which represents prosperity for business and agriculture alike

Gunbai is short for "gunbai uchiwa," a military fan used by Japanese commanders to direct troops from the late middle ages to the early modern period. In modern times, it is used by referees in sumo matches. Why is this the "Gunbai Column"? Denka's history with the Gunbai symbol dates back to the beginning of the Showa era (1926 – 1989).

At the time, sales of lime nitrogen were sluggish, and one of the plans to rectify this situation involved creating a trademark that would appeal to customers. Kihei Abe, a member of the Commercial Affairs Section, was ordered to come up with a design. While struggling to come up with an idea, Abe heard one of his colleagues mention that he was going to see a sumo match. In that moment, an image of a gunbai flashed into Abe's head. Due to their association with rich harvests, gunbai are auspicious symbols for farmers. Abe immediately ordered an artist to draw up the design, which was eventually adopted by the company. The Gunbai symbol was added to one product after another, and these were shipped to agricultural communities across the land.

Since then, the gunbai symbol has become a familiar sight to Denka employees. One of Denka's in-house newsletters, which was first published in 1959, is also named "The Gunbai." The creator of this newsletter, Ichiyo Kubo of the Osaka Sales Office General Affairs Division, commented, “The Gunbai symbol represents the growing field of electrochemistry and a connection between all of our staff.” A portion of The Gunbai is still delivered to staff online today. The times might change, but the Gunbai remains a symbol of the bond shared by Denka employees.
Challengers for Denka Value-Up

“The Near Future” of our Specialties That Continue to Evolve

In line with Denka’s management plan, “Denka Value-Up,” we are aiming to “become a specialty-fusion company with a strong global presence.” What kind of specialties do we possess now at Denka, where we take bold steps towards unknown possibilities in science? Here we introduce some examples.

**Infuenza vaccines, diagnostic kits**

We have been producing vaccines for around 70 years, and diagnostic kits for 50, which have continuously helped to protect people’s lives.

**Ultra-high purity acetylene black**

This is used as a conductive material in rechargeable lithium-ion batteries and solar panels, contributing to efforts to reduce global warming.

**NATMIC Series**

These products greatly contribute to less efficient and more efficient engines through their quick setting and for construction to task efficiency.

**Evolmer®**

The first new high-performance elastomer in over 30 years. Among other features, it offers incredible durability and low exothermicity.

**Cold-resistant, thin-wall harness tape**

The thinnest vinyl tape in the industry for bundling up wiring harness in automobiles. It contributes to weight savings.

Life Innovation, Business Promoting Dept. In 2017, I was involved in the development of a joint venture company that provided a service testing for cancerous gene mutations, and currently consider strategies to expand Life Innovation even further. I am working with the research department, exploring new products along with the Polymer & Processing Technology Institute.

**Infrastructure & Social Solutions**

Special Ceramic Additives Dept. The first new high-performance elastomer is now being used in 60 countries around the world.

**Electronics & Innovative Products**

High Functional Films & Adhesives Dept. After a period at Denka Infrastructure Technologies in Singapore, I returned to Japan. I am currently working with the research department, focusing on next generation special cement additive products to improve the quality of our concrete even further.

**Elastomers & Performance Plastics**

Elastomers & Performance Plastics, Elastomers Dept. My main responsibilities currently include sales of neoprene rubbers in the Taiwan and Vietnam regions, and development of the Evolmer® market. While working with the research department, I am also involved in the development of new products along with the Polymer & Processing Technology Institute.

**Living & Environment Products**

Advanced Tape Dept. During this period of rapid change in the automotive industry, I am working to increase the global share of our Wire Harness Vinyl Tape for automobiles, and also working towards the development of new products along with the Polymer & Processing Technology Institute.

See the next few pages for our talk session with all of these young employees about the future of our specialties!
Talk Session

Each and every person has their own area of specialty. By bringing together all five of our divisions, we can open up new possibilities.

Towards the realization of the management plan, “Denka Value-Up,” Denka aims to focus on two goals; “accelerate growth of specialty businesses” and “specialize our key operations.” Employees at each base are continually attempting to specialize further, but what is important to succeed in producing specialty products?

We invited Director Imai from the Denka Value-Up Promotion Dept. to act as a facilitator and talk to these young employees from our five different divisions.

Considering what to make is not the only way of specializing

Imai What is everyone currently doing towards further specialization?

Marumoto As a sales representative, I am involved in the development of new wire harness tape products for automobiles. The automotive industry is currently undergoing huge evolutions such as automation and electrification. I gather information from close talks with our customers, and share everything I learn with research departments. I am constantly considering how best we can leverage the skills our company possesses.

Hata I am involved in the development of new adhesive products, also in the field of next generation automobiles. During this period of increasing demand for lighter components, there has been a rapid move towards multi-material car bodies. To reduce CO2, there has been a strong need for lighter parts. However, if the business environment changes, new features will be required from special additives. I think it is essential that we foresee the needs of the future and avoid getting caught up in fixed ideas.

Imai One of the characteristics of the medical and health care fields is that our division is involved in what is totally free of economic trends. However, our sales are still relatively low when compared to the rest of the Group. In the future, as well as developing new business areas through initiatives such as open innovation, it is necessary that we make use of the expertise and technology in our Group and expand our business. In that respect, I think it is really important that we explore many possibilities in the future, leaving behind the status quo.

Chen In 2019, our division started sales of the first new elastomer in nearly 30 years. Making use of its strengths in highly dynamic environments, we are expecting it to be used in industries such as iron and steel. I think we can continue exploring new avenues from a wide variety of angles, asking questions such as what values and possibilities businessperson can provide, and how we should make...
In our five completely different divisions, we each have unique technology and expertise. There is also the cross-sectional Divisional Automotive Materials & Solutions Dept, which helps with new ideas in the field of next generation automobiles, for example. If we can bring together the strong parts of each of these fields, I believe we can produce totally new things.

Note: In the automotive field, new adhesive products usually take more than five years to be implemented. As a result, sales don’t progress, so all members of the sales team gather the other day to talk about what we can do in response to this problem. As I like musical instruments, I suggested that maybe we could find some way into the musical market, or maybe something related to familiar furniture or building materials. Of course, it would be surprising to find the perfect area to develop our specialties in right away, but I have a hunch that by sharing our ideas with each other, something new will be born.

Kumora

Definitely, regardless of years of experience or division, it is important to have opportunities for various kinds of discussion. It does not even have to be on a set topic. I feel that connections, between people in different divisions often lead to innovative sparks soon after. Initially, I think it is important for us not just to look at technology within our own company, but also to keep our eyes out for things going on outside. In sales, there is a tendency for every day to get choppier handling all of the customers. Recently, even if I have to force myself, I try to make time and go to exhibitions and academic conferences. There are a lot of products that started with a small idea but have turned into big hits. In order to broaden our field of view, it is essential that we also understand trends outside of our own field of business.

Ozawa

I think considering things by yourself sounds easy, but is actually remarkable difficult. Currently, I am talking to lots of customers with a view to developing new uses for elastomers, and even though I have studied my field in great detail, there are times when I do not know what to say in response.

In order for dreams not to remain just dreams and to open up new possibilities, as everyone else has said, I feel that continuing to bring in expertise and technology from outside of the company is also indispensable.

Imai

Megatrends, technology, needs—these three things are important components when developing our specialties. However, what is in question is whether we can create a "story" using all of them, without leaving a single one out. There are products that are born from seeds, and there are also products that match social situations. I believe there are also products that resolve the issues of particular customers. Whatever the origin is, if we do not ask questions such as "what in society are these products contributing to?" which of Denka’s strengths are we making use of? and "what can we make possible for our customers?" and produce this story, there is no way they will continue to be innovative products. This can be said not just about new products, but also existing ones.

Making use of our company’s strengths in a wide range of business areas, I would like everyone to come up with their own stories.

Everyone must have their own area of specialty.

Imai

Finally, what do you think following this talk session?

Kumora

I felt that considering my own field of specialty was important. In order for us to “become a specialty-fusion company with a strong global presence,” in line with Denka Value-Up, I think it is essential that all employees are facing in the same direction. While considering a story that incorporates megatrends, technology, and needs, everyone individually clarifies the expectations of them, and what it is they must do, applying this to customers’ needs and market trends, I think Denka will become even stronger. I think that all employees in our company are people who can achieve that.

Imai

One’s own field of specialty—that’s an interesting thought. I think mine is cheerfulness. Until July of this year, Denka was relatively unheard of in Singapore, where I had been appointed. However, when we approached people cheerfully, everyone was willing to accept us. I was really happy.

Marumoto

In that sense, I guess my specialty is being a sort of buffer. I feel that not everyone in the company has to be totally creative. I think people who are able to look around them are also important.

Chen

I am originally from Taiwan, so I have a lot of questions about things that most Japanese people might consider to be “the norm.” For example, the tendency for Japanese people to be a bit ambiguous. It might be to protect other people’s feelings, but when delivering instructions, I can end up having a little bit of an advantage. I think it might be useful from the point of view of developing work-style reforms, too.

Pasta

I have been involved in adhesives ever since I joined the company. I think building up experience and realizing the development of new products is probably my unique specialty.

Denka

The products that everyone is involved with have been continually built up over a hundred years of predecessors. We must also make and leave behind specialty products for our successors—those who join the company in the future. If everyone gets involved with the confidence that they have their own area of specialty, we will definitely be able to become a specialty-fusion company with a strong global presence. This is what I believe.
Don’t Knock It Before You Try It

Tetsuya Bessho
Actor

Born in 1965. Made his acting debut in the musical ‘The Fantasticks’ while studying at Keio University. He went on to perform in a wide range of productions, including the US-Japan joint film ‘Solar Crisis’, the play ‘Les Misérables’, and the musical ‘Miss Saigon’. In 1999, he founded the Short Shorts Film Festival, for which he received an award from the Commissioner for Cultural Affairs. He is also a regular on J-WAVE TOKYO MORNING RADIO, which features a Denka-sponsored segment called Denka MORNING VISION (Mondays to Thursdays, 7:40 – 7:45).

From business to acting, all because of Tarzan

You might say that getting into acting was an innovation. Most of my relatives are bankers, so I grew up with the intention of joining a trading company. That all changed during my university years. In order to improve my English, I decided to join an English drama club. That’s where I learned the joy of expression. The role of Tarzan made me consider questions that had never crossed my mind before, such as “What is civilization?” or “What does it even mean to be human?” I came up with my own answers and used my performance to share them with the audience. This experience was so fascinating that I decided to pursue a career in acting. Naturally, my parents were against it. They didn’t believe I could do it. I had my own doubts of course, but in the end, my desire to pursue acting outweighed those doubts.

After graduating from university, my actions were bold. I tried out at various auditions and eventually secured a role in the US-Japan joint film ‘Solar Crisis’. I traveled to America for the shooting and ended up staying there for about one and a half year. In America, I learned two important life lessons. The first is “If it doesn’t exist, make it from scratch.” In Japan, we tend to create new things by building on or improving on the works of others. In contrast, there’s a different mindset in the US. For example, if they want to express something but lack the tools to do so, they’ll simply say, “Okay, let’s make some new tools.” Then, they’ll boldly spend their budgets, and the director, actors, and production staff will collaborate to realize a new idea. The US has long been a source of new technologies and culture, and I believe this is partly due to their willingness to create something from nothing.

The other lesson was “Don’t knock something before you try it.” One day during that period, a friend of mine invited me to a film preview. At first, I wasn’t even sure if it was worth my time. However, when I reluctantly accompanied my friend to the festival, I ended up being completely blown away. In just a few minutes, I discovered multiple works that completely shook up my values. I realized just what a small world I had been living in so far. Based on this experience, I gained a new dream: to host an international short film festival in Japan. I imagined that there were many people like me who disliked short films without even giving them a chance. So, starting from scratch, I created a new venue to convey the charm of these films. Some people were worried about my acting career and advised against this project, but once again, my desire to pursue this dream outweighed my doubts.

Create things from scratch. Don’t knock it before you try it. And do things with passion. Those are my rules for innovation, and I’m going to continue taking on new challenges.

Don’t Knock It Before You Try It

No.02

Tetsuya Bessho
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Create things from scratch. Don’t knock it before you try it. And do things with passion. Those are my rules for innovation, and I’m going to continue taking on new challenges.
Special cement additives are mixtures that cover the shortcomings of cement and concrete. For example, the concrete used to harden soil and rocks in tunnels usually takes 2-3 hours to set. However, with Denka’s special cement additives, this can be shortened to a few seconds. We have a 95% domestic market share in this field, and our special cement additives are used in most tunnels in Japan. Denka began selling special cement additives in 1968. Before that, construction sites around the world were plagued by cracking, a major drawback of concrete. The Special Cement Additives R&D Center in Denka’s Omi Plant solved this problem. Even today, they are continuously carrying out experiments with cement, concrete, and special additives to create new functionality.

Denka’s special cement additives have a wide range of functions to meet the needs of every construction site, including expandability, rapid hardening, shrinkage prevention, and high durability.

**Expansion**
- Denka 350: Expands to prevent cracks
  - A special cement additive that expands to prevent cracks. It is used to prevent cracking due to drying shrinkage and autogenous shrinkage.

**Reinforcement**
- Denka 2500: Strengthens at 3x the speed
  - A special cement additive that strengthens hardens concrete. Since it only needs to be mixed in, no special machinery is required. It is resistant to vibrations and contributes to safety during construction.

**Quick setting**
- Denka Nano: Quick setting
  - Immediately hardens concrete after being sprayed on

**Quick hardening**
- Denka Nano: Quick hardening
  - Quickly repairs water leaks due to cracks

**Overcoming the shortcomings of concrete and cement by adding the additives**

1. Add a special cement additive to cement, concrete, or mortar and mix well.
2. Measure how fast the mixture sets and how strong it becomes.
3. Improve the composition of the special cement additive based on the results of the previous step.

**Fixing**
- Denka Quick Capsule: Fixability
  - A special cement additive used to reinforce existing concrete. Using it in older tunnels helps prevent against the dangers of deterioration.

**Joining**
- Denka Hardloc: Adhesive
  - Reduces water leakage from cracks

**Time variable**
- Denka Setter: Workability
  - A special cement additive that allows one to adjust the setting time. It can be freely set to anywhere between two hours and twenty-four hours, allowing workers to spend more or less time depending on the difficulty of the task.

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Amazing the World with Innovation

Kuala Lumpur, the capital city of Malaysia. Here, special cement additives were used to construct the longest headrace tunnel in Southeast Asia, which draws water from a source 45km away over a 1,200m mountain.

Hydroelectric Power Plants

The higher the building, the more durable it needs to be to remain safe. Denka Power CSA is used to prevent cracks in concrete frames and Denka Σ2000 to strengthen pillars on lower floors.

Tunnels

Tunnels are dug through soil and rock. The spray-on accelerator Denka Natmic Z is used to rapidly harden concrete, and Denka ES is injected into the soil to prevent collapses.

Bridges

Bridges need to endure the vibrations of cars and trains and the pressure of water, so periodic maintenance is essential. Denka Hardloc is used to repair cracks, and Denka Tascon is used for cross-sectional repairs.

Airports

Haneda Airport’s fourth runway was built on a pier facing the ocean. The pier was constructed with SUQCEM ultra-high-strength fiber-reinforced concrete, which is five to eight times stronger than regular concrete, to prevent salt penetration.

Castles

Osaka Castle

The Denka re-alkalization method was used on about 5,000 square meters of the outer wall of Osaka Castle, the symbol of Osaka. We contribute to maintaining historic buildings by protecting concrete from deterioration due to neutralization reactions.

Pick Up!

Pick Up!

Denka’s Eco-friendly Hydroelectric Power Plant

We are promoting the expansion of clean energy sources, taking the initiative in protecting the environment, and aiming to contribute to the development of a sustainable society. Currently, we operate fifteen (ten solely-owned, five jointly-owned) hydroelectric power plants in Niigata and Nagao Prefectures. In FY2018, these plants generated approx. 130,000MW, which is enough to power approx. 200,000 households. Construction of two new power plants is currently underway, and once they are put into operation, we expect to be able to reduce CO2 emissions by approx. 35,000 tons per annum.

Long-term Outlook for Renewable Energy (Power Generation Capacity)

See next page for further details on the construction site!
Construction is underway on water tunnels for the Shin-Himekawa No. 6 Power Station. According to Mr. Sugimori, a manager at Kurobegawa Electric Power, this project will accelerate the construction of hydroelectric power plants in Japan.

Hydroelectric power generation emits almost none of the greenhouse gases responsible for global warming, so it is expected to become increasingly popular as a clean power alternative. However, there was one major obstacle for hydroelectricity in Japan: geology.

Drilling water tunnels through mountains is an essential part of building hydroelectric power plants. However, many of Japan’s mountains are geologically unsuitable. In some countries, where mountains tend to be made of harder rock, the TBM method can be used to rapidly drill tunnels, but this method is less effective in Japan. The NATM method is far more suitable for Japan’s geologically complex mountains, but it takes significantly longer.

To solve this problem at the Shin-Himekawa No. 6 Power Station construction site, they used a NATBM excavator, which combines the TBM and NATM methods. This new technology was jointly developed by the Kajima Corporation and Komatsu. “The technology to safely and quickly drill water tunnels is essential for expanding hydroelectricity in Japan. Thanks to the NATBM excavator, we can now count on safe, quick construction,” explains Mr. Sugimori.

Construction is proceeding steadily, and the power plant is expected to go into operation in April 2022.

Messrs. Nishioka, Kasakawa, and Shigenaga from the Kajima Corporation say that this project would be impossible without Denka’s special cement additives. Denka Natmic Z, which boasts high strength even when thinly sprayed, and Denka PF Mortar, which has low dust rebound, are used as spray-on quick setting agents together with the NATBM excavator. Special cement additives, which are used at construction sites around the world, are some of Denka’s most well-known products. “They were indispensable for this project, which is a touchstone for the expansion of clean energy in Japan,” explains Mr. Nishioka.

The three men also agree that special cement additives have contributed to solving some common worksite problems. There are two points in particular: Reduction of unnecessary spraying is eco-friendly, and reduction of dust helps prevent pneumoconiosis in workers. Thanks to the benefits provided by these products, construction workers are able to continue taking on new challenges. Perhaps Denka’s mission is to help fulfill the demands of construction sites.
Creating the future of construction sites by pursuing high value-added products

“Our strength is customization according to site requirements,” explains Mr. Igarashi, Senior Researcher at the Cement and Special Cement Additive Research Laboratory. Special cement additives are used at many different types of construction sites, including tunnels and dams. In order to develop products that can solve problems at every site, the Cement and Special Cement Additive Research Laboratory is constantly conducting experiments to enhance functionality. “The important thing is getting feedback from workers. When we have a prototype, we visit a site and test it together. This allows us to make quick improvements and customize products according to site specifics.” This speed is what has allowed Denka’s special cement additives to claim such an overwhelming share of the market.

On the other hand, Mr. Igarashi, Manager of the Special Cement Additives Dept., says that special cement additives still have room for improvement. Currently, work-style reforms and re-construction initiatives for solving labor shortages on construction sites are on the rise. “If fully autonomous machines are developed, special cement additives will need to be made even simpler and safer to use. Rather than being satisfied with the status quo, we must constantly pursue new possibilities. That is the key to unlocking a new future for special cement additives and construction,” explains Mr. Igarashi.

In 2018, the special cement additives business celebrated its 50th anniversary. In other words, they have been solving problems and supporting construction sites around the world for over half a century. “We will continue to take on new challenges to provide even higher value-added products in the future.” The eyes of these two men are shining with inner passion, like the special cement additives playing a role in tunnels all over Japan.

NATBM Excavator

Swapping in separate TBM and NATM machines for a single job can take anywhere from several weeks to several months. However, the NATBM can be switched from TBM mode to NATM mode and vice-versa in a mere 1.5 days, greatly reducing construction time. Swapping in separate TBM and NATM machines for a single job can take anywhere from several weeks to several months. However, the NATBM can be switched from TBM mode to NATM mode and vice-versa in a mere 1.5 days, greatly reducing construction time.

On the other hand, the NATM Excavator can be switched in 1.5 days. After excavation, the excavation area is naturally flooded. Underwater support can be installed in 1.5 days, thus reducing construction time.

TBM Mode
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TBM Mode
NATM Mode
TBM Mode is used for hard ground. An optimal support pattern can be selected based on the type of ground. NATM Mode

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NATM Mode
NATM Mode
NATM Mode is used for soft ground. An optimal support pattern can be selected based on the type of ground.
I love cooking and yoga!

I joined Denka in 2015. As an administrative manager, I am responsible for areas of work such as general affairs, HR, and IT, and also support financial work. Recently, I have been promoting the creation of QMS.

As a part of Denka's Corporate Philosophy, I am striving for initiatives that reduce the burden on the environment such as the construction of hydroelectric power plants. In China, which is facing a number of environmental issues, the way Denka tackles things becomes an example for other companies. I am proud to be able to work at a company that has such a high sense of social responsibility.

The thing I have felt most strongly every day since coming here is the sense of belonging I feel as a member of the Denka team. I have had exchanges with various different kinds of people. It has been a fast four years since I started working here. In that time, I have had the opportunity to work in various areas such as the general affairs in the DCUCA office and the preparation for various exhibitions and also contributes to departments such as HR and IT.

I joined the company in 2015. She is involved in the logistics of Denka Seiken products, and as a member of the Administration Department, she is responsible for areas of work such as general affairs, HR, and IT, and also supports financial work. Recently, she has been promoting the creation of QMS.

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I am quite diligent.

I joined Denka's sales department in 2014. I am involved in the production of new products including the improvement of existing plants. My current workplace is the development of new projects including the improvement of existing plants. I am quite diligent.

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