Possibility of Chemistry

Our work introduces new value for the future.
It makes tomorrow brighter for people and the planet.
Since our founding in 1915, we have challenged ourselves
to improve society and the world,
leveraging Denka's unique strengths unmatched by any other.

Fusing more than 110 years of expertise with cutting-edge technology
unlocks new possibilities in chemistry.
We anticipate the needs of the future and create new forms of prosperity.

Developing advanced materials for the environment and energy
and achieving breakthroughs in life science,
we respond to ever-diversifying challenges,
enriching society and lives through the power of chemistry.



Denka

Denka Co., Ltd.
Nihonbashi Mitsui Tower, 2-1-1, Nihonbashi-Muromachi
Chuo-ku Tokyo 1038338 JAPAN
www.denka.co.jp

Östersund, Sweden

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Denka

The Denka Way

Autumn 2026 Vol.28



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A Challenge to Evolve

Lighting the Path to Denka's Tomorrow

Pursuing Evolution in China and Taiwan

Competition and Co-creation Intersect for New Value Creation

Denka operates six locations across China and Taiwan, where 250 employees work in production, research, and sales. What sort of work are they doing, and what strategies guide it? The feature explores Denka's present initiatives in the region.







History of Denka in China and Taiwan

1916

Fushun Plant established as Denka's first overseas production site. Begins carbide production, adding calcium cyanamide and ammonium sulfate the following year.



Fushun Plant

1935

Taiwan Denka established. Produces carbides, calcium cyanamide, ferrosilicon, and other products.



Taiwan Denka Keelung Plant (Pictured 1936)

1938

Denka joins management of Manchuria Denki Kagaku Kogyo.

1945

Locations in China and Taiwan seized following World War II.

1972

Reinvigoration of trade with China prompts heavy exports.

2004

Denka Chemicals Shanghai Co., Ltd. (DCS) established.

2006

Denka Advanced Materials (Suzhou) Co., Ltd. (DAS) established.

2010

Denka Chemicals Development (Suzhou) Co., Ltd. (DCD) established.

2013

Denka Inorganic Materials (Tianjin) Co., Ltd. (DIT) established.

2014

Denka Taiwan Corporation (DCT) and Denka Electronics Materials (Dalian) Co., Ltd. (DEMD) established.

Interview

Accelerating “Greater China Speed”: Unlocking New Potential at the Gateway to Global Markets



Satoshi Miyahara

Head of China Region Businesses
General Manager of
Denka Chemicals Shanghai Co., Ltd.,
Denka Chemicals Shanghai Co., Ltd.
SHENZHEN BRANCH, and
and Denka Taiwan Corporation

China as a major consumer and production base; Taiwan as a hub of leading semiconductor technologies

What is the significance of the China-Taiwan market for Denka?

China and Taiwan are an important market in terms of Denka's global expansion. Taiwan is home to some of the world's most advanced semiconductor technologies, while mainland China is a major consumer base, with a population of around 1.4 billion people, and production base whose goods are exported worldwide.

In particular, mainland China represents not only great demand but upholds global markets by manufacturing various goods. India and other locations are attracting attention as growth markets, but developing the necessary infrastructure and frameworks takes time. It is unlikely that China's role in global manufacturing will change any time soon.

That is why it is so vital for global expansion to ensure adoption and continued successes for Denka products in this market.

From accomplishments in Taiwan, to mainland China, to the world

What is your vision for expanding Denka's presence?

Taiwan's marketplace role can be summarized as the "World's Foundry."* In this market, home to the world's most advanced semiconductor technologies, it is essential to earn customer recognition and have our products adopted in their specifications. The field of advanced technology is almost like a game of musical chairs. If you can get one of the open seats, you gain leverage with leading next-generation developers and can become involved with customers from earlier stages of development. From the mass production stage, production expands to mainland China, and products manufactured there are then supplied worldwide. Having products listed in specifications in Taiwan, becoming involved in development, production expanding our presence in China, then reaching the world with our products while continuing to meet new advanced technology needs in Taiwan is the cycle we aim to achieve.

China has also continuously provided new applications through which to contribute, such as the "low-altitude economy," including drones, air mobility, and related services. Our acrylic adhesive HARDLOC has found success in a wide range of uses including drone components and in camera lenses for medical equipment and other devices. We are also expanding our range of products to help increase production efficiency for customers, such as our high-thermal resistance temporary bonding material, TBM, for use in semiconductor production.

At the same time, local manufacturers' technological capabilities are improving, and domestic production is expanding. It is important to compete not only in terms of cost and scale, but by continuing to develop the added value only Denka's specialized expertise can provide.

What is most important to remaining competitive?

The key is "Greater China Speed." Development cycles in China and Taiwan move quickly, and customers require swift responses. If you can't keep up, you'll miss out on the next opportunity.

That is why it is essential to have local staff who can help navigate the local language, culture, and business customs. We also leverage research and manufacturing bases in China to incorporate specific local requirements into our development and production cycles. Our physical proximity to the market, which aids both information acquisition and speed, also helps us deepen our relationship with customers.

Bringing Denka products to the world

What message would you like to share with employees and other stakeholders?

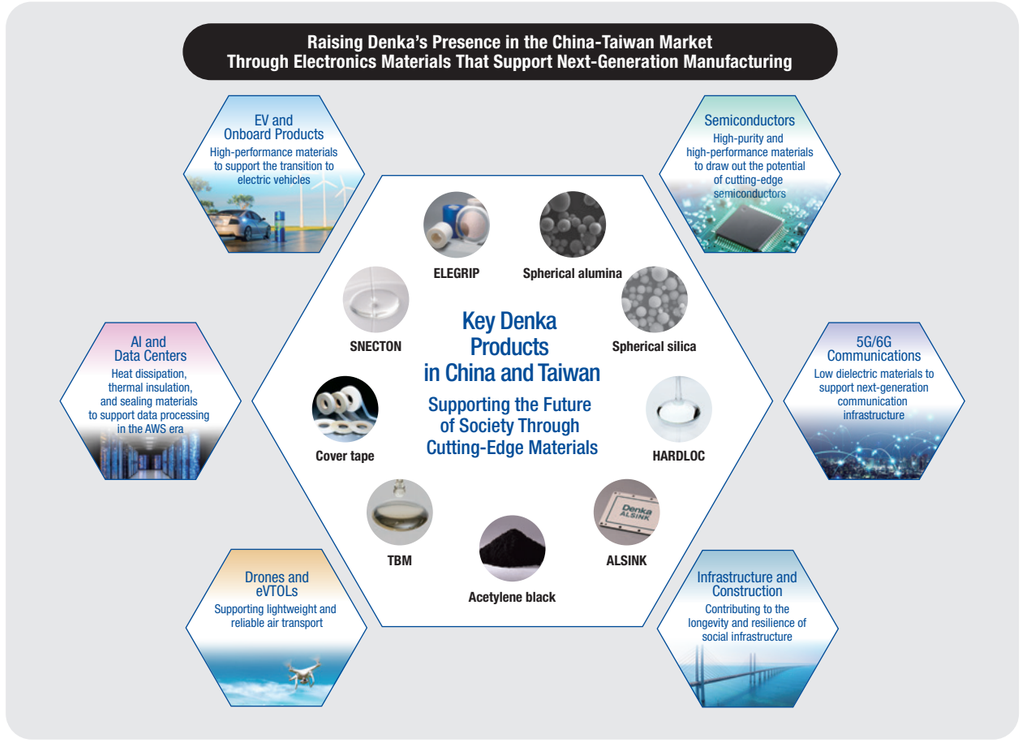
We aim to earn market trust and become a preferred materials provider in the region by continually enhancing our products and services to meet local needs. In doing so, we aim to both secure a stable revenue foundation and provide a launching point for future expansion and growth. There are many points we must remain aware of as a foreign-affiliated company, including China-US trade frictions, increasing domestic production, transfer pricing, and regulations regarding hazardous chemical agents. We will advance our businesses while working with local operations and adjusting to all marketplace and regulatory developments.

The Taiwan and China-based Circular Business Model



*"Foundry" in semiconductor contexts refers to entities that produce chips to power IT equipment, consumer goods, and vehicles, for external companies.

Raising Denka's Presence in the China-Taiwan Market Through Electronics Materials That Support Next-Generation Manufacturing



DCT, a Sales Base Taking on the Challenge in the Cutting-Edge Marketplace of Taiwan

As a sales base focused on semiconductor manufacturers, DCT provides SNECTON and silicas for semiconductors and CCLs,* along with ELEGRIP TAPE for semiconductor grinding and dicing. In FY2026, DCT expanded its orders by eight times compared to FY2021, demonstrating rapid growth.

Supporting this growth is the ability to keep pace with the fast-moving Taiwanese market and persistence in being listed in customer design specifications. SNECTON has been adapted into advanced semiconductor packaging in the AI server field. DCT is currently advancing next-generation research opportunities while continuing to offer products with advanced low dielectric performance. DCT plays a key role in connecting Denka's research capabilities with Taiwan's development speed.

*CCLs: Copper clad laminates (motherboard materials with copper laminate bound to both sides)

SNECTON Taiwan Successes and Path to Current Growth

- STEP1 Market development beginning in 2022; provision of samples to CCL manufacturers
- STEP2 Receiving feedback from manufacturers
- STEP3 Collaborating with research and engineering (via Denka Innovation Center)
- STEP4 Sample manufacturing and revision over 2–3-year period; customer evaluation
- STEP5 March 2024: First application in AI servers
  - 2026: 800% order increase in electronics materials compared to FY2021
- STEP6 February 2025: SNECTON enters the market



Lǐ Hé Xiàn (David)

President, DCT

Leveraging Successes for New Market Development

Working with development of advanced materials in my previous role imbued me with profound appreciation for Denka's development capabilities. While development processes in Taiwan move extremely quickly, the quality provided by Japanese chemical science expertise is an asset. Our role is to combine these elements in proposals that address customer needs all the way to the production process. Moving forward, we plan to leverage our successes in Taiwan in taking on challenges in new markets.

6 Bases & Business Values

Creating Value Through Local Sites

Six locations each perform unique roles in the China-Taiwan region, which holds enormous promise for the future.
On this page, representatives from each location introduce the strategies our overseas colleagues are advancing and the unique value they bring.

DEMD

Denka Electronics Materials (Dalian) Co., Ltd.

"Reaching for the future together with DEMD"

Aiming to become a trusted local partner

DEMD maintains an active and orderly worksite combining Japanese quality management and the enthusiasm of local Chinese teams. Staff ranging from veterans with years of technical knowledge to younger members who contribute through flexible ideation exchange opinions in a culture marked by mutual respect and sincere engagement. As a manufacturer of products used for train-car heat dissipation, employees have a strong sense of responsibility toward upholding public transportation. We place great importance on collaboration between shop-floor staff and other departments.

We are investing in facilities, training, automation, and quality assurance measures to strengthen production capabilities for ALSINK. We aim to double our current production levels and achieve more than 250 million yuan in annual revenue. Diversifying needs among Chinese customers are increasing the importance of cost optimization. We aim to rise to the challenge and contribute to market development as a trusted local partner.



Zhāng Qióng



Employees: 115
Address: No. 41-10 Wanda Road, Dalian Economic & Technological Development Zone, Dalian, Liaoning Province, China
Main businesses: Manufacturing and sales of heat dissipation base plates (ALSINK) and ceramic plates (ANP)

DCS

Denka Chemicals Shanghai Co., Ltd. and Denka Chemicals Shanghai Co., Ltd. SHENZHEN BRANCH

"Both a steward and a pioneer"

The keys to progress are tend analysis and leveraging experience

To ensure our success in the Chinese market, we aim to be both a steward, contributing to sustainable revenue by upholding stable businesses such as chloroprene rubber, and a pioneer, aiming for expansion in growth fields like AI, semiconductors, and the low-altitude economy.

In Shenzhen, where advanced technologies are developing at a rapid pace, we are working to quickly evaluate trends and collaborate with business departments to enhance sales and contribute to Group expansion. We also proactively assess changes in the dynamic environment of Shanghai, aiming to unlock new potential through our accumulated experience.



Shenzhen



Shanghai



Chén Lì Yún



Wáng Xiān Fēng

Employees: 32 (Shanghai), 5 (Shenzhen)
Address: 1802A, Gubei Fortune Center Phase II, No.1438 Hongqiao Rd., Changning District, Shanghai, China; K Room, 3F, Building A, Block 1, Anhongji Tianyao Plaza, Longhua District, Shenzhen City, Guangdong Province, China
Main businesses: Chinese business operations support as regional headquarters and key-product sales for Electronics & Innovative Products, Life Innovations, Elastomers & Infrastructure Solutions, and Polymer Solutions departments

DCT

Denka Taiwan Corporation

"Timely response through 7-11 support"

Creating a new value-added market through technical development prowess



Lǐ Yí Lín (Rosi)

Our current mission is to raise our presence in the semiconductor market. With accelerating production and procurement speeds and trends toward 24-hour response, we have made our motto "7–11 support," offering service from available from 7 a.m. to 11 p.m. to align with industry ecosystems and ensure timely assistance.

Local responsiveness and positive relationships with related companies allow us to fully leverage Denka's technological development capabilities. We are combining the strengths of Taiwan's cutting-edge technical manufacturers with Denka's strengths as a major materials maker to create a new value-added market.

People and connections are our greatest strengths. We will continue to operate as a bridge between Japan and Taiwan, steadily responding to new orders as we establish a foothold for further global expansion and help accelerate technological development on the world stage.



Employees: 6
Address: 4F-2, No.76, Nanjing West Road, Datong District, Taipei, Taiwan R.O.C
Main businesses: Advanced semiconductor packaging and sales of semiconductor-related products for AI servers

DCD

Denka Chemicals Development (Suzhou) Co., Ltd.

"Commercialization-focused development to pave a new market path!"

Diligence and an embrace of challenge to provide new value

DCD was founded in 2010 as Denka's first overseas research base. We maintain an R&D framework to quickly resolve any local issues that arise and provide new technologies tailored to regional needs. Recently we have been focusing on development of products like HARDLOC, targeting low-altitude economy applications, along with chloroprene rubber in anticipation of an expanding EV market. With diligence and a willingness to take on new challenges, we will continue to provide new value.



Táng Yì Qún



Employees: 12
Address: Unit 1D, Modern Industrial Square, No.333 Xingpu Road, Suzhou Industrial Park, Suzhou, Jiangsu, China
Main businesses: Research, development, and analysis of chloroprene rubber and HARDLOC

DAS

Denka Advanced Materials (Suzhou) Co., Ltd.

"Smart manufacturing!"

Leveraging digitalization for production efficiency and product quality

We are aiming for the next generation of manufacturing using digital technologies. Our key words are "Smart manufacturing!" Automating inspections and managing production data in real time has improved production efficiency and quality consistency. We aim to contribute to market expansion by responding swiftly to a wide range of potential customer specification changes and become a vital business partner upholding the semiconductor supply chain.



Huì Rén Jié



Employees: 72
Address: Unit 9B, Modern Industrial Square, No.333 Xingpu Road, Suzhou Industrial Park, Suzhou, Jiangsu, China
Main businesses: Slit processing and sheet materials sales for bottom sheets and cover tape

DIT

Denka Inorganic Materials (Tianjin) Co., Ltd.

"Localizing while upholding quality—supplying specialty products to the Chinese market"

A small location earns big trust

DIT is a small production site consisting of 11 members capable of completing production, research and development, sales and technical services. Our team's small scale enables swifter and more flexible technical service response. We aim to leverage this strength to contribute to solving China's construction issues. Providing specialty products which leverage our understanding of the region's unique characteristics while maintaining the same quality standards as Japanese sites, we strive to achieve high levels of trust even as a small location.



Liú Tíng



Employees: 11
Address: No.3 Saida Mechanical Park, Xiqing Economic Development Area, Tianjin, China
Main businesses: Production, sales, and technical consulting for mortar, concrete admixture, and other materials

History of Challenges

The Story of Denka's 110-Year History

vol. 05 1951-1965



A Journey Through Changing Times

Yosoichi Nomura's Passion for Innovation

As Japan entered a period of rapid economic growth in the postwar era, the energy and raw materials industries underwent a major transformation. Denka, too, faced critical decisions, including identifying the markets in which it should compete and determining the need for new facilities to support business expansion. In this installment, we look back on Denka's path of innovation through the eyes of Yosoichi Nomura, whose many choices and decisions helped guide the company through an era of dramatic change.



Yosoichi Nomura

Yosoichi Nomura joined the Hokkai Carbide Plant, the predecessor of Denki Kagaku Kogyo Co., Ltd. (now Denka Company Limited), in 1913. After transferring to Denka upon its establishment in 1915, he went on to serve as manager of the Omi Plant, president, and later chairman of the company. Throughout periods of profound social and industrial change, he played a key role in numerous management decisions and devoted himself to the advancement of the carbide and calcium cyanamide industries. In recognition of his distinguished contributions, he was awarded the Order of the Sacred Treasure, Second Class, in 1965.

Building the next era on the strength of carbide

In 1951, following the sudden passing of Tetsuji Kondo, I assumed the position of president. The first decision before me was to determine the direction the company should take. At the time, Japan was moving from postwar reconstruction into a period of rapid economic growth, and the petrochemical industry was beginning to emerge as a major force. At the same time, Denka's foundation rested on the technologies and facilities for carbide production that had been built up over many years. The question was whether we should ride this new wave or further enhance the capabilities that had long been our core strength. It was a decision that demanded a long-term view of the future.

Rather than turning hastily toward petrochemicals, I chose to place my faith in the potential of carbide and made the advancement of carbide production technology a central pillar of the company's strategy.

At the Omi Plant, we commissioned large enclosed rotary electric furnaces with a combined capacity of 30,000 kVA, achieving greater production efficiency and lower costs. With our enhanced production capabilities, we were able to meet the rapidly growing demand for carbide during Japan's period of rapid economic growth while building a competitive position against the rise of petrochemicals.

An extension of this strategy was our full-scale entry into the cement business. At the Omi Plant, we had accumulated small limestone fragments unsuitable for carbide production. I viewed them not as mere by-products, but as valuable resources with the potential to create a new business. In time, these efforts resulted in the commercialization of Denka Cement. Although opening up the market was far from easy, the product gained widespread recognition after being adopted for the construction of the Mikuni Tunnel on the border between Niigata Prefecture and Gunma Prefecture. It subsequently grew to become one of the company's core businesses.

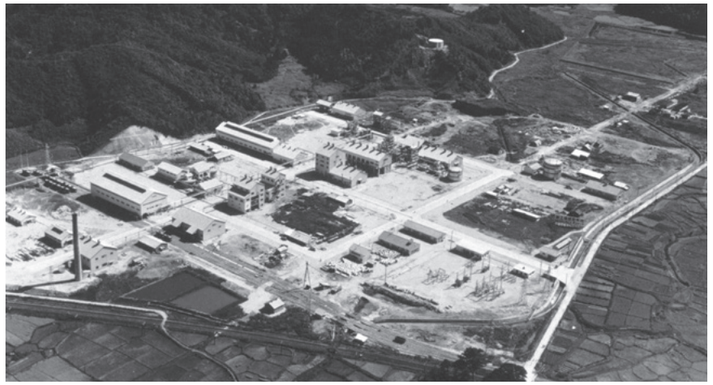


Receiving electricity from Tohoku Electric Power

Building capacity to meet growing demand through facility expansion

Expanding production required securing both facilities and electric power. As for production facilities, we decided to proceed with the construction of a new plant in the Tomi area. The project was far from straightforward. Land acquisition from local farmers and delays caused by economic downturns created significant challenges. Nevertheless, it was an indispensable investment in light of the future growth in demand that we anticipated.

I also took an important step on the power supply front. To increase the power capacity available to the Omi Plant, I personally approached Tohoku Electric Power Co., Inc. to request electricity service. Since the company was already receiving power from Hokuriku Electric Power Company, which operated on a different frequency, there were concerns about managing the two systems. Nevertheless, I was convinced that securing multiple, stable sources of electricity was essential to the future growth of the carbide business. This decision eventually led to the construction of a substation, the establishment of Yokogawa Power Co., Ltd., wholly owned by Denka, and the completion of the Yokogawa No. 1 and No. 2 Hydroelectric Power Stations. As a result, the company strengthened its foundation as one of Japan's leading holders of electric power assets and enhanced its ability to respond to growing demand.



Tomi Plant (circa 1961)

Reading the times and finding a way forward

Another business that I regarded as particularly important was acetylene black. In 1946, while serving as Senior Managing Director, I was appointed Chairman of the Carbon Black Industry Association, placing me in a position to oversee the development of the industry as a whole. Initially, demand for acetylene black was strong, particularly for automobile tires. However, as low-cost furnace black began to be imported from the United States, the market for our acetylene black gradually disappeared. Yet we did not stand still. The next source of growth came from manganese batteries, whose applications expanded with the widespread adoption of household electrical appliances. The superior electrical conductivity of acetylene black, compared with graphite, the conventional material used in batteries, provided an additional tailwind. In many ways, this was a prime example of how we sought out new opportunities by adapting our business to the changing demands of the times.

During those turbulent years of rapid social and economic growth, I was called upon to make many important decisions. Yet what supported me throughout was the presence of my dependable colleagues, who worked tirelessly alongside me. Together, we devoted ourselves to innovation, determined never to fall behind the changing times. They were years of shared passion and unwavering commitment to progress.

History of Denka

1951

President Tetsuji Kondo passed away suddenly. One week later, on August 2, Vice President Yosoichi Nomura was appointed as Denka's sixth president.

1953

With full financing from Denka and a capital investment of ¥255 million, Denka Cement Co., Ltd. was established. The following year, a modern production facility with an annual capacity of 120,000 tons was completed, and cement production commenced.



Denka Cement prospectus

1959

Launch of the company newsletter *Gunbai*



The first issue of *Gunbai*

1960

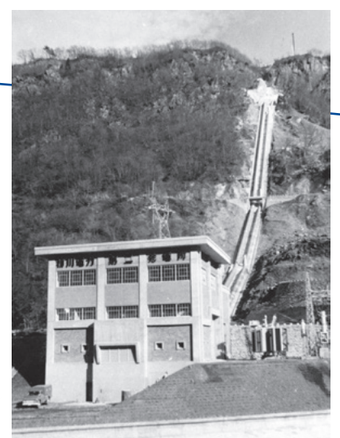
A completion ceremony was held for the new Tomi Plant. With the economic recovery, a series of manufacturing facilities came on stream, making the mass production of vinyl chloride and caustic soda possible.

Completion ceremony for the Tomi Plant



1964

Power transmission from the Yokogawa No. 2 Hydroelectric Power Station to the Omi Plant commenced.



Yokogawa No. 2 Hydroelectric Power Station

1965

Power transmission from the Yokogawa No. 1 Hydroelectric Power Station to the Omi Plant commenced.

Social milestones

- The first NHK Kōhaku Uta Gassen held (1951)
- Japan joins the United Nations (1956)
- Tokyo Tower completed (1958)
- Color television broadcasting begins (1960)
- U.S. President Kennedy assassinated (1963)
- The Tokyo Olympic Games held
  Tokaido Shinkansen begins commercial operations (1964)
- Meishin Expressway opened to traffic
  The first professional baseball draft held (1965)

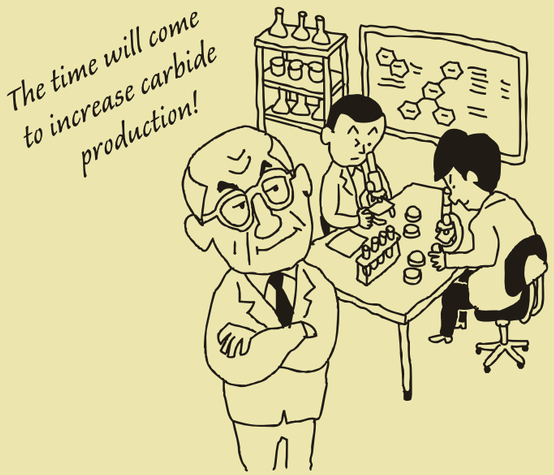
Story 1

The dawn of Japan's high-growth era

With the armistice of the Korean War in 1953, the special procurement boom came to an end, and the Japanese economy temporarily fell into recession. However, a sharp rise in exports soon revived economic activity, and by 1955, gross domestic product (GDP) per capita had surpassed its prewar level. Around this time, Denka was pursuing an ambitious business strategy, commercializing Denka Cement and diversifying its product portfolio. Symbolizing hope and confidence in a new future, this powerful phrase became a popular catchphrase and remained in the hearts and minds of the Japanese people for many years to come.



"Japan is no longer in the postwar era."
(From the Economic White Paper)



Story 2

A deep devotion to carbide

After joining Hokkai Carbide, the predecessor of Denka, Yosoichi Nomura was taken under the wing of Denka founder Tsuneichi Fujiyama, even lodging at Fujiyama's residence. Deeply admiring him as the "Father of the Carbide Industry," Nomura himself developed a profound devotion to carbide. After becoming president, he focused on research into production methods and later achieved significant improvements in manufacturing performance and reductions in production costs through initiatives such as the introduction of a 30,000 kVA large-scale enclosed rotary electric furnace. As carbide began to find practical applications as an industrial raw material, his passion also served as a driving force in expanding its possibilities.

"I devoted myself to the carbide industry with a sense of attachment that might even be called patriotic."
(From *My Personal History*, a serialized autobiography published in *Nihon Keizai Shimbun*)

Story 3

The thorny path of cement service station development

To support increased cement production, Denka moved forward with the construction of Cement Service Stations throughout Japan. Securing suitable sites, however, was far from easy. Kiyoyuki Miyagi, a field representative stationed in Matsumoto, Nagano Prefecture, later recalled the difficulties of the time: "Competitors had taken the lead in obtaining the various permits required for construction, and as a late entrant, our company was viewed with hostility by the local community." Even so, he refused to give up. Determined to open negotiations, he waited for an opportunity to approach the responsible official from the Matsumoto City Office and eventually secured a meeting. The venue was a small tavern illuminated by red paper lanterns. As they continued their discussions, sometimes even competing in feats of drinking endurance, mutual understanding gradually deepened. In the end, they exchanged a firm handshake. In that handshake remained the tangible sense of having overcome a barrier, along with a warmth that eased the hardships of the long struggle.



"On October 13, 1965, a cement tanker bearing the Gunbai emblem arrived in Matsumoto for the very first time."
(From the May 1966 issue of *Gunbai*, the company newsletter)



Story 4

A glimpse of the businessman behind the presidential title

Chuzaburo Arima, the first president of the Japan Federation of Bar Associations and legal adviser to Denki Kagaku Kogyo from the time of its founding, recognized the many achievements of the company's fifth president, Tetsuji Kondo, including his efforts to develop overseas markets. At the same time, Arima maintained that those accomplishments could not have been attributable solely to managerial knowledge and practical experience. One day, Arima happened to encounter Kondo at the Tokyo Summary Court and was astonished. While executives of major corporations would normally decline such duties because of their busy schedules, Kondo was serving as a civil mediator as a form of public service. Having laid the foundation for the company's subsequent growth, Kondo passed away suddenly from a cerebral hemorrhage in 1951. Arima paid tribute to his life and achievements as a businessman.

"His spirit will no doubt continue to watch over Denki Kagaku Kogyo."
(From *The Memoirs of Tetsuji Kondo*)

Cross Baton

Charting the journey of Denka products from development to production to sales

Thinking big to expand product potential



Hiroki Matsuo

Household Packaging Materials Dept., Polymer Solutions

Profile
Following experience in sales at a resin processing manufacturer, joined TOYO CHEMICAL, which would later go on to merge with Denka, in 1997. Gained further experience in the Osaka Branch Fertilizers Section and Inorganic Products Department before assuming his current position. Enjoys trips to libraries on days off to browse magazines and mystery novels.

The responsibility of supplying products to store shelves

As a sales representative for food packaging materials, I manage per-customer sales, production, and inventory needs for DENKA STYRENE SHEET, DENKA THERMOSHEET, and CLEAREN SHEET. Demand for each product varies by both customer and season, so it is important to always be on top of trends. It is also important to ask customers during sales calls where they face challenges and to regularly share information with manufacturing to ensure smooth delivery.

Food packaging sheets are molded and branded to match each customer's product. Denka materials are used in packaging for products like yogurt, cakes, and frozen sweets, all mainstays of supermarket displays. Providing the materials that make it possible to supply these products is something that brings both a lot of joy and feelings of responsibility.

A culmination of technical capabilities

I previously worked in sales for a Nagoya-based resin processing manufacturer. At the time, I happened across a Denka job ad in the paper. The industries may have been different, but the work with resins was the same. I decided to join. Food packaging is an everyday product that winds up in the hands of many different people. While the structure of these materials may seem simple at a glance, there is advanced technology behind every container and wrapper, specifically designed to keep its contents fresh so that consumers can enjoy the product. Being involved with these materials is something in which I take great pride.

While my current work focuses on sales for domestic food packaging, I believe there are many other untapped applications. Since joining Denka, I have spent time in several departments, including the Osaka Branch Fertilizers Section and the Inorganic Products Department. I hope to use the knowledge and perspective gained through my time at these locations to further contribute to the company.

Continuing to take on challenges in pursuit of products that satisfy customers



Ayaka Okawara

Development Section, Technology Dept., Isesaki Plant

Profile
Joined in 2022. Worked as an engineer in the Polymer Research Department and Sheet Section No. 2 before transferring to the Development Section in the Technology Department last year. Enjoys going to concerts and other events to refresh.

A product that tugs on the fabric of society

I develop functional barrier sheets for food packaging. These barrier sheets retain conventional formability and impact resistance while adding functional properties like water vapor- and oxygen-blocking. They help products retain moisture and prevent oxidation to expand the shelf life of foods. My main role is to design products based on the many different needs of our users, and to then consider manufacturing requirements for those designs. I also receive feedback and requests from users during meetings to drive patent research and applications.

When I see the products I've helped develop used in containers for yogurts and sweets at the store, I truly feel the way in which my work connects to society. It also helps me reflect on all the people involved, from manufacturing to shipment, and how everyone comes together to deliver a satisfactory product. That provides a great sense of achievement.

Maintaining multiple perspectives as an engineer

I joined Denka because of the breadth of its industries and the scope of its unique technologies, which have provided value to society through ups and downs for more than 100 years. From early in my career, I've always wanted to grow in an environment that encouraged taking on new challenges, so Denka including "Challenge" as a core value felt like a personal match.

Development doesn't always go as planned. But thinking about satisfying the user gives me the drive to keep trying. The key to success is having both the perspective to identify users' real needs and the manufacturing knowledge to anticipate production issues. Moving forward, I want to combine these two viewpoints to become someone who can design with multiple perspectives in mind.

Product potlight

FOOD PACKAGING SHEETS



Multifunctional protection to keep food products safe

Denka develops a wide range of food packaging sheets, primarily using polystyrene for its formability and durability. Its products help maintain and improve food safety, from heat, cold, and oil resistance tailored to different foods to protection against external factors such as impact and light.

Data
- **Lead production site:** Isesaki Plant
- **Sales:** Polymer Solutions



Could you summarize the product in a few words?

A sheet packed with know-how

What kind of specialist do you aspire to be?

Someone who brings new ideas and can put them into action. All products have strengths and weaknesses. I want to understand both aspects and find new applications that have never been explored before.

Could you summarize the product in a few words?

A product that safeguards food quality

What kind of specialist do you aspire to be?

Someone who keeps trying new things. I want to be able to learn from failures and problems and put that knowledge to use in the next challenge, never giving up until a better product is achieved.



Pick Up

Jul.

Selected for Key ESG Investment Indices for First Time!

In July 2026, Denka was selected as a constituent of the FTSE JPX Blossom Japan Index and FTSE JPX Blossom Japan Sector Relative Index for the first time for the first time.
These are two representative ESG investment indices that evaluate companies' ESG (environmental, social, and governance) initiatives.
Denka Group was selected in recognition of its disclosure of information on its ESG initiatives.

Recently, in making investment decisions, in addition to company performance,

Environment **Environmental considerations**

Social **Relationships with people and society**

Governance **Sound management structure**

are important factors to consider.

ESG investment indices select companies with excellent ESG initiatives. The two indices that selected Denka are representative ESG investment indices adopted by the Government Pension Investment Fund (GPIF).

This selection makes Denka part of five of the six ESG investment indices adopted by the GPIF. Denka's ESG initiatives, designed to provide corporate value beyond what business scale can achieve alone, have earned public recognition and resulted in Denka's induction into key ESG investment indices well known to investors.

Voices of Project Members!



Akiho Ozawa
Corporate Planning Dept.

Q. What was Denka recognized for?

Denka Group has been addressing key issues of sustainability management including response to climate change, workplace safety, respect for human rights, and supply-chain management. We believe we were evaluated holistically for our strong continuity, coupled with appropriate disclosure.

Q. What message do you have for employees?

From a financial aspect, this selection has great significance and is the result of each division's daily efforts in ESG. I would like to thank everyone who was involved last year, from the bottom of my heart. Let's continue to work together as one Group so that we may continue to be selected.

Denka's Key External Evaluations

Aside from its first-time FTSE Index selection, Denka has also been recognized by various third-party organizations.

ESG Investment and Sustainability Evaluations

- FTSE JPX Blossom Japan Index (selected for first time in 2026) NEW!
- FTSE JPX Blossom Japan Sector Relative Index (selected for first time in 2026) NEW!
- MSCI Japan ESG Select Leaders Index (Maintained)
- S&P/JPX Carbon Efficient Index (Maintained)
- SOMPO Sustainability Index (Maintained)

Environment Sector

- CDP 2025 Climate Change Score: A- / Water Security Score: A
- EcoVadis Sustainability Rating: Commitment Badge

Human capital and work styles

- 2026 Certified Health & Productivity Management Outstanding Organization (White 500)
- Kurumin Certification (certified for five consecutive years)

Motivated by Denka's first-time selection for the FTSE Index, Denka Group will continue to promote ESG management with the aim of being a trusted partner to society.

Jun.

Received A Rank in 5th Fluorocarbon Countermeasure Rating for Fifth Consecutive Year



Denka received an A Rank, the highest rank, for the fifth consecutive year in the Japan Refrigerants and Environment Conservation Organization's 5th Fluorocarbon Countermeasure Rating. Ratings are given to all 1,613 companies listed on the Tokyo Stock Exchange Prime Market after being evaluated on their understanding of the Act on Rational Use and Appropriate Management of Fluorocarbons and related initiatives. Denka was recognized for its introduction of a refrigerant management system as well as its continuous fluorocarbon reduction measures, including comprehensive management from equipment installation to disposal, and internal training.

Jun.

Received Highest Score of A in CDP's 2025 Supplier Engagement Assessment for First Time

In the 2025 Supplier Engagement Assessment conducted by the international non-profit organization CDP, Denka received an A, the highest score, for the first time. This assessment evaluates governance, targets, understanding and management of Scope 3 emissions, and value chain engagement based on the CDP's climate change questionnaire. Denka Group was comprehensively evaluated for its organizational development and its commitment to understanding risk and strengthening collaboration through dialogue with suppliers.

Jul.

Investing in Canadian Medical Equipment Startup Flosonics Medical



Through CVC funds, Denka has invested in Flosonics Medical, a company developing, manufacturing, and selling FloPatch, a wearable ultrasonic device that measures blood flow. When attached to a patient's neck, the device measures blood flow in real time, enabling speedy and non-invasive checks. The device holds promise in standardizing medical procedures and supporting medical professionals in making quicker decisions. Going forward, Denka aims to further enhance the device's potential through integration with various technologies and devices in the digital health sector.

Jul.

Decision Made to Withdraw from DENKA ER® Business



In order to rebuild earning power and strengthen foundations for a new growth stage, two goals promoted under the growth strategy of Phase 2 of the Mission 2030 Management Plan, Denka has decided to withdraw from the DENKA ER® special rubber business. The product had mainly been sold as a material for automotive hoses, but demand is not expected to grow further with market changes, such as the advancement of electric vehicles and decline in production of internal combustion engine vehicles. Going forward, Denka will continue to optimize its business portfolio and focus its management resources in growth sectors to sustainably grow its corporate value.

Aug.

FY2026 1Q Financial Results Briefing Held



On August 7, Denka held an online FY2026 1Q Financial Results Briefing, attended by 79 institutional investors and analysts. In addition to the growth in demand for devices related to AI and electronic infrastructure, the 3.0 billion yen saved by suspending DPE operations and the 6.0 billion yen from the temporary impact of the situation in the Middle East on inventory significantly grew operating profit by 8.7 billion yen year over year. The briefing included an outlook for the impact of the situation in the Middle East and an active Q&A session on the latest information on AI-related products (SNECTON and silica) and other topics.

Aug.

Donated 10 Million Yen to Victims and Areas Affected by 2026 Kumamoto Earthquake



Denka decided to donate 10 million yen to Kumamoto Prefecture to support those affected by the 2026 Kumamoto Earthquake. Denka expressed its condolences to those lost in the disaster and bereaved family members, as well as sympathies toward all who have suffered damage. The donation was made to express the company's deepest respect to those helping in disaster recovery and in hope of a swift recovery.