

Dialogue with Stakeholders

1. Creating Value through Dialogue with Our Stakeholders

The Denka Group considers maintaining responsible dialogue with stakeholders an integral part of the process of understanding expectations regarding the Group's social responsibility, contributions to society, and enhancement of corporate value. It is also set forth in the Denka Group ESG Basic Policy under "Information Disclosure and Constructive Dialogue with Stakeholders." The diagram below illustrates the significance of each form of dialogue and the value it creates.



Cycle of Value Creation through Dialogue

We reflect expectations and requests identified through dialogue with diverse stakeholders in our business activities and management decisions, thereby contributing to the sustainable enhancement of corporate value.


Incorporated into business strategies and R&D


Incorporated into human resources strategies and organizational culture


Contribute to solving environmental and social issues


Strengthen governance and advance risk management

2. Examples of Dialogue with Stakeholders

	Objective/Themes	Means
 Customers	<ul style="list-style-type: none"> ■ Providing safe, high-quality products that satisfy our customers and appropriate information. ■ Forging relationships built on trust through sincere communication with our customers 	<ul style="list-style-type: none"> ■ In-person and online meetings with customers ■ Providing technical services ■ Conducting customer satisfaction surveys
 Business Partners	<ul style="list-style-type: none"> ■ Promoting open innovation and building good relationships with our business partners to ensure co-existence and shared prosperity across the entire supply chain. 	<ul style="list-style-type: none"> ■ Face-to-face and online meetings with suppliers ■ Announcement of our Partnership Building Declaration
 Local Communities	<ul style="list-style-type: none"> ■ Actively participating in the formation of more habitable local communities and contributing to their development as a good corporate citizen. ■ Maintaining sound political and administrative relations and fostering a relationship of trust with society. 	<ul style="list-style-type: none"> ■ Comprehensive disaster prevention drills ■ Facility tours and resident briefings ■ Interaction with local residents and dialogue ■ Participation in local events ■ Educational support ■ Social contribution activities

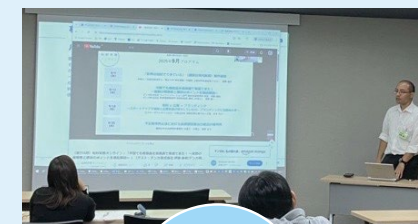
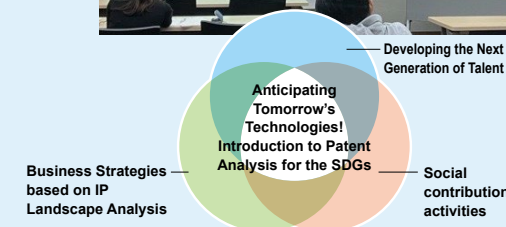
Holding "Introduction to Patent Analysis Seminar" at Kyoto University Graduate School

Denka provides ongoing support to educational institutions as part of its efforts to develop the next generation of talent and its social contribution activities. In September 2025, we held a three-day seminar for students and university staff at the Medical Innovation Center of Kyoto University Graduate School.

With members of the Intellectual Property Department serving as instructors, participants explored "alternative meat," a technology related to the SDGs. They used patent databases to create patent maps and develop hypotheses, researched supporting information, and presented the results of their IP landscape analyses.

Participants responded positively, with comments including: "I really enjoyed gaining practical experience that closely resembled the work of an intellectual property division" and "I learned how to analyze information by drawing on the strengths and accounting for the weaknesses of press releases, academic papers, and patents."

We will continue to use IP landscape analysis based on patent analysis to anticipate emerging technologies and guide our businesses strategically. Through seminars for educational institutions, we will also pursue activities that develop the next generation of talent and enhance our corporate value.



Denka Group Employees

- Reflecting the opinions of employees to promote the creation of a healthy and comfortable workplace for all members of the Denka Group.

- Visits by and dialogue with the President
- Use of internal portal sites
- Conducted Employee Awareness Survey

- Labor-management council
- Town Hall Meeting
- Lunch Meeting

Town Hall Meetings Held

To foster a corporate culture where it is easy to speak up and take on challenges regardless of position, we hold "Town Hall Meetings" that facilitate communication between management and employees. In FY2025, the President visited locations nationwide, sharing his aspirations and values as President while interacting with employees.



Denka Electronic Materials Dalian Co., Ltd.

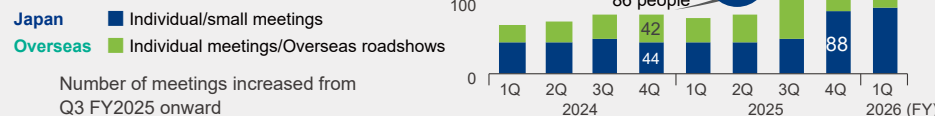
Objective/Themes

Means

- Actively, effectively, and fairly disclose financial and non-financial information and ensure credibility through constructive dialogue.
- Strengthen the Group governance structure and enhance overall corporate value.
- Meetings with institutional investors and securities company analysts (FY2025) (Excluding General Meeting of Shareholders, Financial Results Presentation, Management Briefings, and Briefing for Individual Investors)



- Number of individual/small meetings (Japan/overseas, quarterly trend)



- Main Topics of Dialogue, Matters of Interest to Shareholders, and Areas of Expanded Disclosure

- Latest status of AI-related products
- Policy and progress of portfolio transformation
- Management policies and initiatives for Phase 2 of the Management Plan "Mission 2030"
- Capital allocation (shareholder returns, strategic investments, R&D, financial leverage, etc.)
- Outlook for future growth businesses and investment plans

- General Meeting of Shareholders (once a year)

Improve the content of convocation notices and other materials for General Meeting of Shareholders to increase the level of disclosure.
Provide live streaming for shareholders unable to attend in person and enable the exercise of voting rights via the Internet using personal computers, etc.

- Financial Results Presentation

(4 times a year: approx. 80 - 120 participants each)

The President and senior management provide quarterly briefings on financial results and growth strategies to institutional investors and securities company analysts. (Financial results briefings for the media are also held twice a year.)

- Briefings for individual investors

(once per year: 44 people in-person and 333 online participants)

The officer in charge of IR holds briefings for individual investors in a hybrid format, combining in-person and online participation, to explain management plans and overview of the business.

- Management Briefings

(twice a year: approximately 90–110 participants each)

The President and senior management explain management strategies and the progress and challenges of major businesses to institutional investors and securities company analysts. (Briefings for the media are also held twice a year.)

- Meetings with Institutional Investors and Securities Company Analysts (cumulative total: 512 participants)

- Individual meetings/small meetings (226 in Japan and 206 overseas)
The Corporate Communications Department conducts interactive dialogue with institutional investors and securities company analysts at individual meetings or small meetings to discuss financial results, management plans, and other details.
- SR meetings (twice a year: 23 participants in Japan and 2 overseas)
The Administration Department conducts dialogue with major domestic shareholders (institutional investors) to discuss our initiatives centered on governance and business challenges.
- Meetings with Top Management (once a year: 14 participants in Japan)
The President and the officer responsible for IR meet directly with major institutional investors and analysts to answer management-related questions and hold discussions.
- Plant tours (2 times a year: 2 locations in Japan) (19 participants in Japan, 1 overseas)
Hold plant tours for institutional investors and analysts from securities companies to explain the characteristics of products and each plant
- Overseas roadshows (2 times a year: 21 overseas participants)
The officer responsible for IR holds dialogue with overseas institutional investors in the Americas, Europe, and Asia on management plans, business models, R&D, shareholder returns, ESG, and other topics.

- Feedback to Management and Board of Directors

- Shareholder opinions obtained through dialogue are fed back to management and the Board of Directors, and to relevant departments
- When there are matters with many shareholder opinions, feedback is provided as needed



- Incorporating Dialogue and Feedback into Management

- Since 2025, we have held management briefings as opportunities to communicate our management strategy.
(Previously, management strategies were communicated as topics at financial results briefings)
The management briefing for Phase 2 of "Mission 2030" was held in February 2026.
- Meetings with Top Management are held to provide opportunities for direct dialogue among major institutional investors and analysts, the President, and the officer responsible for IR.

Shareholders
and Investors