




Dialogue with Stakeholders

1. Creating value through dialogue with our stakeholders

The Denka Group considers maintaining responsible dialogue with stakeholders and an integral part of the process of assessing our social responsibilities, the degree of our social contributions, and stakeholder expectations about improving our corporate value. It also forms part of the Denka Group ESG Basic Policy, "Information disclosure stakeholder dialogue". The diagram below illustrates the significance of dialogue with our various stakeholders and the value it creates.



2. Examples of dialogue with stakeholders

	Objective/Themes	Means
 Customers	<ul style="list-style-type: none"> ■ Providing safe, high-quality products that satisfy our customers and appropriate information. ■ Forging relationships built on trust through sincere communication with our customers. 	<ul style="list-style-type: none"> ■ Face-to-face and online dialogue with customers ■ Providing technical services ■ Conducting customer satisfaction surveys
 Business Partners	<ul style="list-style-type: none"> ■ Promoting open innovation and building good relationships with our business partners to ensure co-existence and shared prosperity across the entire supply chain. 	<ul style="list-style-type: none"> ■ Face-to-face and online meetings with suppliers ■ Announcement of our Partnership Building Declaration
 Local Communities	<ul style="list-style-type: none"> ■ Actively participating in the formation of more habitable local communities and contributing to their development as a good corporate citizen. ■ Maintaining sound political and administrative relations and fostering a relationship of trust with society. 	<ul style="list-style-type: none"> ■ Comprehensive disaster prevention drills ■ Facility tours and resident briefings ■ Interaction with local residents and dialogue ■ Participation in local events ■ Educational support ■ Social contribution activities

Participation in Monozukuri Festa in Ichihara City, Chiba Prefecture

On Saturday, August 3, 2024, Monozukuri Festa which offers elementary students in Ichihara City to experience manufacturing on hand was held at the civic center of Ichihara City. Denka participated in the event this year as part of its social contribution activities and exhibited booths called “Let’s Make My Plastic Bottle!” and an invention class called “Let’s Make A Flying Disc!”.



Holding “seminar on intellectual property” at Meiji University

We held a seminar on intellectual property at the Meiji University for the students to learn about themes we want for them to know before becoming members of the society, such as the overview of intellectual property, application for patents and designs, service invention, and contracting. We received feedback such as “I had an interest in visualization of intangible assets so I learned a lot from the seminar” and “I want to study how business models, brands, and other values that are not visible are into a common evaluation axis of the society” from the students that participated in the seminar, indicating their high level of interest.



Denka Group Employees

- Reflecting the opinions of employees to promote the creation of a healthy and comfortable workplace for all members of the Denka Group.

- Visits by and dialogue with the President
- Use of internal portal sites
- Employee awareness surveys

- Labor-management council
- Town Hall Meeting
- Lunch Meeting

Holding “Bring your kids to work” day at Omi Plant

We held “Bring your kids to work” day at Omi Plant on Friday, August 2, 2024. On the day, 47 family members of the employees participated and experienced experiments using our Poval, exchanged business cards with plant manager and assistant manager, Q&A session, and other programs. We received feedback such as “I want to stay longer”, “I want to also tour inside the plant”, and “I want to know more about Denka” from the participants.



	Objective/Themes	Means
<div data-bbox="168 805 235 885"> </div> <div data-bbox="257 821 436 885"> Shareholders and Investors </div>	<ul style="list-style-type: none"> ■ Actively, effectively and fairly disclosing financial and non-financial information and ensuring its reliability through constructive dialogue. ■ Enhancing our group governance system to enhance the value of the entire company. ■ Meetings with institutional investors and securities company analysts (Excluding shareholders' meetings, Financial Results Presentation, and Briefing for Individual Investors) <div data-bbox="560 566 1355 989"> <p>Total: 334 people in Japan and overseas</p> <p>Japan 199</p> <p>Overseas 135</p> <ul style="list-style-type: none"> ■ Individual/small meetings ■ Plant tours ■ SR meetings ■ Top meetings (one-on-one meetings) ■ Individual meetings ■ Plant tours ■ Overseas roadshows </div> <ul style="list-style-type: none"> ■ Main topics of dialogue and matters of interest to shareholders and matters for increased disclosure <ul style="list-style-type: none"> • Policy and progress of business portfolio shift • Management policy, its content, and cash allocation (shareholder returns, strategic investment, human capital investment, R&D, financial leverage, etc.) that complies with prerequisites that have changed since the formulation of the management plan "Mission 2030" • Prospects for future growth business and investment plan 	<ul style="list-style-type: none"> ■ Holding of the General Meeting of Shareholders (once per year) Improve the content of convocation notices and other materials for shareholders' meetings to increase the level of disclosure. Adoption of live-streaming for shareholders who are unable to attend the venue on the day, and the exercise of voting rights via the Internet using personal computers, etc. ■ Holding of Financial Results Presentation (4 times a year: approx. 80 - 100 people) The President and senior management provide quarterly briefings on financial results and growth strategies to institutional investors and securities company analysts. (Briefings are also held for the media 2 times a year.) ■ Holding briefings for individual investors (once per year: 20 people face-to-face and 300 people online) The officer in charge of IR holds briefings for individual investors in a hybrid method to explain management plans and overview of the business. ■ Meetings with institutional investors and securities company analysts (334 people) <ul style="list-style-type: none"> • Individual meetings/small meetings (150 in Japan and 111 overseas) The Corporate Communications Department conducts interactive dialogue with institutional investors and securities company analysts at individual meetings or small meetings to discuss financial results, management plans, and other details. • Plant tours (2 times a year: 1 location in Japan and 1 location overseas) (14 in Japan and 2 overseas) Hold plant tours for institutional investors and analysts from securities companies to explain the characteristics of products and each plant • SR meetings (2 times a year: 28 people in Japan) The General Affairs Department conducts dialogue with major domestic shareholders (institutional investors) to discuss our initiatives centered on governance and countermeasures for misconduct related to quality and significant accidents. • One-to-one top meetings (7 people in Japan) The President discusses changes to our business portfolio, business plans, and other management strategies with domestic institutional investors. • Overseas road shows (2 times a year: 22 people overseas) Our Officer in charge of Investor Relations holds dialogue with overseas institutional investors in the Americas, Europe, and Asia on management plans, business models, R&D, shareholder returns, and ESG initiatives (including one annual conferences per year sponsored by securities companies) ■ Feedback of shareholder opinions and views to management (4 times a year + every time) In addition to providing quarterly feedback on the opinions of shareholders obtained through dialogue with the President and other management and related departments, feedback is also provided whenever there is an event that attracts a large number of shareholders' opinions. This is used as a reference for future disclosure materials and management strategy formulation and promotion measures.