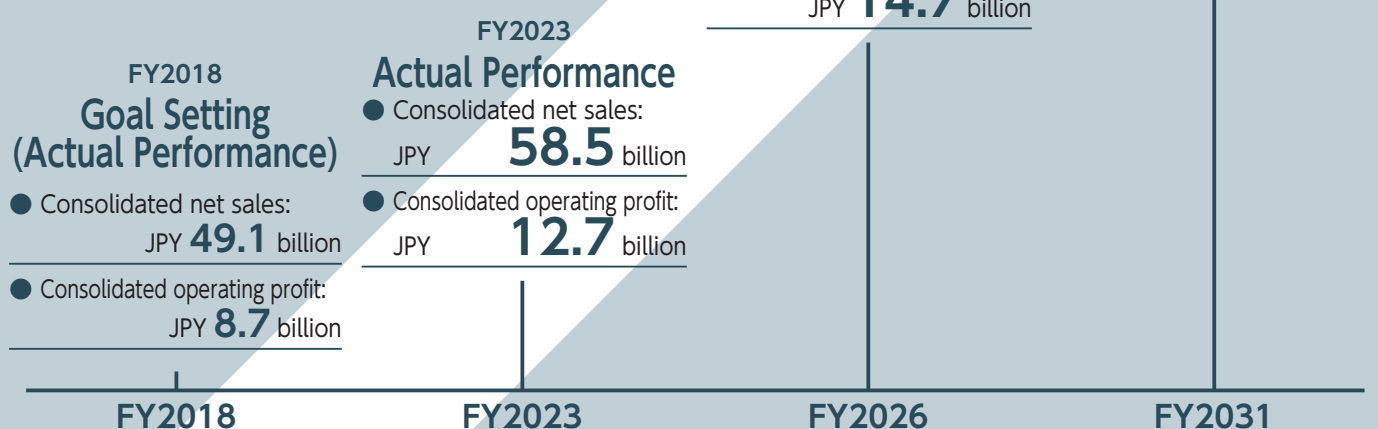


Progress of Vision 2030 (Our Long-Term Management Vision) and Our Long-Term Business Plan

In the aim of achieving the scale and ability that will allow us to compete with the top international players in the industry, the Daiseki Group is working toward Vision 2030, our long-term management vision established in FY2019 and effective through FY2031.

Long-Term Management Vision: VISION 2030

Based on Vision 2030, we are advancing the 3-3 Project, which aims to triple both our net sales and our operating profit and establish the Daiseki Group as a leader in the industry.



By FY2031, the Daiseki Group aims to become a leader in the industry, tripling both net sales and operating profit as compared to FY2018.

The Daiseki Group's Core Strategies

Domestic Strategies

- Increase activity in currently underserved areas through cooperation between existing facilities
- Expand into new areas through development of new operating bases

Global Strategies

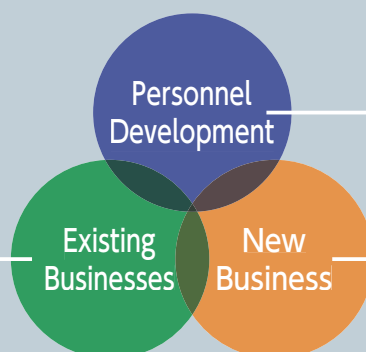
- Commence market research geared toward expansion into the Asian market

Development of technologies and equipment

- Raise our recycling rate
- Increase range of items accepted for treatment by adopting new technologies and equipment

Group Strategy

- Enhance synergy by strengthening cooperation, including exchange of human resources



Work Environment

- Rewarding work environment where employees can hope to grow
- Gender-neutral work environment

Human Resources Development

- Stimulate exchange of human resources between Group companies
- Expand education system
- Implement internal system inviting new project applications

M&A Strategy

- M&A with an emphasis on environment and recycling

Alliance Strategy

- Promote alliance, including with other industries

FY2023 progress

① Opening Three New Operating Bases

- **Hiroshima Works**

Aug. 2021: Land acquisition—20,454 m²
Jan. 2023: Began factory construction
Mar. 2024: Scheduled start of operation

- **We are in the process of finding suitable land for two other locations.**

② Establishing Three New Core Businesses

- **Promotion of the circular economy**

- **Development of businesses that also target customers other than factories**
Signed joint agreement with Gamagori city in December 2022

- **Growing into an environment-creating company by expanding handled products**
We are considering expanding the products that we handle in addition to factory wastewater (Daiseki), soil (Daiseki Eco. Solution), and metals (Daiseki MCR) (disclosed on March 31, 2023, M&A deal by Daiseki Eco. Solution, etc.)

- **In 2022, Daiseki announced its purpose of being “an environment-creating company contributing to society through the environment” by “making the best use of limited resources.”**

③ Capturing 30% Domestic Market Share in Our Core Businesses

- **Kansai Works Harima Recycling Center**

Sep. 2019: Land acquisition—63,432 m²
Jan. 2023: Start of first factory operation period

- **At the end of February 2023, Daiseki had a 25.2% share of the Japanese market**
(transactions with 5,663 factories out of 22,491 manufacturing factories in Japan with at least 100 employees)

Vision 2030 plan for the future

The Daiseki Group aims to triple FY2018 levels for net sales and operating profit and become a leader in the industry

Target Performance Indicators and Value Drivers

Performance Indicators	<ul style="list-style-type: none"> ● Achieve 150 billion yen or more in consolidated net sales and 25 billion yen or more in consolidated operating profit ● Consolidated ROE of 10% or more (FY2031 target: 15%) ● Steadily increasing our dividend payout ratio through dividend increases and stock buybacks if necessary 		
Value Drivers	<p style="text-align: center;">Net Sales Growth</p> <ul style="list-style-type: none"> ● Increasing market share in both Eastern and Western Japan ● Expanding peripheral businesses (subsidiaries, M&A) 	<p style="text-align: center;">Increasing Profitability</p> <ul style="list-style-type: none"> ● Improving recycling technologies ● Reducing costs by monitoring variable and fixed costs 	<p style="text-align: center;">Increasing Efficiency</p> <ul style="list-style-type: none"> ● Improving operations ● Improving capital efficiency through capital investment, M&A, and shareholder returns (dividend increases, share repurchases, etc.)

FY2024 Plan

- Development of new businesses around the circular economy
- Development of new markets by delving deeper into potential customers other than factories
- Development of new technologies and businesses in partnership with universities
- M&A with companies that have high synergy with the Daiseki Group
- Strengthening cooperation within the Daiseki Group to increase earnings