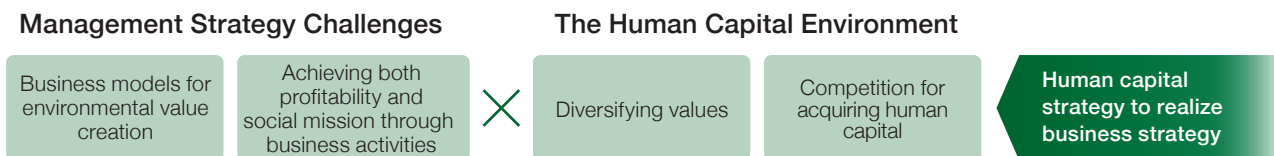


Human Capital

To become a company that prospers for 100 years, Daiseki positions human capital as one of its most essential assets. Guided by the core value “Nurture the Future,” we are dedicated to developing and attracting forward-looking talent to help pass on a sustainable and brighter future to the next generation.

Our Approach to Human Capital

Since its founding, Daiseki has valued the spirit of mottainai—a deep respect for minimizing waste. We are committed to developing and attracting talent capable of creating business models that support society and make the most of resources through a “One Daiseki” approach. Our aim is to build a company where individuals with diverse skills and backgrounds come together, united by a shared commitment to Daiseki’s social mission.

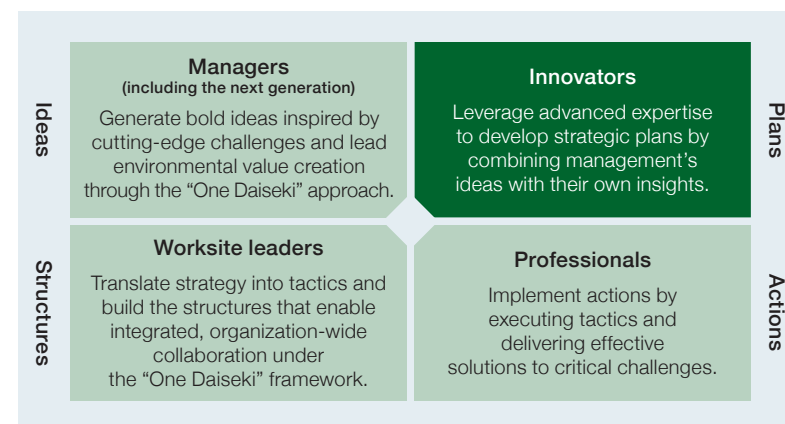


Human Capital Portfolio for Realizing “One Daiseki”

We systematically put into practice our Management Principles of Ideas, Plans, Structures, and Actions. Senior management generates bold ideas inspired by cutting-edge challenges, innovators formulate plans, leaders build the necessary structures, and professionals take action to bring those strategies to life.

While Daiseki has long engaged in environmental preservation as a core business, environmental value creation for the future requires a new generation of innovators. To this end, we aim to develop and attract talent with specialized knowledge and the ability to think and act strategically.

Human Capital Who Embody “One Daiseki”



Implementation Framework

To strengthen Group-wide initiatives related to human capital, the Daiseki Group has established the following implementation framework.

Human capital management across the Group is determined through the Board of Directors, Management Meeting, and other governance bodies. Presidents of each Daiseki Group company participate in the Management Meeting, where key human capital matters are discussed and decided from a Group-wide perspective.

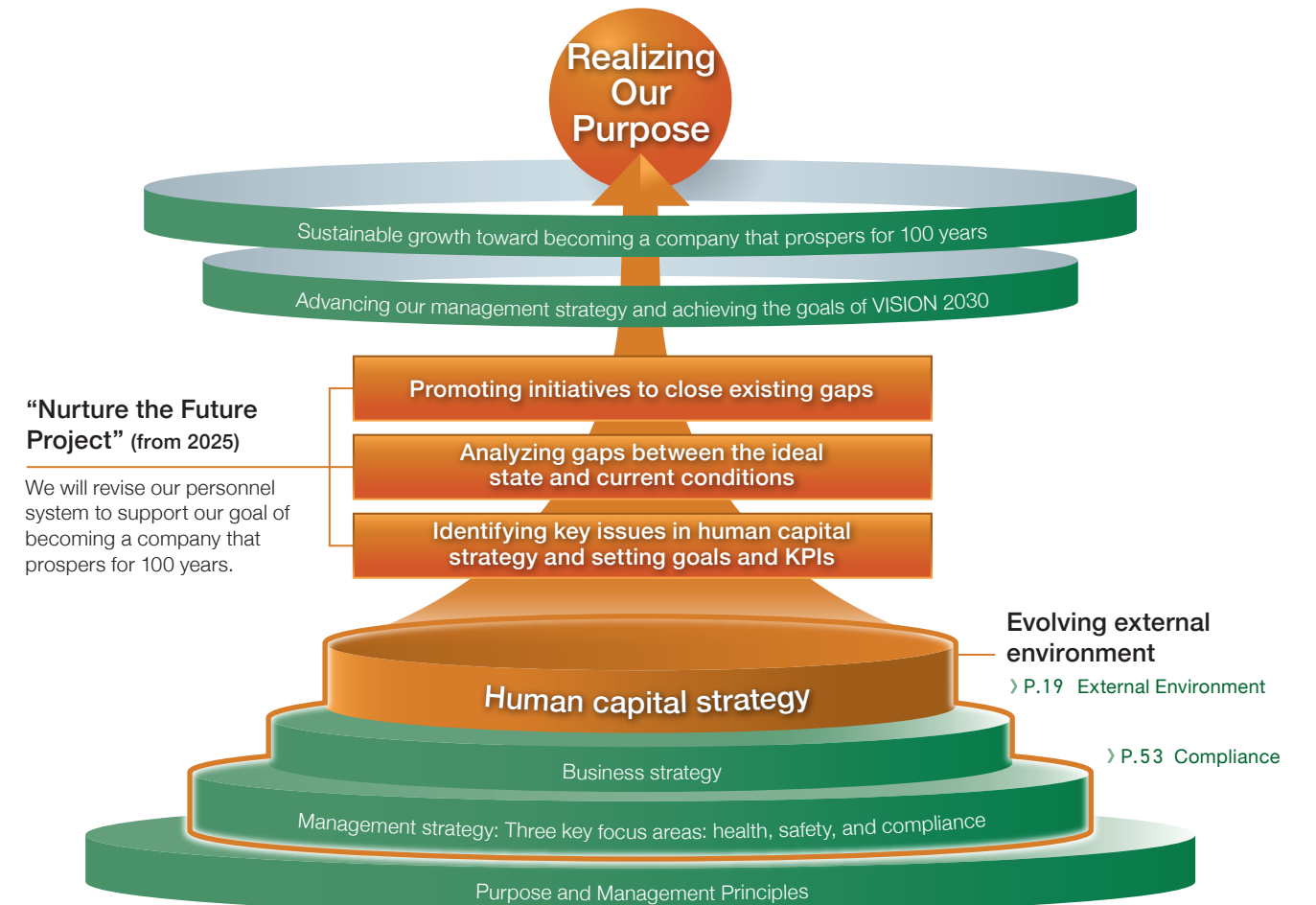
The General Manager, Headquarters of Planning and Management, at Daiseki serves as the central point of contact for human capital initiatives across the Group. Based on the policies determined in the Management Meeting, the Human Resources Department at Daiseki, along with the presidents and human capital personnel of each Group company, works in close coordination with the General Manager, Headquarters of Planning and Management, to develop and implement specific measures.



Overview of Human Capital Management Aimed at Enhancing Corporate Value

Daiseki continuously revisits its management and business strategies in response to changes in the external environment. To realize these strategies, we formulate human capital strategies and revise our personnel system to foster and attract the necessary human capital.

In addition, Daiseki considers health, safety, and compliance as foundational elements that support sustainable growth. By providing a safe and secure working environment for employees, we earn the trust of our clients.



Health and Safety: Supporting the Success of Our People

Health management — Health management

Maintain and enhance the physical and mental well-being of employees and their families.

Initiatives

- Establishment of a health management implementation framework
- Provision of health consultations, employee training, and wellness seminars by public health nurses
- Implementation of mental and physical health consultations and targeted health guidance through external specialists
- Execution of employee engagement surveys

Results

- Certified as a 2025 Health and Productivity Management Outstanding Organization



A health management seminar

Safety Management System — Safety

Prioritize employee safety and build trust with our clients.

Initiatives

- Formulation of Daiseki Group Health and Safety Policy
- Appointment of Safety Promotion Managers at each worksite
- Establishment of Safety and Health Management System
- Implementation of safety education and training programs
- Elimination of unsafe conditions

Results

- Daiseki Group’s work-related accident record



Safety Promotion Manager Appointment

Occupational accidents