Denka's Trajectory

Contributing to Social Development

Since our founding in 1915, Denka has been wrestling with the issue of how much of the value required by society can be created through chemistry.

Here, we will introduce the history of Denka's corporate value creation and change in our portfolio over six eras.

Initial Phase 1915-1944

Core Business Expantion Phase 1945-1974

Specialty Business Expansion Phrase 1975-2006

Making Our Strong **Business Even Stronger** 2007-2017 Denka100

Becoming a **Specialty-Fusion Company** 2018-2022 Denka Value-Up

Making the world a better place as specialists in chemistry 2023-2030 Mission 2030

Helping to resolve food supply

problems





We continued to support Japan's agricultural sector through stable calcium cvanamide fertilizer production while overcoming a number of management crises that arose in the rapidly evolving era of World War I and II and a major economic recession. We also began operating our own hydroelectric power plants to secure a stable supply of electricity.

Technology supporting high economic growth





Over the course of Japan's reconstruction in the aftermath of World War II and the subsequent period of high economic growth, we leveraged carbide acetylene chemistry and inorganic chemistry to supply a variety of products while delivering cement and special cement additives, with the aim of meeting the ever-growing demands of society.

Entry into the petrochemical and healthcare fields





To live up to ever higher expectations with regard to the functional improvement of plastics, we engaged in product development that rallied the Group's overall technological capabilities, ranging from precision material synthesis to resin processing and molding. Moreover, we strove to support the prevention and early diagnosis of a variety of infectious diseases via the supply of vaccines and diagnostic reagents, helping prevent the spread of such diseases.

Advancing into functional ceramics





Our ultra-high-temperature control technologies cultivated in the course of calcium carbide production, an activity that dates back to our founding, have enabled us to create a variety of new materials ranging from acetylene black to inorganic powders. Furthermore, our metal and polymer composite technologies allowed us to contribute to technological innovation in the field of thermal solutions for railways, automobiles, and communications devices.

Contributing to sustainable social development with the uniqueness that sets us apart



Environment and Energy

- ·High speed data communication (5G)
- ·Shift to xEVs in automobiles
- ·Renewable energy



Healthcare

- ·Developing new preventive and diagnostic technologies
- Innovative treatments



High-value-added infrastructure

- Developing resilient infrastructure
- ·Repairing aged facilities and lenathenina buildina life

ICT & Energy

[Policy]

Create a better society with the supply of cutting-edge materials [Field]

Next-generation high-speed communications, xEVs and renewable energy

Healthcare

[Policy]

Improve quality of life for people around the world in the areas of prevention. diagnosis, and treatment

[Field]

Preventive medicine. diagnosis and treatment

Sustainable Living

[Policy] Realize safe, secure, and comfortable daily lives [Field]

Food, infrastructure. daily necessities

Achievement of carbon neutrality





CO2 capture,

storage, and

technologies

utilization



Portfolio reform including establishment of low-carbor acetylene chain

Development and Expansion of green implementation of energy by hydroelectric power generation and establishing new solar power plant

Sustainable cities and fulfilling daily lives



styrene-basec

packaging materials

Promotion of circular economy for

Establishment of CO₂ sequestration technology

Environmental conservation and minimization of environmental footprint



Continuation of zero waste emissions

Response to nature-related risks, such as biodiversity and water resource conservation, based on the Task Force on Nature-related Financial

Disclosures (TNFD)

Social changes

Instability in global affairs

- -1918 World War I
 - 1929- The Great Depression
 - 1939- World War II
- Period of rapid economic growth

- 1955 Japan starts construction on national expressways (Chuo Expressway, Tohoku Expressway, etc.)
 - 1964 The Tokaido Shinkansen line starts operation
 - 1971 The Nixon shock

- 1979 The Second Oil Crisis
 - 1990 The Cold War ends, spread of the Internet
- 1973 The First Oil Crisis
 - - 1991 The Japanese asset price bubble bursts
 - 1993 The EU is formed

Acceleration of globalization and IT

Toward the VUCA era

- 2008 Subprime Mortgage Crisis
- 2011 Great East Japan Earthquake
- 2015 Adoption of SDGs and the Paris Agreement
- 2019 Start of the COVID-19 pandemic
- 2022 Russian invasion of Ukraine
- November 2022 Global population exceeds 8 billion

- February 2023 Great Turkey-Syria Earthquake
- May 2023 G7 Hiroshima Summit
- May 2023 COVID-19 reclassified as Class 5 infectious disease
- January 2024 Noto Earthquake
- May 2024 Historically weak ven

Vision

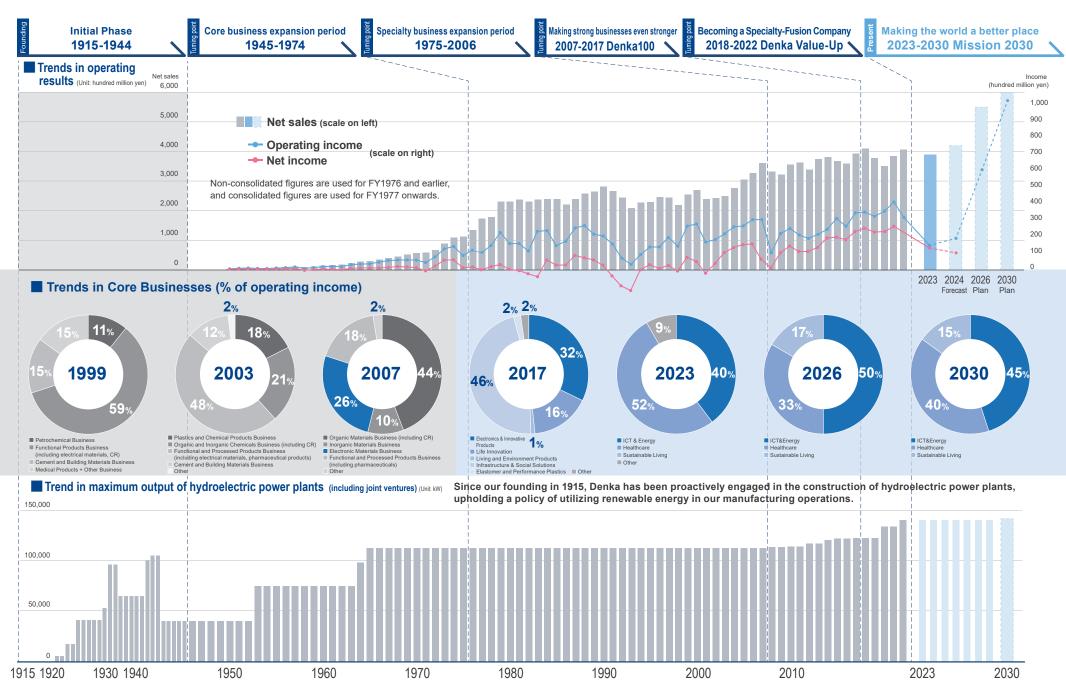
Value Creation

Strategy

ESG management Sta

Stakeholders Financial information

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^{*} Since 1933, the output from Kurobegawa Electric Power Company's power plants has been calculated in line with the ratio of Denka's equity (50%) in the joint venture. In 2022, the power generation capacity totaled 140,000 kW due to the start of operations of the Kurobegawa Electric Power Company's New Himekawa No. 6 Power Plant.