

Steadily developing successors across all generations, including senior management

Hitoshi Wanibe

Executive Officer, General Manager of Business Administration Division, Responsible for Business Administration



Strengthening unity among all employees to create the future

In the aftermath of the Great Hanshin-Awaji Earthquake, the Company took on disaster waste management tasks that far exceeded our capabilities. President Kaneko often says, “We were able to make the impossible possible because all of our employees came together as one.” This experience serves as the foundation for our human resource training as well. Based on this, we seek to ensure that employees understand the Company’s management philosophy and work together to create the future, and to ensure that executives demonstrate strong leadership, unite their respective divisions, and operate facilities efficiently to adapt to the changing times.

Fostering a sense of participation in management across the entire Group

To provide a one-stop service from collection and transportation to final disposal, it is important to operate as a unified group. To ensure that each location engages in close communication and operates with the same vision as senior management, companies that have joined the Group through M&A are encouraged to participate in various training programs that

go beyond the boundaries of department and business location. This helps to instill a sense of unity and a commitment to growing the Group as a whole. As the Group expands and its incineration and other heat treatment facilities grow, we need to increase the number of qualified personnel. To support this, we are promoting the use of qualification acquisition support programs to help individuals enhance their skills.

Above all, our Group business, which is built on a foundation of trust, requires a high level of customer satisfaction, which in turn depends on improving employee engagement. One of our efforts in this area is the introduction of a restricted stock compensation plan and the increase in incentive rates, both of which were implemented in the fiscal year ended March 31, 2024 as part of the employee stock ownership plan. These initiatives are designed to foster a sense of participation in management among employees and to develop talent that carries forward the spirit of our founders.

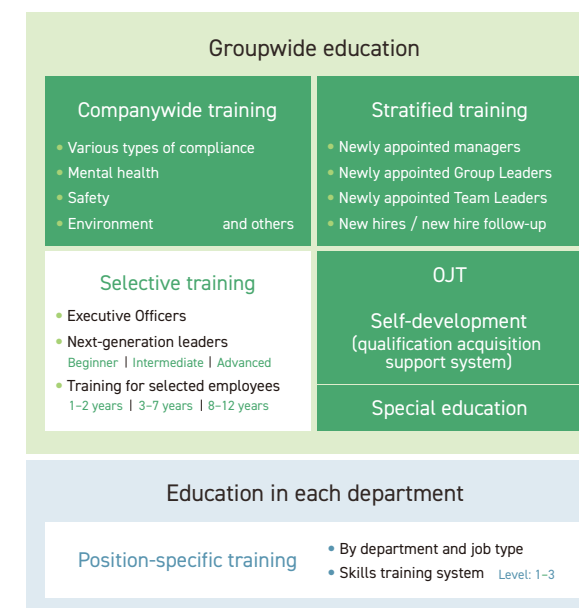
Young talent growing into executive candidates

Through continuous training programs such as our selective training and Next-Generation Business Leader Training, the new graduates who joined us 20 years ago have now grown

into senior managers who are central to the Company. Among their younger colleagues, we are also seeing emerging talent rapidly rising through the ranks despite their youth.

These future leaders for building the foundation of a “100-year company” who will continue to grow are expected to carry forward the founders’ vision and strive for improvement in human qualities as well. To achieve our management vision of enhancing business continuity and evolving as a company with the power to create better environments, it is essential that we grow into a company where leaders with a great sense of ethics always stand at the top.

Daiei Kankyo Group's training programs



Special Feature 2

Strategic Human Resources Development

Building systems to deepen collaboration between divisions and business locations for greater productivity

Tatsuo Nakamura

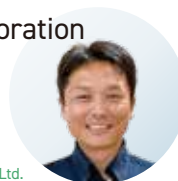
Deputy General Manager of Enterprise Division, Daiei Kankyo Co., Ltd.

I joined Mie Chuo Kaihatsu Co., Ltd. during the launch phase of the container and packaging recycling business, where I worked hard to improve profitability on the ground. Although I experienced significant failures, it was through my determined efforts to figure out what needed to change to generate profit that I was later able to turn around the business as the General Manager of the R&E* Recycle Center at DINS Kansai Co., Ltd., transforming it into a profitable operation.

Currently, as Deputy General Manager, I am promoting digital transformation (DX) to improve productivity. I listen to what people have to say on-site while collaborating with related departments, coming up with the best strategies that align management policy with realities on the ground. In addition, I serve as a director for four subsidiaries, where I make decisions to resolve difficult issues when they arise. In all of my roles, I prioritize daily communication in order to build relationships where departments can consult with one another across borders.

Improving productivity is essential for the future of the Group. While adhering to the spirit of our founders, I am actively introducing new methods and building systems with a “where there’s a will, there’s a way” attitude.

* R&E: Recycle and Equal



Taking on the challenge of building a new organization based on my experience

Yukari Inai

Assistant Manager, DINS Kansai Co., Ltd.

I am currently responsible for overseeing all administrative tasks and internal controls at DINS Kansai Co., Ltd., as well as serving as the secretary for the board of directors. Over the years, I have had the opportunity to gain experience in a variety of roles, allowing me to build my career. In particular, during my time handling customer interactions at the GE* Recycle Center, I was able to better understand the challenges of waste management and my own role within the Company. This understanding helped me smoothly manage subsequent development projects and interactions with the local community.

During the intermediate Next-Generation Business Leader Training I attended, discussions with other highly motivated members gave me the belief to “see things through.” Currently, I am taking on the challenge of building a new organization where employees are energized and motivated, and where work can be done without relying too heavily on the expertise of a few key individuals. With an “onwards and upwards” mindset, I am determined to bring this new organizational structure to fruition.

* GE: General Ecology

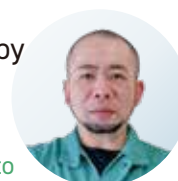


Contributing to electrical safety by utilizing my Third-Class Chief Electricity Engineer’s license

Atsushi Domoto

Electrical Safety Section, Miki Recycle Center, Daiei Kankyo Co., Ltd.

After joining the Company with no prior work experience in the electrics and electricity field, I obtained my First-Class Electrician certification and have since been engaged in electrical safety and management tasks at the Miki Recycle Center. Wanting to take on more specialized work, I gained the more challenging Third-Class Chief Electricity Engineer’s license within three years of joining the Company, and I am now responsible for the substation equipment at a composting facility that recycles food waste. The field of electrics and electricity is vast, and there are many instances where I struggle with the complexity and the high level of specialized knowledge required. However, I continue to push forward with the belief that all of these challenges contribute to my personal development. I feel a real sense of growth when I can quickly respond to and resolve issues when they arise, or when I can help people on-site there and then. There is no end to learning in this field, and I remain committed to the safety of electrical equipment with a strong sense of responsibility.



Focusing on creating a rewarding environment to increase the number of female manager candidates

Suzuka Yoshioka

Assistant Section Manager, General Affairs Section 1, General Affairs Department, Business Administration Division, Daiei Kankyo Co., Ltd.

I am responsible for preparing and conducting the General Meeting of Shareholders, supporting post-merger integration after M&A, and coordinating among various companies. I felt an immense sense of achievement when the Q&A session on the day of the General Meeting of Shareholders went smoothly after I worked hard to prepare for it.

When training junior employees, I provide them with opportunities to improve their skills and help them learn from mistakes while helping them achieve their goals. I also place importance on strengthening connections with other departments, valuing face-to-face discussions to ensure that the entire Company can operate as one cohesive team.

My goal moving forward is to increase the number of female employees who aspire to become managers. I would like to focus on creating an environment where key roles are open to all, regardless of gender, where people can have a more fulfilling work-life balance, so that more people think, “I want to be a manager, too.”

