Power to Turn into Resources, Return to Nature

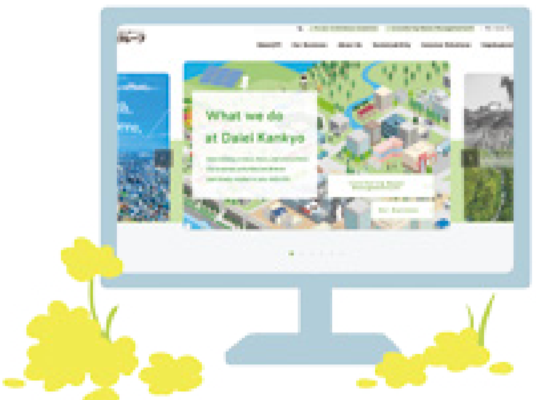
DAIEI KANKYO

Contact:

Daiei Kankyo Co., Ltd.
Corporate Strategy Planning Division
Investor Relations / Sustainability Promotion Department

Kobe Fashion Plaza, 2-9-1 Koyochonaka,
Higashinada-ku, Kobe, Hyogo 658-0032, Japan

Tel: +81-78-857-6600 (Main)



Website
https://www.dinsgr.co.jp/english/

Official X (in Japanese only)
@dinsgr_official

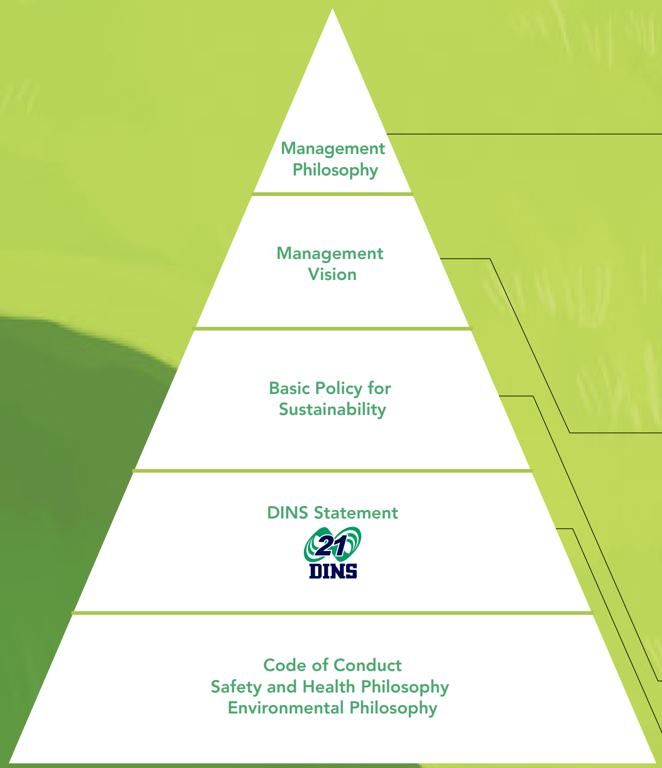
Corporate Report 2026

Daiei Kankyo Group

Power to Turn into Resources, Return to Nature

DAIEI KANKYO

What we value in order to be an essential part of people's lives and society



Management Philosophy Our fundamental business policy and reason for existence

With our strong commitment to creation, innovation, and meeting challenges, we shall contribute to society while striving for the coexistence of human life, industry, and nature.

Management Vision What we aim to be

Enhancing business continuity and evolving as a company with the power to create better environments.

The Daiei Kankyo Group will continue to challenge itself to innovate and create new value with the aim of creating better environments for a sustainable and bright future.

Basic Policy for Sustainability Words we value

The Future Comes from Trust.

DINS Statement Four guidelines for organizational conduct to realize our management philosophy and management vision

Development
In order to continue to be a social infrastructure company that supports the future, we shall not be bound by conventional approaches. Rather, we shall take on challenges with enthusiasm and continually evolve without fear of change or failure.

Integrity
In order to continue to be a company trusted and needed by society, we shall always respond to the expectations of society and changes in the environment, comply with laws, regulations, social norms, and company rules, respect human rights and local communities, and act with integrity based on high ethical standards.

Nature
Our lives depend on various blessings from nature. We shall help resolve environmental issues through our business activities, actively engage in forest and environmental conservation activities and efforts to reduce our environmental impact, and work toward the realization of a society in harmony with nature, one that can enjoy nature's bounty for years to come.

Social contribution
As a member of the local community, we shall contribute to regional growth and development through our business activities, and shall strive to conduct corporate activities in harmony with society as a whole.

Daiei Kankyo Group's founding principles

Waste management and recycling, the core of the Daiei Kankyo Group's business, cannot exist without the trust of our customers and local communities.

Since our founding in 1979, we have been diligently working to help create a sustainable, recycling-oriented society. For us, the building of lasting trust is the starting point for a sustainable future.

This belief of ours has never changed and never will.

Basic Policy for Sustainability

The Future Comes from Trust.

Concept of the Report

In June 2026, the Daiei Kankyo Group transitioned to a new management structure to pursue further growth and enhance corporate value. Through M&A, the number of Group companies, our business footprint, and the value we provide have expanded, while the range of issues we address has become increasingly diverse.

Against this backdrop, we have prepared this Corporate Report to help a broader range of stakeholders better understand the Group today. This report provides a multifaceted overview of our business, the direction we aim to pursue under the new management structure, progress on our Medium-Term Management Plan, the human resources strategy and Group governance initiatives that support its execution, as well as the motivation, engagement, and challenges of our employees.

We hope this report will help deepen your understanding of the Group.

Contents

Scope of the report
Daiei Kankyo Co., Ltd. and consolidated subsidiaries (as of March 31, 2026)

Period covered by the report
April 1, 2025 to March 31, 2026
(Some contents outside the above period are also included.)

Publication date
August 2026

Publication frequency
Annually

Disclaimer
This report includes forward-looking statements. These forward-looking statements are based on information available at the time this report was prepared and involve risks and uncertainties. Please be aware that due to changes in various factors, actual results may differ from those described in the forward-looking statements.

Evolving into a company with the power to create better environments with waste management at our core

Resolving social issues toward business growth

The beginning of our challenge to transform waste into resources

1979–1996

Expansion of recycling facilities to extend the life of final disposal sites

Immediately after the opening of the final disposal site in 1980, we shifted to the recycling business in order to ensure the sustainability of the business. The business environment remained challenging due to a lack of understanding of recycling costs.

Founding

October 1979
Establishment of Daiei Kankyo

September 1980
Opening of controlled final disposal site

Turning point 1

January 1995
The Great Hanshin-Awaji Earthquake
Involved in disaster waste management

As a local company, immediately after the disaster, we were asked by many municipalities to carry out disaster waste management.

1979
Founding period

1997
First growth period

1997–2013

Concentrated investment in facilities to establish recycling system

Our highly regarded performance in handling disaster waste from the Great Hanshin-Awaji Earthquake led to increased deals with municipalities. As a result, we continue to do significant business with municipalities today.

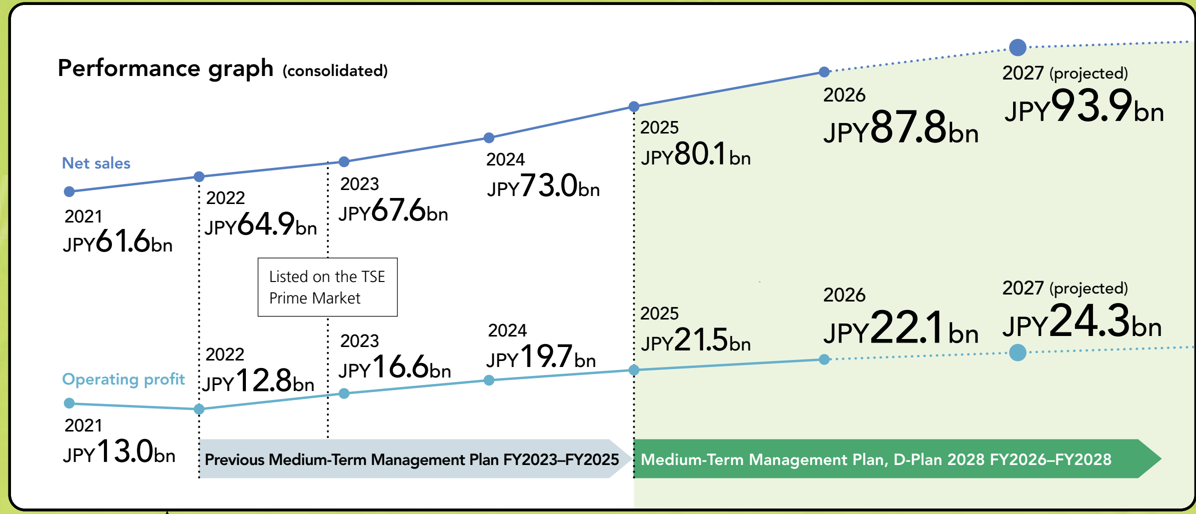
Turning point 2

September 2013
Opening of Mie Recycle Center Energy Plaza

2014–2018

Evolution into a company with the power to create better environments

Since the opening of the Mie Recycle Center Energy Plaza, the Daiei Kankyo Group's largest incineration power generation facility with a daily processing capacity of 636 tons, the number of municipalities we work with increased rapidly.



2019–2022

In-depth approach to ESG measures to address social issues

As the Group expanded to more than 2,000 employees and 32 Group companies, its outdated governance structure began heading toward a crisis. To address this situation, the Group listed itself on the Prime Market of the Tokyo Stock Exchange. M&A was also pursued aggressively for maintaining a high growth rate.

Turning point 3

December 2022
Listed on the Tokyo Stock Exchange Prime Market

We strengthened our governance structure by establishing a system in line with the Corporate Governance Code.

2023
Second growth period

Since 2023

Expanding our business while promoting recycling with the goal of carbon neutrality

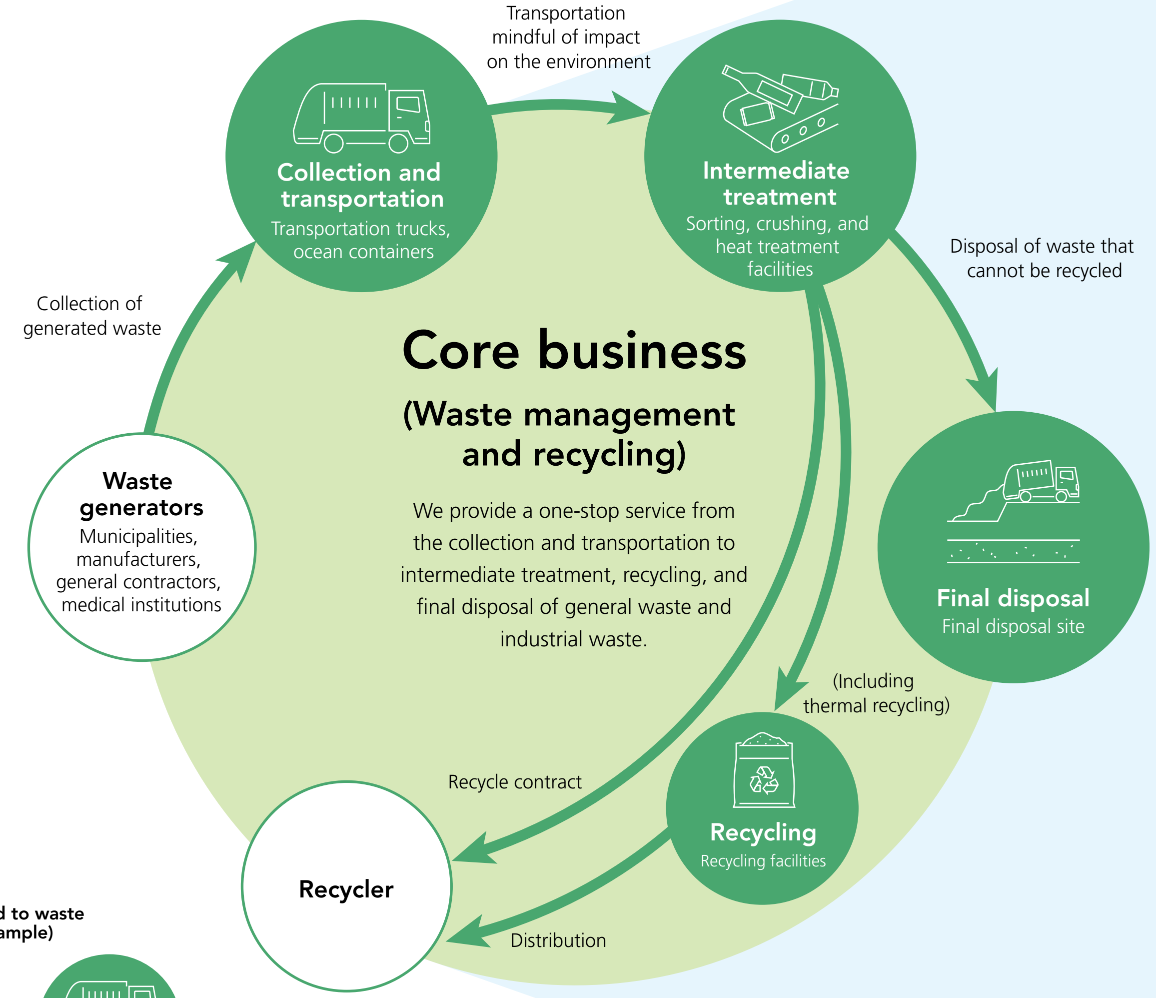
In addition to further strengthening business with municipalities and promoting recycling for carbon neutrality, we are also leveraging M&A to expand our business.

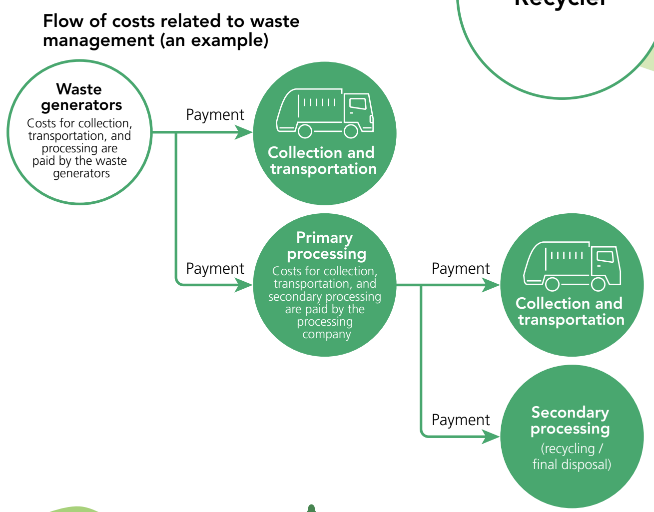
Turning point 4

May 2023
Began operation of Miki Biomass Factory

Advancing environmental creation to the next stage through decarbonization and resource circulation

Aiming to create a better environment for a sustainable society with a bright future





Businesses that complement the core business

Soil remediation

At our high-performance plants equipped with their own berth,* we take in contaminated soil from various locations, neutralizing all designated hazardous substances as stipulated by the Soil Contamination Countermeasures Act.

Facility construction and administration

We carry out building demolition work and efficiently construct, operate, inspect, maintain, and repair municipal clean centers and other facilities.

Consulting

We address waste-related issues through the development of services utilizing AI, IoT, and DX promotion, as well as centralized waste management and municipal waste processing plans.

Electricity generation

We create energy from waste, including biomass and biogas power generation. We also use former final disposal sites for solar power generation.

Aluminum pellets

After purchasing aluminum cans as a resource, we process, manufacture, and sell high-purity aluminum pellets. These pellets are primarily sold to steel manufacturers as deoxidizers.

Recycled plastic pallets

We manufacture and sell very eco-friendly, high-quality pallets made from 100% recycled materials, such as plastic container packaging.

Temporary staffing

We provide human resource services that support society and business by creating employment opportunities rooted in local communities. In addition to temporary staffing and recruitment services, we also support the employment of persons with disabilities.

Businesses that support the region

Forest management

We manage approximately 8,170 hectares of Company-owned forests, focusing on balancing environmental protection with forest management, disaster prevention, and biodiversity conservation, all while advancing forest development with a vision for the next 100 years.

Sports community promotion

We are dedicated to promoting sports culture and developing the regional economy through the management of a Japanese women's professional soccer club and golf course.

Agribusiness

We produce and sell agricultural products through the utilization of idle land and unused farmland. We are promoting business operations and creating employment opportunities rooted in local communities that contribute to regional revitalization.

* A place for unloading cargo from ships

Changing the way waste management are conducted to pioneer a new future for recycling with the trust of local communities

Fumio Kaneko
Chairperson and Representative Director
Daiei Kankyo Co., Ltd.

Our transition to a new management structure is a step in accelerating the Group's growth

At the Annual General Meeting of Shareholders held on June 25 2026, the Daiei Kankyo Group transitioned to a new management structure. Behind this decision were changes that have been taking place in the Group itself.

With growth in our business, our organization has expanded, and the number of Group companies has continued to increase through M&As. Furthermore, as the entire industry is reaching a turning point, to accelerate growth of the Group, it is essential that we transform into an organization that can respond to change. I have concluded that now is the appropriate time to entrust the Company's leadership to the next generation.

My successor, Morihiko Shimoda, has been involved in management since the early stages of our preparation for our listing, and he has played a central role, particularly in communication with investors and shareholders, and the formulation and advancement of our Medium-Term Management Plan. Because of his deep understanding of the Group's direction and values, I have peace of mind in handing the reins over to him.

Since Shimoda took over leadership of the Group, I support the steady functioning of our new structure as chairperson. Also, in order to ensure the continued effectiveness of strengthened governance, which was the fundamental aim of stock market listing, I oversee its execution as a member of the Board of Directors to make the Group's governance structure even more robust.

Our value of honoring trust, unchanged since our founding

One of the Group's fundamental values, as stated in our Basic Policy for Sustainability, is that "The Future Comes from Trust."

The Group's business cannot exist without the understanding of local communities and municipalities. In our early days, there was much opposition from local communities to the construction of waste management facilities. But our founder played a central role in repeated discussions with local residents, whereby we gained their understanding and trust for the operations. With the expansion of our business, residents who previously opposed us steadily became our supporters. It is precisely because we have the trust of local communities that we can continue to do business, which leads to future growth. Our belief in this will remain unchanged going forward.

As part of building such a relationship, we have also engaged in sports promotion and community activities for many years in the local areas where our businesses are based, including support for soccer teams in Kobe (Hyogo), Izumi (Osaka), and Iga (Mie). Unless the local communities where we are based are vibrant, we will also be unable to grow. Going forward, the Group will continue to develop together with the community.

Expanding the Group through M&A and leading "artery-vein" collaboration as a core

Looking toward our goal for the fiscal year ending March 31, 2031, we plan to build the foundation for rapid progress of our Medium-Term Management Plan, D-Plan 2028, over three years starting from the fiscal year ended March 31, 2026. In the three years thereafter, we will accelerate the Group's growth. As a result of our bold capital investment, we were able to achieve record-high sales and profit in the first fiscal year of the plan. But this is simply one milestone along the way. As we further strengthen our foundation, we will enter a stage of an even higher level of growth.

The waste management industry has now reached a turning point. In its highly fragmented market, where roughly 120,000 companies operate, the lack of successors and challenges in fund procurement will surely lead to consolidation. The Group owns many facilities with high barriers to entry, such as incineration and other heat treatment facilities, and final disposal sites, but business continuation is becoming difficult for operators that lack such facilities. We will proactively pursue M&A to incorporate such operators into the Group where we are able to see opportunities for synergy.

To ensure healthy development of the waste management industry, it is essential that "artery" companies and "vein" companies build relationships that allow for frank discussion. The Group has earned social trust over many years. It is precisely because of this accumulation of trust that we are now able to build equal partnerships with "artery" companies. We will accelerate the Group's expansion through M&A and grow the business, while at the same time establishing our position as an influential voice, and contributing to the sustainable growth of the entire industry.

The future we aim for together with our employees

Since the Group's founding, we have consistently advanced our business with consideration for the environment, rather than simply focusing on economic rationality. Today, we are advancing integrated treatment of general waste and industrial waste through public–private partnership (PPP), and are striving to transform the local recycling system itself.

To achieve this, we must secure and develop human resources. We need to improve the work environment, including labor conditions, to attract more employees to work with us with a sense of pride and satisfaction.

However, in July, an accident at one of our facilities resulted in the loss of the precious life of an employee. I deeply mourn for the deceased and offer my sincere condolences to the bereaved family. We will spare no effort in reviewing our safety management systems to prevent a repeat of this tragedy.

We aim to be a group where all of our stakeholders are glad to be involved with us, and will advance efforts to create an environment for sustained growth where employees can work with peace of mind.

Growing with society through creation, innovation, and meeting challenges

Morihiko Shimoda
President and Representative Director
Daiei Kankyo Co., Ltd.

Career

May 1999	Joined Daiei Kankyo Co., Ltd.
November 2013	Representative Director, Omihachiman Eco Service Co., Ltd.
January 2015	Director, Green Arrows Holdings, Inc. (current position)
September 2016	Executive Officer, Manager of Executive Office of the Company
June 2018	Director, Osaka Industrial Waste Association (currently Osaka Circular Resource Association), a Public Interest Incorporated Association (current position)
June 2021	Representative Director, Daiei Kankyo Research Institute Co., Ltd.
April 2023	Executive Officer, Corporate Strategy Planning Division General Manager
October 2024	Representative Director, Aioi Eco Service Co., Ltd.
April 2025	Director, Hizen Kankyo Co., Ltd.
June 2025	Director, SusPla, a General Incorporated Association (current position)
November 2025	Director, Sukarabesakure Co., Ltd.
April 2026	Vice President and Executive Officer of the Company
June 2026	President and Representative Director of the Company (current position)

Q&A

What do you value the most?
Seeing with my own eyes

What is a word you like?
"Humility"

What is a comment that made you happy?
"I'm happy to have Daiei Kankyo here!"

What food do you like?
All kinds of Japanese food, especially eggplant and blue-backed fish

What is your hobby?
Hot spring trips

Building a foundation of trust for management through site visits and thorough discussions

When I was appointed President and Representative Director in June 2026, rather than feeling a sense of heavy responsibility in leading the entire Group, I had a strong sense of hope in the challenges we can tackle as a leader during this time of significant change in the industry.

We will transform the way of waste management and recycling, with a commitment to creation, innovation, and meeting challenges. I also have a strong determination to pass on our founders' spirit to the next generation.

On July 9, 2026, an occupational accident resulted in the tragic loss of an employee's life, just when I had begun workplace dialogues to personally reconfirm conditions in divisions throughout the Group. As President and Representative Director, I take our responsibility for this accident very seriously.

We will fully investigate the fundamental underlying causes of this accident, and will build systems to prevent the recurrence of such accidents based on frontline feedback. Furthermore, we will develop a corporate culture that prioritizes safety first and ensure that our memory of the accident does not fade over time.

I resolve to completely devote myself in efforts to rebuild trust with all of our stakeholders to make our value "The Future Comes from Trust." a reality.

Steadily driving key strategies based on the significant progress of the Medium-Term Management Plan that we have made

I was deeply involved in the Medium-Term Management Plan, D-Plan 2028, from the time of its formulation. In this first fiscal year of the three-year plan, by executing six M&As, including the large-scale one with Sukarabesakure Co., Ltd., the achievement of our final year's target is starting to come into view. We are also responding positively to the expectations of the market.

The Company is focusing on integrated treatment of general waste and industrial waste, and building a Group structure to provide one-stop service from collection and transportation through to final disposal across Japan. We are proactively advancing consolidation in the industry by building new facilities to expand our existing bases, and creating new bases through PPP and M&As.

I believe that making municipalities realize that integrated treatment of general waste and industrial waste will be a matter of course going forward depends on accelerated expansion of facilities built through PPP.

We begin construction of our first PPP project, Aioi Energy Center, in Aioi City, Hyogo Prefecture in August 2026. As construction advances, it is sure to attract more attention from municipalities. In municipalities facing severe financial constraints due to population decline and soaring construction costs, the reduction of waste management costs is highly effective. As understanding grows that this new model also leads to regional revitalization, the system could rapidly spread across Japan, changing the approach to waste management.

Furthermore, in order to contribute to the realization of carbon neutrality by 2050, it is important that by collaborating with "artery" companies, we build a system for providing recyclable resources that we handle, particularly the recycled materials we produce from waste plastics. I will work to establish a sustainable scheme that fulfills quality, volume, and economic criteria, to change the approach to recycling.

Linking the strength of our talent to organizational capability to create new value for society

In my career, I have experienced a range of responsibilities at various bases within the Group. Along the way, my in-house and external network, motivation, and perspective have grown. I believe that the experience of being placed in different environments is important to talent growth, and we therefore actively encourage bidirectional job rotation across the Group.

The more the organization expands, the more critical it becomes to realize successful internal communication and to pass on the spirit of our founders. We must therefore ensure that we share the important beliefs of our Company throughout the Group. In particular, we must explain them more clearly to new graduate and mid-career recruits along with those who joined the Group through M&A. I will continue working to nurture a love of the Company among all employees, to boost the unity of the Group, and to build an environment where employees can grow with a sense of pride and satisfaction, feeling glad to be a member of the Daiei Kankyo Group. Creating an environment where everyone feels able to express their opinion will be the driving force for continuous growth. We will maximize the strength of our talent, linking this to the strength of our entire organization.

Just over three and a half years have passed since our listing, and I feel that expectations for the Group are increasing each year. Going forward, our role will become even more important. In order to further develop our relationships with all of our stakeholders, our next-generation members must take the lead and deepen our dialogue directly.

We continue to play a role as a company that grows together with the community, but beyond that, we must ask ourselves what value we can offer to society. I will keep asking that question while advancing measures for changing the way of waste management and recycling, with a sense of speed. We will aim to be a company that continues its unbroken journey to grow together with all of our stakeholders.

One Team, Next Stage

The Daiei Kankyo Group transitioned to a new management structure on June 25, 2026. While ensuring continuity in management, we will strengthen our agility and governance in response to a rapidly changing business environment as we pursue sustainable growth and enhance corporate value.

Directors

1 **Fumio Kaneko**
Chairperson and Representative Director

2 **Morihiko Shimoda**
President and Representative Director / Executive Officer

3 **Nariyuki Ohta**
Director

4 **Akira Minemori**
Director
(Full-time Audit & Supervisory Committee Member)

Outside Directors

5 **Kazumasa Murai**
Outside Director
(Audit & Supervisory Committee Member)

6 **Tomoko Murakami**
Outside Director

7 **Noriko Kitajima**
Outside Director
(Audit & Supervisory Committee Member)

Executive Officers

8 **Kunihiko Idei**
Senior Managing Executive Officer

9 **Hitoshi Wanibe**
Senior Managing Executive Officer

10 **Hiroaki Shimoji**
Senior Managing Executive Officer

11 **Shinichi Kugimiya**
Junior Managing Executive Officer / General Manager of Business Administration Division / Manager of Accounting Department

12 **Kengo Otsuka**
Junior Managing Executive Officer /
General Manager of Corporate Strategy Planning Division

13 **Makoto Yamada**
Junior Managing Executive Officer /
Manager of Technical Department

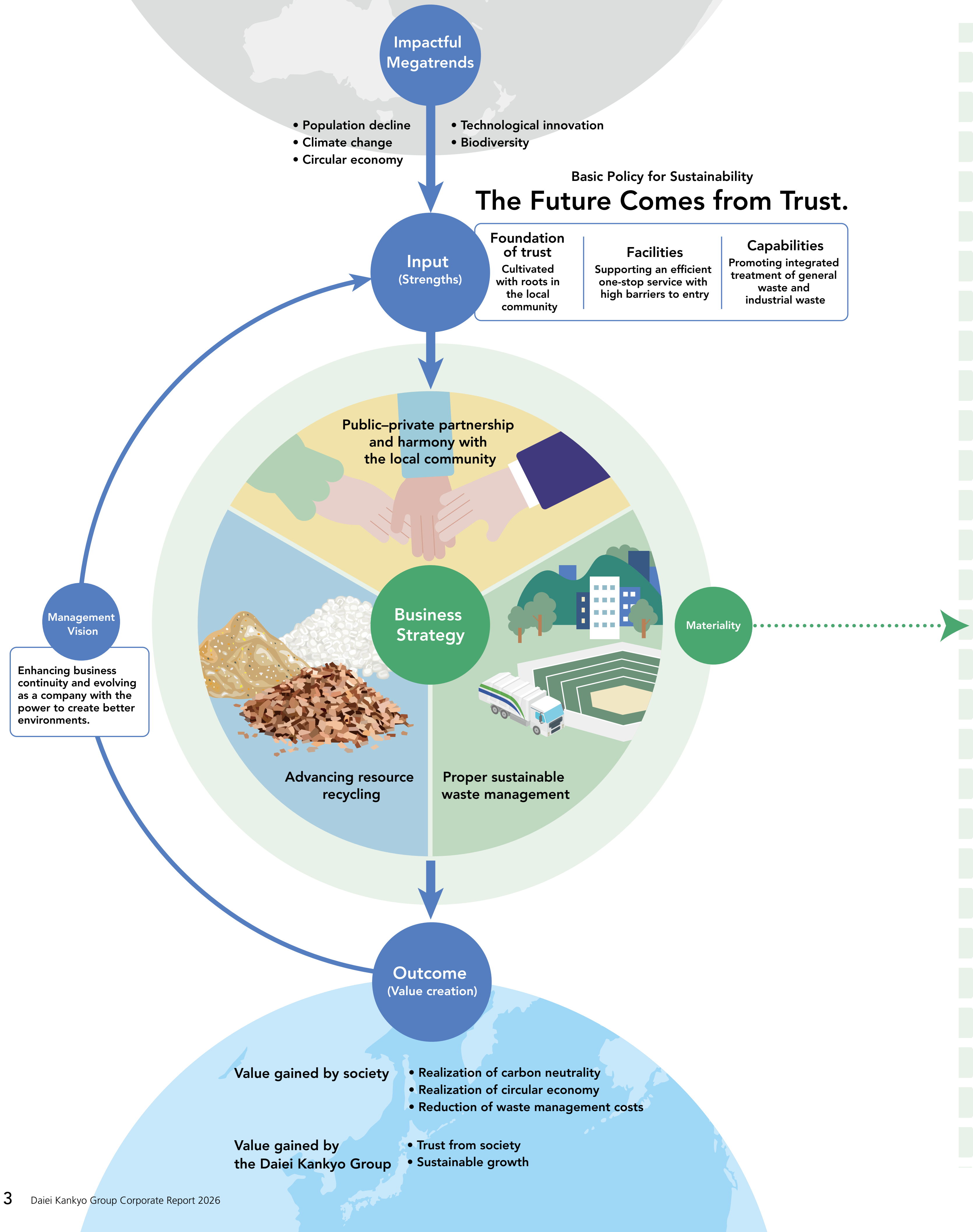
14 **Hiroyuki Hamashima**
Junior Managing Executive Officer /
General Manager of Sales Division

15 **Yasuhiko Maeyama**
Junior Managing Executive Officer / Junior Managing Director of Mie Chuo Kaihatsu Co., Ltd. / Manager of Mie Recycle Center

16 **Tatsuo Nakamura**
Junior Managing Executive Officer / General Manager of Kanto Branch / Representative Director of Kyodoh Doboku Co., Ltd.

17 **Wataru Yamaguchi**
Junior Managing Executive Officer / General Manager of Enterprise Division / Manager of Enterprise Department

18 **Akinori Kubo**
Executive Officer / Deputy General Manager of Sales Division / Manager of Kansai Sales Department



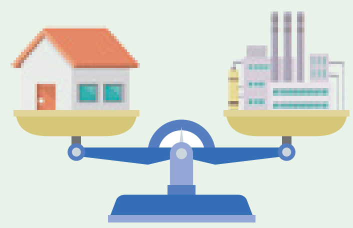
Five material issues

The Daiei Kankyo Group listed environmental, social, and business challenges it faces. Through a selection process applying the concept of double materiality to assess the importance of each issue, five material issues (materiality) were identified in June 2024. The following introduces the components and key points of each material issue.

Building the foundation for Local Circular Ecological Spheres

- **Living in harmony with and contributing to local communities**
- **Expanding our system of cooperation with municipalities**

Waste management and recycling businesses can only operate with the understanding and trust of local communities. The Group aims to further deepen relationships with communities surrounding existing business sites. At the same time, we are working to build a foundation for Local Circular Ecological Spheres that create multifaceted value through community engagement in new areas.



Strengthening the business foundation to become a company with the power to create better environments

- **Promoting integrated treatment of general waste and industrial waste**
- **Strengthening the capacity of treatment facilities and expanding the waste management network**

An increasing number of municipalities are facing aging waste treatment facilities and limited financial resources. The Group aims to contribute to solving regional issues in collaboration with municipalities by enabling the integrated treatment of general waste and industrial waste at all of our sites, while also working toward the realization of carbon neutrality.

Contributing to a decarbonized society and reducing our impact on the environment

- **Advancing resource recycling systems**
- **Promoting electricity generation and energy conservation**
- **Tackling environmental protection**

Achieving carbon neutrality by 2050, it is essential to effectively circulate and utilize untapped waste resources. The Group aims to operate safe and secure facilities by creating as many resources and as much energy as possible from waste, while also promoting energy conservation at facilities and reducing the environmental impact on surrounding areas.

Promoting human capital management

- **Developing the next generation of leaders**
- **Recruiting, finding, and developing human resources**
- **Establishing the foundation for a comfortable work environment and diversity**

People are the driving force that supports business growth and earns the trust of stakeholders. While developing human resources capable of putting into practice the management philosophy of creation, innovation, and meeting challenges, we are creating a workplace environment in which all employees can work energetically and thrive. Even amid ongoing industry restructuring, we will continue developing an environment that enables us to recruit, find, and develop outstanding human resources.

Improving management transparency and Group capabilities

- **Strengthening Group governance**
- **Ensuring thorough corporate ethics and compliance**
- **Strengthening information security**
- **Ensuring occupational safety and health**

As business expansion continues, the importance of strengthening governance and improving management transparency is increasing. Following the transition to a company with an Audit & Supervisory Committee, we will continue strengthening management systems related to information security and occupational safety and health while enhancing management transparency and the overall capabilities of the Group.

Certain indicators revised; steady progress across initiatives

The Daiei Kankyo Group identified five material issues (materiality) in order to address social issues such as carbon neutrality and the transition to a circular economy while achieving sustainable growth. To resolve these issues, we formulated and are implementing the Medium-Term Management Plan, D-Plan 2028 "Foundation for Success."

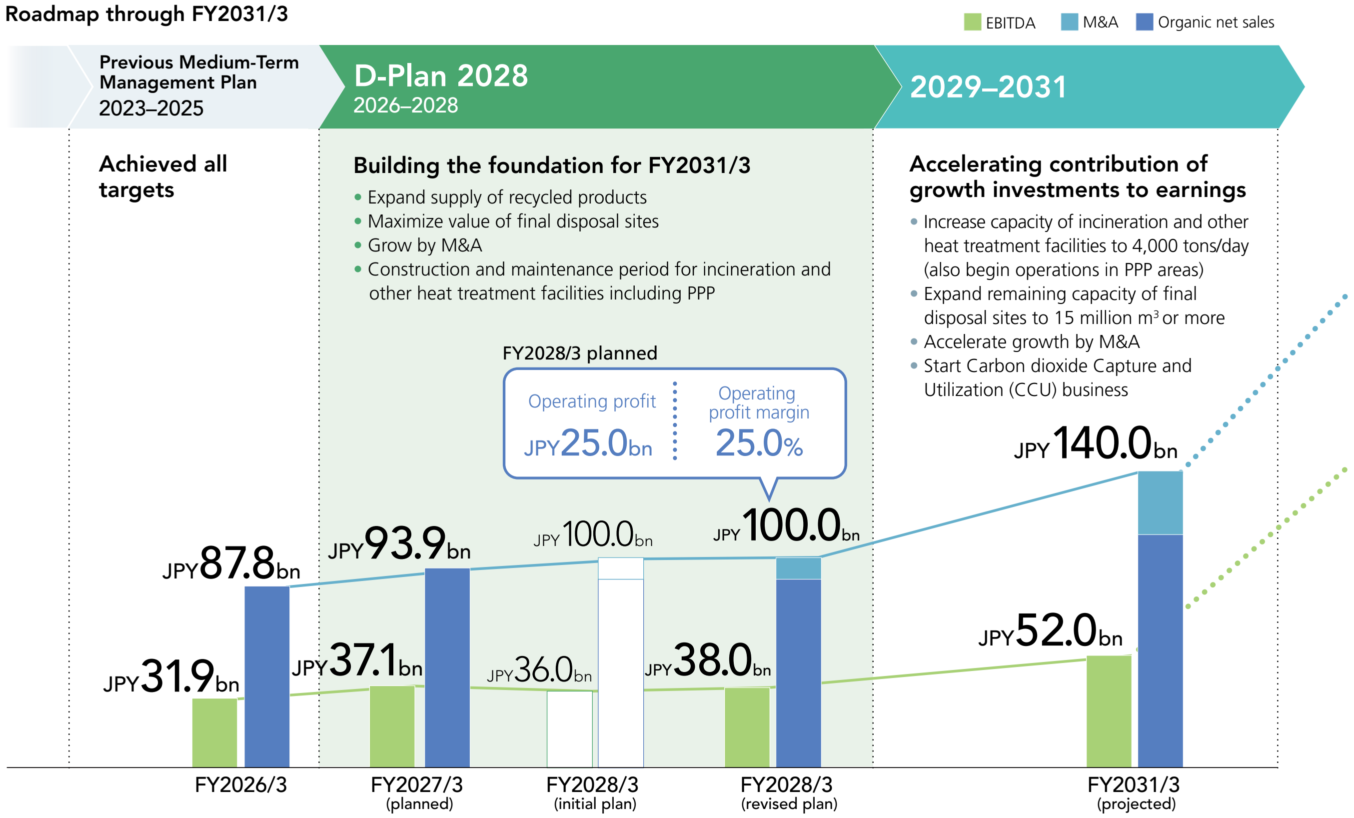
Positioning of D-Plan 2028

D-Plan 2028 is positioned to build the foundation during the first three years toward the vision for the fiscal year ending March 31, 2031. During this period, we will continue growth investments while expanding business scale and business areas through organic growth and M&A.

	2026–2028 (planned)	2029–2031 (projected)
Net sales CAGR	7.6%	11.9%
EBITDA CAGR	10.9%	11.0%

* CAGR stands for "Compound Annual Growth Rate"

Roadmap through FY2031/3



Partial revision of financial strategy indicators

Certain financial strategy indicators for the fiscal year ending March 31, 2028 were revised in consideration of the significant progress made in growth initiatives following the consolidation of Sukarabesakure Co., Ltd., which operates final disposal businesses in the Kyushu area, as well as the steady progress of consolidated business results and various initiatives in the fiscal year ended March 31, 2026.

EBITDA, which represents the earning power of our core business, was revised upward from the initial plan of ¥36.0 billion to ¥38.0 billion, an increase of ¥2.0 billion.

For waste volume received, the total volume target was raised from the initial 3,100 kt to 3,290 kt, an increase of 180 kt, reflecting expected growth in waste volume received at final disposal sites and a revision to the volume of contaminated soil received.

In addition, cash allocation was revised following the execution of ¥49.3 billion in M&A investments and the financing of these investments through borrowings.

Revised EBITDA, total volume received, M&A investment amount

	FY2026/3	FY2028/3 Initial forecast (released in May 2025)	FY2028/3 Revised forecast (released in May 2026)
EBITDA	JPY 31.9 bn	JPY 36.0 bn	JPY 38.0 bn
Total volume received	2,810 kt	3,100 kt	3,290 kt
M&A investment amount	JPY 49.3 bn	JPY 10.0 bn or more	JPY 55.0 bn or more

Note: In addition to the above, we have revised the EBITDA CAGR, cash on hand plus borrowings, and loan repayments in connection with the aforementioned revisions.

Cash allocation

Progress toward management targets for FY2026/3

In the fiscal year ended March 31, 2026, we continued receiving infrastructure development projects mainly in the Kansai area and focused on advancing resource recycling systems in collaboration with partner companies and municipalities. In addition to strengthening waste volume received in the Kanto area centered on consolidated subsidiary Kyodoh Doboku Co., Ltd., expanded waste volume received in the Kyushu area by Sukarabesakure Co., Ltd., which became a consolidated subsidiary in November 2025, also contributed to business performance, resulting in increased revenue.

On the profit front, despite increases in depreciation and labor costs, profits increased due to factors including higher profits driven by increased waste volume received at final disposal sites. As a result, both consolidated net sales and operating profit reached record highs.

Results for FY2026/3 and forecasts

	FY2025/3 results	FY2026/3 results	FY2027/3 forecasts	D-Plan 2028 forecasts
Net sales (million yen)	80,178	87,855	93,900	100,000
Operating profit (million yen)	21,548	22,189	24,300	25,000
Operating profit margin	26.9%	25.3%	25.9%	25.0%
EBITDA (million yen)	27,824	31,908	37,100	38,000
EBITDA margin	34.7%	36.3%	39.5%	38.0%
Earnings per share (yen)	145.54	159.93	164.25	169.46

Achieved record-high business results

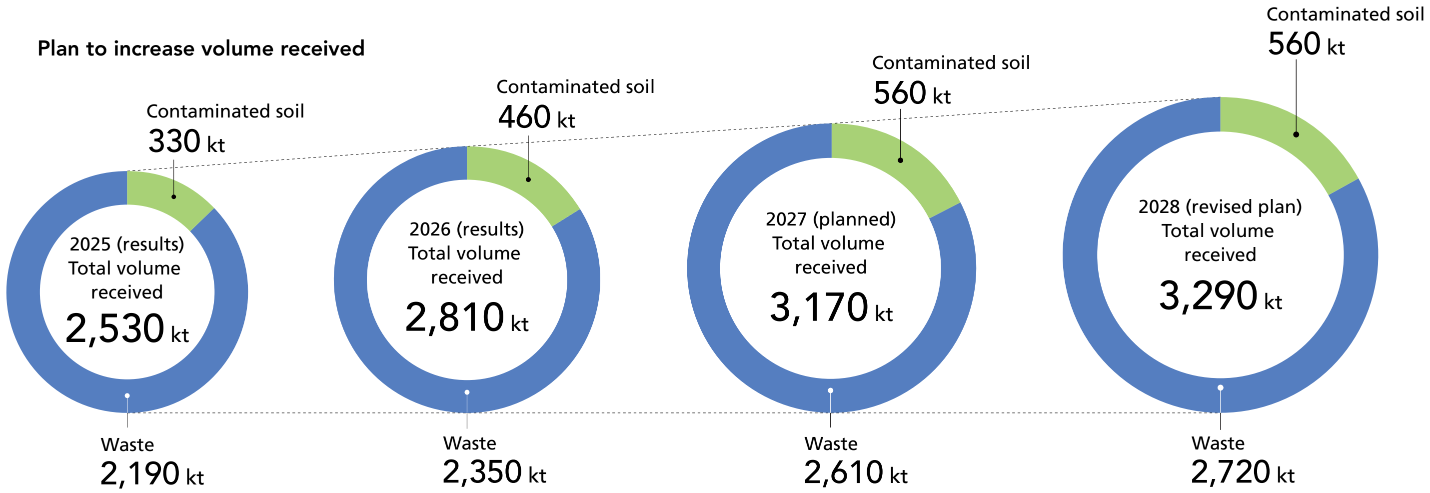
Progress of initiatives for FY2026/3

We are making steady progress in each initiative. Of the initiatives expected to contribute to earnings by the fiscal year ending March 31, 2028, advances in resource recycling systems contributed to growth in both earnings and the supply volume of recycled plastics to the “artery” (e.g., manufacturing) market through the start of operations at the plastic recycling facility of consolidated subsidiary DINS Kansai Co., Ltd. and the expansion of iCEP PLASTICS services. Moreover, the consolidation of Sukarabesakure Co., Ltd. contributed to an increase in waste volume received. For initiatives expected to contribute to earnings by the fiscal year ending March 31, 2031, construction permits were obtained for the PPP project being promoted in Aioi City, Hyogo Prefecture, and construction is expected to begin this summer. We also made significant progress toward expanding planned annual landfill volume and remaining capacity at final disposal sites through M&A initiatives and the acquisition of final disposal sites.

Progress of strategy

		Measures	Overview	FY2026/3 results
Growth measures	Contributes to earnings from D-Plan 2028 onward	**Advance resource recycling systems**	Increase earnings in the recycling business through increased supply to the “artery” market	Plastic recycling facility of DINS Kansai Co., Ltd. began operations Expansion of iCEP PLASTICS services
			Maximize the value of final disposal sites (maximize sales per unit of capacity)	Efforts are ongoing to secure high-value-added projects, such as for infrastructure development
		Deepen relationships with municipalities	Expand the scope of transaction with municipalities we work with Expand business area to nationwide	Increased the number of municipalities we work with by 25: 487 → 512
		Expand business areas through M&A pp. 19–22	Actively execute projects that are expected to generate synergies (increase in volume received)	Executed 6 projects in FY2026/3
	Measure for FY2031/3	**Increase capacity of incineration and other heat treatment facilities**	Started construction of 5 facilities to increase the capacity to 4,000 tons/day	PPP (Obtained an installation permit for a facility in Aioi City, Hyogo Prefecture) Construction underway in Izumi and Nishinomiya
		Expand planned annual landfill volume and remaining capacity of final disposal sites	Promote M&A in new areas to increase planned annual landfill volume	Progress in the Kyushu area (Sukarabesakure Co., Ltd. and Hizen Kankyo Co., Ltd.) and the Tohoku area (acquisition of a final disposal site)
			Promote new construction and expansion plans in existing areas	The 2nd stage controlled final disposal site in Gobo started services Expansion plans for each final disposal site are also underway
		Promote PPP	Conclude a total of 7 agreements	Obtained an installation permit for a facility in Aioi City, Hyogo Prefecture Progress is being made toward concluding a new agreement
Measures for strengthening management foundation		**Promote human capital management** pp.23–26, 27–30	Maximize employee engagement	Working to improve the work environment by utilizing engagement surveys and other tools
		Improve Group management capabilities pp.23–26	Further strengthen governance and risk management systems	Announcement of executive appointments and transition to a new organizational structure following the appointment of new executive officers

Plan to increase volume received



Please visit our website for details on the Medium-Term Management Plan, D-Plan 2028

M&A results for FY2026/3

Kyoto Eco Service Co., Ltd.
Made into a consolidated subsidiary in May 2025

Location	Kyoto City, Kyoto
Business	Collection and transportation / Recycling
Our advantage through M&A	• Expansion of business area for handling general waste • Strengthening relationships with municipalities

Clean Tech Nabari Co., Ltd.
Made into a consolidated subsidiary in Apr. 2025

Location	Nabari City, Mie
Business	Collection and transportation
Our advantage through M&A	• Expansion of business area for handling general waste • Strengthening relationships with municipalities

KOUKI CORP.
Made into a consolidated subsidiary in Jan. 2026

Location	Nishinomiya City, Hyogo
Business	Construction and maintenance of waste treatment plants
Our advantage through M&A	• Efficiency in equipment maintenance and new installations • Integration of plant design and operational know-how

KANAME KOGYO CO., LTD.
Made into a consolidated subsidiary in Oct. 2025

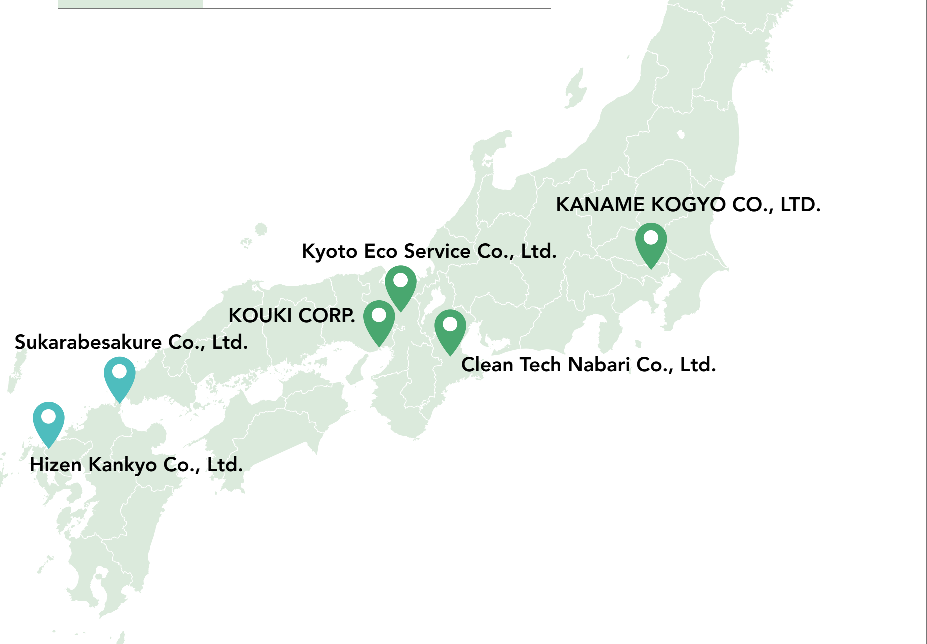
Location	Toshima-ku, Tokyo and other areas
Business	Collection and transportation/recycling
Our advantage through M&A	• Expansion of business area for handling general waste • Expansion of market share in Kanto area

Hizen Kankyo Co., Ltd.
Made into a consolidated subsidiary in Apr. 2025

Location	Imari City, Saga
Business	Final disposal
Our advantage through M&A	• Securing capacity at final disposal sites • Expansion of business area • Strengthening relationships with municipalities

Sukarabesakure Co., Ltd.
Made into a consolidated subsidiary in Nov. 2025

Location	Kitakyushu City, Fukuoka
Business	Final disposal
Our advantage through M&A	• Establishment of a one-stop service system within the Kyushu/Okinawa area • Expansion of business area

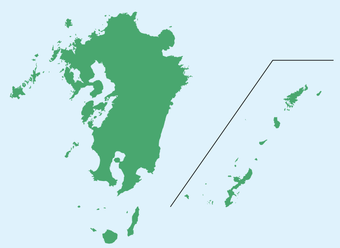


The addition of Sukarabesakure Co., Ltd. to the Group has significantly advanced the expansion of waste volume received and remaining capacity at final disposal sites.

Synergies from making Sukarabesakure Co., Ltd. a consolidated subsidiary

Expanding business areas

The business areas have expanded by securing new final disposal sites in the Kyushu and Okinawa areas.



Increasing planned annual landfill volume and remaining capacity

Significantly contributed to the expansion of annual landfill volume and remaining capacity outlined in the Medium-Term Management Plan, D-Plan 2028.

Enhancing efficiency of long-distance transportation

With a dedicated berth available, we can efficiently accept waste from a wide area by utilizing maritime transport.

Talk Session 1

Newly Established Kanto Branch

The Daiei Kankyo Group has expanded its business in the Kanto area through M&As.
While each company has strengths in differing fields, including demolition work, collection and transportation, intermediate treatment, and final disposal, it raises the new challenge of how to interrelate these and enhance our collective strength as the Group.
In order to address this issue, we established the Kanto Branch, launched on October 1, 2025, integrating sales and management functions, as a base to accelerate inter-company information sharing and decision-making for Tokyo, Kanagawa, Saitama, and Chiba, as well as Fukushima, where we have a controlled final disposal site.
In this talk session, Group company presidents and the head of Daiei Kankyo Co., Ltd. in the Kanto area discuss the particular characteristics of and issues in the Kanto market, post-M&A changes, and future prospects.

Kyodoh Doboku Co., Ltd.

The company provides services to meet a wide range of needs, including collection, transportation, and intermediate treatment of industrial waste, and processing of construction industrial waste and waste asbestos. It serves as a hub and a central processing base in the Kanto area.

Eiwa Recycle Co., Ltd.

Based in Chiyoda City, Tokyo, the company conducts collection and transportation of industrial waste from construction sites, and demolition work mainly in the Tokyo metropolitan area. It has supported the construction front line for many years, with major general construction companies as its main clients.

Kaisei Co., Ltd.

Based in Chiba Prefecture, the company operates a building demolition service as well as industrial waste collection and transportation business in the Kanto area. With a large number of nationally certified professionals on staff, the company has the capability to handle a wide range of demolition projects, earning a strong track record with a diverse client base that includes government agencies and major general contractors.

Urayasu Seiun, Inc. / Aia, Inc.

Based in Urayasu City, Chiba Prefecture, the companies handle collection, transportation and recycling of general waste, and collection and transportation of industrial waste. In 1972, they were appointed as the designated operators for Urayasu City, contracted for collection and transportation of household waste, as well as general waste for businesses, including restaurants, retailers, and hotels. They have strong local connections, and have built trust with the municipality and residents.

Jun Aizawa
Representative Director,
Eiwa Recycle Co., Ltd.

Hiromasa Ono
Manager of Kanto Sales Department,
Daiei Kankyo Co., Ltd.
Director, Kyodoh Doboku Co., Ltd.
Junior Managing Director,
Eiwa Recycle Co., Ltd.

Tatsuo Nakamura
Junior Managing Executive Officer /
General Manager of Kanto Branch,
Daiei Kankyo Co., Ltd.
Representative Director,
Kyodoh Doboku Co., Ltd.

Takashi Inagaki
Representative Director,
Kaisei Co., Ltd.

Masaru Nishimoto
Representative Director,
Urayasu Seiun, Inc.
Representative Director,
Aia, Inc.

Characteristics of the Kanto market, predominance and challenges

An information hub giving insight into potential business development

Nakamura The Kanto area has the largest market in Japan, accounting for approximately 15% of our consolidated net sales in the fiscal year ended March 31, 2026. There is a wide range of needs due to its diverse industrial structure, which is why the Group can offer great value. We believe this provides us with scope for further growth.

Ono The Kanto market can be considered a hub for projects and information. In addition to large-scale redevelopment projects, Tokyo, where the headquarters of major general contractors and demolition companies are located, serves as a center for project information from across Japan, and as the place where decisions are made, from planning through to contracting. This provides a significant benefit of direct access to key persons, but there are also fields with strong existing business relations and barriers due to designated operator arrangements. An important responsibility of the Kanto Sales Department is to develop new business here and secure orders for new projects.

Inagaki Kaisei joined the Group in 2025. Based in Chiba, the company has demolition technology and a client base built during its roughly 50 years of operation. The company is expected to play a key role in upstream waste management within the Group. In the Kanto area, particularly Tokyo, large-scale redevelopment projects are increasing, while medium-scale projects are on the decline. However, these medium-scale projects support the broad base of the market. To ensure we secure these projects even as they are limited in number, we must take an approach that looks beyond demolition work and covers the waste transportation and processing that follows. In this regard, the Group's ability to provide a one-stop service from demolition to recycling is our advantage.

Aizawa In the Kanto area, we have an image of gradual growth going forward, rather than sudden, large-scale growth. There are many old buildings in the Tokyo metropolitan area, which, as they deteriorate, will require renovation or rebuilding. Consequently, growth is forecast not only in demand relating to new construction, but also for demolition. This should result in positive impact in demolition work, and beyond this, into the field of industrial waste management. From 2028 onward in particular, we expect fully fledged development of such projects will begin.

Nishimoto Urayasu Seiun is contracted by Urayasu City in Chiba Prefecture for collection and transportation of general waste. Under its license, the scope of its operations is limited to Urayasu City, but it has strong ties to the area, and supports its service infrastructure. In terms of its population, Urayasu City is not especially large for the Tokyo metropolitan area, but it is home to a large theme park that attracts many visitors, with prominent fluctuations in the amount of waste generated. Ensuring waste collection each day requires operational management adapted to the actual circumstances. Over its roughly 50 years of operations, the company has built trust through operations rooted in the local community. The Kanto market is known for its fiercely competitive private sector, but there are also such community-based markets.

Synergy following establishment of our Kanto Branch

Business potential through expanded Group collaboration

Nakamura The reason why the Kanto Branch was established was to strengthen communication between Group companies. Each company operates in accordance with the rules, regulations, and strategies of the Group, but even if they believe they are aiming in the same direction, differences in history and culture can create invisible barriers.

After the establishment of the Kanto Branch, the offices were integrated. The fact that the members of each company work together in close proximity, improved the quality of cooperation and the speed of decision-making. Each company president and division chief is still responsible for handling individual projects, but it feels as though they are more conscious of making decisions that are optimal for the entire Group. I believe that the true value of such integration is seen more when problems emerge than during regular operations.

Ono Our approach to sales has also changed. A major difference is that we are now able to report, communicate, and discuss appropriately, as needed. It is precisely because of this environment that allows us to broaden the scope of our proposals. By combining the services of each company such as intermediate treatment of Kyodoh Doboku, demolition work of Kaisei, and collection and transportation of Eiwa Recycle, we are now able to make proposals beyond a single service.

Nakamura We are also seeing changes in how sales representatives approach new projects. Ideas that previously would not have occurred are now emerging organically, such as: "Integrating a construction proposal from Kaisei here would create synergy," or "We could potentially collaborate with Kyodo Doboku on this project."

Aizawa In fact, previously, there were situations where we would draw the line in what we could offer. Now with each proposal, we consider how it might be possible to link it to the functions of another company. For example, Eiwa Recycle has strong sales and information gathering capabilities, but limited vehicle numbers and personnel. Such aspects can now be handled by other Group companies, such as Kyodoh Doboku and Kaisei. The extension of such cooperation opens up new potential fields for us. Above all, we have high expectations for project bids where Kaisei can show its strengths.

Inagaki Even from Kaisei's perspective, in recent years, there has been an increase in the number of large-scale development projects, and in some cases we were unable to secure demolition work as a result of competitive bidding. However, by working together with the sales teams of each company, we are now able to make proposals in different fields, such as waste management, for the same project.

It has also increased our flexibility in the scope we can cover. I feel that, even with partial participation, we are now able to make proposals from different angles.

Ono I also think that our customer perception of us is changing. Previously, we were viewed as a waste management company, but now that we are able to respond with comprehensive capabilities, more customers have begun saying, "I didn't realize you could handle that much for us."

Nishimoto Business characteristics differ, but Urayasu Seiun also benefits greatly in the area of human resources. For instance, Kyodoh Doboku provides staffing support during labor shortages, which has enabled us to secure large-scale contracts that would have been beyond our individual capacity. This is another merit of collaboration among the companies within the Group.

The path to strengthening profitability

Collaborative efforts to maximize consolidated profit

Nakamura The more we drive collaboration, the more it raises the question of how we should consider profit. For example, even for projects which started with demolition work, there have been cases of involvement by multiple companies—Kyodoh Doboku for processing and Eiwa Recycle for collection and transportation. Now, we must consider not only how to improve the profitability of each company, but also how to maximize consolidated profit. There is a limit to how much cost reduction alone can increase operating profit margin. It is important to expand the scale of sales for the entire Group, and enhance profitability through the economy of scale. One means to achieve this is to increase the number of qualified personnel and to manage engineers to obtain orders for demolition work. If we can sufficiently demonstrate our capabilities to secure commissions, we will be able to handle more projects simultaneously. Even with an increase in projects, there is no major change in facility and other fixed expenses, making it easier to secure profit from higher sales, which should significantly enhance our profit margin. This is similar to investment in processing facilities, which increases processing capacities. In fact, both our sales and operating profit are growing across the Kanto area, and I believe there is still room to improve our profitability.

Ono On the sales front line, price pass-through and personnel issues are challenges we cannot avoid. With fuel, electricity, and labor costs rising, it is becoming difficult to maintain profitability with the same pricing. However, amid the fierce competition, in reality, it is difficult to simply demand a higher price. That is why we need to be chosen based not only on price, but also on the quality of our proposal. I believe the fact that we are able to offer a one-stop service from demolition through to processing, or create value that combines multiple functions, is the key in differentiating ourselves.

Aizawa Eiwa Recycle uses subcontractors for its work as part of its business model. In addition to its subcontractor-reliant business structure, changes in construction-related regulations, along with stronger expectations regarding appropriate labor costs, have made it increasingly challenging to maintain profitability. Our own labor costs have also risen, and because processing costs for collection and transportation are recorded on the consolidated side's earnings, making it hard to see our profitability as a single entity.

Improvement in profitability is also influenced by market trends. While there are many projects in the Kanto market, depending on the progress of redevelopment plans, the start of large-scale projects can potentially be delayed by a number of years. If this occurs, it also delays the timing of forecast sales and profit being booked. Consequently, we are currently collecting and sharing information across the Group on the expected start dates and schedules of each redevelopment project, and developing sales strategies with a focus on future demand. While improvement of profitability is not easy, we are advancing our preparations from a medium- to long-term perspective.

Inagaki Due to a high level of reliance on subcontractors, low profitability will continue. For this reason, the degree to which we can bring operations in-house, and how we can increase the number of projects we can handle simultaneously, will be important. Now that we have expanded our potential to secure commissions through collaboration, the next step is to create structures to convert this into profit.

Nishimoto Price pass-through is also key theme in collection and transportation of general waste. In particular, we are unlikely to see market growth in collection and transportation, therefore it is essential that we manage costs and maintain appropriate pricing. In recent years, we have focused on passing on rising labor costs through appropriate price adjustments, and our profitability has been improving. However, because labor costs are expected to continue rising, we must keep negotiating not only with municipalities but also with private-sector customers. In addition, I believe it is important to raise employees' awareness of vehicle utilization and expense management, and thereby improve productivity.

Future ambitions

Developing a Kanto area-centered growth model

Inagaki The key to our future growth is the launch of the Tokyo Sales Office handling Daiei Kankyo's construction-related business. From this base, we are making efforts to secure large-scale demolition work projects. There is significant room for growth in sales in the Kanto market, so if we boost our presence in the demolition field through collaboration of Kaisei, Eiwa Recycle, and other Group companies, we can accelerate growth significantly.

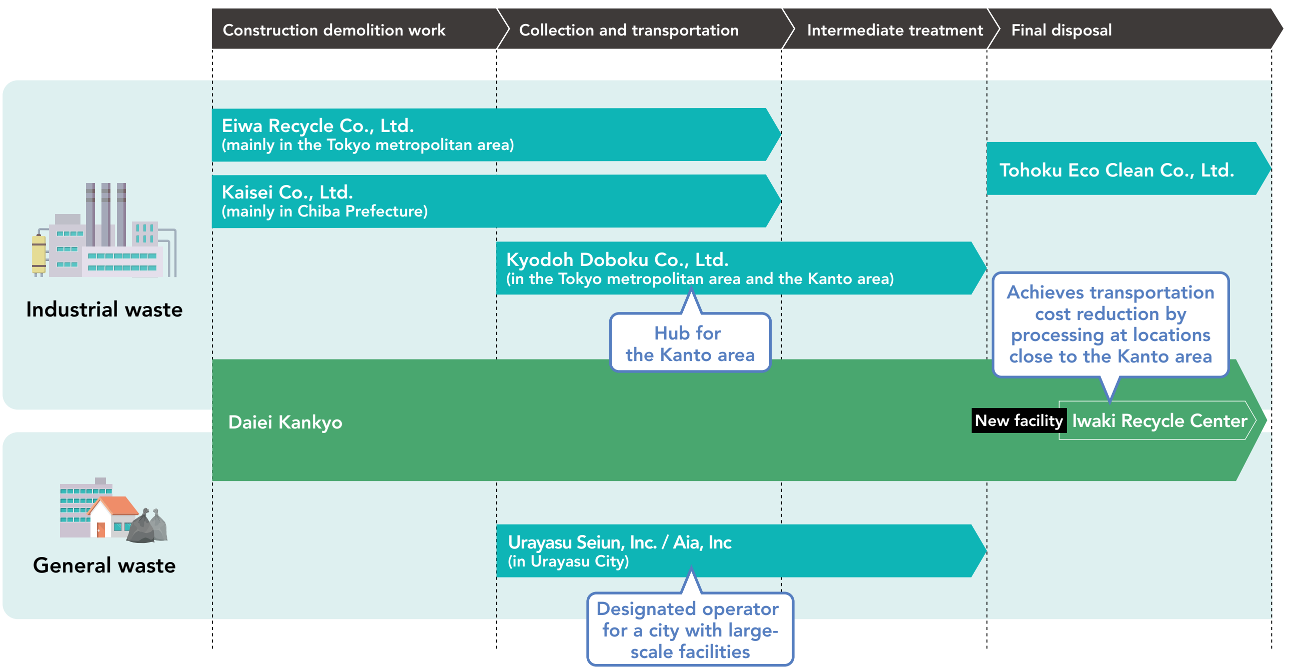
Aizawa Going forward, it is important that we build our business foundation, including the use of existing facilities and construction of new recycling facilities. Currently, our target setting and strategic planning are not yet sufficient. If our division heads laterally share information on demolition projects, industrial waste processing, redevelopment, and other projects, and can build structures to develop Groupwide strategies, we are sure to further increase our strength in the Kanto area.

Ono Currently, we mainly operate in Tokyo, Chiba, Saitama, and Kanagawa, but the Kanto Branch aims to expand operations next over a wider area, including up to Fukushima. The Group has a controlled final disposal site in Fukushima, and if we coordinate this with our new Iwaki Recycle Center, we can capture demand for processing of waste and contaminated soil in the Fukushima area. For many projects, it is closer to transport from the Tokyo metropolitan area to Fukushima than to the Chubu area, therefore if we redirect this portion, it will help us to reduce transportation costs and CO_2 emissions. We will leverage the Group's facilities from an even broader perspective.

Nishimoto Urayasu Seiun plays an indispensable role in supporting the local service infrastructure. Going forward, we will steadily expand what we can do in adjacent areas from the perspectives of social contribution and maintaining service infrastructure, beyond collection and transportation of general waste.

Nakamura Our next challenge is to establish a growth model for the Kanto Branch incorporating the changes resulting from our collaboration. Now that the functions of each company are integrating, our way of viewing projects and how we interrelate our strengths has changed significantly. I will ensure that we link this effect to the expansion of sales and improved profitability. The Kanto area will also have a significant role to play in the achievement of our Medium-Term Management Plan, D-Plan 2028. We will refine the quality of our proposal capabilities and lead Group growth.

Demonstrating the fruit of cooperation and synergy based on the characteristics of the Kanto area market, and future trends



Talk Session 2

Strengthening Group Governance

In December 2022, when we listed on the Tokyo Stock Exchange, we had 29 consolidated subsidiaries, and now the number has increased to 47.
What is effective Group governance that supports sustainable growth?
In this roundtable discussion, Daiei Kankyo Co., Ltd. senior managers discuss current challenges to the achievement of the Group Medium-Term Management Plan, D-Plan 2028, from the structure for subsidiary management to human resources development.

Deepening Groupwide integrated management

Governance and synergies to support M&A expansion

Kugimiya In recent years, scandals involving subsidiaries have continued to occur at many listed companies. Investors have also increasingly expressed concerns such as, "Does Daiei Kankyo's rapid expansion through M&A pose any issues in its management structure?" The core of the Group governance is a centralized management system controlled by the Daiei Kankyo Group headquarters (hereinafter, "headquarters"). While the accounting, HR, and general affairs employees of each subsidiary handle day-to-day operations, major decisions are made by the headquarters. On the financial side, our subsidiaries are not permitted to finalize their accounts by themselves. All accounting work related to the Group's financial closing, from monthly and annual closing to tax filings, is handled by the Company's Accounting Department. Our greatest strength is having a structure that prevents fraud by design.

Wanibe From the viewpoint of subsidiary management, in addition to our centralized management system, the design of our decision-making process is also important. Concerning projects above a certain scale, the subsidiary's management committee is required to obtain final approval from the Group's management committee and the Board of Directors. Their administrative authority is clearly specified, and we ensure that they do not exceed the scope of that authority. This system may seem restrictive to members of the companies that have joined the Group through M&A. Because of the sense of uncertainty usually experienced immediately after an M&A, I believe it is important to take the approach of "walking alongside them" rather than "managing them." To date, I have visited the sites many times, and spoken directly with presidents and employees, while sharing the Group's value of sincerity. We formulate clear rules and discuss management concerns and frontline issues candidly, striving earnestly to build relationships of mutual trust.

Takeda The essential role of the Audit Office is not so much to detect fraud as to create an environment and systems that prevent fraud from occurring in the first place—in other words, fraud prevention. As in the so-called fraud triangle, fraudulent behavior in organizations is said to stem from three elements: opportunity, motivation, and rationalization. In order to prevent fraud, it is important to ensure the function of regulation that reduces opportunities, an environment conducive to discussion to prevent motivation for fraud, and ethical values that do not permit rationalization. The Audit Office is also responsible for handling J-SOX compliance. I believe that my role is to support the development of internal controls for companies newly joining the Group through M&A that are subject to J-SOX evaluation, and to ensure their standards are quickly brought up to the level of the Group's. Since employees at subsidiaries may sometimes feel uncertain about the parent company's rules, I also place importance on having the Audit Office serve as a point of consultation and building relationships at an early stage. The efforts in the workplace and our involvement are bearing fruit, and internal audit results are improving each year. No serious violations were found last year or this year.

Yamaguchi From a business perspective, the creation of synergy in particular is the real value of M&A. By leveraging the Group's network, we are advancing efforts to optimize operations across the Group, including improving the efficiency of vehicle allocation across regions and optimally reallocating waste among our facilities. Even in sales activities, we are expanding inter-company collaboration while simultaneously realizing cost reductions through shared utilization of facilities. Such collaboration is made possible precisely because information is centralized at the headquarters. By cross-utilizing talent, facility, and capital, we are creating results across the entire Group that would be difficult for a single company to achieve on its own.

Ishikawa In order to strengthen Group governance, the development of HR systems is also necessary. At the stage when the Group is expanding, if the implementation of HR systems and labor management remains incompatible, it will be difficult to maintain effective governance. Labor, in particular, is an area directly linked to compliance with laws and regulations, and if there are inconsistencies, it can lead to risks at certain subsidiaries. Through the unified operation of Groupwide HR systems, we not only strengthen compliance, but also create an environment where employees can work with peace of mind, which in turn leads to a more stable organizational foundation.

Developing human capital and our next-generation organization

Carrying on the spirit of our founders, developing talent to undertake challenges

Ishikawa A current challenge is whether the development of management talent is keeping pace with the expansion of the organization. Human capital is a topic we cannot avoid in order to support the Group's growth. The Group has many employees with specialized skills. At the same time, we need to increase the number of leaders who can unify the organization, develop junior staff, and share our approach toward governance to each individual on the front line. To create an open workplace environment, it is essential to improve the management capabilities of such talent. Going forward, we will further strengthen our long-running efforts to develop the next generation of leaders.

Yamaguchi When we talk about the next generation, people tend to imagine handing the baton to younger employees, but that is not necessarily the case. We are where we are today thanks to our seniors who supported the organization to date. Their knowledge and years of frontline experience are therefore essential for building the next era. It is important that we seek the support not only of younger employees but also senior staff, so that we can grow together.

Kugimiya One more thing I would like to focus on is passing down the spirit of our founders. The larger the Group becomes, the greater the risk of diluting our identity. For this reason, we take the time during training to explain how our founders built the Company. But it is not enough to share this once; what

I'm driving post-merger integration (PMI) and strengthening the Group's management structure.

I support Group governance on the financial and accounting side under our centralized headquarters-based management system.

As head of the Enterprise Division, I drive synergy creation across operations.

I'm responsible for strengthening the management foundation, including talent strategy, and for promoting Groupwide integrated management.

I'm responsible for enhancing the effectiveness of internal audits and internal controls, as well as improving the work environment and morale.

Hitoshi Wanibe
Senior Managing Executive Officer
Responsible for subsidiary management

Shinichi Kugimiya
Junior Managing Executive Officer /
General Manager
of Business Administration Division /
Manager of Accounting Department
Responsible for business administration

Wataru Yamaguchi
Junior Managing Executive Officer /
General Manager of Enterprise Division /
Manager of Enterprise Department
Responsible for enterprise, Deputy

Yasuhisa Ishikawa
Deputy General Manager
of Business Administration Division /
Manager of General Affairs Department

Koichi Takeda
Manager of Audit Office

matters is fostering a culture in which it is passed down across generations. Permeating the spirit of our founders ensures that employees have pride in the Company and their job, and feel that they are contributing to society while they work. This also forms the foundation for morals and governance.

Wanibe I am reminded of the time when Chairperson Kaneko received the baton from the former Chairperson Shimoji. He spoke at the morning meeting about passing on the spirit of our founders, which was shared in detail in the in-house newsletter. That was likely because he was mindful of the importance of carrying forward our philosophy and values. This year marks a turning point with the appointment of the Company's new president, and once again we are being asked how we will pass these on to the next generation. For companies that have joined the Group through M&A, it is important not only to integrate systems and structures, but also to permeate the key values of the Group. This has a significant influence on the effectiveness of Group management in general. That is also why we place emphasis on developing talent who can understand and put into practice our management philosophy through selective training.

Ishikawa As the Group expands, it is even more crucial that we collaborate beyond the limits of department and company, and have communication skills to advance the organization.

Takeda From the audit perspective as well, I see great significance in sharing our philosophy Groupwide and nurturing a culture of passing this on, and the communication ability to support this is essential. Fraud prevention is not ensured simply through internal control, the moral awareness of each individual and a workplace culture that promotes discussion have a large influence. Interaction of human resources and cross-organization communication within the Group not only boost engagement, but are also tied to stronger governance. I believe that when interaction between people advances, it deepens understanding of companies and the Group, producing a sense of belonging to the organization. Beyond that, it nurtures an organizational culture where people feel free to discuss or report matters.

Yamaguchi Our policy is to accelerate job rotation within the Group in an effort to nurture such a work culture. This initiative is also directly linked to human resources development. I wish for frontline leaders in particular to experience different departments and facilities, to develop a diversified perspective. There may be some workplace situations where they worry about being without certain individuals, but if we hesitate, we can miss the opportunity to gain experience, which slows down growth of individuals and the organization. We must also move forward in this regard for the Group to become stronger.

Ishikawa In concrete terms, we are developing an environment where people can easily express their wishes, allowing individuals to take the initiative to apply for a transfer, including an internal job posting system and an annual system for voluntary application. On the other hand, there are also realities on the front line, such as staffing shortages that make transfers difficult. Consequently, we must increase our flexibility in recruitment and secure a stable supply of talent. In addition to reviewing the requirements for mid-career hiring, we are working to make ourselves a more attractive workplace to secure human resources, including work style reforms such as increased vacation time, thereby strengthening the foundation of our organization.

Kugimiya In recent years, our organization's structure is also changing. We now hire more mid-career recruits than new graduates, and have an increasing number of human resources with differing career histories and backgrounds. In the future, this will also result in appointment of the next generation of leaders from this pool of talent, regardless of age or gender. The more diverse our talent becomes, the more important the qualities of leaders who can bring members together will be. Going forward, I would like to make further efforts in raising the standard of our communication and management capabilities to gain acceptance on the front line.

Toward the achievement of our Medium-Term Management Plan, D-Plan 2028

Current status of management foundation strengthening

Kugimiya M&A is a strategic pillar of our Medium-Term Management Plan, D-Plan 2028. During the first year (the fiscal year ended March 31, 2026), we conducted six M&As, including KANAME KOGYO CO., LTD. which operates a waste management and recycling business centered on Tokyo, and Sukarabesakure Co., Ltd., which manages large-scale final disposal sites in Kitakyushu City. Being able to execute those large-scale M&As is a significant achievement, but what really matters is what we do next. The success of post-merger integration reveals the true value of the Group's management. We will work to make them part of the Group in name and reality, to create synergy and maximize the fruit of our M&As.

Wanibe When the Company listed in December 2022, the Group had 29 consolidated subsidiaries, but now that number has increased to 47. Of these 47 consolidated subsidiaries, 31 joined the Group through M&A. We foresee the possibility that the number of consolidated subsidiaries could exceed 50 in 2026.

In addition to the management team, members responsible for internal controls and managers from the Enterprise Division also visit newly joined companies to communicate with them. As the number of consolidated subsidiaries increase, the speed at which we develop management talent who can work alongside these subsidiaries becomes increasingly important. Unless we develop such talent early and expand our human capital to handle the Group's growth, the realization of synergies will be delayed and could become an obstacle to growth.

Ishikawa To secure talent, as I described earlier, we are taking a broad approach with diverse measures. For example, we reviewed our internal job posting system to broaden employees' career options, and our requirements for mid-career hires to strengthen our recruitment capabilities. We also increased the number of vacation days and improved welfare benefits. Our selective training program, running since 2014, targets three levels: executive officers, next-generation leaders, and selected employees, and trains approximately 100 people each year. However, training alone does not ensure that people gain all of the skills required for management. We therefore combine it with hands-on experience to build a stronger pool of practical talent.

Kugimiya Furthermore, it is not only management talent who require development. With the expansion of the Group, we must strengthen our personnel structure at our headquarters, including HR, accounting, and the Enterprise Division, due to their responsibilities in the central management of our subsidiaries. Securing both management talent and the talent in each supporting division at headquarters serves to build the foundation for the achievement of true Group integration.

Ishikawa Under D-Plan 2028, "Maximize employee engagement" is also one of our important measures. The Group conducts its own engagement survey, comparing the results with the previous fiscal year and with the Group average, conducting interviews to discuss areas with room for improvement, and linking this to reform. Such continuous initiatives are part of the systems we have in place to closely understand the circumstances at each business site. The survey results show that the Group tends to score highly in the areas of "Passing on our philosophy" and "Governance-oriented management." I believe this is a major strength as we expand our business through M&A, and it is also an area we can further enhance going forward.

Yamaguchi For the Enterprise Division, ensuring safety is the top priority in achieving D-Plan 2028 and supporting future growth. Vulnerabilities in safety foundations lead to the loss of trust in the business itself, lower employee engagement, and harm the Group's sustainable growth. Strengthening risk assessment and holding regular safety meetings to build a firm foundation ensures the function of our growth strategies. In addition, we are enhancing our recycling through improvements to waste sorting technology and by leveraging AI, and striving to maximize the value of our final disposal sites.

Kugimiya It is important for us to strengthen our organizational foundation in order to ensure the advancement of these goals. Going forward, we will establish forums for deliberation by division heads, focusing on deepening lateral collaboration. As General Manager of the Business Administration Division, I will ensure there are mechanisms in place to encourage work sites to actively make suggestions, and will link this to stronger governance.

Takeda With the growth in the scale of the Group through M&As, I feel that the difficulty of governance itself is increasing. In order to maintain a constant level of control across the Group, it is essential that we ensure structures are in place and continuously check their performance. From that perspective, the Audit Office aims to contribute to stronger Group integration by focusing on the development of internal controls at each company, confirming their effectiveness, and promptly addressing any issue.

Yamaguchi What I value is building relationships of trust on the front line to support governance. When visiting our sites on safety patrol, I make every effort to speak directly with employees. In this way, we are creating an open workplace environment, and advancing safety measures and other initiatives together with frontline employees.

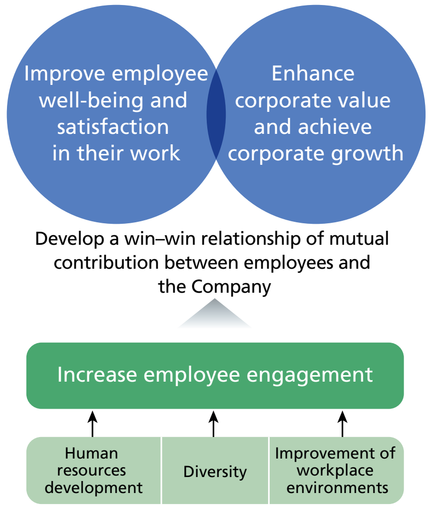
Wanibe Through interaction with employees, I gain a sense that each of them has a strong desire to help the Group to improve. In managing subsidiaries, I will work with them so they can demonstrate their own unique value and contribute to the Group's growth.

The Daiei Kankyo Group's Human Resources Strategy

We believe that the sustainability of the businesses that support resource recycling and environmental infrastructure is made possible by the people who work on the front lines. Accordingly, our human resources strategy aims not only to support business and organizational growth, but also to create a workplace where each employee can find fulfillment and satisfaction in their work.

The Daiei Kankyo Group has focused on enhancing employee engagement through three key pillars: human resources development, diversity, and the improvement of workplace environments. By emphasizing safety and health as essential foundations for work, while providing opportunities for growth and developing employee-friendly systems, we are fostering a workplace where employees can work with confidence and peace of mind.

These initiatives are not undertaken simply to establish systems. We believe that when employees feel a sense of ownership of their roles and growth, they are able to approach their work with a positive attitude, which in turn strengthens the organization as a whole.



Human resource initiatives for FY2027/3

- Develop human resources and support their growth to enhance corporate value
- Secure diverse human resources to support business expansion and create a comfortable workplace environment
- Establish engagement through evaluation and compensation systems, and create a rewarding workplace

Creating a workplace that supports confidence, satisfaction, and well-being

Masaki Yamada
Manager of Human Resources Department,
Business Administration Division, Daiei Kankyo Co., Ltd.

The Daiei Kankyo Group has identified "improving employee well-being and satisfaction in their work" as one of its highest management priorities because we believe that the passion and dedication of employees working on the front lines are the driving force behind our mission of addressing social challenges. As Manager of the Human Resources Department, what I value most is ensuring that employees can feel that their personal growth contributes to society through the Company's business activities. I am convinced that an organization performs at its best when each employee reaffirms the significance of their work and shares a common sense of purpose.

What makes this possible is a safe and secure work environment. A workplace where employees are physically and mentally healthy and able to approach their daily work with confidence provides the foundation for proactive attempts and positive improvements. To date, the Group has carefully listened to employee feedback through its engagement surveys and the self-reporting system, continuously introducing flexible work arrangements and improving workplace environments. As a result, we believe we are beginning to see positive changes in employee attitudes and behaviors.

However, there is still more to be done. Our focus is not simply on putting systems in place, but on using them to strengthen employee engagement and foster a culture in which everyone believes they can help make their own workplace better. Together with our employees, we will continue building an environment where each individual can find satisfaction and enjoy a strong sense of well-being in their work while contributing to society and local communities through their work.

Focus 1 Improve employee well-being and satisfaction in their work

Creating an organization where employees can find greater satisfaction and realize their potential

The Daiei Kankyo Group places great importance on creating a workplace where every employee can work with confidence and feel a sense of growth. People are the foundation of a strong organization and the driving force behind better performance. This section introduces our approach and initiatives.

Toward enhancing motivation and engagement

Growth opportunities

The foundation of satisfaction in their work is an environment where employees can find meaning and value in their roles and experience personal growth. The Daiei Kankyo Group develops human resources with strategic thinking through skills training tailored to each career stage, from new employees to managers, as well as through its next-generation leader development program. In addition, we support employees in enhancing their expertise by covering the full cost of obtaining professional qualifications.

Going forward, we will strengthen career path support reflecting the strengths and aspirations of each employee.

Workplace environment and systems

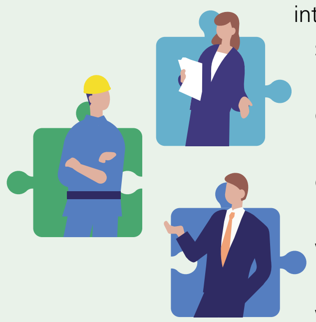
To enhance the sense of security and satisfaction that form the foundation of employee well-being, we are promoting flexible reforms to workplace systems based on employee feedback. For example, we increased the number of annual holidays from 115 days in April 2023 to an average of 125 days in April 2026. We also introduced spousal childbirth leave and childcare leave at birth, resulting in a male childcare leave utilization rate of 102.9%.* Looking ahead, we will continue expanding support programs, including babysitting support and caregiving assistance, to meet the needs of employees at different life stages. We strive to remain an employer of choice where everyone can stay physically and mentally healthy, work with peace of mind, and build long-term careers.

* Number of male employees who took childcare leave in FY2026/3 divided by number of male employees whose spouses gave birth in FY2026/3

Diversity

We are building an organization that makes the most of each employee's strengths, recognizing differences in experience, expertise, and working styles. In recruitment, job assignments, and work arrangements, we provide opportunities for employees to reflect their career aspirations and preferences through initiatives such as personnel rotations, an internal job posting system, and a self-reporting system.

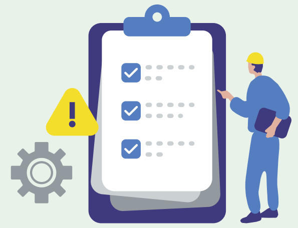
By creating an environment where employees can work with confidence and perform to their full potential regardless of their role, life stage, or career background, we are fostering a culture in which diverse perspectives are naturally reflected in day-to-day operations and workplace improvements.



Safety and health

Safety and health are the foundation of everything we do. Guided by our Safety and Health Philosophy, we provide thorough education and training rooted in frontline operations to prevent accidents and reduce risks. In addition to promoting awareness in day-to-day operations, we continuously work to share lessons learned and strengthen safety awareness throughout the Group. We also support employees' physical and mental well-being through initiatives such as health checkup subsidies, mental health support, and smoking cessation programs.

We believe that creating an environment in which employees can approach their daily work with confidence leads to greater fulfillment and satisfaction in their work.



Takamitsu Hoshino

Group Leader
Incineration Group,
Operations Section 1
Nishinomiya Recycle Center
Daiei Kankyo Co., Ltd.

Joined the Company in April 2011. Involved in the operation of incineration facilities and currently supporting operation of the Miki Biomass Factory. Now engaged in human resource training and sophistication of operation systems toward establishment of new furnaces of the future.

Sana Ohashi

Group Leader
R&D Section,
Technical Department
Daiei Kankyo Co., Ltd.

Joined the Company in April 2019. Responsible for R&D related to plastic recycling. Also participated in a national research project. Striving to achieve practical application of technologies with the aim of both sophistication and commercialization of recycling.

Daiki Yamazaki

Section Manager
Development Section
Mie Recycle Center
Mie Chuo Kaihatsu Co., Ltd.

Joined the Company in April 2015. Responsible for obtaining permits and approvals for waste management facilities as well as development work. Plays a role in connecting on-site operations with regulatory requirements. Also involved in the launch of the Group's first methane fermentation facility.

Yuki Fujiwara

Group Leader
Sales Planning Section,
Kansai Sales Department
Daiei Kankyo Co., Ltd.

Joined the Company in April 2012. Responsible for formulation of basic plans for general and disaster waste management. Contributes to building relationships with municipalities, and is actively pursuing PPP, which is one of the Group's growth strategies, and seeking new business opportunities.

Facilitator
Masaki Yamada

Manager
Human Resources
Department, Business
Administration Division
Daiei Kankyo Co., Ltd.

Next-Generation Leaders' Roundtable Discussion

Our leaders discuss challenges, growth, and the future

The Daiei Kankyo Group and its work sites are supported by a range of leaders working in various fields including incineration, development, sales planning, and R&D.
They discussed the challenges they are each tackling, as well as the future of the Daiei Kankyo Group.

Job satisfaction at the culmination of each leader's personal challenges

Yamada First, please tell us what you find interesting and rewarding in your work.

Yamazaki I find it rewarding to contribute to creating facilities that are easier for frontline staff to operate by securing necessary permits and approvals. The Mie Recycle Center is large and has many facilities, each of which requires permits. Repeated careful adjustments are needed to obtain permits, so there is a great sense of satisfaction when we achieve it. In particular, I remember the launch of the Group's first methane fermentation facility. We worked closely with the municipality, the plant manufacturer, and our technical division to obtain approval. I'll never forget the sense of achievement when the facility finally took shape.

Hoshino We will soon start the operation of new incineration facility at the Nishinomiya Recycle Center. Since it will have power generation capabilities that the existing furnace does not, the operators and I are gaining operational know-how through support work at the Miki Biomass Factory in preparation for its launch. Working closely with frontline team members toward stable furnace operation and longer operating periods, I feel a great sense of accomplishment when we achieve our goals.

Fujiwara In the Sales Planning Section, we support formulation of basic plans for general waste management for municipalities across Japan. Depending on the municipality, personnel structures and challenges vary, so proposing plans suited to each situation is both difficult and interesting. I also feel that relationships built in the proposal stage can be a stepping stone to future PPP projects.

Ohashi For five years, starting in my second year at the Company, I participated in a NEDO* research project that aimed to improve plastic recycling efficiency. I was charged with the simple task of earnestly sorting around 400 tons of waste plastics to obtain data. But now I'm applying the sorting systematization and data organization methods we developed to recycling verification experiments being advanced by the Group, such as our "XtoCar Project" to recycle waste plastics into automobile parts. It's deeply satisfying when I consider that the five years I spent with the NEDO project has added to the accumulated knowledge of the Group.

* New Energy and Industrial Technology Development Organization

In-house and external collaboration to accelerate growth

Yamada Please describe the environment that supports in-house and external collaboration, learning, and growth in your different fields.

Yamazaki In our Development Section, we place importance on visiting facilities to gain feedback from workers. As we build relationships, we find more people wanting to consult with us. Basing our notifications on insights from them helps us to develop facilities that are easier to operate for the front line. Mr. Hoshino, how are you driving on-site information-sharing and training?

Hoshino As I mentioned earlier, currently I'm spending one year to acquire my power generation facility operational know-how. My role is to take what I learn back to my workplace and utilize it to train staff and support the operation of the new furnace, which is also a valuable learning experience for me. At the same time, sharing the know-how I have acquired with the members of the Miki Biomass Factory is also part of my role and a source of learning. I hope that sharing my experiences in both directions can help to improve our organization as a whole.

Fujiwara The Sales Planning Section also focuses on knowledge sharing. In each project, before making a proposal we must read various reference materials from the respective municipality to understand their circumstances. One issue at present is knowledge being limited to one person and our dependence on the skills of that individual. Through trial and error, we're developing information sharing systems within our section so that anyone can handle any project.

Ohashi This is the same in the R&D Section. All projects handled by different people must have mutually relevant data, so we want to share information across the entire section. Also, going forward, if we can collaborate with research companies within the Group, we'll be able to utilize data more efficiently, and should be able to pioneer new possibilities in recycling.

Yamada It's clear that the knowledge of each section responsible for development, work sites, management, and research is providing strength for our entire Group.

The future of the Group starts with the challenges of individuals

Yamada Please tell us about challenges you wish to tackle and the future you foresee.

Hoshino We plan to introduce automated waste cranes at the Aioi Energy Center, which is scheduled to begin operations in April 2029. It will help to reduce the burden on workers, such as night shift, and we also hope it can help alleviate the issue of labor shortages. Eventually, we aim to fully automate operations across the entire incineration facility.

Fujiwara Based on the wishes of a Sales Department member responsible for municipalities, the Sales Planning Section has built up a track record of proposals for municipalities. In our section, members, including myself, have experience in sales to the private sector, so in the future, we hope to leverage our individual expertise to expand our targets. We hope to contribute to the resolution of customer issues from a wide perspective, including consulting.

Ohashi I aim to resolve issues in the industry from an R&D perspective. In the future, I dream of establishing a base like a research institute for the Group. My goal is to consolidate the data and technologies spread throughout the Group and utilize them comprehensively to achieve results in research and experimentation and create totally new value.

Yamazaki By taking on challenges and creating new value, I hope we can dispel the negative image of the waste management industry, and create an environment where everyone can work with pride. Recently, I visited the "ONDO - FROM WASTE TO WONDER" exhibition, organized in cooperation with Group subsidiaries. It brought together works by local artists created from recycled plastic materials. The exhibition made me conscious of new potential for waste plastics other than simply its conventional use as a recycled material. I want to approach my work every day aiming for a future where the word "trash" becomes a thing of the past.

Yamada We expect that your contributions will make the future of the Group even stronger.

Focus 2 At the forefront of resource recycling

Recycling begins with sorting

DINS Kansai Co., Ltd., a member of the Daiei Kankyo Group, is expanding the possibilities of resource recycling through advanced sorting technologies and automation.
This section highlights two initiatives at the forefront of these efforts.

How far can advanced sorting technologies take resource recycling?
—Advancing to the next stage through a local resource recycling model

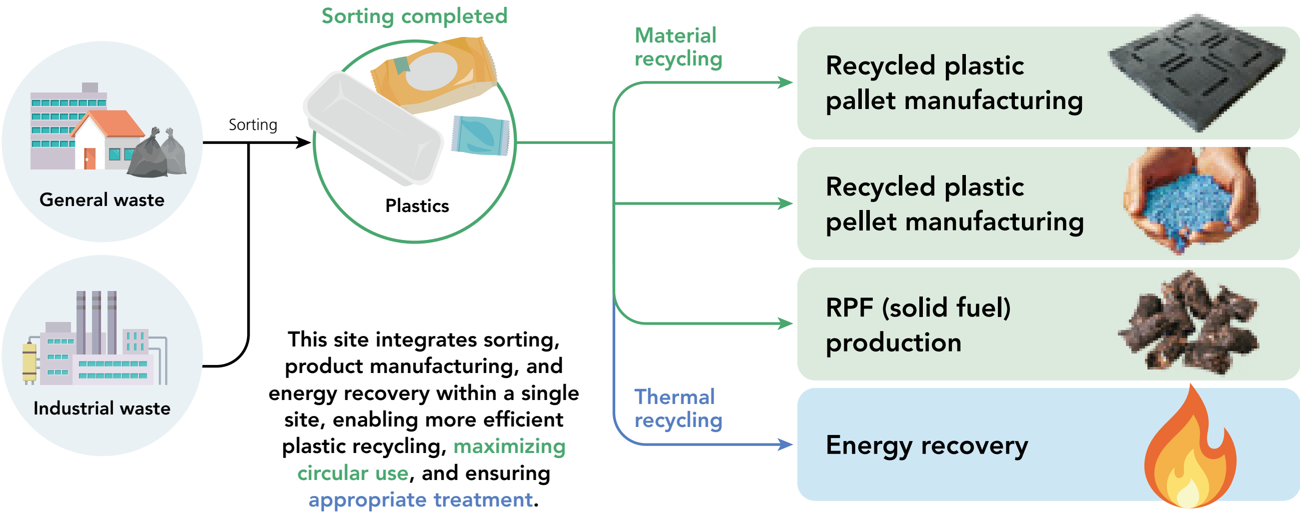
To date, the Daiei Kankyo Group has promoted resource recycling through various initiatives such as converting waste plastics into recycled raw materials, manufacturing recycled plastic pallets, and converting residual materials into RPF* (solid fuel). In pursuit of creating greater added value and optimizing resource utilization, we began operating an advanced plastic sorting facility in Sakai City, Osaka Prefecture, in April 2026.

Its key feature is that it integrates the processes of sorting, product manufacturing, and energy recovery within a single site, whereas these functions were previously divided among and coordinated across multiple facilities. We established an efficient local resource circulation model in which waste plastics generated within a region are converted into resources and energy within the same region.

The facility is equipped with a ballistic separator that instantly sorts incoming materials by shape and size, as well as a washing crusher that simultaneously crushes and cleans materials. This enables the efficient removal of fine contaminants and film materials, dramatically increasing the purity of recycled raw materials.

Looking ahead, we will further advance this resource circulation model and expand it to other regions, while exploring broader applications, including automotive parts.

* Refuse Paper & Plastic Fuel




Advanced plastic sorting facility

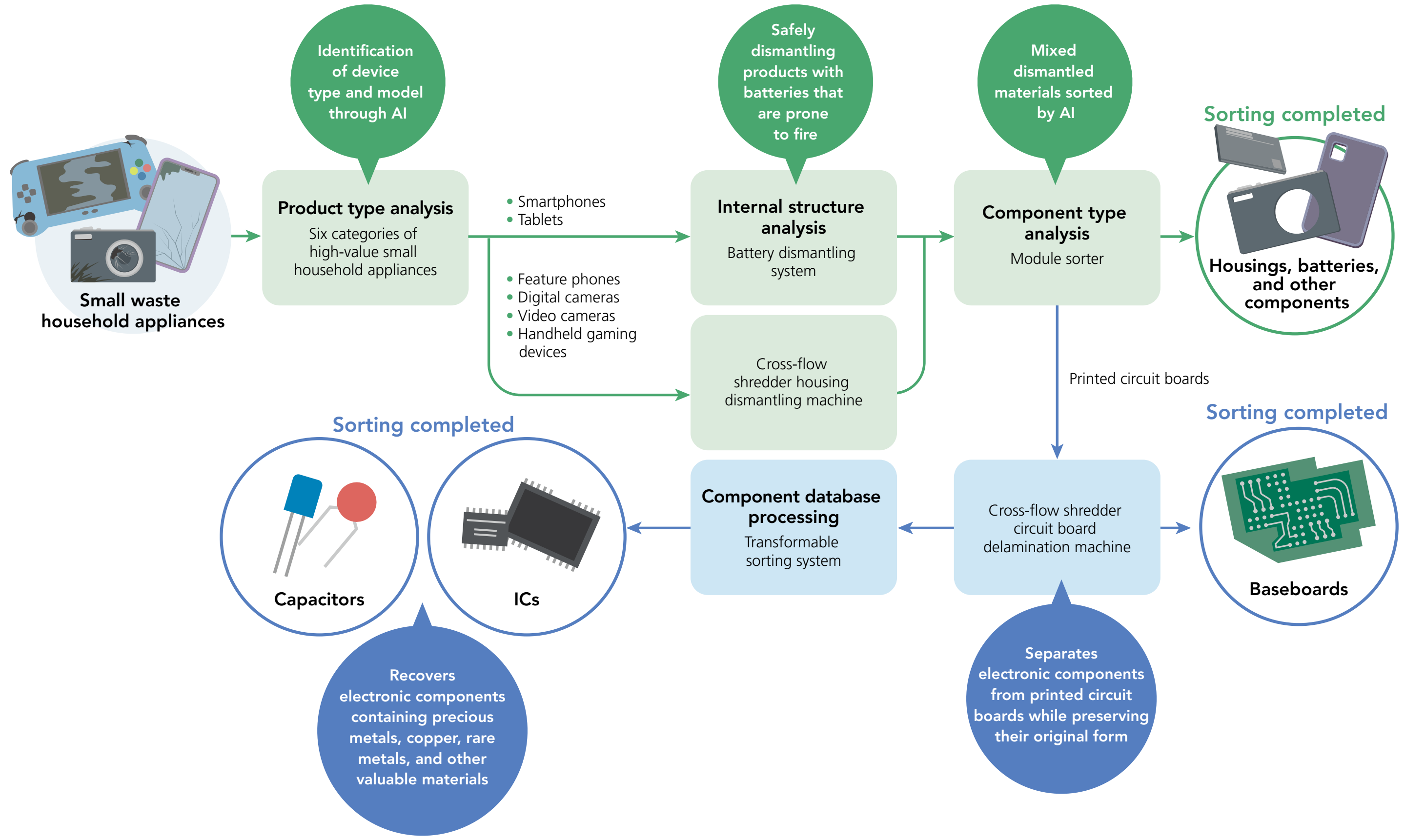
How far can small waste household appliance recycling be automated?
—The future of recycling driven by AI and automation

Small waste household appliances contain valuable resources such as precious metals and rare metals. However, as products have become smaller and more complex and increasingly incorporate lithium-ion batteries, dismantling has become more difficult and the risk of fire has increased, exposing the limitations of conventional manual dismantling processes. To address these challenges, Daiei Kankyo Co., Ltd., in collaboration with the National Institute of Advanced Industrial Science and Technology (AIST) and equipment manufacturer Sato Tekko Co., Ltd., is conducting demonstration trials of the Center for Developing Separation Technology (CEDEST) system demonstration plant, an unmanned sorting plant that combines AI and automation technologies.

At the CEDEST plant, AI instantly identifies six types of devices, including tablets, handheld gaming devices, and smartphones, and performs the optimal dismantling and sorting process for each based on its structure. To reduce the risk of lithium-ion batteries catching fire due to impact, X-ray technology is used to accurately identify the location of the batteries and separate them from the device housing while avoiding damage. The plant also combines image-recognition-based component identification and separation technologies utilizing liquid nitrogen, aiming to achieve both efficient resource recovery and enhanced safety. At present, improvements are being made to enable continuous operation while addressing site-specific challenges, such as handling smartphone accessories mixed in with collected devices.

Division of roles among the three organizations

AIST	Daiei Kankyo	Sato Tekko
Development of AI, identification technologies, and algorithms	Verification of on-site operations, plant operation, and commercialization	Equipment, machinery, and implementation




CEDEST system demonstration plant for unmanned sorting of high-value small household appliances

TOPICS 2025–2026

We highlight a range of topics, from soil remediation and energy generation to plastic and glass recycling, as well as collaboration with local communities.

2025 9.1 9.8 12.18 2026 2.2 2.18 3.10 3.25 5.3

Sep.1, 2025

Expanding contaminated soil treatment capacity

Processing large volumes of naturally contaminated soil with new facilities

Geo-Re Japan Inc., a consolidated subsidiary of the Daiei Kankyo Group, has installed a high-performance dry magnetic extraction system at its Suehiro Plant, which is capable of accommodating large vessels. This has expanded the plant's capacity to accept contaminated soil with heavy metals and volatile substances, supporting further business growth.

https://www.dinsgr.co.jp/news/pdf/release20250901.pdf (in Japanese only)

Sep. 8, 2025

Building fair relationships with business partners

Announcing the Declaration of Partnership Building

We clarified our policies on fair transactions and appropriate pricing with suppliers and partner companies. Through these efforts, we will continue to build fair and mutually beneficial relationships with our business partners.

https://www.dinsgr.co.jp/news/news_no612/index (in Japanese only)

Dec. 18, 2025

Bridging art, culture, and recycling

Showcasing sustainable materials and creating new value

Exhibition fixtures were produced from used plastic packaging and supplied for an exhibition by ceramic artist Hiroshi Tanimoto. By combining recycling technology with art, we explored the potential for recycled materials not only to enhance works of art but also to become works of art themselves.

https://www.dinsgr.co.jp/news/pdf/release20251218.pdf (in Japanese only)

Feb. 2, 2026

Advancing carbon neutrality through PPP

Generating energy from sewage and biomass

The Company became the first private-sector operator in Japan to obtain a permit to operate an industrial waste treatment business within a municipal wastewater treatment plant. By co-treatment of regional biomass and sewage sludge, we generate energy while helping reduce the environmental burden on the local community.

https://www.dinsgr.co.jp/news/pdf/release20260202.pdf (in Japanese only)

Feb. 18, 2026

Recycling materials into automotive parts

Starting demonstration experiment to track the history of waste plastics

We will accelerate our XtoCar initiative, which recycles waste plastics (X) from a wide range of sources, including construction waste and plastic packaging, into automotive parts (Car).

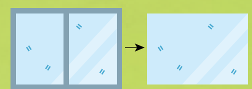
https://www.dinsgr.co.jp/news/pdf/release20260218.pdf (in Japanese only)

Mar. 10, 2026

Transforming used window glass into new windows

Starting Japan's first demonstration experiment for glass window resource recycling

We launched a demonstration experiment to collect used window glass from home renovations and recycle it into new window glass of the same quality. This is Japan's first circular recycling model that enables waste window glass—more than 500,000 tons of which is landfilled each year—to be reused as new windows.



Daiei Kankyo Co., Ltd. is responsible for collecting and dismantling used window frames.

https://www.dinsgr.co.jp/news/pdf/release20260310.pdf (in Japanese only)

Mar. 25, 2026

Aioi Energy Center

Integrating local waste treatment and energy generation

We obtained a permit to construct a facility that will process general waste and industrial waste in an integrated manner. The facility will generate electricity using heat recovered from waste incineration and supply energy to the local community, with operations scheduled to begin in April 2029.

https://ssl4.eir-parts.net/doc/9336/tdnet/2780601/00.pdf (in Japanese only)

May 3, 2026

INAC KOBE LEONESSA

Winner of the 2025–26 SOMPO WE LEAGUE title

INAC KOBE LEONESSA, operated by the Daiei Kankyo Group, won the 2025–26 SOMPO Women's Empowerment Professional Football League (WE LEAGUE) title for the second time, ending a four-season wait. The team will also compete in the AFC Women's Champions League next season, aiming to become Asia's top club.

https://inac-kobe.com/news/notice/9354 (in Japanese only)
https://inac-kobe.com/match/result/493 (in Japanese only)

Information Disclosure System

Daiei Kankyo Co., Ltd. is committed to providing transparent disclosure of both financial and non-financial information. Detailed financial information, including statutory disclosures, is available in the Investor Relations section of our website, while detailed non-financial information can be found in the Sustainability section. We hope these resources will help you gain a deeper understanding of the Daiei Kankyo Group by providing information tailored to your interests and needs. Please access them using the URLs or 2-D barcodes below.

Financial Information	Non-Financial Information
Corporate Report https://www.dinsgr.co.jp/english/ir/corporate_report/	
Financial Results https://www.dinsgr.co.jp/english/ir/library/	Corporate Governance Report https://www.dinsgr.co.jp/english/csr/pdf/Corporate_Governance_Report_en_20260630.pdf
Presentation Materials https://www.dinsgr.co.jp/english/ir/library/presentation/	Sustainability Website https://www.dinsgr.co.jp/english/csr/
Securities Report (in Japanese only) https://www.dinsgr.co.jp/ir/library/securities/	
Investor Relations Website https://www.dinsgr.co.jp/english/ir/	Non-Financial Data https://www.dinsgr.co.jp/english/csr/non-financial-info_report/