

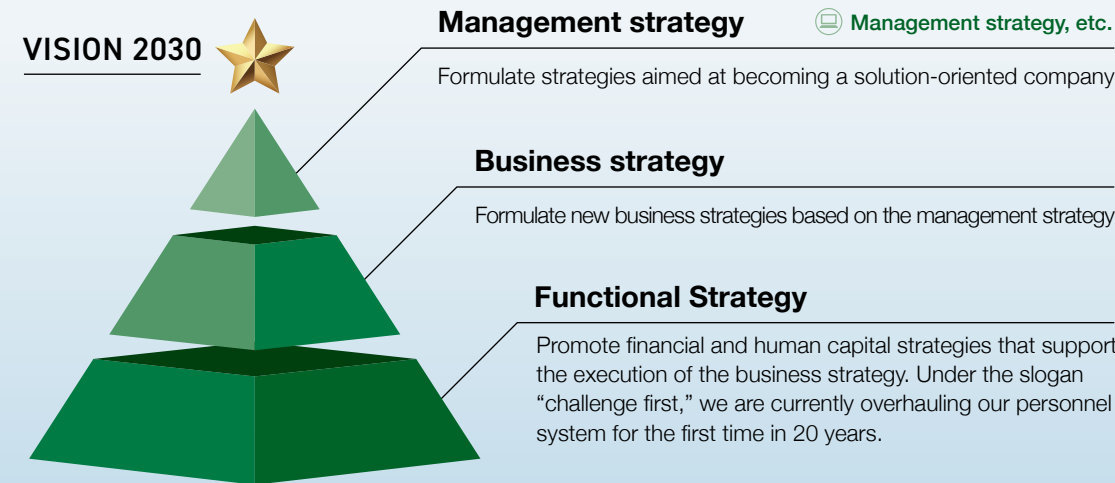
## Long-Term Business Plan

# VISION 2030

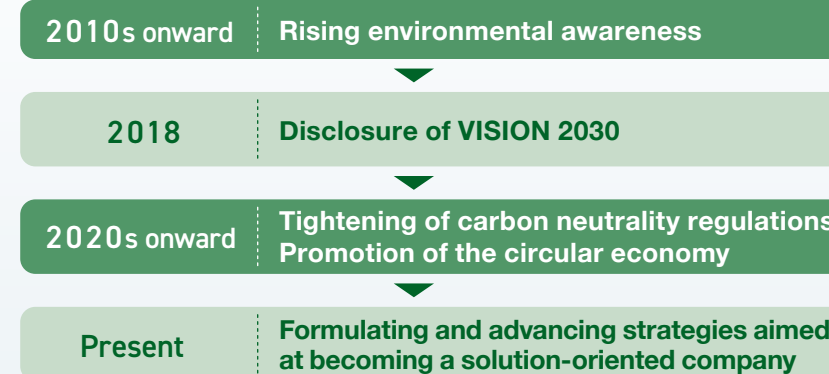
— Aiming to triple sales and operating profit and achieve 15% ROE compared to FY2018

In June 2018, in response to changing external conditions such as the growing environmental awareness since the 2010s and the need for further growth, Daiseki formulated its long-term business plan, VISION 2030. Since then, domestic policies toward carbon neutrality have been strengthened, and initiatives for the circular economy have been launched. Taking these changes in the external environment into account, the Daiseki Group will formulate and advance strategies aimed at becoming a solution-oriented company.

### Basic Structure of the Strategy to Achieve VISION 2030



### External Environmental Changes and Daiseki's Response



*Embodiment of Our Purpose and Becoming a Company That Prospers for 100 Years*

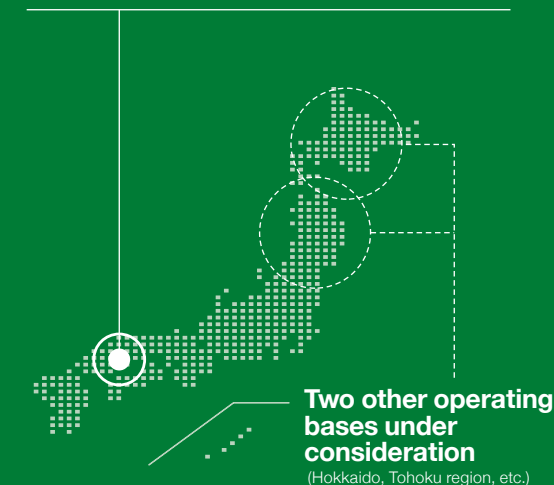


## Specific Targets and Progress Toward VISION 2030

The specific targets and progress of VISION 2030 disclosed in the financial results announcement in April 2026 are as follows.

### 1 Opening three new operating bases

**Hiroshima Works**  
Commenced operations in March 2024; achieved profitability in FY2026



### 2 Progress toward establishing three new core businesses (disclosed in April 2026)

#### Expanded the range of items handled

##### Gases (MOFs)

Acquired the SyncMOF business in January 2026, expanding our business domain from liquids to gases

|                       | FY2027          | FY2031          |
|-----------------------|-----------------|-----------------|
| Net sales plan        | 0.1 billion yen | 1.0 billion yen |
| Operating profit plan | 50 million yen  | 0.3 billion yen |

##### Waste plastics business

In January 2025, Daiseki Eco. Solution was selected as the preferred proposer for the City of Shizuoka's Plastic Resource Recycling Partnership Project (partner under the collaboration agreement)

|                       | FY2027 | FY2031          |
|-----------------------|--------|-----------------|
| Net sales plan        | –      | 1.7 billion yen |
| Operating profit plan | –      | 0.5 billion yen |

#### Evaluation of M&A opportunities

Evaluate M&A opportunities involving companies where synergies can be expected by leveraging Daiseki's client base and technological capabilities, as well as companies that possess strengths not currently held by Daiseki

|                       | FY2028          | FY2031          |
|-----------------------|-----------------|-----------------|
| Net sales plan        | 20 billion yen  | 25 billion yen  |
| Operating profit plan | 2.0 billion yen | 2.5 billion yen |

#### Acquisition of Sugimoto Trading Company

In April 2023, Daiseki Eco. Solution acquired Sugimoto Trading Company Co., Ltd. as a subsidiary, entering the waste plastics recycling, municipal waste collection and transportation, and recovered paper collection businesses

|                       | FY2027          | FY2031          |
|-----------------------|-----------------|-----------------|
| Net sales plan        | 2.2 billion yen | 2.8 billion yen |
| Operating profit plan | 0.3 billion yen | 0.4 billion yen |

#### Other circular economy-related businesses

Evaluate business opportunities aimed at establishing a circular economy for mineral oils

|                       | FY2027 | FY2031          |
|-----------------------|--------|-----------------|
| Net sales plan        | –      | 0.8 billion yen |
| Operating profit plan | –      | 0.3 billion yen |

#### Total

|                       | FY2031           |
|-----------------------|------------------|
| Net sales plan        | 31.3 billion yen |
| Operating profit plan | 4.0 billion yen  |