Basic Philosophy The company making lives better by co-creating value
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Over its century-long history, the Daicel Group has provided products that meet the needs of the times through co-creation with diverse partners and has contributed to people's well-being. In the value creation process diagram, the three elements of inputs, which indicate invested capital, the Daicel Group's value creation capability, and outputs and outcomes as the result are arranged along the horizontal axis.

Regarding Daicel Group's value creation capability, while recognizing trends in external changes and based on Sustainable Management Policy, which is one of our important values, we have shown our thinking of providing value by combining the strengths built over the Group's history, the priorities in the Mid-Term Management Strategy, and our core businesses.

We will pursue sustainable management that is unique to Daicel, where advancing the Group's growth strategy itself is integrated with efforts to realize the sustainability of society.

Goals of the Long-Term Vision

Balancing ecology and economy through the Group's unique contributions to the creation of a circular society

Long-Term Vision
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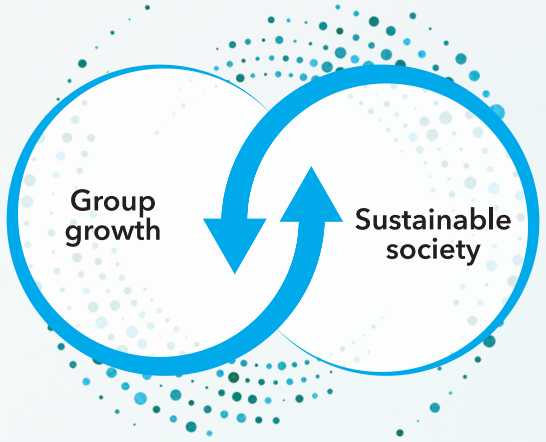

INPUT

Six Forms of Capital (Invested capital for FY2025/3)

Human capital

Number of employees (female ratio)	11,178 (27.0%)
Number of R&D Personnel	1,243
Ratio of overseas employees	53.3%

Intellectual property

R&D expenses	25.9 billion yen
Number of patents owned	Approx. 5,400
Number of trademarks owned	Approx. 2,000

Financial assets

Total assets	813.8 billion yen
Equity ratio	44.2%

Manufacturing capital

Capital expenditures	69.5 billion yen
Number of global production sites	Approx. 35 sites

Social capital

Number of group companies	73 companies
Number of engagements with investors	160 times

Natural capital

Energy consumption (in crude oil equivalent)	839 thousand kL
Water intake	101 million tonnes

Daicel Group's Value Creation Capability

Our Strengths in Terms of Product and Technology Lineage
Page 16

- Pioneer in Biomass Chemistry
- Unique technology cultivated since the company's founding
- Pursuit of production efficiency through DAICEL Production Innovation

Mid-Term Management Strategy
Page 24

- Enhancement of profitability
- Enhancement of business creation capability
- Solving social issues

BUSINESS STRATEGY
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- Medical/Healthcare
- Smart
- Safety
- Materials
- Engineering Plastics
- Other

Sustainable Management Policy Basic concept for setting safety, quality, and compliance as the priority foundations and balancing the pursuit of a sustainable society with the growth of the Daicel Group's business

Trends in Social Change

OUTPUT/OUTCOME

Key Financial Indicators (FY2025/3 Results)

Net sales	586.5 billion yen
Operating income	61.0 billion yen
EBITDA	102.4 billion yen
ROIC	6.1%
Total return ratio	63.1%

Key Non-Financial Indicators

Addressing Social Issues Through Business Activities

Long-Term Vision
"Providing Happiness in Four Domains"

- Health
- Safety/Security
- Convenience/Comfort
- Environment

Balancing enhanced competitiveness through technological innovation and reduced environmental impact

DAICEL Production Innovation / Autonomous Production System
Microfluidic device plant
Ultra Solar-reduction using nanodiamonds