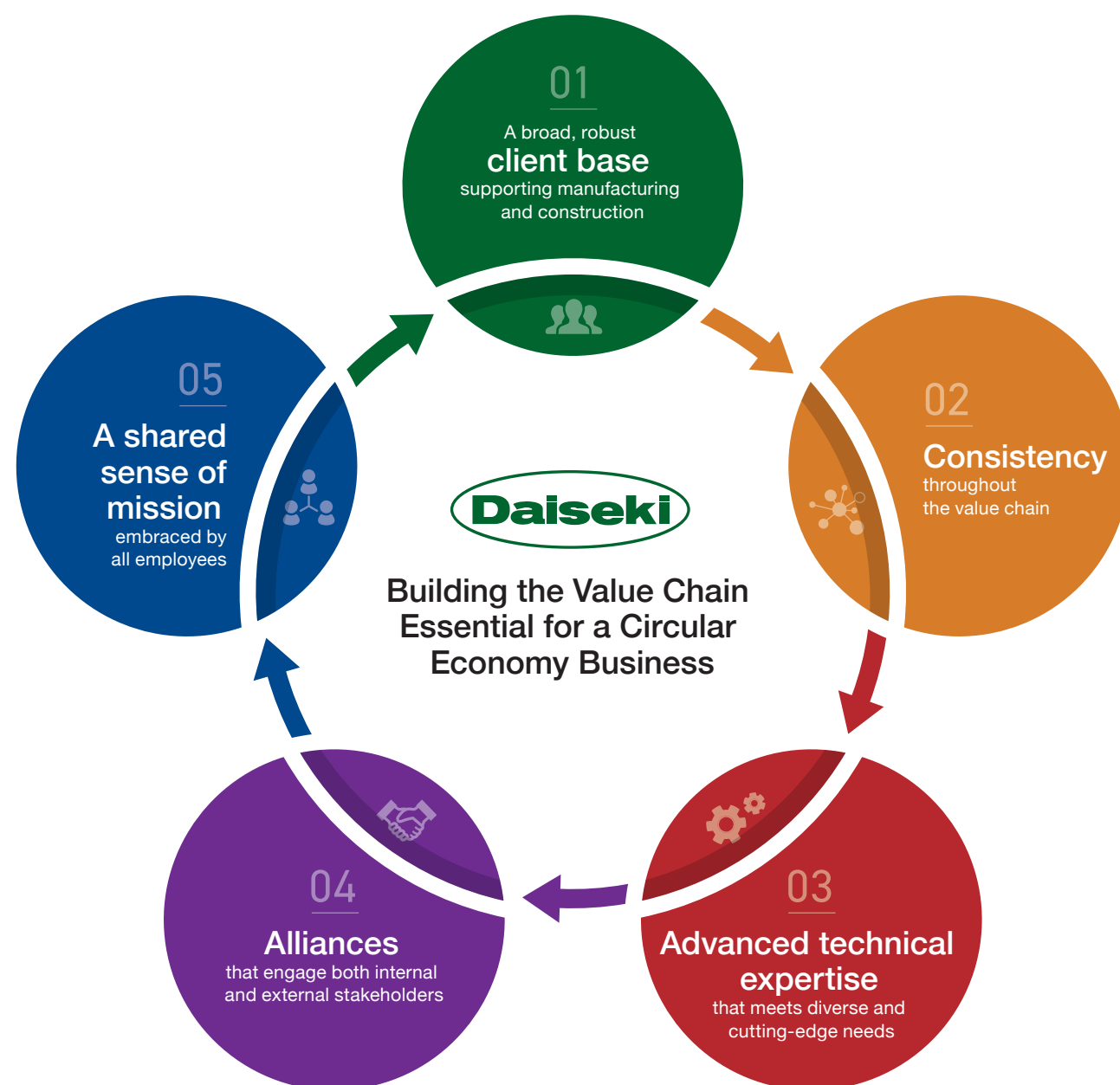


Five Strengths That Support “One Daiseki”

Our strengths extend beyond a resource-driven business model and the various forms of capital that underpin it. Since our founding, the virtuous cycle created by “One Daiseki” has continually maximized capital efficiency and enhanced the business model at each stage. Here, we explain the mechanism of this virtuous cycle by breaking down “One Daiseki” into five key elements.



Our concept of “One Daiseki” goes beyond simply uniting employees in a common effort. It is a strength that stems from engaging clients across diverse industries, from the Daiseki Group’s collaborative coverage of the entire value chain, and from our technical expertise that meets a broad range of client needs.

In addition, we have two other strengths. One is our ability to

form alliances and collaborate with external partners who bring the technical skills and know-how necessary to fulfill client demands. Another is the shared sense of mission among all employees to address social challenges by creating future environmental value. Together, these strengths generate a virtuous cycle of sustainable growth.

01

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

› P.25 Capital Supporting Growth (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.

Duration of client relationships

- Less than 10 years **47.1%**
- 10 to 19 years **37.4%**
- 20 years or more **15.5%**



02

Consistency throughout the value chain

› P.07 At a Glance
› P.25 Capital Supporting Growth (Manufacturing Capital)
› P.54 Excellent Industrial Waste Disposal Company Certification System

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 from receiving orders nationwide, collecting and transporting waste, performing recycling treatment, to selling recycled products plays a key role in our ongoing growth as an environmental value-creation company.

Amount of materials received for recycling

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

Number of prefectures with industrial waste collection and transport licenses

45 out of 47 prefectures



03

Advanced technical expertise that meets diverse and cutting-edge needs

› P.26 Capital Supporting Growth (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

32,635

Number of cost-reduction proposals and their impact

185 proposals, 534 million yen in cost savings



04

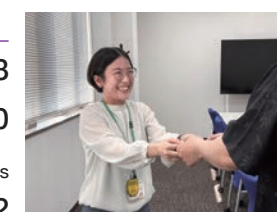
Alliances that engage both internal and external stakeholders

› P.25 Capital Supporting Growth (Social Capital)

To fulfill the needs of our clients and society under the “One Daiseki” approach, 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.) : **268**
- Companies engaged in joint technology development : **10**
- Municipalities with comprehensive cooperation agreements : **2 cities**
- Experts invited for new business development : **2**



05

A shared sense of mission embraced by all employees

› P.09 CEO Message

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**

