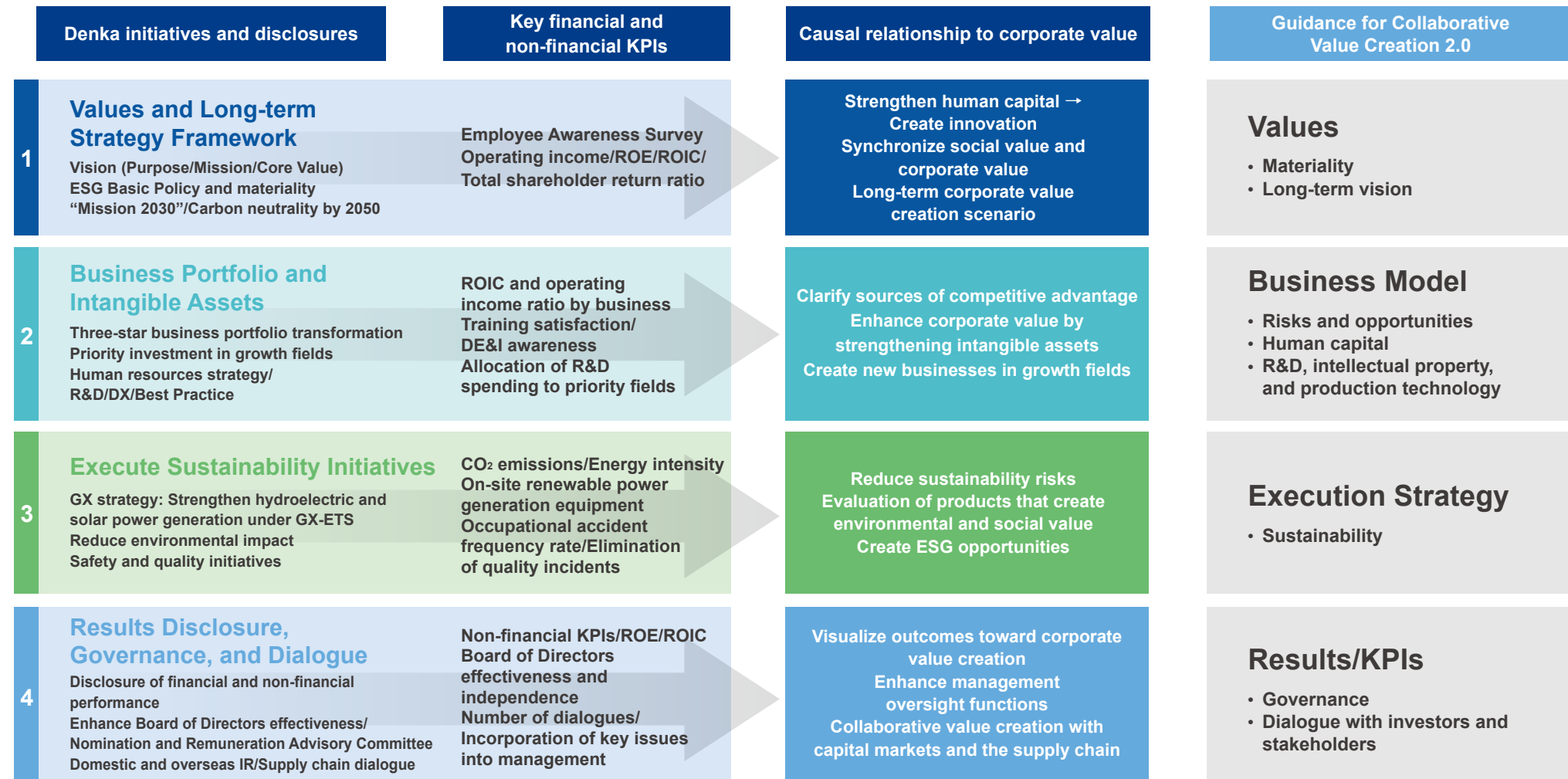


Connections Between Denka's Initiatives, KPIs, and Corporate Value Creation

Overview of how progress is managed through financial and non-financial KPIs, and linked to the elements in the Guidance for Collaborative Value Creation 2.0

Drawing on the Ministry of Economy, Trade and Industry's "Guidance for Collaborative Value Creation 2.0," we have systematically and comprehensively organized the initiatives under the Management Plan "Mission 2030," which aims to enhance corporate value over the medium- to long-term, together with the financial and non-financial KPIs that measure progress, so that the causal relationships with corporate value are easy to understand.



About the Guidance for Collaborative Value Creation 2.0

The corporate value creation drivers under "Mission 2030" each serve as one of the three elements of corporate value creation, support the various initiatives of "Mission 2030," and aim to create and enhance corporate value over the medium- to long-term.

Source: Ministry of Economy, Trade and Industry, "Guidance for Collaborative Value Creation 2.0"