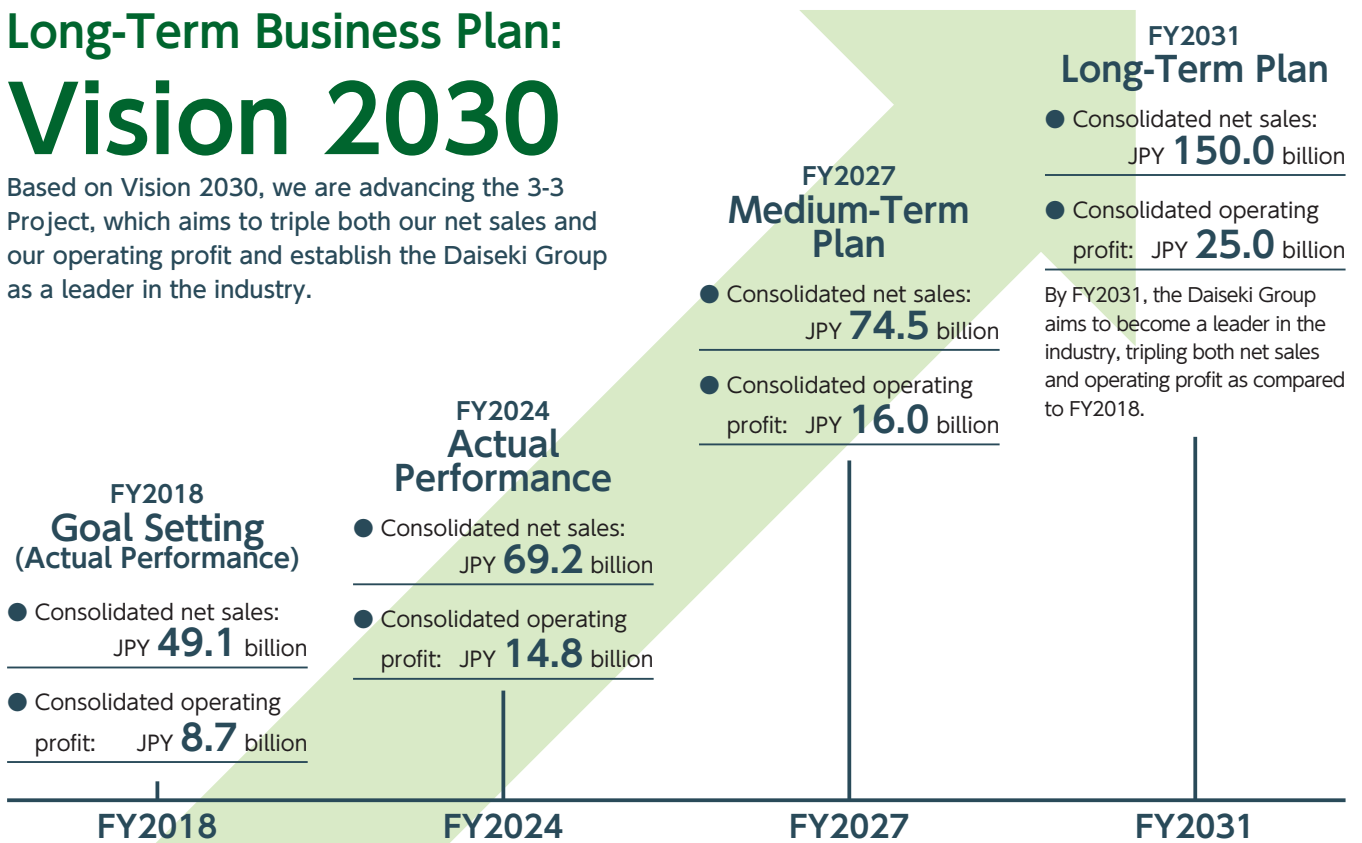


Progress of Vision 2030 (Our Long-Term

In the aim of achieving the scale and ability that will allow us to compete with the top international players in the industry, the Daiseki Group is working toward Vision 2030, our Long-Term Business Plan established in FY2019 and effective through FY2031.

Long-Term Business Plan: Vision 2030

Based on Vision 2030, we are advancing the 3-3 Project, which aims to triple both our net sales and our operating profit and establish the Daiseki Group as a leader in the industry.



Daiseki Group's Core Strategies

Domestic Strategies

- Increase activity in currently underserved areas through cooperation between existing facilities
- Expand into new areas through development of new operating bases

Global Strategies

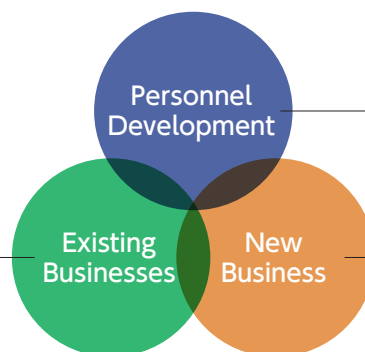
- Commence market research geared toward expansion into the Asian market

Development of Technologies and Equipment

- Raise our recycling rate
- Increase range of items accepted for treatment by adopting new technologies and equipment

Group Strategy

- Enhance synergy by strengthening cooperation, including exchange of human resources



Work Environment

- Rewarding work environment where employees can hope to grow
- Gender-neutral work environment

Human Resources Development

- Stimulate exchange of human resources between Group companies
- Expand education system
- Implement internal system inviting new project applications

M&A Strategy

- M&A with an emphasis on environment and recycling

Alliance Strategy

- Promote alliance, including with other industries

Business Plan)

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 2024 are as follows.

We will report on the progress every year from now on.

① Expansion of Three Operating Bases

- Hiroshima Works started operations in March 2024
- Two other operating bases (Hokkaido, Tohoku region, etc.) under consideration

② Toward Establishing Three New Core Businesses

- Expanding the range of handled items to gases

Selective adsorption and collection of ammonia from exhaust gases using an absorbent called MOF (disclosed on October 2, 2023)

	FY2027	FY2031
Sales plan	JPY300 million	JPY3,000 million
Operating profit plan	JPY100 million	JPY1,000 million

- Expanding to customers other than factories

Signed a partnership agreement with Gamagori City to conduct a demonstration experiment on separating and crushing household general waste, removing incombustible materials, and producing biomass fuel blended with waste cooking oil. (disclosed on October 13, 2023, demonstration experiment conducted in February 2024)

	FY2027	FY2031
Sales plan	JPY500 million	JPY2,500 million
Operating profit plan	JPY50 million	JPY250 million

- Entered the general waste and plastic/cardboard recycling business

Daiseki Eco. Solution announced an M&A with Sugimoto Trading Company Co., Ltd. in April 2023

	FY2027	FY2031
Sales plan	JPY2,200 million	JPY2,800 million
Operating profit plan	JPY300 million	JPY400 million

- Others

Launched three new businesses, including M&As, aiming for sales of 50 billion yen and operating profit of 5 billion yen

Future Vision of Daiseiki Aimed for by FY2031 in VISION 2030

- Developing human resources capable of creating new businesses by reading the trends of the times
- Establishing businesses that contribute to carbon neutrality and the circular economy
- Being recognized by society as a resource circulation provider that supports manufacturing behind the scenes
- Developing a personnel system and workplace environment that maximizes employee happiness and vitality