CHAPTER 01 How We Create Value Daiseki's Value Creation

Value Creation Process — Delivering new value to society through "One Daiseki"—

Rooted in the founding Management Principles passed down since its establishment, Daiseki has consistently embraced challenges with "wisdom, ingenuity, and action." Leveraging its cultivated strengths, the Company has built a unique business model that creates both economic and social value.

External environment > P.19

- Shift in carbon neutrality policies
- Prolonged period of yen depreciation and strong U.S. dollar
- Growing expectations for a circular economy
- Rising expectations for innovation through cross-sector and interdisciplinary collaboration
- Stagnation and hollowing-out of domestic manufacturing Rising demand for increasingly complex and advanced sustainability-related technologies

Purpose

Making the Best Use of Limited Resources

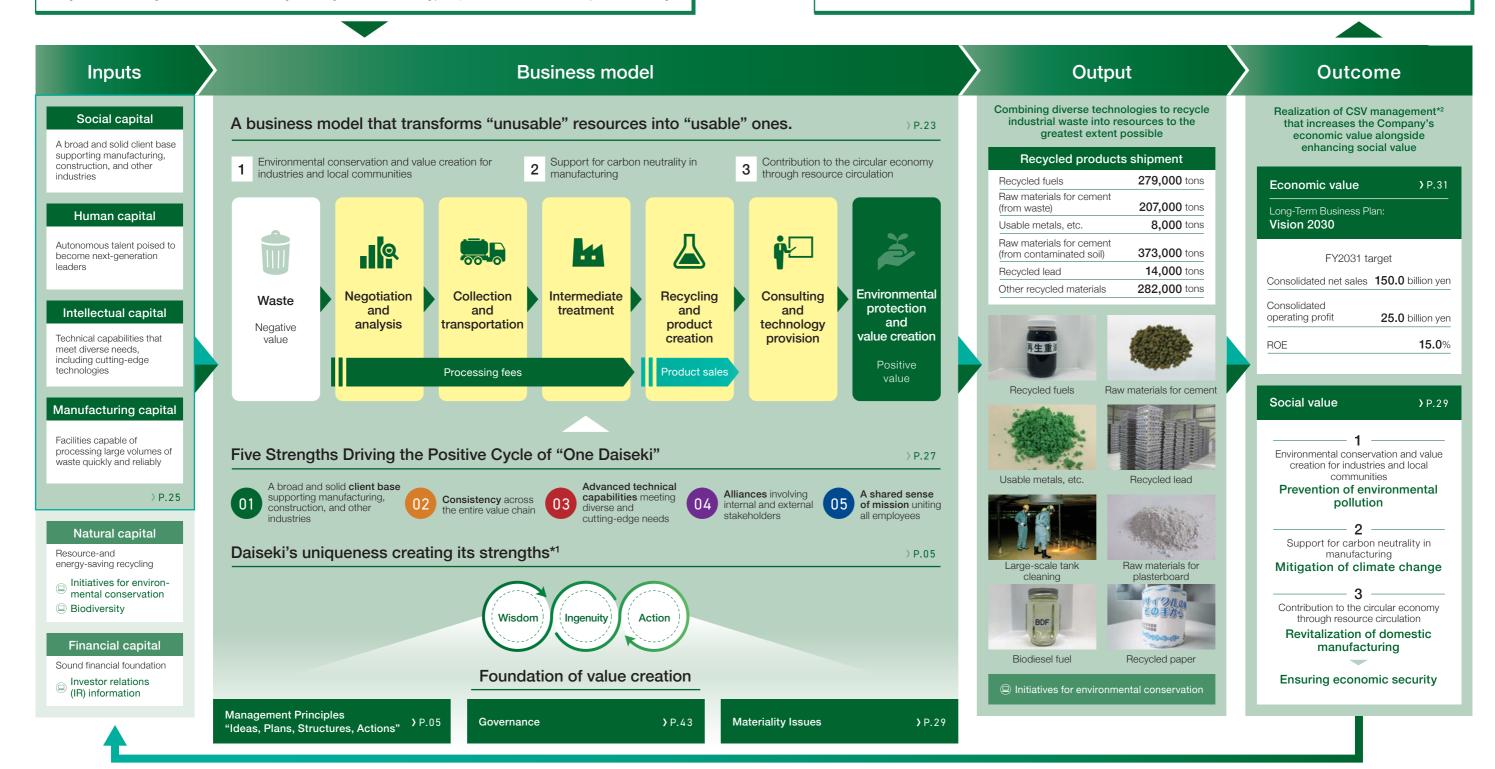
An Environmental Value-Creation Company Contributing to Society through the Environment

VISION 2030 -

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

> P.09 CEO Message

P.31 Long-Term Business Plan VISION 2030



*1 Uniqueness: Features not found in other companies

21 DAISEKI INTEGRATED REPORT 2025 22

^{*2} CSV management: CSV stands for Creating Shared Value. It aims for companies to generate profits through business that contributes to society.