

Value Creation Process

Under its Basic Philosophy and priority foundations of corporate activity (safety, quality, and compliance), the Daicel Group will continue to solve social issues and contribute to the happiness of people and society by expanding the scope of value co-creation based on its Sustainable Management Policy.

Basic Philosophy

The company making lives better by co-creating value

Sustainable Value Together

INPUT

(Invested capital for FY2024/3)

Human capital

Number of employees	11,134
Number of R&D Personnel	1,290
Ratio of overseas employees	52.1%
Ratio of female employees	28.3%

Intellectual property

R&D expenses	23.4 billion yen
Number of patents owned	Approx. 5,400
Number of trademarks owned	Approx. 2,000

Financial assets

Total assets	839.2 billion yen
Equity ratio	42.8%

Manufacturing capital

Capital expenditures	77.5 billion yen
Optimal plant operation with DAICEL Production Innovation, and the Autonomous Production System	

Social capital

Number of group companies	75 companies
● Trust with customers and business partners cultivated over many years	
● Cooperative links with partners in industry, government, and academia	

Natural capital

Energy consumption (in crude oil equivalent)	789 thousand kL
Water intake	97 million tonnes

Pioneer in Biomass Chemistry

Unique technology cultivated since the company's founding

Pursuit of production efficiency through DAICEL Production Innovation

Our Strengths Page 18-

Expand the scope of value co-creation in accordance with the Sustainable Management Policy

Mid-Term Management Strategy

Accelerate 2025 Page 26

Contributing to happiness of people and society  
Sustainable Product

Achieving goals with environment and people friendly methods  
Sustainable Process

Giving employees a sense of fulfillment  
Sustainable People

Businesses Page 50-

Medical/Healthcare

Smart

Safety

Materials

Engineering Plastics

Other

OP-I

A company that creates businesses that address social needs

OP-II

A group that can co-create with other companies

OP-III

Establishment of a co-creation scheme with partners

Long-Term Vision

DAICEL VISION 4.0

and Beyond

Daicel will contribute to building a circular society and achieve both a sustainable society and the growth of our Group

OUTPUT / OUTCOME

(FY2024/3 results)

Financial Outcome in Value Creation

Net sales	558.1 billion yen
Operating income	62.4 billion yen
EBITDA	96.1 billion yen
ROIC	6.3%
Total return ratio	52.0%

Sustainable Product

● Providing Happiness Through Our Business and Products	
Medical/Healthcare	Page 50
Smart	Page 52
Safety	Page 54
Materials	Page 56
Engineering Plastics	Page 58

● Stories of Co-Creation with Our Customers TGD Project: Increasing the Competitiveness of the Safety Business	
Page 34	

Sustainable Process

● Daicel Group's Challenge to Achieve Carbon Neutrality	
Page 42	

Sustainable People

● Next-Generation Manufacturing and Human Resource Development in the Chemical Industry	
Page 38	

Priority Foundations of Corporate Activity

Safety, Quality, and Compliance