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.

Founding — Initial phase 1915-1944

Helping to Resolve Food Supply Problems

We continued to support Japan's agricultural sector through stable calcium cyanamide 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.

Transformation point — Core operation expansion phase 1945-1974

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.

Transformation point — Specialty business expansion period 1975-2006

Entry into the Petrochemical and Healthcare Fields

To live up to ever higher expectations regarding 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.

Transformation point — Making strong businesses even stronger 2007-2017 Denka100

Advancing into Functional Ceramics

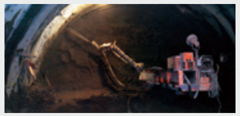
Our ultra-high-temperature control technologies cultivated in the course of calcium carbide production, an activity that dates back to our founding, have enabled us to create a variety of new materials ranging from acetylene black to inorganic powders. Furthermore, our metal and polymer composite technologies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

Transformation point — Becoming a Specialty-Fusion Company 2018-2022 Denka Value-Up

Contributing to Sustainable Social Development with the Uniqueness That Sets Us Apart

Environment and Energy
- High-speed data communication (5G)
- Electrification of automobiles (xEV)
- Renewable energy

Healthcare
- Developing new preventive and diagnostic technologies
- Innovative treatments



High-value-added infrastructure
- Develop robust infrastructure
- Repairs and lengthening building life

Present — Make the world a better place as specialists in chemistry 2023-2030 Mission 2030

ICT & Energy

Policy
Create a better society with the supply of cutting-edge materials

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

Achievement of Carbon Neutrality

- Portfolio reform including establishment of low-carbon acetylene chain
- Development and implementation of CO_2 capture, storage, and utilization technologies
- Expansion of green energy by increasing hydroelectric power generation and establishing new solar power plant

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

Improve Quality of Like for People Around the World

- Enhance response capabilities to pandemics and other events
- Contribute to the prevention of lifestyle diseases

Sustainable Living

Policy
Realize safe, secure, and comfortable daily lives

Field
Food, infrastructure, daily necessities

Sustainable Cities and Fulfilling Daily Lives

- Promotion of circular economy for styrene-based packaging materials
- Establishment of CO_2 sequestration technology

Social Changes

Instability in global affairs
- -1918 World War I
- 1929- The Great Depression
- 1939- World War II

Period of high 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

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

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
- January 2025 Inauguration of President Trump in the U.S.

Founding — Initial phase 1915-1944

Transformation point — Core operation expansion phase 1945-1974

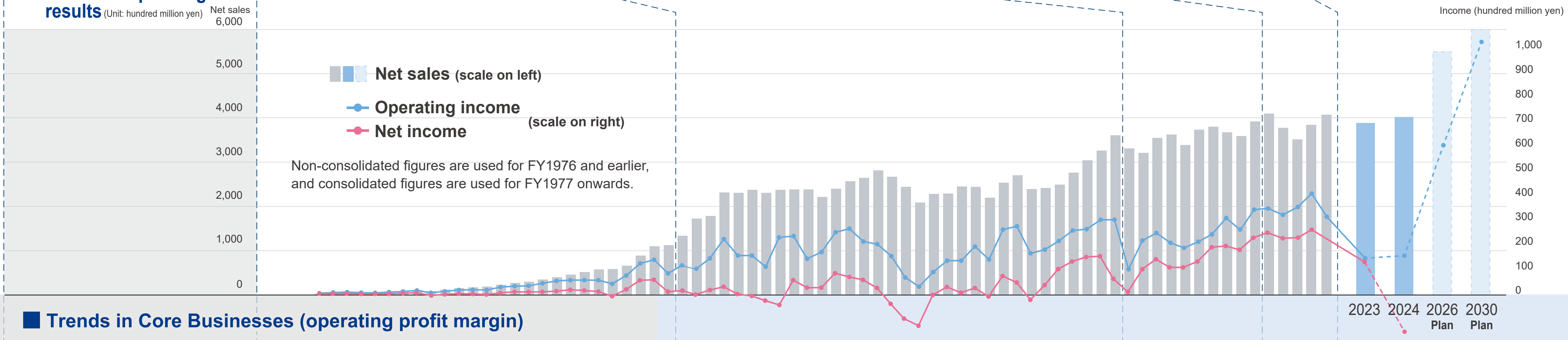
Transformation point — Specialty business expansion period 1975-2006

Transformation point — Making strong businesses even stronger 2007-2017 Denka100

Transformation point — Becoming a Specialty-Fusion Company 2018-2022 Denka Value-Up

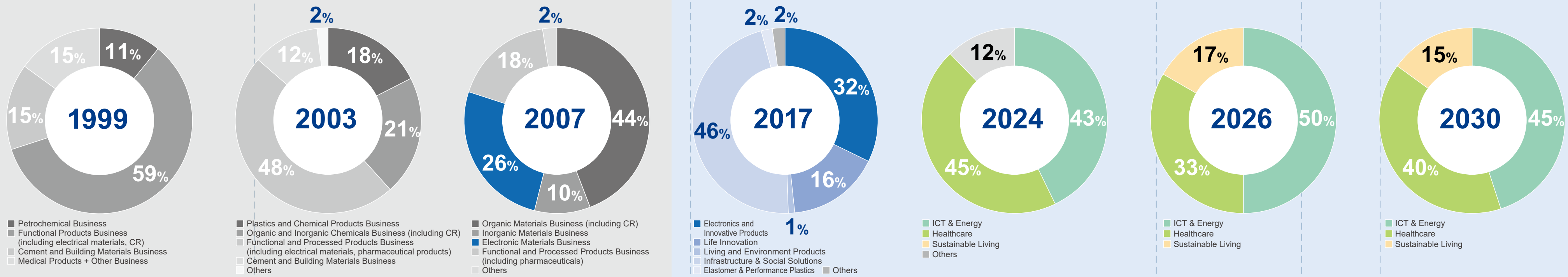
Present — Make the world a better place as specialists in chemistry 2023-2030 Mission2030

Trends in operating results (Unit: hundred million yen)



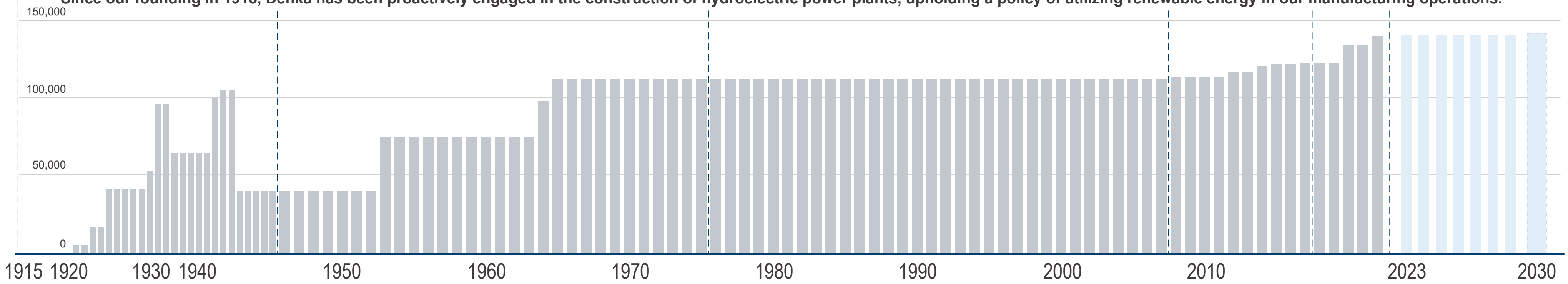
Non-consolidated figures are used for FY1976 and earlier, and consolidated figures are used for FY1977 onwards.

Trends in Core Businesses (operating profit margin)



Trend in Maximum Output of Hydroelectric Power Plants (Including Joint Ventures) (unit: kW)

Since our founding in 1915, Denka has been proactively engaged in the construction of hydroelectric power plants, upholding a policy of utilizing renewable energy in our manufacturing operations.



* 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 Hydroelectric Power Plant.