

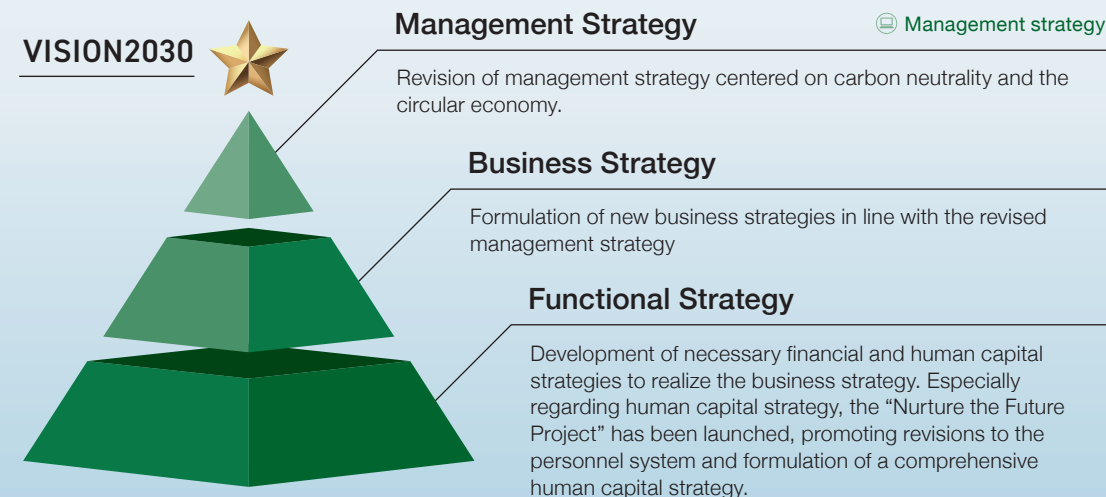
# Growth Strategies

## Long-Term Business Plan VISION2030

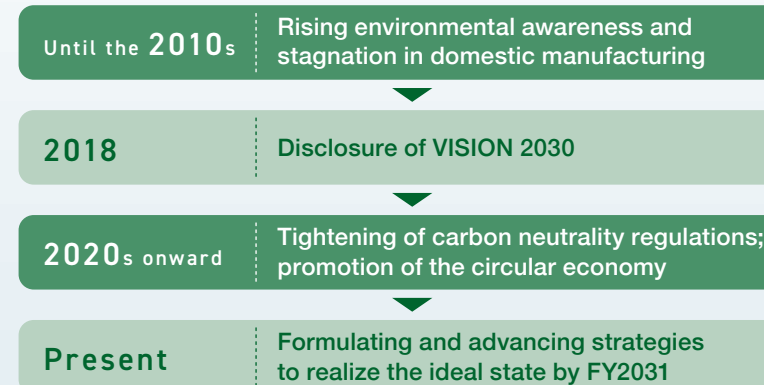
Aiming to triple sales and operating profit and achieve 15% ROE compared to FY2018

In June 2018, in response to changing external conditions such as the growing environmental awareness since the 2010s and the need for further growth, Daiseki formulated its long-term business plan, VISION 2030. Since then, domestic policies toward carbon neutrality have been strengthened, and initiatives for the circular economy have been launched. The Daiseki Group continues to evaluate risks and opportunities arising from these external changes to develop strategies and drive forward concrete initiatives.

### Basic Structure of the Strategy to Achieve VISION 2030



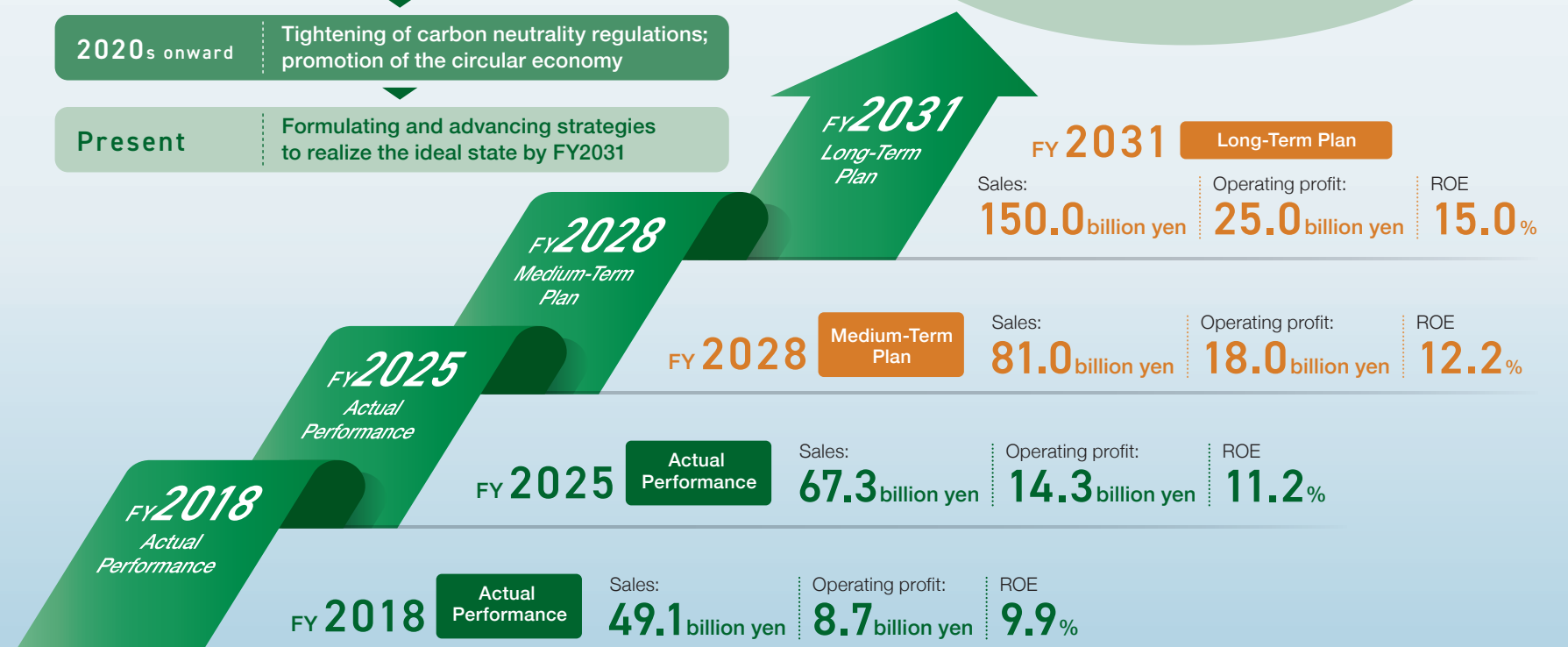
### External Environmental Changes and Daiseki's Response



Embodiment of Our Purpose and Becoming a Company That Prospers for 100 Years

Building the value chain essential for a circular economy-based business

Goals of VISION 2030



## The Specific Targets and Progress of VISION 2030 Going Forward

The specific targets and progress of VISION 2030 disclosed in the financial results announcement in April 2025 are as follows.

### 1 Opening Three New Operating Bases



### 2 Progress toward establishing three new core businesses (Disclosed in April 2025)

#### Expanded the range of items handled

Selective adsorption and collection of ammonia from exhaust gases using an adsorbent called MOF (disclosed by Daiseki in October 2023)

#### Ammonia recovery from exhaust gas and wastewater

	FY2027	FY2031
Sales plan	0.3 billion yen	3.0 billion yen
Operating profit plan	0.1 billion yen	1.0 billion yen

#### Ammonia recovery from composting facilities

Selective adsorption and recovery of ammonia from composting facilities using an adsorbent called MOF (disclosed by Daiseki in June 2025)

	FY2027	FY2031
Sales plan	50 million yen	400 million yen
Operating profit plan	10 million yen	100 million yen

#### Entered the waste plastic recycling business

Entered the waste plastic recycling business through the acquisition of the Sugimoto Group (disclosed by Daiseki Eco. Solution in March 2023)

#### Sugimoto Group business

	FY2027	FY2031
Sales plan	2.2 billion yen	2.8 billion yen
Operating profit plan	0.3 billion yen	0.4 billion yen

#### Other Waste Plastic Initiatives

Promoting material recycling of waste plastics that were previously incinerated (disclosed by Daiseki Eco. Solution in January 2025)

	FY2027	FY2031
Sales plan	-	1.5 billion yen
Operating profit plan	-	0.4 billion yen

#### Other circular economy-related businesses

Exploring various possibilities such as M&A and strategic alliances, including mineral oil regeneration

#### Mineral oil regeneration, etc.

	FY2027	FY2031
Sales plan	-	0.4 billion yen
Operating profit plan	-	0.1 billion yen

	FY2031
<b>Total</b>	
Sales plan	8.1 billion yen
Operating profit plan	2.0 billion yen