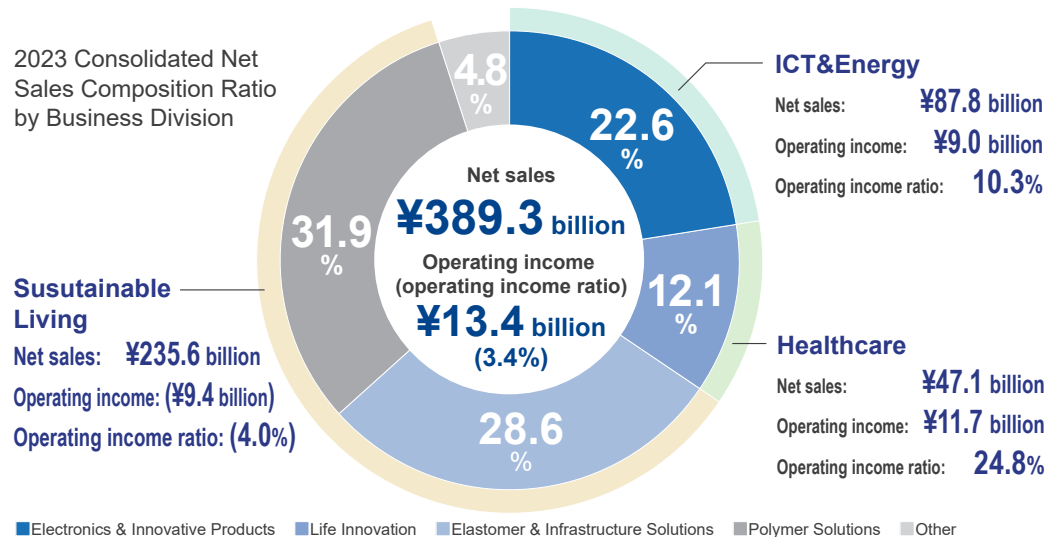


At a Glance

The Denka Report 2024 describes in detail the initiatives for achieving the goals of the “Mission 2030” management plan and the specific measures to establish a base for targeting maximum profits again in 2025.

Denka Group Businesses and 2023 Results



Point

While maintaining a policy of positive shareholder return, we will return to a path of growth in business results through careful selection of strategic investment, a shift in our business portfolio, and driving forward the Best Practice Project.

Review of the Investment Plans



Careful Selection of Investments
Aiming to reduce investment cash flow by 100 billion yen over eight years

Business Portfolio Shift



Highest priority items:
fundamental measures for the chloroprene rubber business

Best Practice Project



Cost cuts
Work efficiency increase of at least ¥10 billion per year in FY2026
The progress of each and every employee

Positive Shareholder Return Policy



Total return ratio of 50% (cumulative 8-year management plan)
Aiming to maintain or increase dividends per share, taking into account future cash flows, etc.

Denka Group in Figures



Founded
109
years ago



Hydroelectric power plants
17 locations **140,290** kW

* As of August 2024, including Denka's ownership of output from hydroelectric power plants owned by a joint venture



Number of consolidated employees
6,514

* As of the end of March 2024



Overseas net sales ratio
43.2%

* FY2023



Manufacturing bases
13 in Japan + **9** overseas

* As of April 1, 2024