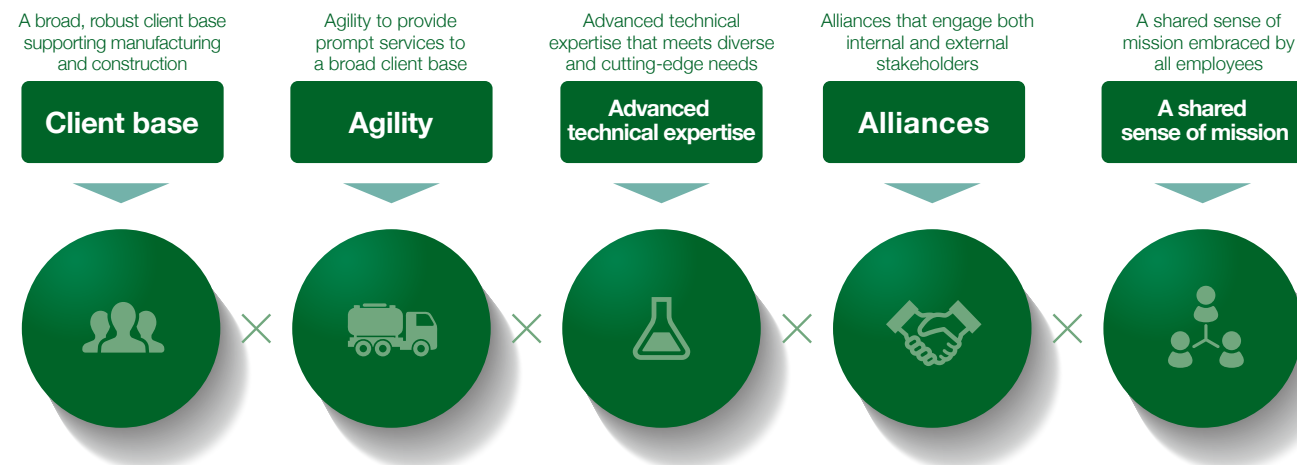


Five Strengths That Connect and Drive the Value Chain

Since our founding, we have addressed the diverse challenges faced by our clients and society, expanding the potential of resource circulation by steadily accumulating knowledge and technologies gained in the field. The five strengths cultivated through this process organically connect the value chain and serve as the driving force behind the development of optimal solutions tailored to the differing characteristics of each client's waste and resources.



A broad, robust **client base** supporting manufacturing and construction

➤ P.47 Capital Supporting Evolution (Social Capital)

Building strong relationships with a diverse range of clients not only facilitates sales growth and risk resilience but also expands opportunities for resource reuse. This foundation is a crucial strength that serves as a source of added value through environmental value creation.

Number of Daiseki client factories in Japan with 100 or more employees (as of February 28, 2026)

..... **6,450** factories

Duration of client relationships

- Less than 10 years **47.4%**
- 10 to 19 years **36.4%**
- 20 years or more **16.2%**

Agility to provide prompt services to a broad client base

➤ P.07 At a Glance
➤ P.47 Capital Supporting Evolution (Manufacturing Capital)

To optimally address the diverse needs of our clients, we ensure we have the necessary functions and capabilities in place. In particular, our ability to manage the entire process—receiving orders nationwide, collecting and transporting waste, performing recycling treatment, and selling recycled products—plays a key role in our ongoing growth as an environmental value-creation company. We also serve as part of the infrastructure supporting the recovery of businesses affected by disasters such as earthquakes and torrential rains.

Amount of materials received for recycling*

..... **1.97** million tons

(Approximately 4,041 times the weight of water in a 25-meter swimming pool)

* Total volume of waste, valuable materials, and other materials received by the Daiseki Group for recycling.

Number of municipalities granting industrial waste collection and transport licenses

..... **45** out of 47 prefectures

Advanced technical expertise that meets diverse and cutting-edge needs

➤ P.48 Capital Supporting Evolution (Intellectual Capital)

To equip ourselves with the technical capabilities to meet our clients' most advanced needs, we pursue research and development not only in traditional technologies but also in acquiring new technologies. Additionally, our employees proactively embody "wisdom, ingenuity, and action" by proposing and implementing cost-reduction improvements.

Number of industrial waste types accepted for intermediate treatment

..... **33,087**

Number of cost reduction initiatives and cost savings

.... **62** proposals, **850** million yen in cost savings

Alliances that engage both internal and external stakeholders

➤ P.27 Special Feature: From Solving Client Challenges to Anticipating Future Needs
➤ P.47 Capital Supporting Evolution (Social Capital)

To fulfill the needs of our clients and society, we actively collaborate with a wide range of stakeholders, including partner companies, corporations, universities, and experts who possess technical skills and know-how. We prioritize building cooperative and trust-based relationships with external partners from a long-term perspective, rather than focusing solely on short-term profits within our own company.

Number of external partners

- Partner companies (collection, transportation, final disposal, etc.) **273** companies
- Companies engaged in joint technology development **10** companies
- Municipalities with comprehensive cooperation agreements **2** cities
- Experts invited for new business development **2** experts

A shared sense of mission embraced by all employees

➤ P.29 Message from the Vice President

We uphold the Management Principles of "Ideas, Plans, Structures, Actions" and inherit the values of "wisdom, ingenuity, and action." Regardless of role or position, all employees share a sense of mission to resolve social challenges while ensuring economic efficiency. Many employees driven by this mission actively engage in new business development.

Number of applicants for new business ideas

- 1st round **332**
- 2nd round **214**
- 3rd round **226**
- 4th round **203**