Denka's 11-Year Financial Summary

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Summary Statement of Income (million yen)											
Net sales	383,978	369,853	362,647	395,629	413,128	380,803	354,391	384,849	407,559	389,263	400,251
Operating income	24,047	30,634	25,844	33,652	34,228	31,587	34,729	40,123	32,324	13,376	14,413
Ordinary profit	24,287	27,022	23,158	31,499	32,811	30,034	32,143	36,474	28,025	5,474	7,623
Profit attributable to owners of parent	19,021	19,472	18,145	23,035	25,046	22,703	22,785	26,012	12,768	11,947	(12,300)
Financial Position (million yen)											
Current assets	170,497	161,876	168,902	184,129	190,730	198,452	200,726	218,164	251,793	265,447	270,455
Total assets	445,569	443,864	454,944	473,799	483,827	501,448	526,035	557,646	592,158	616,244	655,524
Current liabilities	160,101	147,537	144,190	158,043	154,047	160,807	155,062	166,679	164,457	171,557	230,501
Net assets	210,798	216,071	227,487	242,780	250,481	254,014	270,036	292,094	300,351	316,915	308,296
Interest-bearing debt	122,536	124,596	113,748	108,269	112,134	134,340	138,191	137,032	169,729	174,368	217,679
Cash Flows (million yen)											
Cash flows from operating activities	35,557	44,014	39,557	48,776	32,660	41,954	40,610	42,630	8,946	36,260	18,620
Cash flows from investing activities	(27,449)	(34,979)	(22,258)	(29,298)	(26,176)	(36,303)	(36,976)	(36,839)	(28,268)	(22,572)	(59,586)
Cash flows from financing activities	(7,437)	(7,348)	(19,319)	(15,858)	(8,408)	9,544	(6,706)	(12,341)	18,361	712	40,118
Cash and cash equivalents at end of year	9,157	11,813	10,174	14,101	13,889	29,170	25,909	20,209	20,199	35,386	37,002
Per Share Information (yen)											
Dividends per share*	62.5	65.0	70.0	105.0	120.0	125.0	125.0	145.0	100.0	100.0	100.0
Profit per share	207.40	214.71	205.05	261.80	286.18	262.62	264.24	301.67	148.08	138,61	(142.73)
Net assets per share	2,279.70	2,366.74	2,526.42	2,727.94	2,839.16	2,906.95	3,101.92	3,345.34	3,438.28	3,568.69	3,436.95
Financial Indices											
Operating income ratio (%)	6.3	8.3	7.1	8.5	8.3	8.3	9.8	10.4	7.9	3.4	3.6
Return on equity (ROE) (%)	9.6	9.3	8.3	10.0	10.3	9.1	8.8	9.4	4.4	4.0	(4.1)
Return on assets (ROA) (%)	5.5	6.1	5.2	6.8	6.9	6.1	6.3	6.7	4.9	0.9	1.2
Shareholders' equity ratio (%)	46.9	47.7	49.1	50.5	51.0	50.0	50.8	51.7	50.1	49.9	45.2
Other											
Capital investment (million yen)	21,300	21,196	25,731	22,710	32,745	34,205	42,323	35,644	39,369	43,686	69,173
Depreciation and amortization (million yen)	23,032	23,242	24,359	24,599	22,946	22,482	22,911	23,883	27,041	26,919	27,858
R&D spending (million yen)	11,127	11,787	13,026	13,868	14,562	15,031	14,736	14,231	14,926	15,162	14,887
Number of employees at end of year (consolidated)	5,309	5,788	5,816	5,944	6,133	6,316	6,351	6,358	6,406	6,514	6,542

Management Plans: **Resumption of DENKA100** (2013-2017) | **Denka Value-Up** (2018-2022) | **Mission2030** (2023-2030)

Denka's main achievements

- Completed the Denka Innovation Center main building
- Established DPE
- 100th anniversary
- Changed company name
- Acquired U.S. chloroprene rubber business
- Shift to a "Company with Audit and Supervisory Board"
- Merger with DENKA SEIKEN Co., Ltd.
- Transferred cement business to TD Cement Sales Co., Ltd.

Environmental developments

- Consumption tax hike (to 8%)
- Signing of the Paris Agreement
- Inauguration of the U.S. Trump administration
- Consumption tax hike (to 10%)
- COVID-19 pandemic
- Inauguration of the U.S. Biden administration
- Russian invasion of Ukraine
- Israel, Gaza invasion
- Yen depreciation continues, reaching the 150 yen level for the first time in 32 years
- Inauguration of the U.S. Trump administration

Financial information for FY2017 and onwards are modified under the Partial Amendments to Accounting Standard for Tax Effect Accounting (Accounting Standards Board of Japan (ASBJ) Statement No. 28 issued in February 2018). The "Accounting Standard for Revenue Recognition" (Corporate Accounting Standard No. 29, March 31, 2020), etc., has been applied from the beginning of the 163rd fiscal year, and the main management indicators, etc., for the 163rd fiscal year and beyond reflect the application of these accounting standards.

* Cash dividends per share 1. Denka executed a reverse share split that merged five shares into one share as of October 1, 2017. As we aim to support easy-to-understand comparisons between performance in each fiscal year, the value of dividends per share for the preceding fiscal years has been retrospectively converted to reflect the value of dividends had the reverse share split already been in effect.

2. Dividends per share for FY2014 comprise (1) full-year dividends per share of ¥52.5 (¥10.5 per share before conversion); and (2) commemorative dividends per share of ¥10.0 (¥2.0 per share before conversion)