

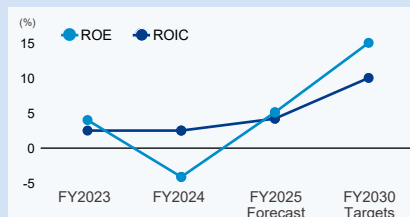
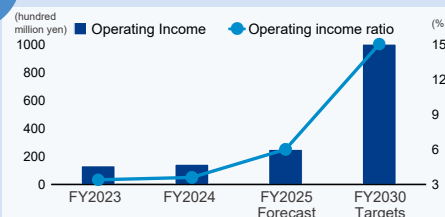
Connection between Non-Financial Indicators and Corporate Value

The non-financial indicators in the management plan "Mission2030" are expressed in a formula for calculating corporate value, showing how they contribute to value creation.

Denka's Corporate Value



Cash generation through business operations



Promotion of a circular economy

FY2030 Targets

Establishment of a chemical recycling social implementation consortium

FY2024 Results

Launch of the resource circulation system brand "D-NODE™"

▶P48

Promotion of low-carbon concrete products

FY2030 Targets

Market launch and expansion of LEAF

FY2024 Results

Carbon Negative Concrete "CUCO" Project

▶P45



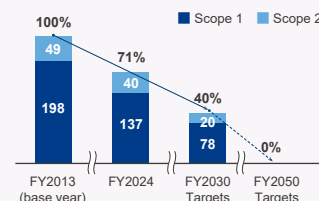
▶P67



Minimization of Capital Costs

(Systems and Structures to Enhance Reliability)

Medium- and long-term targets for reducing greenhouse gas emissions (Scope 1 + 2)



Thorough management of compliance risks

FY2030 Targets

Number of significant compliance violations: 0

FY2024 Results

0 cases

Supply chain procurement questionnaire

FY2030 Targets

Conduct questionnaire for suppliers covering 90% of total procurement costs

FY2024 Results

Conducted a questionnaire of all our raw material and fuel business partners, and received responses from 78%

Initiatives to Respect Human Rights

FY2030 Targets

Identification of human rights risks and establishment of response processes for the group and supply chain

FY2024 Results

- Revision of Human Rights Policy
- Revision of Sustainable Procurement Basic Policy and Guidelines
- Implementation of human rights risk surveys (target: 7 domestic business sites)

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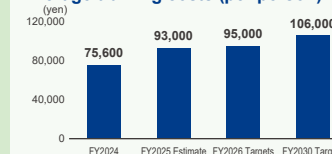


Improving Future Growth Rates

(Strengthening Intangible Assets as Growth Drivers)

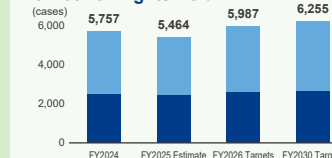
Strengthening of human resources development system

Average training costs (per person)



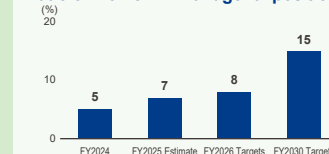
Strengthening Competitiveness through Patents

Number of Rights Held



Promotion of Diversity, Equity & Inclusion

Ratio of women in managerial positions



Promotion of DDX (Denka Digital Transformation)

2030 Targets

Develop 200 Digital Pilots (digital talent)

FY2024 Results

78