

# Business Value Creation Trajectory of Our Business Portfolio Shift

Denka Group started the management plan “Denka Value-Up” in FY2018. In this management plan, we drove forward our two growth strategies of “business portfolio shift” and the “introduction of innovative processes”. As a result, we decided to withdraw from the cement business in FY2022. However, there are businesses that still depend largely on the external environment, and therefore, we must further propel our portfolio shift.

In the management plan “Mission 2030” from 2023, we are implementing more proactive measures toward the 2030 target of “100 percentage of three-star business”.

Carefully selected strategic investments ▶P31

Capital investment trends by four business divisions ▶P42

