Place the Utmost Priority on Safety

1 Basic Policy

Basic Policy

At Denka Group, all officers and employees* understand and practice that workplace safety, health, and facility safety and disaster prevention are the top priorities in all production-related activities.

* All officers and employees: All officers, employees, and temporary staff of the Denka Group, and contractors and their employees

We have recently established the "Denka Group Occupational Health and Safety Policy" and revised the company-wide basic policy. We have also set out behavioral guidelines that all Denka Group officers and employees must follow to ensure occupational health and safety, and published them on our sustainability website.

2 FY2026 Occupational Health and Safety Management Plan

Occupational Health and Safety Management Plan

1. Occupational accident frequency rate of 0.2 or less

1) Prevent behavior- related accidents (inattention and rule violations) by improving non-technical skills and promoting continuous learning

2) Conduct systematic workplace inspections (patrols and verbal safety reminders) and corporate audits to improve the work environment

2. Zero serious accidents

1) Implement measures focused on high-energy hazards to prevent accidents and their recurrence

2) Improve process safety throughout the Company by reviewing and rebuilding the safety foundation

3. Initiatives toward Denka's vision for the future

1) Identify issues and establish, implement, and operate rules and systems

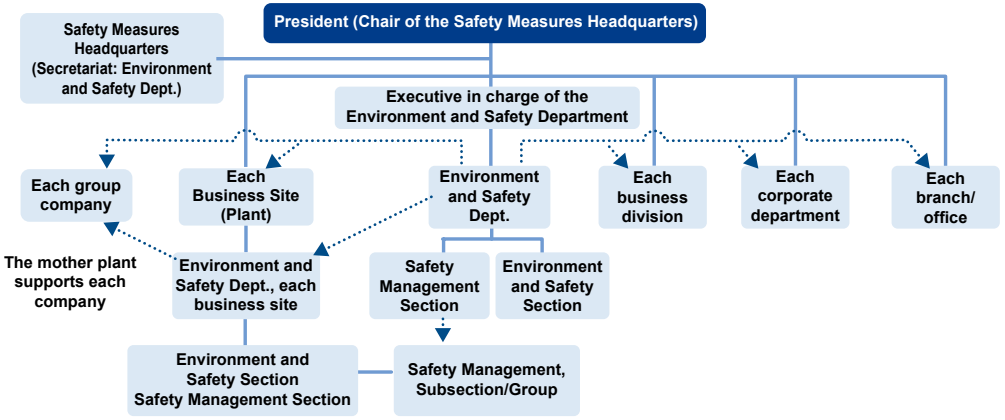
2) Use digital technologies and DX to improve the efficiency and accuracy of occupational and process safety management

3 Safety Management System and PDCA

(1) Safety Management System

A Safety Measures Headquarters, headed by the President as the Chair, has been established, with safety management specialists assigned to the Environment and Safety Department (the secretariat) to audit, confirm, and support safety management throughout the Group.

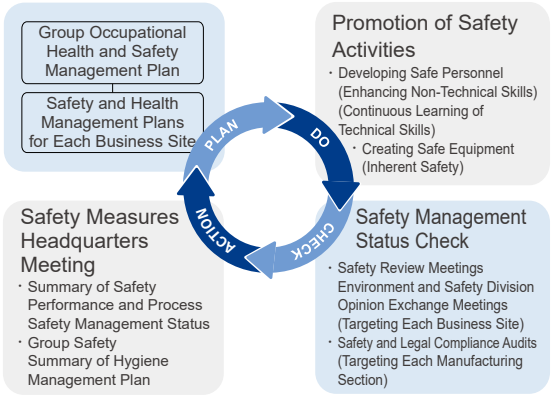
In addition, to provide detailed support to domestic and overseas group companies, we have introduced a mother plant system, in which the Environment and Safety Department of the mother plant visits each company to address safety management issues.



(2) Safety Management PDCA

Based on the group-wide annual occupational health and safety management plan, each business site prepares its own annual plan in line with this and promotes various safety activities.

We review activities at safety review meetings and environment and safety division opinion exchange meetings. The Safety Measures Headquarters meeting then reviews the findings, identifies issues, and incorporates them into the occupational health and safety management plan for the following year, creating a framework for continuous improvement in safety management.



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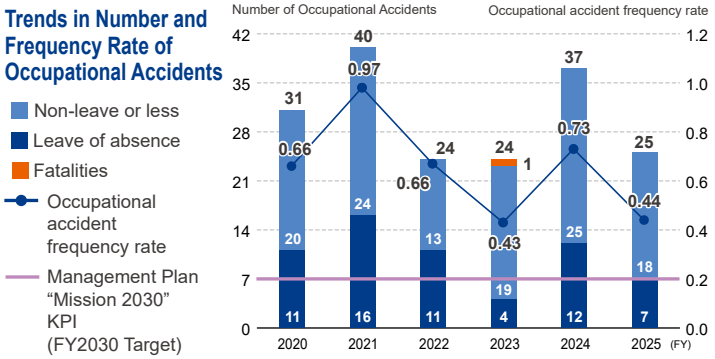
4 Number and Frequency Rate of Occupational Accidents

The number of occupational accidents in FY2025 was 25, a decrease of 12 from FY2024. Of these, seven were accidents resulting in leave from work, and the occupational accident frequency rate, our KPI, improved to 0.44. By accident type, intensive prevention efforts reduced "caught in or entangled" accidents from seven to four, while "falls or collisions" decreased from six to two, with these reductions contributing to the decline in total accidents. We will continue working to reduce occupational accidents through people-focused measures that improve non-technical skills and equipment-focused measures that make equipment inherently safe.

Trends in Number and Frequency Rate of Occupational Accidents



5 Initiatives That Place the Utmost Priority on Safety

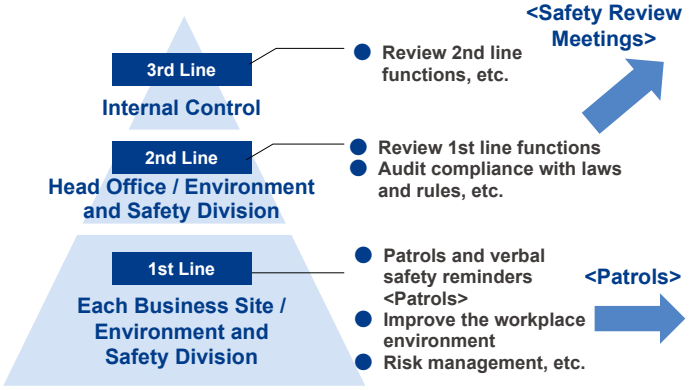
(1) Initiatives to Enhance Non-technical Skills

Two years ago, we began training instructors throughout the Company to prevent occupational accidents, incidents, and abnormal events. Through this initiative, we aim to create an organization where employees put into practice the ability to notice hazards, make sound judgments, speak up, and report abnormalities and stop work when necessary.

In FY2026, we will therefore move from training to practice by sharing examples of small-group activities and strengthen communication through columns and other content on the company-wide portal.

(2) Systematic Workplace Inspections and Corporate Audits

Leveraging the Three Lines framework, we work to improve the workplace environment through inspections and audits.



(3) Comprehensive Inspections and Countermeasures Focused on High-Energy Hazards

Caught In / Entangled (FY2025)

Examples of Countermeasures
- **Guards for rotating shafts**
- **Electromagnetic locks**

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- **Share good practices**

Select High-Energy Hazards
(those with the highest priority at each business site)

Heavy Objects | Vehicles | Working at Height | Electric Shock | High Temperatures

<Measures to Prevent Falls from Height>

For installation, bring in prefabricated structures with lifelines already attached

(4) Safety Management DX Initiatives

We have introduced SpectA KY-Tool, an AI-powered safety management solution, to strengthen on-site safety management and improve operational efficiency.

Using occupational accident data and our own case histories, the tool automatically identifies potential risks based on site photographs and work descriptions. This digitizes and enhances hazard prediction activities that previously relied on experience.

It helps employees recognize risks and prevent accidents, while reducing administrative work such as document preparation, allowing supervisors to focus on their core responsibilities of safety patrols and guidance.

Through these efforts, we will create safe, sustainable workplaces and strive to earn even greater trust from our business partners and society.