

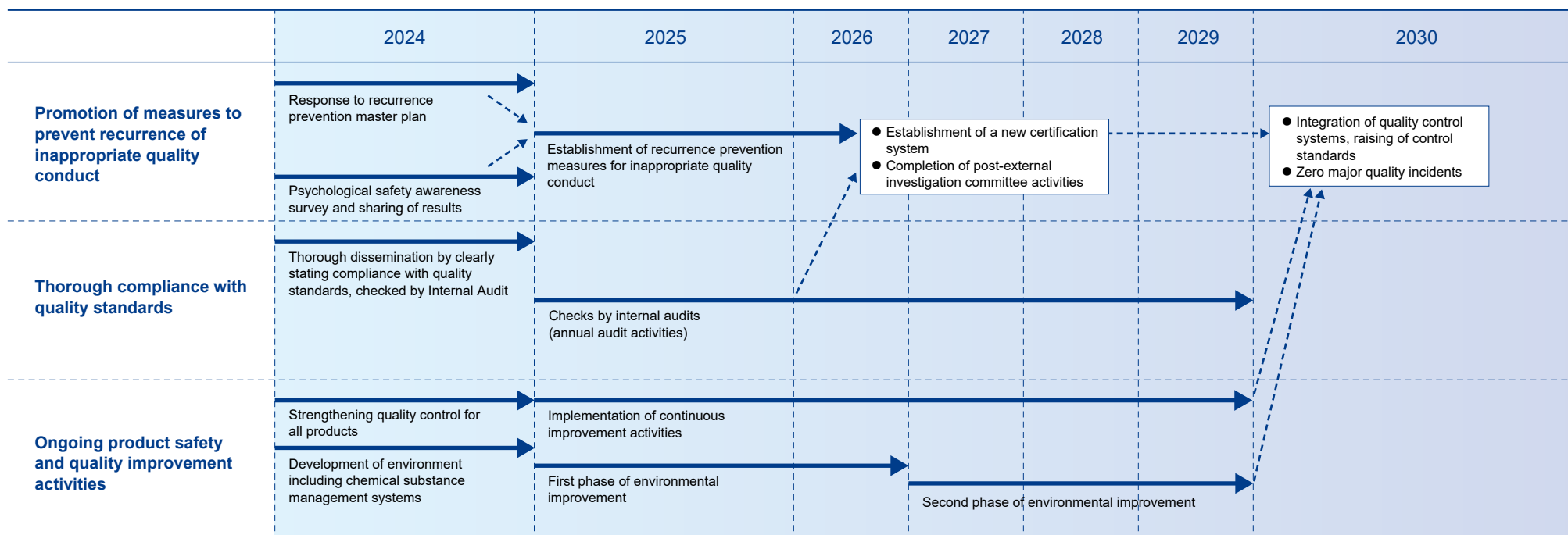
Quality Assurance Management

The Denka Group have established a quality policy that aligns with our management plan “Mission 2030,” and we are conducting quality assurance activities for our broad range of products. This diverse product lineup covers everything from organic chemistry, such as synthetic resin and resin processing, to inorganic chemistry using methods such as highly functional powder control technology, and bio-related fields such as bacteria/virus incubation and antibody/antigen production technology.

Quality Policy (Fiscal 2025)

The Denka Group aims for zero major quality incidents by promoting and improving quality management, providing safe, stable and high-quality products and services, ensuring compliance with quality standards, and establishing measures to prevent recurrence of inappropriate quality practices. Through these efforts, we are striving to earn the satisfaction and trust of stakeholders and contribute to new value creation.

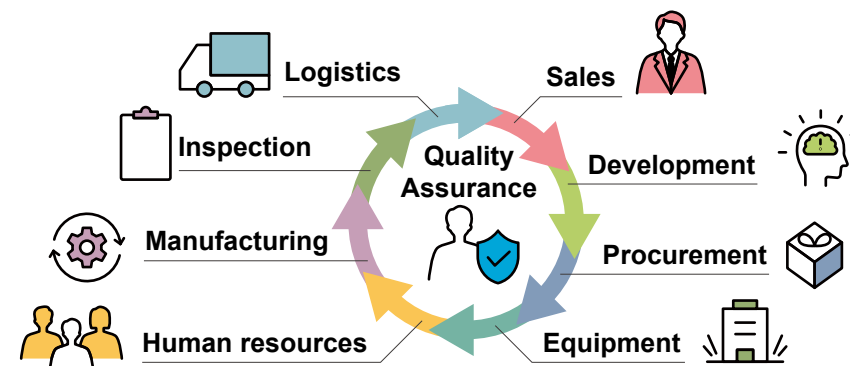
Roadmap for Management Plan “Mission 2030”



Quality Assurance Management

1 | Initiatives for Quality Improvement and Customer Satisfaction

Matters such as quality requirements from the market, laws and regulations for each product are becoming increasingly stringent. As part of our efforts to address these, we are systematically implementing quality gate management through design reviews. We are working together to address issues identified in the market environment, product design, and manufacturing processes, and to provide products that are highly evaluated by stakeholders.



2 | Chemical Substance Management/Product Safety

We constantly collect and monitor information on domestic and international legal revisions related to chemical substances (e.g., Chemical Substances Control Law/Japan, REACH Regulation/EU). To ensure compliance with legal amendments and further enhance safety, we promptly and appropriately respond when changes to product components or production processes are required.

3 | Promotion of Quality Roundtable Meetings by Management

As a measure to prevent recurrence of inappropriate quality practices that became apparent in May 2025, various quality roundtable meetings are being held by management.

<Roundtable Discussions with Management>

- Town Hall Meeting
- Quality Roundtable Meetings
- Opinion Exchange Meetings

We aim to foster a company culture with high psychological safety by encouraging direct discussions between management and employees at all levels, from supervisors to staff on the production floor.



May 2025 Shibukawa Plant and Isesaki Plant joint exchange meeting

4 | Strengthen Quality Compliance Education

To strengthen compliance with quality standards, we are providing quality compliance education to employees. We are improving educational content and delivery methods, reviewing educational programs, and promoting compliance throughout the group.



5 | Improvement of Quality Management System and Management Level

Requests and comments from customers regarding the quality of our products are managed company-wide through the “Quality Management System” for quality improvement and the “Chemical Substance Management System” for managing chemical information. We will continue to enhance our management level, further improve quality and product safety, and provide products and services that earn the trust of our stakeholders.