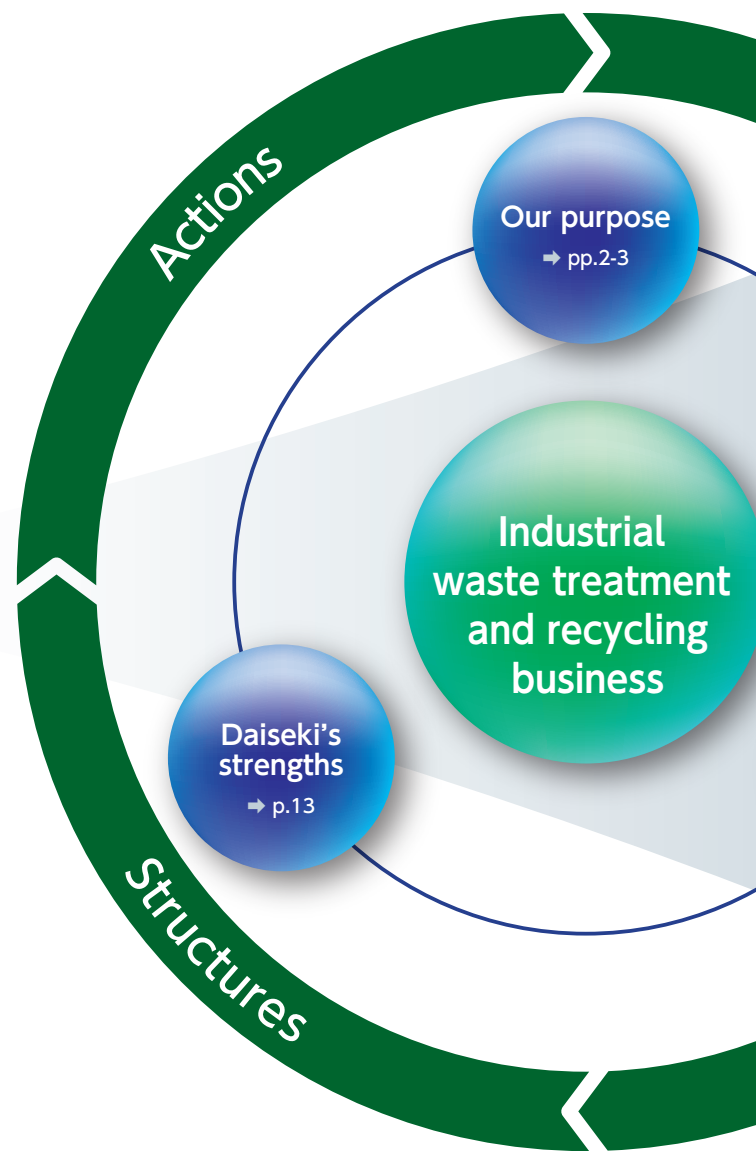
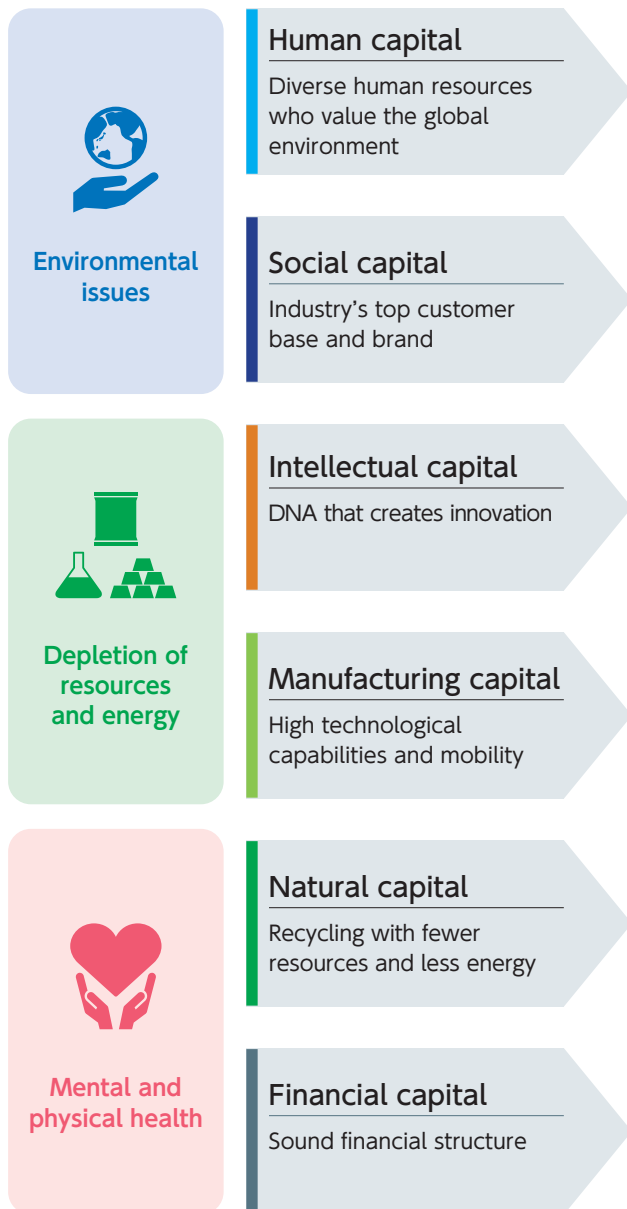


The Daiseki Value Creation Process

Purpose Making the Best Use of Limited Resources An Environment-Creating Company



Management Principles
→ p.12

The Daiseki Group's Management Principles are

Contributing to Society through the Environment



Sales..... 150 billion yen (by FY2031)
 Operating profit
 25 billion yen (by FY2031)
 ROE..... 15.0% (by FY2031)

KPI

→ pp.24-25

Human capital

Rate of Female Managers
 Non-consolidated 10% (FY2027)
 Paid Leave Acquisition Rate
 Non-consolidated 80% (FY2031)
 Turnover Rate
 Non-consolidated 1.0% (FY2031)

Natural capital

Greenhouse gas emission reduction rate*
 34% (FY2028)
 100% (FY2051)
 Rate of introduction of renewable
 electricity..... 100% (FY2028)
 * Reduction target with FY2022 as the base year



Preservation of the global environment

→ pp.44-47, 50-57

Protecting the environment and growing



Value creation from waste

→ pp.32-39, 46

Making the best use of limited resources to contribute to securing resources and energy in Japan as a country with limited resources



People's happiness

→ pp.60-69

Maximizing employee vitality and realizing people's happiness

shared as a business flow