## To Our Stakeholders

## From regeneration to circulation.

Through "One Daiseki," we support society and create a business model that maximizes the value of resources.

Daiseki has spent over half a century sincerely confronting industrial waste. Through our efforts in resource circulation, we have created value by balancing environmental conservation with economic growth.

Today, society is undergoing a profound transformation. In an era where sustainability is more vital than ever, we believe our mission extends beyond simply processing waste—it is to regenerate it as a resource and return it to society. This is a responsibility that only Daiseki, with decades of direct experience, is uniquely equipped to fulfill—and one we embrace with pride.

In our Integrated Report 2025, we outline our initiatives to meet the dual challenge of building a circular society and strengthening profitability, along with our medium- to long-term outlook. Nothing would bring us greater satisfaction than if this report inspires more of our stakeholders to share in the vision we are working to achieve.

Through this report and our broader commitment to transparency, we seek to deepen engagement with stakeholders. By actively incorporating your feedback into our business activities and management decisions, we aim to contribute to the realization of a more sustainable and equitable society.

We position ourselves as "an environmental value-creation company contributing to society through the environment by making the best use of limited resources." Guided by this purpose, the Daiseki Group is stepping confidently into its next stage. We invite you to follow and support our ongoing efforts.

Tetsuya YAMAMOTO
President and Representative Director

Tetsuya Jamamoto

Introduction

CEO Message

Daiseki Value Creation

Growth Strategy

Governance That Drives Growth

Data Section



Our mission is to preserve the global environment and contribute to the creation of a sustainable society. In order to achieve a sustainable society, it is said that we must shift to economic activities that remain within the limits of the Earth (i.e., planetary boundaries). To pass on a sustainable and promising future to the next generation, the power of human capital is indispensable. Daiseki is also dedicated to cultivating future-oriented talent.

Management Principles Guidelines/Policies Environmental Policy, Health and Safety Policy Ideas, Plans, Structures, Actions Human Rights Policy, Corruption Prevention Policy Environmental Policy
□ Health and Safety Policy Human Rights Policy
Corruption Prevention Policy Overview of Daiseki's Business Environmenta Conservation Daiseki embraces Creating Shared Value Protecting rich (CSV) management\*3 and strives for nature for future environmental value creation by tackling generations social challenges related to the environment (natural capital). From Addressing problem-solving clients' natural Added Value to creating capital additional challenges Carbon Circular value Neutrality Economy Suppressing Contributing global warming and to the realization realizing a sustainable environment

- \*1 Purpose: The reason a company exists and the value it aims to provide to society.
- \*2 Core Value: The shared values and behavioral guidelines that all employees uphold in their daily work.
- CSV management refers to pursuing corporate profit through business activities that contribute to society.