

Denka's 11-Year Financial Summary

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Summary Statement of Income (million yen)											
Net sales	376,809	383,978	369,853	362,647	395,629	413,128	380,803	354,391	384,849	407,559	389,263
Operating income	21,230	24,047	30,634	25,844	33,652	34,228	31,587	34,729	40,123	32,324	13,376
Ordinary profit	20,604	24,287	27,022	23,158	31,499	32,811	30,034	32,143	36,474	28,025	5,474
Profit attributable to owners of parent	13,573	19,021	19,472	18,145	23,035	25,046	22,703	22,785	26,012	12,768	11,947
Equity in earnings (losses) of affiliates	550	950	1,097	568	1,105	1,384	1,170	933	876	2,328	1,731
Financial Position (million yen)											
Current assets	164,747	170,497	161,876	168,902	184,129	190,730	198,452	200,726	218,164	251,793	265,447
Total assets	431,347	445,569	443,864	454,944	473,799	483,827	501,448	526,035	557,646	592,158	616,244
Current liabilities	163,645	160,101	147,537	144,190	158,043	154,047	160,807	155,062	166,679	164,457	171,557
Net assets	189,516	210,798	216,071	227,487	242,780	250,481	254,014	270,036	292,094	300,351	316,915
Interest-bearing debt	120,669	122,536	124,596	113,748	108,269	112,134	134,340	138,191	137,032	169,729	174,368
Cash Flows (million yen)											
Cash flows from operating activities	27,245	35,557	44,014	39,557	48,776	32,660	41,954	40,610	42,630	8,946	36,260
Cash flows from investing activities	(26,693)	(27,449)	(34,979)	(22,258)	(29,298)	(26,176)	(36,303)	(36,976)	(36,839)	(28,268)	(22,572)
Cash flows from financing activities	(3,327)	(7,437)	(7,348)	(19,319)	(15,858)	(8,408)	9,544	(6,706)	(12,341)	18,361	712
Cash and cash equivalents at end of year	8,244	9,157	11,813	10,174	14,101	13,889	29,170	25,909	20,209	20,199	35,386
Per Share Information (yen)											
Dividends per share*	50.0	62.5	65.0	70.0	105.0	120.0	125.0	125.0	145.0	100.0	100.0
Profit per share	145.16	207.40	214.71	205.05	261.80	286.18	262.62	264.24	301.67	148.08	138.61
Net assets per share	2,013.84	2,279.70	2,366.74	2,526.42	2,727.94	2,839.16	2,906.95	3,101.92	3,345.34	3,438.28	3,568.69
Financial Indices											
Operating income ratio (%)	5.6	6.3	8.3	7.1	8.5	8.3	8.3	9.8	10.4	7.9	3.4
Return on equity (ROE) (%)	7.4	9.6	9.3	8.3	10.0	10.3	9.1	8.8	9.4	4.4	4.0
Return on assets (ROA) (%)	4.9	5.5	6.1	5.2	6.8	6.9	6.1	6.3	6.7	4.9	0.9
Shareholders' equity ratio (%)	43.5	46.9	47.7	49.1	50.5	51.0	50.0	50.8	51.7	50.1	49.9
Other											
Capital investment (million yen)	25,735	21,300	21,196	25,731	22,710	32,745	34,205	42,323	35,644	39,369	43,686
Depreciation and amortization (million yen)	22,254	23,032	23,242	24,359	24,599	22,946	22,482	22,911	23,883	26,554	26,516
R&D expenses (million yen)	10,828	11,127	11,787	13,026	13,868	14,562	15,031	14,736	14,231	14,926	15,162
Number of employees at end of year (consolidated)	5,249	5,309	5,788	5,816	5,944	6,133	6,316	6,351	6,358	6,406	6,514

Management Plans			Resumption of DENKA100 (2013-2017)			Denka Value-Up (2018-2022)			Mission 2030 (2023-2030)		
▶ Denka's main achievements			• Completed the Denka Innovation Center main building			• Celebrated the centennial of the Company's founding			• Merger with DENKA SEIKEN Co., Ltd.		
						• Changed company name					
						• Established Denka Performance Elastomer LLC					
▶ Environmental developments			• Consumption tax hike (to 8%)			• Signing of the Paris Agreement			• Inauguration of the U.S. Trump administration		
									• U.S.-China trade tension		
									• Consumption tax hike (to 10%)		
									• COVID-19 pandemic		
									• Inauguration of the U.S. Biden administration		
									• Russian invasion of Ukraine		