

Denka Group at a Glance

Strengths of the Denka Group

FY2025 Consolidated
Net Sales Composition Ratio
by Business Division

World No. 1



Chloroprene
rubber



Heat-resistant
agent for ABS resin

Japan No. 1



Calcium
cyanamide
fertilizer



Humic acid
magnesium
fertilizer



Underground
drainpipes
for agriculture



Special cement
additives
(shotcrete materials
for tunnels)

Sustainable Living

Net sales:

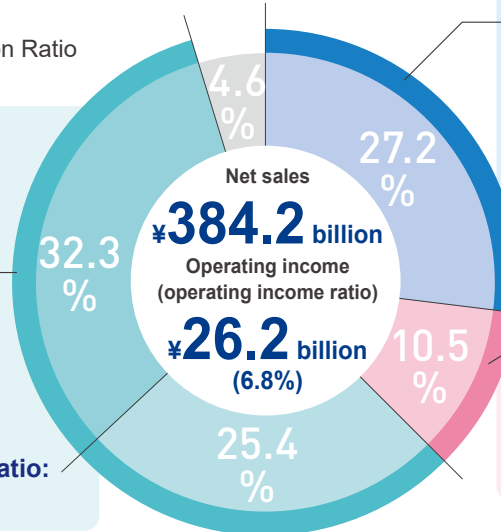
¥221.8 billion

Operating income:

¥3.7 billion

Operating income ratio:

1.7%



■ Electronics and Innovative Products ■ Life Innovation ■ Elastomer & Infrastructure Solutions ■ Polymer Solutions ■ Other

World No. 1

ICT & Energy

Net sales:

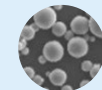
¥104.4 billion

Operating income:

¥13.9 billion

Operating income ratio:

13.3%



Spherical
alumina



Spherical
silica



Silicon
nitride



Acetylene black
(for high-voltage cables)



VINI-TAPE
(for electrical
insulation)

Bottom sheets and cover tape
(for semiconductor carrier tape)



Healthcare

Net sales: ¥40.5 billion

Operating income: ¥6.2 billion

Operating income ratio: 15.3%



World No. 1

Reagent for measuring
C-reactive protein (CRP)



Japan No. 1

QuickNavi-Flu+COVID19 Ag

Denka Group in Figures



111 Years
Since Founding



Overseas net
sales ratio

44.6%

* FY2025; Securities Report



Consolidated
Number of
Employees
6,454

* As of March 31, 2026;
Annual Securities Report



Manufacturing sites

13 in Japan +
10 overseas

* FY2025

Sustainable Competitiveness

Denka's hydroelectric
power generation

▶P74

Polystyrene
chemical recycling

▶P50

Denka's Hydroelectric Power Generation in Numbers



Percentage of Denka's Total
Electricity Consumption
* FY2025

About **40%**



Number of hydroelectric
power plants * Includes plants
owned by joint venture companies

17 locations



Equivalent Number
of Households
Supplied with
Electricity

About **140,000**
households



Maximum output

140MW



Among Japanese manufacturing
companies in terms of power
generation capacity

No. 2



Companies, citizens, and local
governments collaborate on the chemical
recycling of polystyrene