

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.

We combine 110 years of expertise with cutting-edge technology,
pioneering new possibilities in chemistry.
We anticipate the needs of the future and create new forms of prosperity.

Through efforts such as developing advanced materials
for the environmental and energy fields
and achieving breakthroughs in life science,
we continue to respond to ever-diversifying challenges.
Every employee shapes their own story so that
we continue to contribute to people, society, and the world.

Denka

www.denka.co.jp

East Sussex, U.K.

The Denka Way

110th Anniversary
Edition
2025 Vol.23

Publisher: Corporate Communications Dept., Denka Co., Ltd.
Miyoshihara Mitsui Tower, 2-1-1 Miyoshihara-muramachi, Chuo-ku, Tokyo 103-8338
Editor-in-chief: Hiroyuki Yamamoto / Published: May 1, 2025



Unauthorized reproduction
prohibited

Denka

The Denka Way

Contents

- | | | | |
|----|---|----|--|
| 04 | Message from Ikuo Ishida,
Representative Director, President | 22 | Come Visit Us! What We Like About
Our Locations |
| 06 | 10 Big News Stories in 10 Years | 26 | Our Journey in 2025 and
Vision for Denka's Future |
| 10 | Little-Known Denka Trivia | 30 | Denka TOPICS |
| 14 | Thank You, Mt. Kurohime | | |
| 20 | Round-Table Discussion for
Mid-Career Hires | | |

ReDiscover

Denka 110th

Rediscover Denka's Charm

110th
Anniversary Edition
Vol.23 2025



110 years

Achieving a New Dream with 110 Years of Chemistry

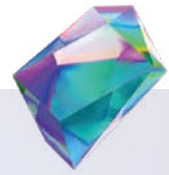
Since its founding in 1915, Denka has pursued the creation of new prosperity, while prioritizing intrinsic value and anticipating future needs.

Each and every employee, while cherishing the tradition Denka has built over the last 110 years, continues to explore the unknown possibilities of chemistry.

In this issue, to mark Denka's 110th anniversary, we focus on Denka's history and future.

The following articles paint vivid pictures of the unknown charms and new challenges spoken of by Denka's many employees.





Denka



Continuing to Enrich the World through the Power of Chemistry for 110 Years and Beyond

Ikuo Ishida Representative Director, President

Passion unchanged since the beginning

After overcoming many difficulties, Denka marked its 110th anniversary in May 2025. This achievement is a result of the strong support of all Denka's stakeholders, including customers, as well as the efforts of the employees that have supported Denka up to now, for which I am deeply grateful. Denka was established in 1915 to carry out the domestic production of calcium cyanamide, which had become difficult to import following the start of World War I in 1914. Since its foundation, Denka has boldly ventured into new businesses and continued to grow under its motto of "Contribute to society through manufacturing."

Unpacking Denka's 100-year-old charter, it reads, "Build factories in various regions, perform large-scale manufacturing, and meet demands that drastically increase year-on-year to expand globally." Additionally, Denka's company song created in 1967, "Sekai no Denka (Denka around the world)," mentions the word "sekai (world)" many times. This founding spirit has been passed down to this day. Next, Denka will advance into new territory in aim of existing for 200 years.

Opening the door to an era of uncertainty with innovation.

Over the last decade, the world has changed at a surprising pace. In addition, these changes are tied to factors like geopolitical risks and climate change, making them even more unpredictable. In such a situation, how can Denka maximize the possibilities of chemistry to contribute to the world? My mission as representative director and president, to which I was appointed in April this year, is to promote measures to accelerate innovation, recover performance, and realize sustainable growth in this era of rapid change.

The key to this lies in the innovative products born from Denka's rich research and development sources. Denka possesses the world's largest market shares for many products, including acetylene black, spherical alumina, and chloroprene rubber. Furthermore, despite being unsuccessful in the past, SNECTON® was released on the market this year and has flourished with new increasing demand. These are being adopted throughout the world as indispensable products, including for

use in semiconductors.

In Management Plan "Mission 2030," Denka aims to make 100% of businesses "three-star businesses" that incorporate the three elements of specialty, megatrends, and sustainability. With regard to businesses that lack potential to become "three-star businesses," we are restructuring our portfolio through measures such as selling and withdrawing from these businesses. By focusing management resources on businesses in which we can leverage our strengths and excel, we will accelerate our growth.

As these efforts progress, we will not be able to survive this time of rapid change if we simply wait for instructions or react passively to environmental changes. Denka will be required to reflect on how its work contributes to fulfilling "Mission 2030" and what is necessary to accomplish it. To that end, we must be able to identify changes, act promptly so as to not miss a decisive moment, and respond flexibly

With an unwavering commitment in mind

The final year of Denka's management plan, 2030, is fast approaching. Given that the future now appears different from when the management plan was first formulated, we are currently reviewing its goals and policies to better align them with the current circumstances. Until now, under "Mission 2030," Denka has focused on capital investments in ICT & Energy and Healthcare businesses, securing sufficient production capabilities to meet latent needs. We expect these capabilities to drive the company's profits to an all-time high in 2030.

On top of that, over the next five years, Denka will launch at least ten new businesses in order to meet social needs in 2030 and beyond. Denka will work to commercialize these businesses with an exit strategy for how they will ultimately contribute to society and gain sufficient profits. The success of these businesses will depend not only on the relevant business division but on the company as a whole. Denka Innovation Day, the annual business idea contest for employees, should help to accelerate this trend.

In recent years, even looking at the chemistry industry as a whole, there has been a lack of revolutionary, world-changing products. Meanwhile, the environment surrounding the industry has become increasingly harsh, and new needs, such as for technological developments toward decarbonization, are growing.

However, no matter the situation, Denka's mission to make society better with the power of chemistry remains unchanged. We will continue to combine the technologies developed over the last 110 years with new knowledge to provide products that contribute to the livelihoods of people.

The president's profile

Discovering the real President Ishida, appointed in April this year.

President Ishida in 1993: A salesman dedicated to expanding sales

In my thirties, I worked in sales for chloroprene rubber at the Osaka Branch. At the time, I had a tendency to recklessly pursue any leads that might result in new sales. One day, I wondered if coating the surface of the ballast* laid on shinkansen railways with a water-based chloroprene rubber would increase safety, and I spent my days meeting with other departments to promote this idea. Although it was never adopted, I still believe it's important to try out any ideas one might have.

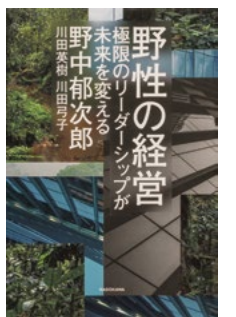


President Ishida is third from the left in the back row.

*Crushed stone and gravel laid along railways to support railroad ties. In April 1993, there was an incident in which Nozomi 304 kicked up ballast when passing through Gifu-Hashima Station, injuring people standing on the train platform.

What is necessary for the future of Denka: A sense of wildness

"Wildness" refers to the innate survival instincts of humans. In a book I recently read, *Yasei no Keiei Kyokugen no Riidashippu ga Mirai wo Kaeru* (Wild Management: Extreme Leadership Changes the Future) by Ikujiro Nonaka, Hideki Kawada, and Yumiko Kawada, it says "During a series of unforeseen difficulties, it is necessary to not just pursue numbers and data but also to sharpen one's senses and emotions to see through to the essence of things." I feel this passage has a lot in common with my values and is applicable to our company.



10 Big NEWS Stories in 10 Years

In this article, we share 10 important news stories and milestones for the company from over the past decade since Denka's 100th anniversary in 2015.

- Denka Life Innovation Research Private Limited, a life science R&D base in Singapore, opens



- Construction of the Omuta Plant's new general office, Omuta Innovation Hub, completed



- SARS-CoV-2 Antigen Detection Kit QuickNavi™-COVID19 Ag launches

PICK UP 2

- Construction of high-efficiency gas turbine generator completed at the Omi Plant

- 40th anniversary of business in Singapore

- Production of carbide at the Omuta Plant suspended

- New building for manufacturing inactivated influenza vaccines begins operations

PICK UP 4

- Shin-Himekawa No. 6 Power Station begins operations



- New manufacturing facility for spherical alumina for xEVs and 5G begins full-swing operations in Singapore

PICK UP 5

- Construction of high-efficiency gas turbine generators completed at the Chiba Plant



- Decision made to restructure portfolio by withdrawing from the cement business and rebuilding the carbide procurement chain

- Low dielectric organic insulating resin SNECTON launches

PICK UP 10

2015

- Company name, corporate logo, and corporate slogan renewed

PICK UP 1

2016

- Construction of the Omi Plant's new general office, Omi Innovation Hub, completed



2017

- Transmission of power from the New Omigawa Power Plant commences

PICK UP 3

2018

- Construction of a facility to boost production of high functional transparent polymers (MS resin) completed at DSPL



2019

- QuickNavi™-Flu + COVID19 Ag, a rapid antigen test kit that simultaneously tests for COVID-19 and influenza, launches

- Biostimulant Recolt™ launches



2020

- Denka Chemicals Shanghai Co., Ltd., established as regional headquarters

2021

- CVC fund worth 100 million USD established

PICK UP 6

2022

- Denka selected as a top 500 company ("White 500" enterprise) for first time by 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program

2023

- New Vision and Management Plan "Mission 2030" started. Corporate Message updated

PICK UP 7

2024

- A joint venture for manufacturing and selling acetylene black established in Thailand. Decision made to invest in construction of production plant

PICK UP 8

2025

- Japan's largest polystyrene chemical recycling plant launches in cooperation with local government

PICK UP 9

1 Company name, corporate logo, and corporate slogan renewed

On the occasion of its 100th anniversary, the company name was changed from "DENKI KAGAKU KOGYO KABUSHIKI KAISHA" to "Denka," its longstanding nickname. In this way, Denka aimed to enhance its global recognition and to grow into other fields beyond the scope of electrochemistry. In line with this, the corporate logo and slogan were also renewed.

Denka

Possibility
of
chemistry



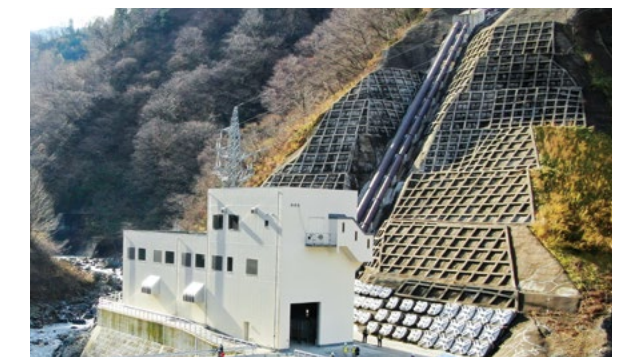
2 SARS-CoV-2 Antigen Detection Kit QuickNavi™-COVID19 Ag launches

By leveraging the technology and know-how cultivated over the years of developing and manufacturing diagnostic reagents for infectious diseases, Denka developed the SARS-CoV-2 Antigen Detection Kit QuickNavi™-COVID19 Ag as a response to the COVID-19 pandemic. After receiving approval for manufacturing and marketing the product in Japan, Denka began mass producing it at the Gosen Site and providing it to medical institutions. The product could detect the presence of antigens without the use of special examination equipment, allowing general medical facilities to quickly and conveniently perform tests.

3 Transmission of power from the New Omigawa Power Plant commences

The New Omigawa Power Plant was built in Itoigawa City, Niigata Prefecture, as a new hydroelectric power plant to generate Denka's own power, with the goal of expanding the use of clean energy and strengthening the business foundation. The plant is equipped with the latest remote operation technology and advanced power generation facilities, allowing for long-term, stable operation, even in the face of natural disasters such as typhoons and heavy rain. In total, Denka's hydroelectric power plants, including those in the Himekawa River basin and Omigawa River basin, produce a maximum output of 140 thousand kW,* enough to power approximately 180 thousand homes.

*Output from Kurobegawa Electric Power Company (a joint venture between Denka and Hokuriku Electric Power Company) accounts for half of this output



4 New building for manufacturing inactivated influenza vaccines begins operations

As a primary manufacturer of influenza vaccines in Japan, a new building with double the manufacturing capacity of the original manufacturing facility was constructed at the Gosen Site to meet the growing social need for influenza vaccines. The building began operations in 2022. By increasing Denka's production capacity, the company can now provide vaccines to more people.

5 New manufacturing facility for spherical alumina for xEVs and 5G begins full-swing operations in Singapore



The new manufacturing facility for spherical alumina at the Tuas Plant of Denka's Singaporean partner company, Denka Advantech Pte. Ltd. (DAPL) began operations in full swing. Spherical alumina is widely used as a thermal conduction and heat dissipation material in megatrends related to xEVs (electric vehicles and their extended variants) and 5G communications, including lithium-ion batteries, automobiles, and communications equipment. The beginning of operations at this new facility quintupled production capacity compared to 2018. Together with the Omuta Plant, these two facilities strengthened business continuity plan measures and firmly secured Denka's spot as a top manufacturer.

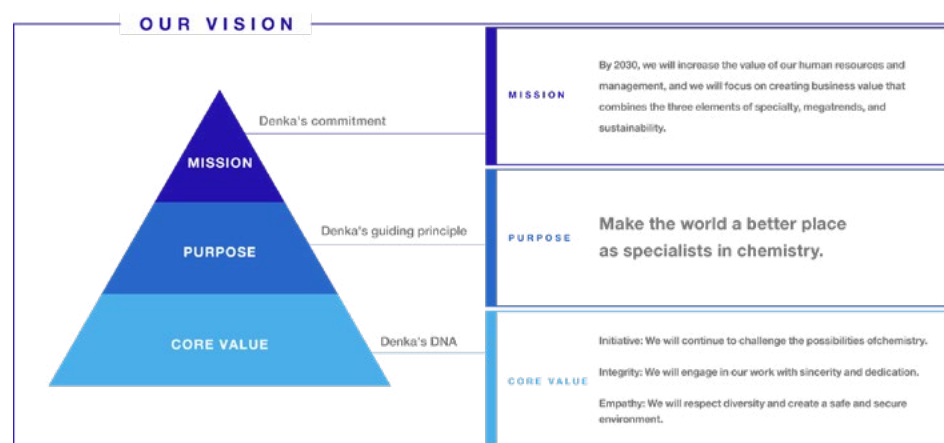
6 CVC fund worth 100 million USD established

Denka established a corporate venture capital (CVC) fund in Silicon Valley, California, with the purpose of creating new business and securing new technologies. The fund is worth 100 million USD and is planned to be used for 8 years from 2023. Denka aims to accelerate the creation of new business and acquisition of new technologies by partnering with and funding venture companies with cutting-edge technologies, products, and business models.



7 New Vision and Management Plan "Mission 2030" started. Corporate Message updated

Denka established Management Plan "Mission 2030," which conveys Denka's new vision based on the company's Mission, Purpose, and Core Values, for the eight years between 2023 and 2030. Denka will achieve "Mission 2030" by implementing a strategy that focuses on financial and non-financial aspects, while increasing the value of human resources and management and focusing on creating business value that combines the three elements of specialty, megatrends, sustainability. Along with this, the Corporate Message was also renewed to read "Possibility of chemistry."



<https://www.denka.co.jp/vision/>

8 A joint venture for manufacturing and selling acetylene black established in Thailand. Decision made to invest in construction of production plant

It was decided to establish a joint venture company together with the Thai company SCG Chemicals Public Company Limited and to invest in the construction of a production plant for acetylene black in Rayong, Thailand, with an annual production capacity of around 11,000 tons. Denka's unique thermal decomposition technology provides extremely low levels of metallic foreign matter, ultra-high purity, and excellent conductivity. Demand for its application in lithium-ion batteries for xEVs and high-voltage power cables for offshore wind power generation is expected to grow. Denka plans to begin the operation of its fourth acetylene black production plant in the latter half of 2026, further stabilizing the product's supply.



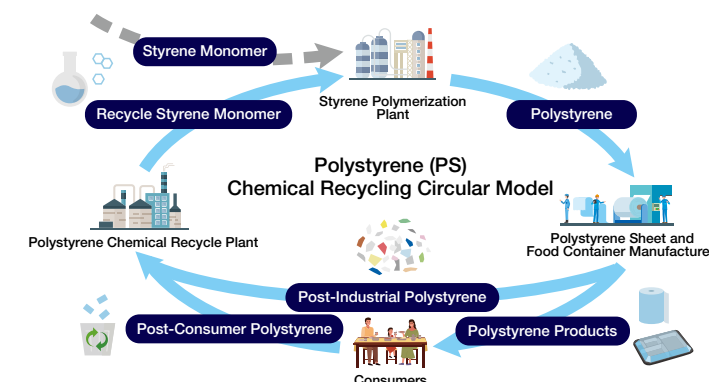
10 Low dielectric organic insulating resin SNECTON launches

SNECTON is a low dielectric organic insulating resin with the electrical properties (low dielectric constant and low dielectric loss tangent) required of materials to reduce the loss of electrical signal (transmission loss) in next-generation high-speed communications (Beyond 5G and 6G). The sales of this product have started for copper-clad laminates for various high-speed communications equipment. In addition, Denka aims for the adoption of this product for flexible copper-clad laminates and various interlayer insulating materials for its features of remaining soft even after full curing. This product is further expected to find application in a wide range of fields, including PCs, smartphones, data centers, mobile phone base stations, wearable terminals, and automobiles.



9 Japan's largest polystyrene chemical recycling plant launches in cooperation with local government

Denka and Toyo Styrene Co., Ltd., completed the construction of a chemical recycling plant for used polystyrene on the premises of Denka's Chiba Plant. The operation of this facility, which has an annual treatment capacity of 3,000 tons, has enabled polystyrene to be chemically decomposed, reverted into chemical raw material (styrene monomer), and repolymerized. This process has realized a recycling method capable of producing material that is equivalent to new material in quality and physical properties, that can be used without any restrictions.





Denka Trivia 01 From IC

The pine tree watching over the growth of Denka Innovation Center

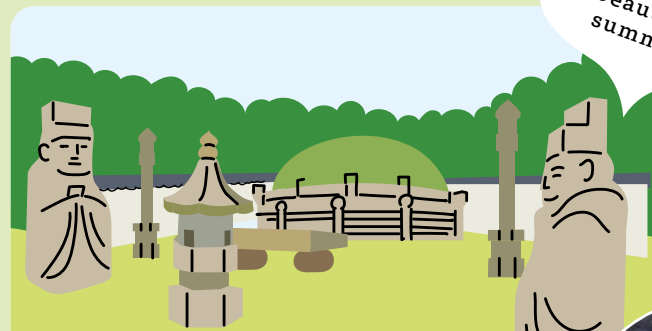
Walk through the front gate of Denka Innovation Center, and you will be welcomed by a single pine tree as you proceed inside. This pine tree was gifted to Denka to commemorate the visit of the current Emperor when he was Crown Prince in 1968. The tree has watched over the research facility for over half a century as a silent witness.



Denka Trivia 03 From Omi Plant

Tilapia aquaculture hidden in an eel farming business

When sea bream cultivation had yet to be fully established, Denka considered farming tilapia, which has a similar look and taste. The business nearly launched but was ultimately scrapped once sea bream cultivation became more viable. As a reminder of what could've been, there were tilapia living in the area Denka used for eel farming, which the company has now withdrawn from.



The greenery is beautiful in summer.

Denka Trivia 02 From Korea

A world heritage site can be seen from Denka Korea's office!

From Denka Korea's office, you can see the Royal Tombs of the Joseon Dynasty. They are among the few royal tombs in the world that remain perfectly intact and are registered as a UNESCO World Heritage Site. Surrounded by lush greenery, the area is a popular spot for residents looking to relax and unwind.



The year was 1970, shortly after the Chiba Plant was built. The land around the plant was completely barren, with nothing in sight. As a result, it was nicknamed "the Goi Desert" (a play on Gobi Desert). It's hard to imagine with the row of plants there now, isn't it . . . ?



Denka Trivia 05 From Chiba Plant

The area around the Chiba Plant was once called "the Goi Desert"!?

Denka Trivia 06 From Omi Plant

The distance between the cement plant and limestone mining site was the shortest in all Japan!



While most cement plants in Japan are located a few to 20 kilometers away from limestone mining sites, the Omi Plant is surprisingly close. The mining site on the Omi Plant premises is only 500 meters away. This great location was one reason why Denka entered the cement business, as it ensured a stable production system.

Little-Known Denka Trivia

Not even employees know? In this article, we introduce various trivia about Denka. Read on to become an expert on Denka!



Received a Top 10 New Products Award!

Denka Trivia 04 From the head office

Denka's special cement additives used in the Tower of the Sun

Denka CSA, used to fix cracks in mortar, was used to spray the Tower of the Sun, built for the Japan World Exposition, Osaka, 1970 (Osaka's Expo '70). In the following year, the same product received the Top 10 New Products Award from Nikkan Kogyo Shimbun, Ltd.

The north area of the Omuta Plant, where a new plant is set to begin operations next fiscal year, was once a storage place for slaked lime, a byproduct of acetylene produced from the carbide manufactured there until November 2020. Because slaked lime is white, the storage area looked like a salt lake in aerial photographs, leading to it being called "Miike Salt Lake" by those outside the company. The plant even received inquiries about it.

Denka Trivia 07 From Omuta Plant

The phantom salt lake of Omuta Plant



Quick fact! Two key employees supporting the European operations for years

Two long-serving employees have been assigned to DCG in Germany. One has been at Denka for 22 years, and the other for over 40 years! They understand Denka's internal customs and those of our business partners better than anyone else and provide day-to-day support to ensure smooth operations.



Little-Known

Denka Trivia



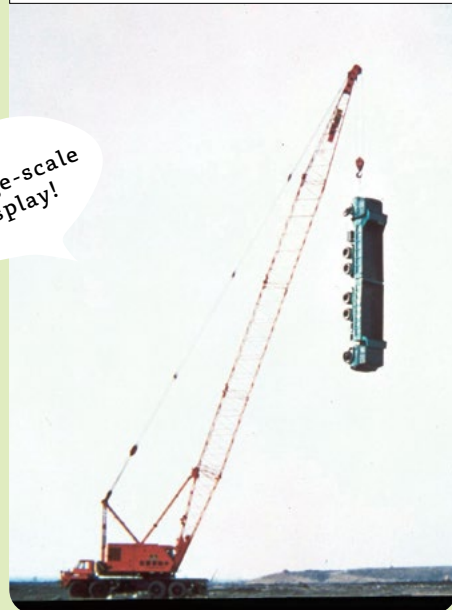
Denka Trivia 08 From Gosen Site

The Gosen Site monitors global infection rates of avian influenza strains

The virus that acts as the raw material for influenza vaccines is injected into fertilized eggs to be multiplied. The only way to get the fertilized eggs necessary for this production process is from specialized breeders. The Gosen Site, responsible for manufacturing vaccines, is always monitoring the infection rates in both humans and birds to provide a steady supply.

Denka Trivia 10 From the head office

“HARDLOC” commercial received an award at Festival de Cannes



Our 1970s commercial for “HARDLOC” received the Grand Prix in the TV commercials division of the Festival de Cannes. It was recognized for the striking visual of two large trucks glued together being lifted into the air.

Not only food containers!



Denka Trivia 09 From Isesaki Plant

Isesaki Plant: A past manufacturer of plastic bottles for beverages

As a food packaging business, the Isesaki Plant manufactured plastic bottles for beverages for 16 years, starting in 1988, and shipped about 400 million bottles, mainly for carbonated beverages, around the world. Denka's plastic bottles were engraved with “AP” (a logo for Denka and a joint venture company) on the bottom, and it's rumored employees would look for this logo when shopping for bottled beverages at supermarkets.

Denka Trivia 11 From Ofuna Plant

Only spotted by a few employees!? The illusive kingfisher

Known for its blue wings, the kingfisher is often compared to a jewel. It has been confirmed that kingfishers are living on the premises of Ofuna Plant. However, they are a rare sight and have only been witnessed by a few employees. Maybe you will have good luck if you see it?



Denka Trivia 12 From Omuta Plant

The bronze statue outside Shin-Omuta Station is a former Denka executive?

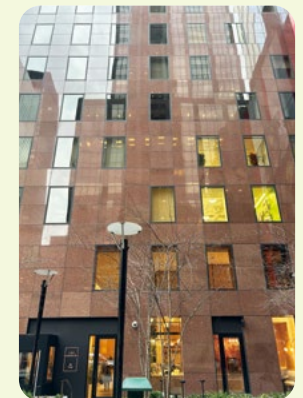


Dan Takuma was a prominent figure in Japanese business from the late Meiji era to the early Showa era. He was one of Denka's founders, and he laid the foundation of Omuta's chemical production industry by building Miike Port and solving the coal mine drainage issue. When the Kagoshima Route for the Kyushu Shinkansen opened in 2011, a bronze statue was erected outside Shin-Omuta Station in honor of his achievements.

Quick fact!

Denka Corporation has been in the same office for over 30 years

Denka Corporation was incorporated in New York in 1993. Since relocating to the current location at 780 Third Avenue in 1994, it has remained in the same building for over 30 years. Over time, it has expanded and adjusted office spaces in line with business growth.



Denka's plant made a colorful addition to a masterpiece!



Denka Trivia 13 From the head office

Hokkai Carbide Plant, the birthplace of Denka, is mentioned in a poem by Miyazawa Kenji?

Miyazawa Kenji, famous for poems such as *Strong in the Rain* and *Night on the Galactic Railroad*, visited Tomakomai City, Hokkaido, on a field trip in 1924, when he was a teacher at Hanamaki Nogyo High School. One theory is that the verse reading “the glow of a pulp mill” refers to the Tomakomai Mill (Hokkai Carbide Plant), the birthplace of Denka.



Source: Aflo

Denka Trivia 14 From Omi Plant

The Manneken Pis quietly watching over Organic Products Dept. No. 2 and Omi Plant



The donor was the wife of a legendary employee

The Manneken Pis in Omi Plant was gifted by the wife of Ryuichi Kobayashi, a great leader during the early stages of Denka's chloroprene business who pushed the business from the R&D stages to commercialization, to mark the first anniversary of his passing. The statue has continued to watch over the activities of Organic Products Dept. No. 2 for many years since.

Quick fact!

The best dressers are selected at internal events?!

DCSM, located in Malaysia—a multicultural country—holds all-hands events celebrating various religions, such as Hari Raya (an Islamic celebration marking the end of Ramadan), Chinese New Year, and Diwali (a Hindu festival of lights). At these events, unique dishes from each culture are served, and members participate while wearing ethnic attire. They also hold quizzes on culture and history and select the best dressers.



Mt. Kurohime

More Than 100 Years Together: The History of Omi Plant and Mt. Kurohime

Since Denka established Omi Plant in what is now Itoigawa City, Niigata Prefecture, in 1921, the plant has utilized Mt. Kurohime's abundant supply of limestone for over 100 years to promote the manufacturing of carbide as well as chemical fertilizers and calcium cyanamide made from carbide. Furthermore, the plant entered the cement business in 1954 and supported the development of Japan during the country's high growth period. To mark Denka's 110th anniversary, we visited the area to learn about the current relationship between the Omi Plant and Mt. Kurohime.



Receiving blessings from the mountain



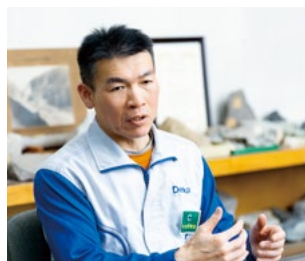
Itoigawa City is known as one of the world's leading production areas for jade. The city is said to have once been ruled by Princess Nunakawa of Koshi Province (stretching from the modern Fukui Prefecture to Niigata Prefecture) who appeared in ancient texts including Kojiki (Records of Ancient Matters) and Izumo Fudoki (Topography of Izumo Province). From this, Itoigawa City is home to shrines dedicated to Princess Nunakawa, and many legends about her are told in the area.

Mt. Kurohime, which towers 1,221.5 meters over Itoigawa City's Omi District, was a location that had a deep connection with the princess. It is said that long ago, Princess Nunokawa lived in the great limestone cave at the foot of the mountain and would soak the cloths she wove in the river flowing from the cave. There are many legends left behind that tie her to Mt. Kurohime, so it is theorized the mountain's name comes from her alias, "Kurohime." Since then, the mountain has been treated like a deity and revered by local residents.

On top of being worshipped by the locals, the mountain is also a crucial resource for limestone that contributed to the industrial boom in Itoigawa City and modern Japan. Mt. Kurohime is made completely of limestone, and the high-quality limestone harvested from it has been used as a raw material for carbide and calcium cyanamide since the Taisho era (1912-1926). Additionally, Denka has used the blessings of this mountain to create cement as well as products made from carbide, including fertilizers, special cement additives, and chloroprene rubber, for which Denka holds the world's largest market share.



A century of history carved into the mountain



General Manager Kawata

The relationship between Denka's Omi Plant and Mt. Kurohime goes back 100 years. At the time, Denka mainly manufactured carbide and calcium cyanamide and was looking for a new location to expand production capacity. Carbide is made by firing limestone in an electric furnace, so the procedure requires a lot of limestone and a large amount of electricity. Thus, Mt. Kurohime, which provided a bountiful supply of limestone and water, fulfilled

both requirements, making it the ideal location. Denka established the Omi Plant in the mountain's neighboring Omi District in 1921 and began manufacturing carbide and calcium cyanamide while mining limestone. Now, 100 years later, a large hole spiraling underground can be seen at the foot of the mountain. The century of history mining for limestone has been carved deep into the mountain.

Repeated trial and error

As the mining method evolved, the biggest issue was snowfall in the winter. Among Japan's limestone mining sites, Mt. Kurohime has particularly heavy snowfall, giving it a reputation of being difficult to mine. In 1968, when the plant was required to secure a system for increased production that accounted for all weather conditions, it attempted underground mining for about four years to mitigate the impact of weather. Now, the plant uses high-performance snowplows, significantly shortening the time required to reach the mining location.

Another strength of Omi Plant is its abundance of facilities to help achieve efficient mining. In addition to the snowplows used in winter, the drills for excavating blastholes, wheel loaders for loading limestone, and large dumps trucks capable of carrying 90 tons of ore are among some of the best in terms of standards and quantity in mines across Japan. Additionally, the plant remains committed to securing limestone of high quality and purity essential

for carbide manufacturing. Therefore, samples are taken at 5-meter intervals in the mine, their purity is checked, and then they are sorted before being dropped into the shaft. Through these efforts, Omi Plant can efficiently provide high-purity limestone and, in turn, perform stable carbide manufacturing operations. Until today, Denka has co-existed with nature, sometimes struggling to find optimal mining methods. The recurring challenge has shaped the history between Denka and Mt. Kurohime, and it is no exaggeration to say it has contributed to Denka's abundance of products. Denka uses specialized diesel locomotives for transporting the limestone for the company's carbide on the premises. Because the locomotives can be seen operating from the nearby public road, there are railroad fanatics who wait to watch their coming and going.



Mining that has evolved with the times

Mining at the time of the plant's establishment



"Denka's mining of limestone has evolved with the times," explains General Manager Kawata of the Omi Plant's Resources Department. When the Omi Plant first began operations, there was no gunpowder or heavy machinery, so workers had to manually collect the limestone that fell from the mountain and load it into trolleys to transport it. Starting in 1946, to increase limestone collection, the plant adopted a new method where employees walked up the slope with a safety rope around their waist, used blasting powder to break chunks of limestone free, and then collected them. In order to meet the growing demand for carbide, the plant incorporated the glory-hole method in 1950. This method involved preliminary work where workers dug a shaft (a slim, vertical tunnel) into the center of a funnel-shaped hole that connected to a transport trolley. Crushed limestone was dropped into this shaft, thereby reducing the need for manual loading power. The new method adopted in 1963 involves digging horizontally in layers while leaving stair-like slopes. Wheel loaders and shovels are then used to carry the limestone to the shaft. This is the basis of the plant's current mining method.



Denka uses specialized diesel locomotives for transporting the limestone for the company's carbide on the premises. Because the locomotives can be seen operating from the nearby public road, there are railroad fanatics who wait to watch their coming and going.



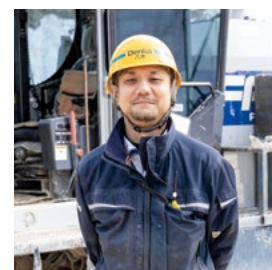


Continuing forward together with Mt. Kurohime

Due to withdrawing from the cement-making business in the first half of 2025, Denka will suspend its independent mining of limestone from Mt. Kurohime. Going forward, Denka will purchase limestone for carbide from Myojo Cement Co., Ltd., who is operating in Itoigawa City, and concentrate the limestone for manufacturing of carbide. Looking to the future, General Manager Kawata says, "Maintaining and managing facilities are essential for the stable concentration of limestone. Our mission going forward is to improve these operations." Furthermore, they are planning to plant trees to reforest the mountain that Denka mined for the past 100 years. This, too, is a duty Denka must perform to repay the mountain for the blessings it received for its business.

The employees of Omi Plant agree that Mt. Kurohime is indispensable to the local area and to Denka. The end of independent mining marks the end of a chapter in the history between Denka and Mt. Kurohime, but the ties built between them will remain unchanged. Denka has and always will continue forward together with Mt. Kurohime.

Mt. Kurohime, a source of many blessings for Denka



Mr. Yagi



Mr. Higuchi

Mt. Kurohime is very important to not only Denka's business but also the employees who work in the area. General Manager Yagi of Resources Section's Mining Team was born and raised in Itoigawa City and has spent his career working in the mines since joining the company. He has a variety of talents in freely operating heavy machinery, loading explosives, and carrying limestone after blasting. Mr. Yagi is the second in his family to work at Omi Plant. "Both my father and I have worked as miners for the Resources Section and done mining-related work on Mt. Kurohime," he explains. "I feel motivated knowing the resources I dig with my hands provide a wide range of benefits to society."

In addition to Mr. Yagi, many of the employees working at the Omi Plant were born in the Itoigawa area and grew up looking up at Mt. Kurohime. General Manager Higuchi of the Concentrate Team is one of those people. "Concentrating" refers to the process of crushing and sieving the limestone collected at the mine, washing it, and then sending it to the plant. Mr. Higuchi is responsible for operating and maintaining the facilities necessary for concentration. Mr. Higuchi, who has done this for 30 years, explains, "I knew from a young age that limestone could be mined from Mt. Kurohime, but I didn't know the limestone was the raw material for products used around the world until

I joined Denka. Knowing that I am involved with these products makes me feel closer to Mt. Kurohime and limestone." Mt. Kurohime has created jobs for the locals and deeply influences the motivation of Denka's employees.

In addition, the Resources Department holds safety prayer events twice a year, in spring and fall. Plant management and related divisions join the event and pray for no accidents or disasters. Mt. Kurohime is a guardian deity that watches over not only the locals but also Omi Plant and the people who work there.





Round-Table Discussion for Mid-Career Hires

This is Cool, but this is Weird?

In this article, employees who joined Denka mid-career discuss characteristics of Denka from the perspective of people with experience outside the company.

Non-hierarchical human relations

Fujimoto To start, please share with us why you decided to transfer to Denka.

Nakano I was interested in the materials used in upstream processes of R&D and came upon Denka on my search for a company with brand value in raw materials. The acetylene black market is a more competitive environment than I imagined, but there are expectations in the material's growth potential in EV (electric vehicle) applications, and I believe we are

differentiating our products. Every day is a challenge as I brainstorm with the R&D division how we will survive in the market.

Harada I also gained an interest in materials used in upstream processes, which significantly impact functionality, through tire development. I heard about the workstyle at Denka, including work-life balance, and felt it would be a good fit for me. The company is comfortable to work at because of how close bosses and departments are, regardless of position.

Hirose Just like the two of you, I decided on Denka because I felt it would be a good place to challenge myself in a job I want to do and to achieve work-life

balance. I was previously a medical representative, but because I have had an interest in R&D since I was a student and my marketing position, where I search for ideas for product development, is so fascinating, I have fun coming to work every day. I learn something every day in this new industry of diagnostic pharmaceuticals.

Fujimaki I worked in general affairs and human resources and didn't have any industry preferences, but I was conscious of finding a job I could work until retirement. I was very unfamiliar with the chemicals industry, but it is appealing to know that the company is making social contributions through its business.

Fujimoto What is the atmosphere like

in your department and Denka?

Nakano I noticed cultural differences just between the factories making acetylene black. The Chiba Plant especially works quick because it handles the rapidly changing lithium-ion battery. Additionally, the plant is thinking about how it can communicate with the Thai plant that will begin operations in the future. They will start by building relations.

Harada The atmosphere at the Chiba Plant is good because everyone, regardless of their job, speaks frankly. I believe this improves problem-solving skills and increases response speed.

Hirose The Denka Innovation Center's atmosphere is also nice. There are more drinking parties than I imagined, and members independently organize fun events such as sake parties.

Fujimaki Whenever I go to consult people from other departments, they always stop what they are doing and listen. I think this is a great part of Denka's culture. The ability to easily connect with people regardless of position or department is a very appealing aspect of the work environment. In back-office divisions, there are many opportunities to meet with people outside the company as a customer, which makes me feel Denka has consideration for thorough compliance, coexistence, and mutual prosperity.

DX is an unavoidable challenge

Fujimoto There are many opinions on Denka's company culture, and since the past two years have been challenging

in terms of business performance, I'm sure everyone has thought, "Things can't continue like this." What do you think Denka needs to change to realize growth?

Hirose I think Denka needs to be more proactive in raising awareness of the company. In turn, this will lead to us feeling Denka's products are making a wide range of contributions to society. Additionally, because the development of pharmaceuticals takes a long time, speed in determining the feasibility of commercializing the development theme is essential.

Nakano A sense of speed in business is important. It would be a shame to be out sped despite having excellent technological capabilities. I would also like Denka to solidify its foundation, such as by thoroughly managing goals, like KPIs, and establishing manuals.

Harada Many documents are still physical, and they need to be digitized.

Fujimaki We must accelerate DX (digital transformation) so we can't blame anything on our systems. On top of that, given our sluggish performance, I think it is vital to approach our work with a greater sense of personal responsibility than ever before. Since we are a back-office division that can't contribute directly to sales, I want to be conscious of cost and implement and spread best practices.

Performance improvement and future goals

Fujimoto What motivates you as a member of Denka?

Hirose In my current role as a bridge between sales and R&D divisions, I feel I am making use of my experiences as a medical representative. While collaborating with the New Business Exploration Department, I will draw out the needs of worksites and discover ideas for new products. Beyond that, I want to challenge myself by expanding the sale of our proprietary products overseas.

Harada My long-term goal is the pursuit of work-life balance. To achieve this, a stable income is invaluable. I will contribute to improve Denka's performance by promoting the wide-spread standardization of our SNECTON product lineup in the market.

Nakano Recovering sales, revenue, and profits is my top priority. The key to these efforts is a success story. I expect, if there is just one success within the section, it will spark other initiatives. As a general manager, I want to raise the next generation of employees, and as a mother, I want to create a work environment that enables women employees to balance management work with child rearing.

Fujimaki I want to turn Denka into one where employees hear "Oh! You work at *that* Denka!" from those around them. I don't know what kind of positions I will hold in the future, but whatever the situation, I hope to be someone who prioritizes overall optimization and encourages growth in himself and those around him.

Fujimoto The total number of mid-career hires at Denka has reached about 30% of all employees. Let's all leverage our unique experiences to create the future of Denka!



Facilitator

Junji Fujimoto
General Manager, HR Dept.



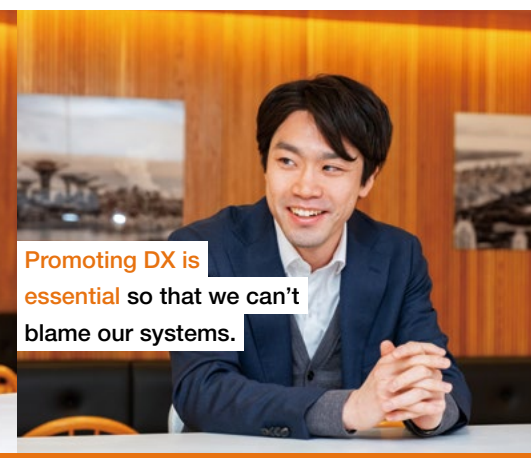
Panelists

Hiroki Harada
New Product Development Group,
Polymer Research Dept.,
Chiba Plant

Joined Denka in 2023. He previously worked at a tire manufacturer developing and designing tires for trucks and buses. He is currently studying formulations for the low molecular weight lineup of SNECTON, a low dielectric organic insulating resin.

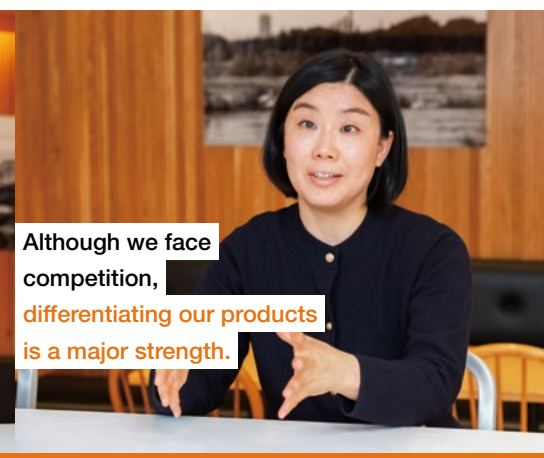
Reina Hirose
Diagnostics Research Dept.,
Life Innovation,
Denka Innovation Center

Joined Denka in 2023. She previously worked as a medical representative in the pharmaceutical industry, providing information on her company's pharmaceuticals. After joining Denka and researching and developing POCT (point-of-care testing) for cardiovascular disease, she was assigned to her current marketing position for new biomarker candidate selections.



Hiroya Fujimaki
HR Dept.

Joined Denka in 2022. He previously worked at an amusement machine manufacturer in general affairs, human resources, and other back-office positions. After joining Denka and being responsible for hiring new graduates, he was assigned to labor management in April 2025.



Yuko Nakano
Manager,
Special Conductive
Materials Dept.,
Electronics & Innovative
Products

Joined Denka in 2022. Her previous job was in the communications industry, where she was involved in budget planning, budget management, and expanding sales to existing and new customers. Currently, she leads the overall sales of acetylene black.

Come Visit Us!

Our Favorite Places & Food What We Like About Our Locations

Denka has many locations in Japan and around the world.
We asked members at each location about their favorite local places and foods!



Local promotion ambassadors! Machida Pro Wrestling

Machida Pro Wrestling is a locally-rooted professional wrestling organization with a mission to promote, revitalize, and energize Machida City. Its major wrestlers wear masks unique to Machida and also serve as local mascots and promotion ambassadors. You can enjoy both professional wrestling and the charm of Machida by watching characters such as Silk Melon Samurai, inspired by a local specialty, and Machida Risu-chi (the Squirrel), who comes from the Machida Squirrel Garden.

Junichi Sagara
Diagnostics Research Dept., Life Innovation

Tokyo
Machida City

Denka
Innovation
Center

Which local
mascot do you
stan?

Gunma
Prefecture
Shibukawa City

Shibukawa
Plant



Bringing out the natural flavors of ingredients Harunoya's salad dressing

Shibukawa City is famous for Ikaho Onsen and Mizusawa Udon, but these dressings can rival both of them. They bring out the natural flavors of vegetables, such as carrots and fresh onions. At one point, this product was unavailable due to its popularity. Recently, it has become available at farmers' markets in the neighborhood and online, so please check it out!

Hideaki Shiraiwa
General Manager, Administration Dept.

You can enjoy
the natural
taste of
vegetables!

Gunma Prefecture
Isesaki City

Isesaki Plant

The World
Heritage Site
that Isesaki
citizens are
proud of!



Fukuoka
Prefecture
Omuta City

Omuta Plant

The god of love is here! Koinoki Shrine

This is a famous shrine for love, a 30-minute drive from the Omuta Plant. There are many heart symbols scattered throughout the precincts, making for a spectacular appearance that is quite different from other shrines. At this shrine, you should definitely try omikuji, a paper fortune. It is fun because it specifies which zodiac you are compatible with, where you should meet them, and more. Furthermore, this shrine is located within Mizuta Tenmangu Shrine, which worships the god of learning, so you can kill two birds with one stone.

Yukie Manaka
Accounting Section, General Affairs Dept.



The World Heritage Site Tajima Yahei Sericulture Farm

Tajima Yahei Sericulture Farm was registered as a World Heritage Site on June 25, 2014, as part of Tomioka Silk Mill and Related Sites. It is located between the Isesaki Plant and the Ota Plant, and we, the citizens of Isesaki, are proud of it. Although it is generally not open for public tours because people still reside there, it is occasionally open to the public on Sundays.

Miyu Hoshi (left) and Momo Ishioka (right)
Administration Section, Administration Dept.

Niigata Prefecture
Gosen City

Gosen Site



Crispy on the
outside, juicy on
the inside!



A true icon of Gosen! Torikan's fried half chicken

Torikan is a chicken restaurant in Gosen City, Niigata Prefecture, where our Gosen Site is located. Its fried half chicken has crispy skin and juicy meat! It's such a beloved local favorite that it can be called a true icon of Gosen.

Masamu Maekawa
Clinical Reagent Manufacturing Section
Clinical Reagent Manufacturing Dept.
Kagamida Plant

Kanagawa Prefecture
Kamakura City

Ofuna Plant

An amazing
hidden gem!



A stunning view of Enoshima Island Inamuragasaki Park

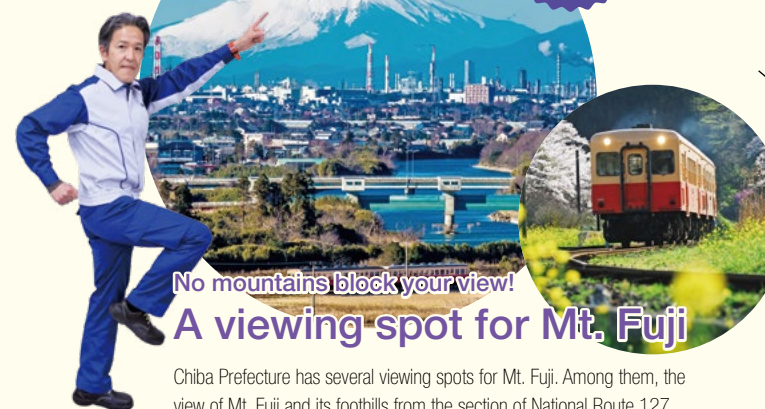
After driving along National Route 134 from Kamakura City, you'll reach Inamuragasaki, a stunning viewpoint selected as one of the top 50 scenic spots in Kanagawa Prefecture. Drawn by the view of Enoshima Island and the orange sunset over the ocean, people often stop here unintentionally. Since this spot is far from Kamakura Station and is not a swimming beach, not many people visit, making it a hidden gem.

Takashi Hatsuku
Administration Section, Administration Dept.

Chiba Prefecture
Ichihara City

Chiba Plant

A magnificent
view of Mt.
Fuji awaits
you!



No mountains block your view! A viewing spot for Mt. Fuji

Chiba Prefecture has several viewing spots for Mt. Fuji. Among them, the view of Mt. Fuji and its foothills from the section of National Route 127 south of Futtsu City is especially beautiful and eye-catching. Additionally, the Kominato Railway, which runs by our plant, connects to the Isumi Railway, which stretches west to east across the Boso Peninsula. In spring, cherry blossoms and rapeseed flowers bloom along these two major local lines, delighting train passengers, photographers, and passersby alike.

Makoto Anzai
Functional Sheet Section Production Dept. No. 2

Niigata Prefecture
Itoigawa City

Omi Plant

Itoigawa's new
destination!



Create, Connect, and Cultivate Kitare, a plaza located north of Itoigawa Station

Itoigawa is an intriguing city that offers various foods and activities for each of the four seasons, such as beach swimming, skiing, sweet shrimp, and crabs. Kitare, built on the site of the 2016 Itoigawa Station North Fire, features displays about the fire and a shared kitchen. Visitors can enjoy different cafes and stores every day. Events are also held in the hall and the outdoor plaza. Why not give it a visit?

Ayame Ogawa
General Affairs Section, General Affairs Dept.

Singapore

DCHA

Bak Kut Teh,
a highly recommended
pork rib soup!

Please try
this popular
dish from
Singapore!

A paradise for foodies Jurong East

Jurong East, located in western Singapore, is a vibrant area filled with amazing food options. You'll find everything from Singaporean classics like chicken rice and laksa to international delights like Japanese sushi and Korean dishes. The variety reflects Singapore's vibrant, multicultural identity. The area is also home to modern shopping malls, entertainment hubs, and parks, blending urban convenience with pockets of relaxation.

Sharon Poo Chia Min
DCHA

South Korea

DCK



A haven for golf lovers Screen-golf facility

Playing a round at a golf course is a luxury that one cannot do often. If you agree, I recommend screen golf in South Korea! It is a facility for enjoying a golf course-like experience indoors. Visitors can also order food, such as beer, snacks, and chicken. You can create fun memories without needing much time or money!

Kim Sehwa
DCK

Germany

DCG

Truffle pasta with
carpaccio!
An addictive taste!

A historic market Carlsplatz Market

Carlsplatz Market, located in the southern part of the old town (Altstadt) in Düsseldorf, is the oldest market in the city. It has flower shops, meat shops, cafes, bakeries, and restaurants, so you can enjoy various types of shopping and dining. In particular, our family likes the truffle pasta with carpaccio served at an Italian restaurant there. It might be high in calories, but once you try it, you'll be hooked!

Yuichiro Koyama
DCG



Crunchy on the outside, soft in the middle Apam balik

My recommendation is apam balik, a popular street food that is ubiquitous at stalls and food courts in Malaysia. It is similar to pancakes, and the combination of melted cheese and ingredients is divine! It is crunchy on the outside and soft in the middle. You should definitely try one when you come to Malaysia. I recommend Apam Balik Kuhot, which started operations in Ipoh, a major city in central Malaysia, in February 2018.

Edmund Fong
DCSM Sales Department Regional Manager

DCSM

Malaysia

You can enjoy
a rich variety of
options!



A must-try for gourmets Longhua Temple's noodle dish

The Longhua Temple, located in Shanghai, has a history over 1,700 years and is known as the oldest temple in the Jiangnan area. At the beginning of each year, many people visit this temple to wish for their family's peace, health, and happiness. At the Longhua Temple, I recommend trying the noodle dish, which is popular for its aroma and taste. Combined with a proprietary vegetarian broth, several kinds of mushrooms, vegetables, and beans, this dish boasts a simple but deep taste.

Pu Minhua
DCS

You can try it at a
historic temple!

DCS

Shanghai, China



Green bean cake is a perfect souvenir!



A heartwarming scene at the temple!



Recognized as
a Cultural and
Historical Site!



Vietnam's Historic Pagoda Nom Pagoda

Nom Pagoda is an ancient pagoda located within the Nom Village Relic Complex in Hung Yen Province. It features unique ancient architecture, including a *sanmon* (three-door) gate considered one of the largest and most beautiful in Southeast Asia. Inside the pagoda, there are more than 100 ancient terracotta statues, many of which are also cast in bronze. These statues are artistic masterpieces of historical and cultural value, showcasing the creativity and refined craftsmanship of ancient artisans.

Do Thi Thu Hang
DAV

DAV

Vietnam

Melted cheese is awesome!



Just around the corner from DCU's office! UN headquarters

Speaking of New York, it is the home of the famous United Nations Headquarters, which is a few blocks away from the DCU New York Office. You can take a tour that includes seeing the UN General Assembly meeting hall, which is well known in the news. The cost of a tour is \$26 for adults (as of February 2025). If you request, you can join a tour with a Japanese guide. Since the embassies and residences of UN staff from around the world are scattered nearby, there are many restaurants that serve authentic cuisine from many different countries, and it is a fun area to eat around.

Wataru Sakuno
DCU

DCU

New York,
USA



Our Journey in 2025 and Vision for Denka's Future

To mark Denka's 110th anniversary, we asked 38 Group employees from around the world to reflect on where they are now and their future vision.

A specialist who constantly achieves optimal procurement



Đặng Quỳnh Trang
Purchasing Section, Denka Advanced Materials Vietnam Co., Ltd. (Vietnam)

As procurement staff, my responsibilities are to secure an appropriate amount of necessary items, meet quality standards, and realize procurement at a competitive cost. I will contribute to Denka's competitiveness and sustainable growth using my abundance of knowledge and experience to procure high-quality products at an appropriate cost. Through this, I hope Denka will develop globally and become an innovative industry leader.



Nursyuhada Idayu Binti Dahalan
Technical Manager, Technical Div., Denka Construction Solutions Malaysia Sdn Bhd. (Malaysia)

Contributing to the development of green buildings

My goal as someone responsible for quality assurance and management is to contribute to Denka's development of green buildings—eco-friendly structures that are not yet well-known in Malaysia. I will promote Denka as a company that contributes to creating a sustainable society by placing high-quality, eco-friendly building materials on the market. I also hope Denka will become known as an industry-leading manufacturer.

Building a stronger Denka through process optimization



Ong Le Wan (left) Hoe Shen Harn (right)
Process Engineers, Production Dept., Tuas Plant, Denka Advantech Pte. Ltd. (Singapore)

As process engineers, we aim to optimize internal processes and focus on maximizing work efficiency through advanced data analysis and automation. In the fields of materials and chemistry, Denka continues to be a leading company. We strive to promote productivity improvements, reduce operational costs, and contribute to creating a sustainable workplace.



Taiki Ozawa
Technology Development Section, Technology Development Dept., Denka Elastlution Co., Ltd.

Providing high-quality safety-critical products at an affordable price

Ignition accidents involving lithium-ion batteries (LiBs), which are used in various products, including automobiles, are becoming a social issue. In developing fire-resistant materials for LiBs, I aim to improve production efficiency by optimizing processing conditions and establish a high-quality, affordable production system. Beyond that, I intend to contribute to improving the company's overall profitability and ensuring our technical capabilities remain unrivaled.

Continuing to learn and aspiring to be specialists



Min Woo (left)
Powder Processing Dept., Denka Consultant & Engineering Co., Ltd.

Ei Myat Mon (right)
FY Project

We are learning computer aided design for plant machines and equipment. Through this, we aim to be people who take on various challenges and responsibilities with their vast knowledge and expertise. We will continue learning to adapt to changes in the industry and the latest technologies, and in the future, we would like to become specialists who can manage projects and handle all responsibilities.



Arisa Shinoda
Technology Section, Technology Development Dept., Denka Polymer

Becoming a bridge to launch new products

In developing plastic food containers, my duty is to act as a bridge between the sales team that listens to customer demands and the production plant. I will strive to be someone who tirelessly deepens their knowledge, excels in problem-solving, and takes decisive action with strong leadership. By diligently studying while involving sales and manufacturing teams, I will grow together with my company.

Building a healthy and sustainable future

My primary focus is on promoting the development of profitable new businesses in the healthcare sector. These are strategically aligned with DENKA's expertise in manufacturing and marketing diagnostics and reagents, and will bring new opportunities to DENKA. With DENKA as one team, we will continue to develop valuable products that improve the quality of life of our customers.



Sam Ali
PhD Manager, New Business Development, Life Innovation Div., Denka Corporation (US)

A specialist who delves into everything



Maya Sawada
POCT Academic Section, POCT Sales Dept., Life Innovation

My image of a specialist is someone who delves deeply into things and embodies the importance of expanding experiences and acquired knowledge. I will continue to respond flexibly to all external changes, such as by sharing information connected to building a market for POCT (point-of-care testing) products and discovering customer needs centered around infectious diseases. In this way, I will aim to continue to make broad contributions to society by continuously focusing on customer needs.

Constantly optimizing systems and streamlining operations

My goal is to become an employee that accurately understands issues and makes continuous improvements, always striving for better. The System Promoting Section receives systems-related inquiries every day. By finding and addressing issues through these inquiries, I can streamline internal operations and raise motivation. I will also increase the opportunities for group-wide interactions and share know-how.



Rina Mezaki
System Promoting Section, Akros Trading Co., Ltd.

A salesperson who can balance revenue and customer satisfaction



Shiho Takayama
Water & Agri-Products Dept.

I am responsible for new product development for smart farming and sales related to corrugated pipes. My image of a professional is twofold. One is someone who builds relationships of trust with customers, has a deep understanding of the market, and has strong proposal skills. The other is a contributor to the company. Through realizing both of these, I want to contribute to expanding sales and improving customer satisfaction to support my company's growth.

Establishing the Denka brand in the healthcare industry

I aspire to be a multi-talented employee capable of selling both influenza vaccines and test reagents. By boosting vaccine sales and vaccination rates, I will strengthen Denka's brand in the healthcare industry, making it synonymous with solutions for influenza and infectious diseases. Additionally, I want to make Denka a company that employees are proud to be part of.



Masao Tsukano
Sales Section No. 2, Kanetsu Medical Branch

Developing sales activities that resonate with customers



Lee Ki-seok
Sales Manager, Denka Korea Co., Ltd.

I sell phosphors in South Korea. To get customers to use our products, I must first build a relationship with them. Understanding and sympathizing with them is vital to gaining their trust. Resonating with customers in all sectors and listening to their needs will expand the sale of Denka's products.

Unbeatable confidence and drive



Koichi Shinohara
Specialty Ceramics Research Dept., Denka Innovation Center

My duties include developing catalysts for contributing to the realization of a hydrogen society and studying the development of hydrogen extraction catalysts, which have potential as a hydrogen storage material. To ensure this project goes smoothly, I want to be a driven and reliable individual that people feel comfortable talking to. My ideal specialist is one with outstanding characteristics and unbeatable confidence in their field.

Building new water supply infrastructure

Water, an indispensable part of daily life, is becoming less available, even in Japan, due to floods and shortages caused by extreme weather, aging water supply infrastructure, and more. My mission is to build a rainwater utilization management system that purifies rainwater, the source of all water, so that it fits lifestyle applications and meets national water quality standards. I will actualize our ideal society by developing new eco-friendly products.



Seiji Ono
New Business Promotion Dept., Denka Astec Co., Ltd.

A manufacturer that draws out the strengths of colleagues



Kazuyuki Hosoya
Manufacturing & Development Section, Denka Azumin Kabushiki Kaisha

I aim to be someone who can provide a wide range of support to production sites. I want to be a manufacturer that engages in effective communication and can draw out the best of employees' capabilities by delegating optimal roles based on their skill sets. And, by supplying products with value, I want our company to be known throughout the world.

Providing a work environment where people can work efficiently and safely

As people who handle company infrastructure and facilities, we must be innovative troubleshooters. By preventing issues on the production line and developing new manufacturing facilities and technologies, we can stabilize production through safe operations. I want us to be a company that incorporates new technologies and ideas, including those from competitors, and allows for each employee to challenge themselves in their jobs, fostering a motivational environment.



Naoya Motoda
Engineering Dept., Kyushu Plastic Industry Co., Ltd.

Building a system that leads to company growth



Yoshifumi Hida
Technology Section, Vaccine Dept., Niigata Plant, Gosen Site

My ideal specialist is one that can build systems. Creating new value is also important, but building an efficient and highly productive system leads to company growth. I am involved in creating an essential product for manufacturing influenza vaccines. Once we achieve this, I believe Denka will lead the industry as a core company in preventive healthcare.

Delivering products with value using 110 years of experience



Yohei Yamagishi
Special Cement Additive Section, Sapporo Branch

Enhance my skills to improve Denka's competitiveness



Shunsuke Suzuki
HARDLOC Group,
HARDLOC Section,
Manufacturing Dept. No. 1,
Shibukawa Plant

I am responsible for improving manufacturing site facilities, enhancing quality, and streamlining operations. I aim to be a professional who understands the latest technological trends and can contribute to improving efficiency and quality by polishing their skills. Through realizing this and creating an environment focused on high value-added operations, I will contribute to improving Denka's competitiveness. I hope Denka will continuously pursue technological innovations and sustainable growth so we can be proud to work at the company.



Yuki Inoue
Resin Processing Research
Dept.,
Polymer Solutions
(Ofuna Plant)

Creating products to
improve the quality
of daily life

The first step to developing new business and establishing solutions is to brainstorm. For my current project, which involves establishing production technology for fibers used in hair products aimed at women of African descent, I actively incorporate external knowledge into development to create products that will improve the daily lives of customers. I hope Denka will remain indispensable by continuing to provide essential materials to society.

Expanding sales of Denka products to combat climate change



Yuta Uchida
Denka Chemicals Shanghai

I aim to expand the sale of biostimulant products, familiarize our distributors with them, and build relationships with distributors. While we are expected to address the environmental stress on crops from climate change, the global demand for biostimulants is growing. Many demonstration tests have proven our products are superior to our competitors, so I will spread this competitive product throughout the world's agriculture market and increase the value of Denka's brand.



Ryosuke Takahasi
Engineering Group,
Sheet Section,
Production Dept. No. 2.,
Isesaki Plant

Unrivaled product
development using
the three-actuals
principle

I am attempting to establish a new mixing and kneading technology in order to improve the dispersity of carbon black and suppress the aging of resin. What I am focused on is the three-actuals principle: observing the actual place, actual thing, and actual situation. By reflecting this in product development, I will promote product development that is unrivaled in quality and lead Denka to be a chemical manufacturer capable of building a better production quality management system.

Growing little by little to create new value



Yuki Iwamoto
Ceramic Research Dept.,
Omuta Plant

I aim to be someone that can spot various changes at work and create new value. I am focusing on the development of AlN powder, which is expected to be used in high-speed electronic communications devices. First, I will acquire new skills and polish them up. Then, I want to contribute to Denka's continued global activities as a Group member.



Hina Ikeda
Corporate Planning Dept.

Becoming
a well-rounded
specialist

I think a specialist is someone that can do everything but shines in a specific field. Since being assigned to the Corporate Planning Dept., I have been involved in many projects, including the restructuring of Denka's portfolio. Leveraging this experience, I will become a project execution specialist and contribute to Denka's "Mission 2030" goal: Make 100% of businesses "three-star businesses."

Thinking about
what I can do
for the customer

In recent years, the healthcare industry and environment surrounding Denka has changed significantly. Addressing these changes requires people with problem-solving skills that can grow sustainably. I strive to leverage Denka's strengths, think about what I can do for the customer, and bring that answer to life. I would like our company to be one where every member feels they are contributing to society through our products.



Katsufumi Machida
Tokyo Medical Sales Office

I want to draw out the best of Denka!



Chia Kaneyama
Special Conductive Materials
Dept.

While conducting sales activities for DENKA BLACK for European companies, I am focusing on negotiating with customers toward getting our new Thai plant approved. To promote Denka's valuable resources to customers, it is important to acquire knowledge, enhance internal communication, and understand Denka's situation. I will work to grow my internal network and draw out the best of Denka!

A professional that
continues to pursue
growth utilizing
his experience

I am responsible for designing, installing, and launching new facilities and maintaining and improving existing ones. I aim to gain vast experience and skills in a specific field while also acquiring new knowledge and pursuing growth. In the course of my work, I strive to acquire principle-based problem-solving skills and create new ideas through flexible thinking, without getting caught up on old habits.



Osamu Otsuki
Group Leader, Facilities
Group, Technology Section,
Hinode Kagaku Kogyo
Kabushiki Kaisha

Building a framework to realize a recycling-based society



Kosuke Nakamura
Basic Research Section,
Research Laboratory,
Toyo Styrene Co., Ltd.

I am involved in a proof-of-concept test for the recycling of polystyrene. If successful, we will be able to provide new added-value (environmental value) by using polystyrene as a recyclable plastic material, especially for food containers. I want to establish technologies and collaborate externally in order to make Denka a leader in the plastic resources recycling sector.

Becoming a trusted
salesperson
by acquiring
knowledge

I am responsible for selling products to counter heat dissipation. While there are various issues with customers, polite communication is important. In order to build connections of deep mutual trust, I will focus on gathering information to be a trusted partner for them. To me, nothing is more fulfilling than striving to make Denka a company whose vibrant initiatives energize society.



Shunsuke Furukawa
Denka Chemicals G.m.b.H
(Germany)

For company growth and a better work environment



Saori Takano
Organic Electric Materials
Section,
Production Dept. 3,
Chiba Plant

At the new SNECTON plant being constructed on the premises of the Chiba Plant, I am striving to build a new system, standardize and streamline operations, and realize quick support for customers. I aspire to be an engineer who sincerely addresses issues and people, and persistently works to resolve problems. I will continue to do my best so Denka can continue to be a place where people can work safely in good health.

Becoming a company trusted by society



Ryo Hiraide
Fukuoka Medical Sales
Office

While engaging in sales activities for influenza HA vaccines, I feel I am helping to improve patients' quality of life by educating people on the importance of vaccinations, leading to the early detection of diseases with reagents, and facilitating their quick cure. Because Denka is trusted by medical professionals, I am committed to making Denka an indispensable part of society.

Acquiring
experience and
knowledge
to create new value

I sell Toyo series drainpipes, high-density polyethylene drainage pipes, and am focused on expanding Denka's market share. In doing this, I aim to be someone who can turn experience and knowledge into trust. I want to be someone who doesn't just have knowledge and experience but leverages it to create new value and policies. I also want to make a wide range of contributions to my colleagues and Denka.



Kazuhisa Tatebayashi
Water & Agri-Products Dept.,
Fukuoka Branch

Contributing to growing the organization as a problem-solving specialist



Takashi Isogai
Nagoya Medical Sales Office

As a salesperson of clinical reagents, I sell rapid-testing kits for medical facilities and test reagents. I believe solving issues for customers is the quickest way to get them to adopt our products. First, I will become a problem-solving specialist to contribute to our organization's growth by identifying and resolving sales office issues. Furthermore, I will expand these efforts to resolve even more issues so Denka can help to create a better society.

Pursuing a
stable supply of
carbide for the future

I am working to improve the technology in carbide manufacturing processes and safety and security technology. The carbide business has high potential for the future, but we are in a transitional period with major changes, so in order to address this, I will pursue the most cutting-edge technologies and knowledge and improve my problem-solving skills to contribute to Denka's development. Without forgetting Denka has incredible technologies, I will combine them with the latest technologies to open a path to a sustainable future.



Yuki Matsui
Technology Section,
Inorganics Dept., Omi Plant

Becoming the go-to person for stakeholders



Yusuke Shiraishi
Osaka Medical Sales Branch

As a vaccine sales specialist, I aim to be the go-to person for all stakeholders. While actively sharing information with medical facilities and wholesalers to build good relationships, I will share success stories within my department to improve the skills of people throughout the organization. I want to think together with everyone, regardless of department or age, about what we can do for a brighter future.

Contributing to
Denka's growth
through DX

We established a DX Roadmap as a strategy for realizing "Mission 2030" and will start DX promotion activities from this fiscal year. By collaborating with each department and taking DX as an opportunity to raise awareness, I will accelerate the entire organization's use of digital technology, realize sustainable growth, and improve the organization's competitiveness. By leveraging cutting-edge digital technology and data, I will contribute to creating safer, higher quality products for Denka.



Teppei Urano
Digital Strategy & Innovation
Dept.

1-4
Jan. Apr.Pick Up
Feb.

Held the Second Denka Innovation Day!

On February 20, Denka held the second Denka Innovation Day, an internal idea contest for new business creation, as part of Management Plan "Mission 2030."

The contest aims to promote innovation across the entire company by discovering new business ideas for the future. After passing through the first and second rounds of screening, five projects were selected for the final review, where each team gave a presentation. The judging criteria included their alignment with three key elements—specialty, megatrend, and sustainability—as well as novelty. Participants were asked to propose innovative business ideas that met these criteria.

In the final screening, each idea was rigorously evaluated for its innovation and feasibility, and three outstanding winners were selected.



We spoke with the top three winners to learn about their reasons for participating in the event and the insights they gained from the experience.



1st

Koji Asanuma
New Business
Creation Dept.
New Business
Development Dept.

I decided to apply for the contest because I was still disappointed with last year's result, and the theme I had been developing perfectly matched this year's application requirements.

Building on what I learned from last year's screening process, we were able to quickly re-search and develop our business theme. I was fortunate to have the opportunity to conduct repeated interviews with in-house experts in relevant fields, as well as potential partner companies. I believe this contributed to a highly feasible proposal and a strong overall result.

It was a great experience for me to learn about the judge's viewpoint of business and new business development.

With the support of the company, I will move forward with an even greater sense of responsibility toward realizing our theme.



2nd

Takashi Sasaki
General Manager,
Intellectual Property Dept.
New Business
Development Dept.

I joined the project with Yoshinori Terui, because I wanted to make a contribution to further accelerating our company's new business. I also hoped to contribute to the company's profitability by communicating the IP landscape, a method of searching for new applications based on patent information, to our employees.

In realizing my idea, I had many discussions within the company and also had opportunities to talk with companies that were candidates for collaboration. This was a very stimulating and educational experience for me, as I was able to hear directly from them about the joys and difficulties in advancing new businesses. I hope to continue contributing to the revitalization of our new business and its development by proposing new businesses based on patent information and other information.



3rd

Masamitsu Satake
New Business
Creation Dept.
New Business
Development Dept.

I usually work in the New Business Development Department, where I am involved in generating new business ideas on a daily basis. However, I came up with an idea that was on a larger scale than our typical projects, so I decided to join this event to present it and gauge the response within the company. Through this experience, I was able to connect with a wide range of people—including those from outside the company I had the opportunity to speak with, as well as others who participated in the final selection process. The most valuable outcome for me was the way it expanded my perspective and network.

Since I joined Denka because I wanted to promote new business creation and open innovation, I would like to continue to make efforts to create new businesses and products. If I come across a bold and exciting idea or theme that goes beyond the scope of my regular duties, I would definitely like to enter again in the future.

Jan.

Invested in a startup related to wearable electronic stethoscopes

Denka has begun investing in Aevice Health through its corporate venture capital fund, which is jointly operated with Pegasus Tech Ventures. Aevice Health is a pioneering digital health company focused on improving the management of respiratory diseases such as asthma and chronic obstructive pulmonary disease. Through this investment, Denka aims to strengthen its commitment to digital health by integrating Aevice Health's technology with its own expertise in infectious respiratory diseases and immunology.



Feb.

Launched SNECTON, a low dielectric organic Insulating resin

Denka has launched a low dielectric organic insulating resin (Product name: SNECTON) with the electrical properties (low dielectric constant and low dielectric loss tangent) required of materials to reduce the loss of electrical signals (transmission loss) in next-generation high-speed communications (Beyond 5G and 6G). The sales of this product have started for copper-clad laminates (CCL) for various high-speed communications equipment. In addition, the adoption of this product for flexible copper-clad laminates (FCCL) and various interlayer insulating materials is now under consideration for its features of remaining soft even after full curing. This product is further expected to find application in a wide range of fields, including PCs, smartphones, data centers, mobile phone base stations, wearable terminals, and automobiles.



Mar.

Recognized as a "White 500" enterprise for the third consecutive year

Denka has been selected for the third consecutive year as one of the top 500 companies ("White 500" enterprises) in the large enterprise category of the 2025 Certified Health & Productivity Management Outstanding Organizations Recognition Program, jointly conducted by the Ministry of Economy, Trade and Industry and the Japan Health Council. This marks Denka's fourth consecutive year of recognition as a Certified Health & Productivity Management Outstanding Organization. Under the core values of "Initiative," "Integrity," and "Empathy" set forth in Management Plan "Mission 2030," Denka has been implementing health management as a strategy to make Denka a company where each and every employee is healthy in mind and body, works energetically, and can experience personal growth.



Feb.

Press conference on president change

Following the resolution by the Board of Directors on February 7, a press conference was held the same day with President Imai and Managing Executive Officer Ishida, who was set to become the new president on April 1, 2025 ("Titles as of February 2025). At the press conference, President Imai explained the background behind the leadership transition and reflected on the key initiatives he has focused on during his tenure. Managing Executive Officer Ishida then shared his vision as incoming president, stating his short-term goal is to return the company's performance to a growth trajectory, while his mid- to long-term objective is to realize the company's ideal outlined in "Mission 2030." The session concluded with a Q&A segment, where members of the press asked about areas of focus for new products and other related topics.



Feb.

Received "B" in climate change and "A" for water security in CDP 2024

Denka received a rating of "B" for Climate Change and "A" for Water Security in the CDP 2024 scores announced on February 7, 2025. CDP is an international non-profit organization that provides an environmental information disclosure system, publishing scores based on its evaluation of the transparency of each company's disclosure of environmental information, management involvement, and other factors. Under Management Plan "Mission 2030," Denka committed to pursuing sustainability as a core aspect of its management and will continue to work on appropriate environmental information disclosure.



Apr.

110th Anniversary and Entrance Ceremonies held

A 110th Anniversary Ceremony was held on April 1. To begin, President Ishida gave opening remarks to commemorate the 110th anniversary. Following this, the President's Awards were held at each office, where employees who had worked with Denka for 10, 20, 30, and 35 years were recognized for their long-standing commitment. The FY2025 Entrance Ceremony was held in the afternoon on the same day. Denka welcomed a total of 85 new employees, including 34 general staff members and 51 managers. At the ceremony, after President Ishida's words of congratulations, the new employees from each office were introduced, and the ceremony ended with a thank-you speech from the new employee representative.

