

At a Glance

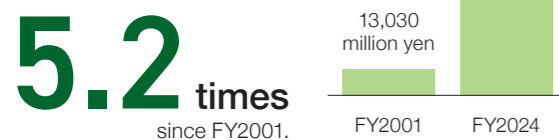
11 key facts to know about Daiseki

We have compiled a list of key figures and external evaluations that highlight Daiseki's growth, strengths, and social value. This provides a comprehensive overview of our challenges and value creation for the future, covering both financial and non-financial aspects.

Daiseki Today

01 Growing net sales

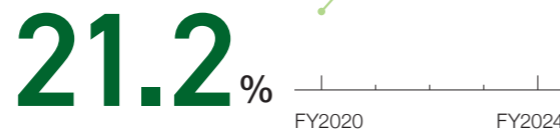
Net sales have increased approximately



Business expansion, the development of a nationwide network, entry into diverse industrial waste sectors, and technological innovation have all contributed to this growth.

02 Stable, high profitability

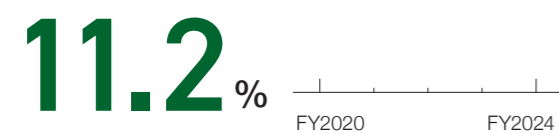
Operating profit margin



We have established an excellent business model that generates revenue from both waste treatment fees and sales of recycled products.

03 Steadily improving ROE*1

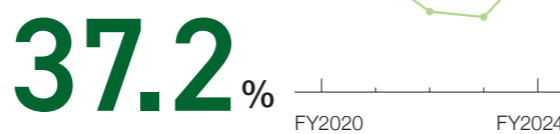
ROE



ROE for FY2025 was 11.2%. We aim to reach 15.0% by FY2031.

04 Further enhancement of shareholder returns

Dividend payout ratio



The dividend payout ratio for FY2025 was 37.2%. We aim to increase this to 40% by FY2027.

05 CDP rating in the top 2% worldwide*2

Achieved an A score

for two consecutive years



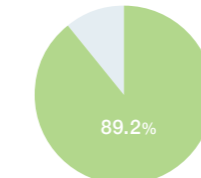
We have earned CDP's highest rating, an A score, for two consecutive years. CDP is an international environmental disclosure organization that evaluates the environmental initiatives of companies and municipalities worldwide. This recognition reflects our strong commitment to carbon neutrality and our transparent approach to environmental disclosure.

Value Created by Daiseki

06 Contribution to resource circulation

89.2 %

We contribute to resource circulation by recycling various types of industrial waste—such as waste oil, wastewater, and sludge—into recycled fuels and cement raw materials.



On the calculation method for recycling rates

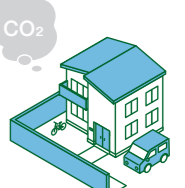
07 CO₂ emission reduction effects delivered by Daiseki

643,000 t-CO₂

Equivalent to the annual CO₂ emissions of 250,000 households*3

By recycling waste oil, waste solvents, and other materials instead of incinerating them, we reduce CO₂ emissions.

On the calculation method for avoided emissions



Strengths That Create Value

Comprehensive industrial waste treatment capacity covering nearly all of Japan

P.54 Excellent Industrial Waste Disposal Company Certification System

Number of municipalities granting industrial waste collection and transport licenses:

45

 prefectures and metropolitan areas (out of 47)

Number of industrial waste types accepted for intermediate treatment:

32,635

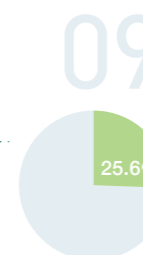
As a certified excellent industrial waste treatment company, Daiseki holds licenses for industrial waste collection and transport from municipalities covering almost the entire country and handles a wide variety of industrial waste at our own treatment facilities. Industrial waste is classified into 37 categories under the Waste Management and Public Cleansing Act, but Daiseki manages these in more detailed classifications to reduce environmental impact and meet diverse clients' needs.

09 Market share among factories with 100 or more employees

25.6 %

We have business relationships with 6,201 of the 24,252 factories in Japan with 100 or more employees.

With a broad client base across the manufacturing sector nationwide, we efficiently and reliably handle large volumes of industrial waste, meeting the needs of major waste generators. We aim to increase our market share to 30% by FY2031.



10 One-stop solutions through Group collaboration

Number of joint sales cases in the Group

988

We promote one-stop solutions sales by jointly proposing multiple services through Group-wide collaboration, leading to the acquisition of new clients for each Group company.

Investment for Future Growth

Strategic investments for the future

P.35 CFO Message

Growth and human capital investments (FY2025–FY2027)

26 billion yen

Over the three-year period from FY2025 to FY2027, we plan to invest a total of 26 billion yen in business expansion, technology adoption, and human capital development.

*1 Return on Equity (ROE) is an indicator that shows how much profit a company generates relative to its shareholders' equity.
*2 Calculated based on the total number of companies requested to disclose by CDP.

*3 In FY2024, the average CO₂ emissions per household were 2.52 t-CO₂/year (based on the Ministry of the Environment's FY2024 survey on household CO₂ emissions)