## Value Creation Process

The DOWA Group believes that its most important missions are to engage all of its stakeholders in a sincere and open manner through business operations emphasizing society and the environment and to contribute to the realization of a sustainable world.

In light of the various social challenges surrounding our Company, we aim to seize opportunities through a recycling-oriented business model. At the same time, we are continuously strengthening our risk management, focusing on the Four Lines Model. Through these efforts, we will create long-term value and strive to realize our Vision (our goal in 2030): contribute continuously to building a sustainable future through our core businesses, the promotion of resource recycling, and the provision of excellent materials and technologies.

# Input

 Plants and Waste Treatment Facilities

Japan **44 bases** Overseas **35 bases**Capital expenditures **¥39.8 billion** 

 Diverse and Wide-Ranging Core Technologies

R&D expenses ¥10.4 billion

 Diverse Human Resources to Implement Transformation

Number of employees (consolidated) 11,417 (7,179 domestic, 4,238 overseas)

 Relationships of Trust with Stakeholders

Number of countries that have granted waste treatment permits

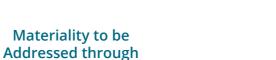
- Responsible Procurement of Raw Materials and Efficient Use of Energy and Water Resources in Consideration of the Environment and Society
- Financial Base to Support Business Activities (End of FY2023)

Shareholders' equity ¥338.9 billion Interest-bearing debt ¥75.9 billion Equity ratio 58.95%



### Achievement of Our Vision (Our Goal in 2030)

Contribute continuously to building a sustainable future through our core businesses, the promotion of resource recycling, and the provision of excellent materials and technologies



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Outcome

Creating a resource-recycling society

**Business Activities** 

Enhancing products and services that reduce social and environmental risks

Responding to climate change

Protecting the environment

Increasing organizational power

Promoting risk management

Strengthening corporate governance

Driving DX (data utilization)

Ensuring occupational safety and health

A recycling-oriented society created by enhancing functions of a smelting and recycling complex

A decarbonized society realized through highly functional and reliable products and technologies

### Increase Economic Value

Fiscal 2024 targets

Operating income ¥60.0 billion

Ordinary income ¥70.0 billion

ROA 10% or higher

ROE 12% or higher

### **Increase Social Value**

- Reduce GHG emissionsIncrease ratio of recycled
- Eliminate work-related accidents
- Contribute to local communities

metal usage

 Utilize DX to transform business

etc.

