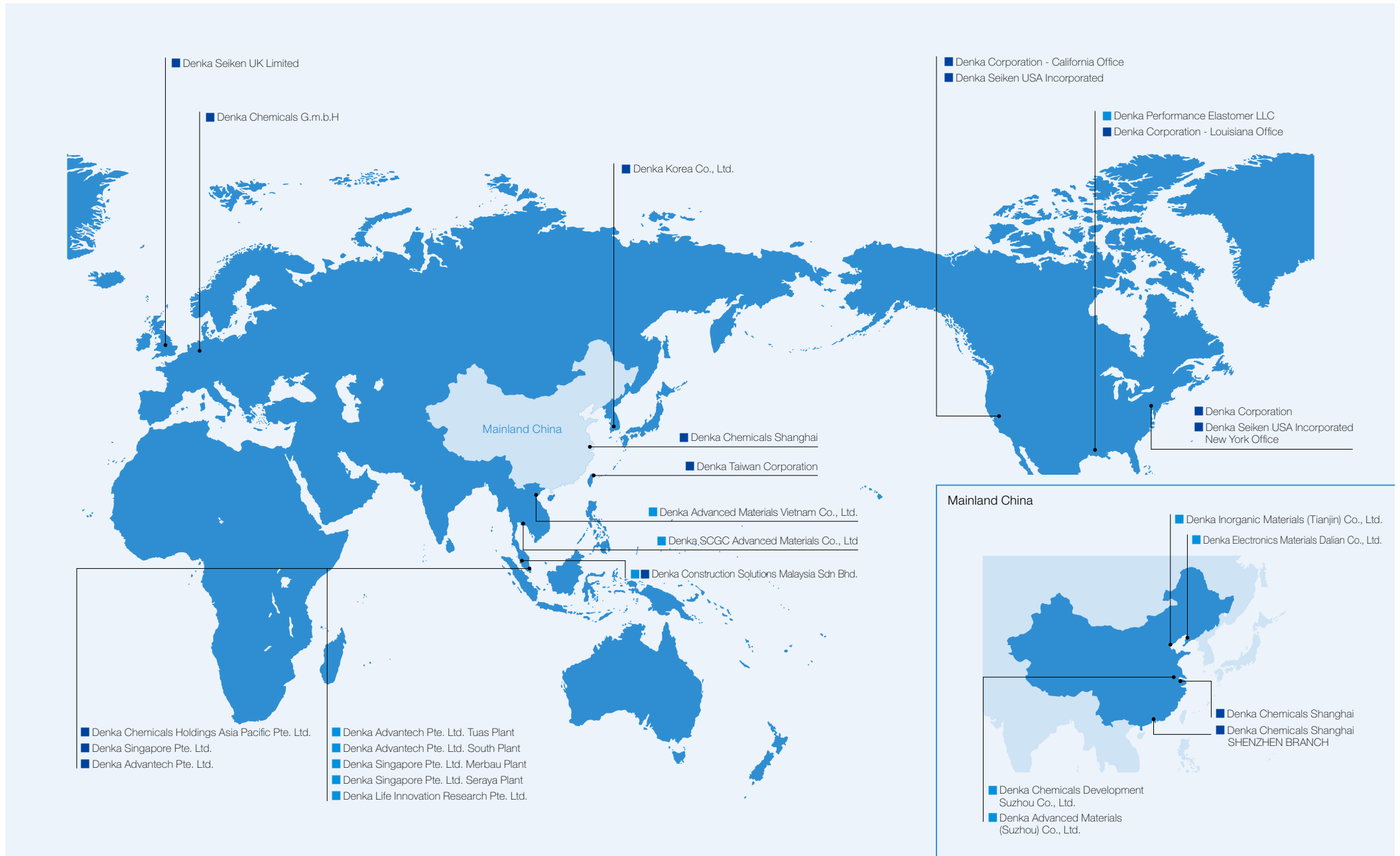


# The Denka Group's Network of Operating and Production Sites Spanning the World

[Click here for more information](#)

## GLOBAL

■ Marketing Units (Group companies overseas) ■ Production and Research Sites



# Denka Company Limited

Denka Company Limited

1-1, Nihonbashi-Muromachi 2-chome, Chuo-ku, Tokyo 103-8338, Japan

Established: May 1, 1915

Paid-in Capital: ¥36,998 million (as of March 31, 2025)

Number of employees: 6,542 (Consolidated),  
4,369 (Non-consolidated) (as of March 31, 2025)



Publication: April 2026