

Daiseki Group's Business Strategy

Building on the strengths of Daiseki, the company that became the cornerstone of the Daiseki Group, we have expanded our business scope and developed ventures that demonstrate a high level of expertise in each respective field. Going forward, we will further refine each company's competitive advantages and leverage our collective strength as a group to provide solutions that no single company could achieve on its own, making it possible to solve even more complex challenges.

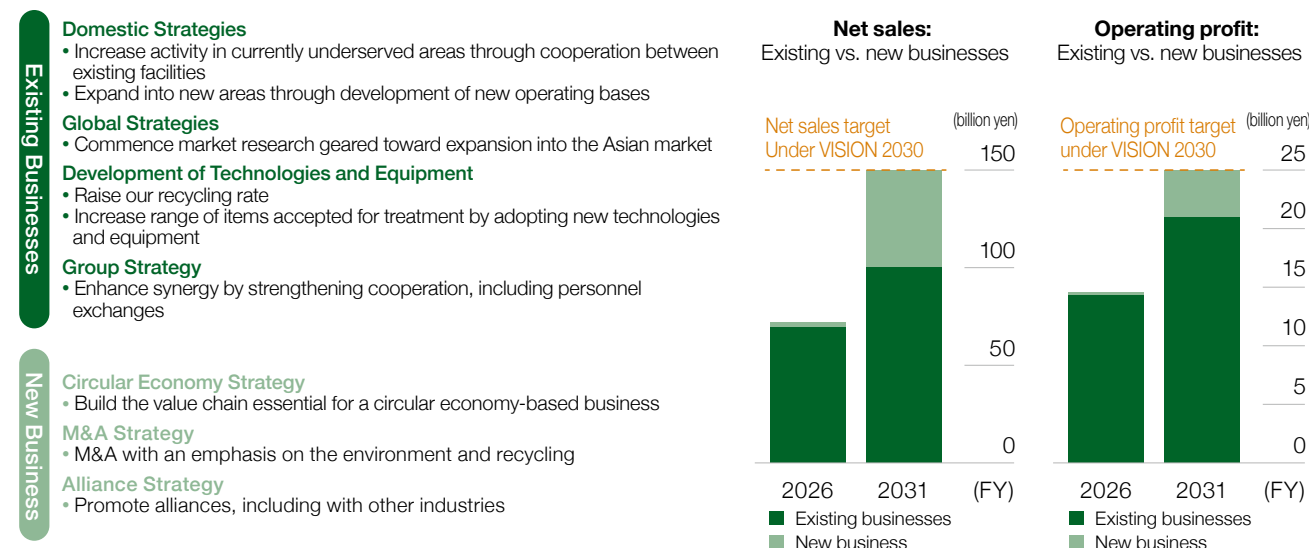
>> Overview of Business Activities

Group companies	Core businesses	Roles and value provided
Daiseki	Collection, transportation, and intermediate treatment of industrial waste	Reducing environmental impact and contributing to a recycling-oriented society through proper treatment and recycling of industrial waste
Daiseki Eco. Solution	Contaminated soil remediation, biodiesel fuel production, and PCB-related operations	Reducing environmental impact by remediating contaminated soil from construction sites and properly treating PCB waste, and supporting the development of a recycling-oriented society by producing biodiesel fuel
Green Arrows Central	Waste plasterboard recycling	Contributing to a recycling-oriented society through the recycling of waste plasterboard
Green Arrows Kyushu		
Sugimoto Trading Company	Collection, transportation, and disposal of general waste; and collection, transportation, and recycling of used paper	Reducing environmental impact and supporting a recycling-oriented society through proper treatment and recycling of general waste
Daiseki MCR	Lead recycling	Reducing environmental impact and contributing to a recycling-oriented society through lead recycling
System Kikou	Large tank cleaning	Maintaining infrastructure through large tank cleaning and contributing to a recycling-oriented society by recycling waste oil collected during the process
Hokuriku Daiseki	Petroleum product manufacturing and waste oil treatment	Manufacturing and sales of concrete mold release agents that allow smooth molding, and reducing environmental impact through waste oil recycling

>> Outlook for Evolving into a Solution-Oriented Company > P.19 Long-Term Business Plan: VISION 2030

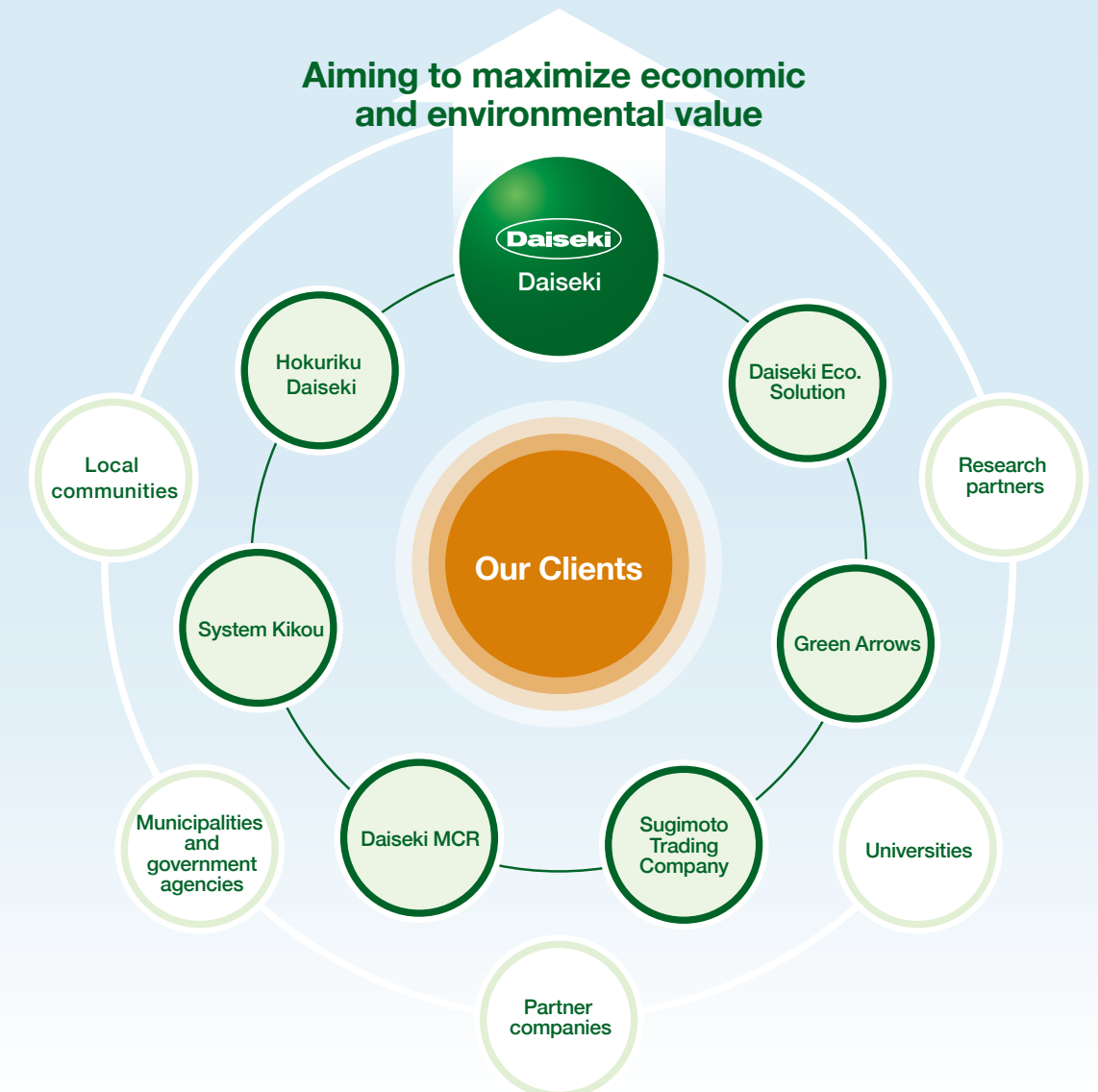
The Daiseki Group is formulating the following business strategies to drive progress toward achieving VISION 2030. (Our targets by FY2031 are net sales of 150 billion yen, operating profit of 25 billion yen, and ROE of 15.0%.)

Formulating New Business Strategies



>> Daiseki: Expanding and Driving the Circular Economy

Aiming to evolve into a solution-oriented company, the Daiseki Group is combining the expertise and client bases of its member companies to provide solutions that could not be achieved by any single company on its own, thereby enhancing resource recycling and creating new value. We are expanding the strengths we have cultivated in our businesses to find solutions to new challenges.



>> Examples of Inter-Group Collaboration

Daiseki x Daiseki Eco. Solution

During factory tours for clients held by Daiseki, a survey regarding Daiseki Eco. Solution's contaminated soil treatment services is conducted. For prospective clients who have been identified as having needs in this area, Daiseki and Daiseki Eco. Solution collaborate to conduct joint sales visits, helping to generate new business opportunities.

> P.37 Contaminated Soil Recycling Business

Green Arrows Central x Group Companies

In connection with the launch of Green Arrows Central's Shizuoka Factory, Group companies pooled their respective expertise and know-how to provide support in areas such as architectural design, administrative procedures, and dialogue with local residents.

> P.40 Other Resources Recycling Business

Daiseki Eco. Solution x Sugimoto Trading Company

With Daiseki Eco. Solution launching a waste plastic recycling business in Shizuoka City, Sugimoto Trading Company, which has already been operating a similar business, is supporting the launch through the implementation of a pilot facility.

> P.40 Other Resources Recycling Business

Daiseki MCR x Group Companies

Group companies handle the initial collection of used lead-acid batteries and leverage the Group's collection network to efficiently procure raw materials from across Japan.

> P.38 Lead Recycling Business