Sustainability Report

2024

DIK

Daiki Aluminium Industry Co., Ltd.

Strategic concept

G&G

Global perspectives and activities to connect with the world

Green philosophy and practices with an eye on the global environment

Considering the business and the environment concentrically,

we will grow into a real company the earth needs

Company creed

Integrity, originality, and affinity

Management policy

Offer better products and services at better prices

Action guidelines

We always prioritize our customer's needs more than anything and solve their situation.
We always carry through bottom-up approach to management under a close teamwork.
We are always aware of potential issues as a person in charge and carry out PDCA thoroughly.

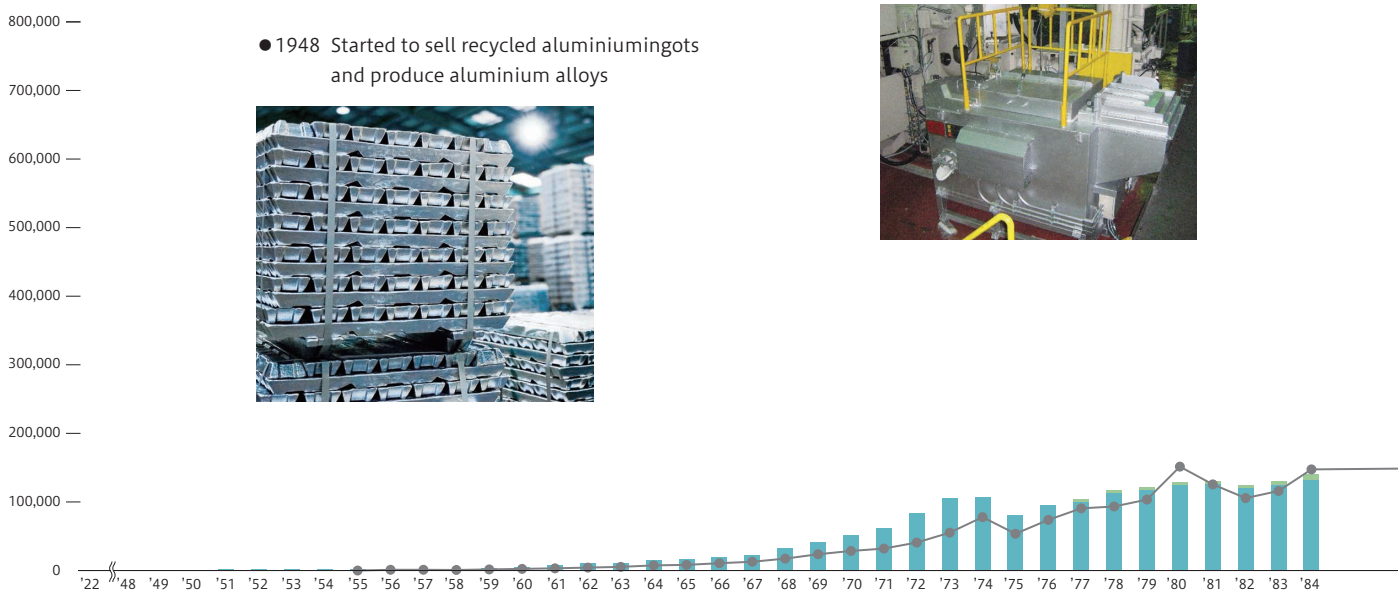
Contents

Editorial policy	This Sustainability Report is compiled with the aim of making the approach of the DIK Group to sustainability, as well as its environmental activities (E), social contribution (S), and governance system (G), understandable to a great many people. In addition to reporting annually on the Group's efforts to realize a sustainable society, we will strive to enhance the disclosure of information to all stakeholders.
Period	April 2023 to March 2024 (Some content is from outside this period.)
Scope	Daiki Aluminium Industry Co., Ltd. and consolidated subsidiaries in Japan and overseas (However, it is noted when the scope of data differs.)
Date of publication	October 2024
Reference guidelines	Environmental Reporting Guidelines 2018

History

Aluminium is a material that can be used endlessly in a recycling loop.
Focusing on this potential, Daiki Aluminium has continuously promoted business in the recycling loop as a pioneer in the secondary aluminium industry since its foundation in 1922.
Because resources are limited, we want to make the most of them.
The Daiki Aluminium Group continuously creates value to pave the way for the future.

Products produced or handled (tons)



● 1948 Started to sell recycled aluminiumingots and produce aluminium alloys

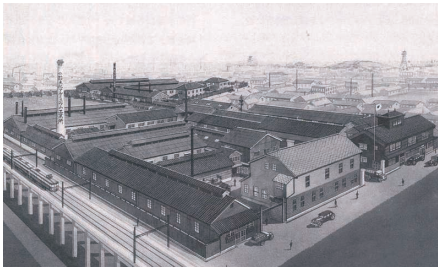
● 1971 Launched our engineering business

● 1922 Shigeichi Yamamoto, our first president, founded Japan's first secondary aluminium smelting business in Osaka. ①

● 1948 Established Daiki Aluminium Industry Co., Ltd.

● 1957 Opened a laboratory

● 1980s
Started operation of Kameyama Plant
Established Daiki International Trading Corporation, a US affiliate.
Established Daiki Metal (currently Daiki Material).



① Plant at our foundation

● 1960s
Started operation of Yuki Plant
Acquired Daihaku Aluminium Industry (currently Kyushu Daiki Aluminium) as a wholly-owned subsidiary

● 1970s
Started operation of Shinshiro Plant
Acquired Koshimura Aluminium Industry (currently Hokkaido Daiki Aluminium) as a wholly-owned subsidiary
Listed in the Second Section of the Osaka Securities Exchange ②

② Listed in the Second Section of the Osaka Securities Exchange

③ Listed in the First Section of the Tokyo Stock Exchange

● 1993 Launched our can-to-can recycling business


● 2012 Launched our Zorba sorting business


● 2013 Launched our sash-to-sash recycling business


● 2000 Launched our molten aluminium alloy supply business

● 1990s

Started operation of Shirakawa Plant
Invested in Amalgamated Aluminium & Alloys, a Malaysian affiliate (currently DAM)
Invested in Daiki Nikkei Thai, a Thai affiliate (currently DAT)

● 2000s

Established Daiki Engineering Thai Co., Ltd., a Thai affiliate
Invested in POLST Sp. z o.o., a Polish affiliate
Established Daiki Engineering (Shanghai) Co.,Ltd., a Chinese affiliate
Listed in the Second Section of the Tokyo Stock Exchange
Acquired Seishin Seisakusyo as a wholly-owned subsidiary
Started operation of Shiga Plant
Established Daiki Engineering Co., Ltd.
Listed in the First Sections of both the Tokyo Stock Exchange and Osaka Securities Exchange ③
Invested in Xiang Neng Trading Limited, a Hong Kong affiliate (currently Delta Metal Recycling)

● 2010s

Invested in Daiki (Foshan) Trading Ltd., a Chinese affiliate
Established PT. Daiki Aluminium Indonesia, an Indonesian affiliate
Established Seishin (Thailand) Co., Ltd., a Thai affiliate
Acquired Daiki Om Aluminium Industry (Philippines), Inc., a Philippine affiliate, as a wholly-owned subsidiary
Invested in Kyowa Casting (Thailand) Co., Ltd., a Thai affiliate
Acquired Tokyo Aluminium Center as a wholly-owned subsidiary
Established PT. Daiki Trading Indonesia, an Indonesian affiliate
Established Daiki Aluminium Vietnam Co., Ltd., a Vietnamese affiliate
Established Daiki Aluminium Industry India Pvt., Ltd., an Indian affiliate

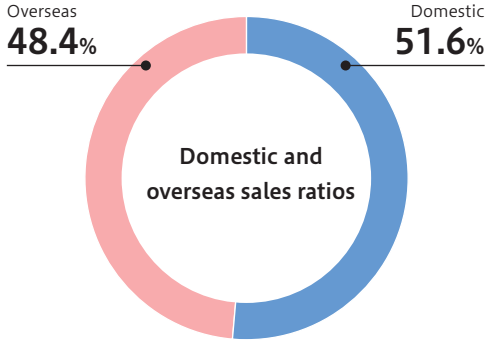
● 2020s

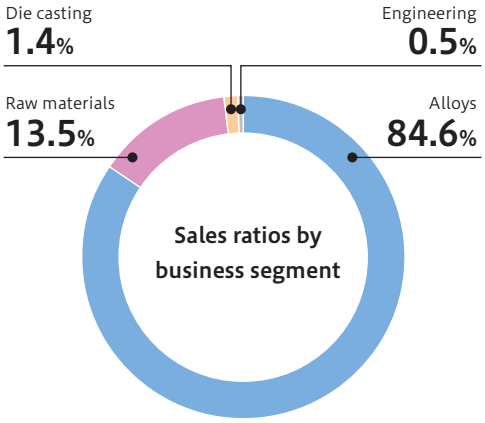
Invested in Nguyet Minh 2 Daiki Aluminium Tse Co., Ltd., a Vietnamese affiliate
100th anniversary of our founding ④
Invested in Delta Daiki Metal (Thailand) Co., Ltd., a Thai affiliate
Relocated the Head Office


④ Ad commemorating the 100th anniversary of our founding

Company overview / Our business

Sales ratios





Corporate outline

Company name	DAIKI ALUMINIUM INDUSTRY CO., LTD.
Address	15F, Daibiru-Honkan Building, 3-6-32 Nakanoshima, Kita-ku, Osaka 06-6444-2751
Date founded	November 23, 1922
Date established	October 29, 1948
Representative	Shigenori Hayashi, President & Representative Director & Executive Officer
Capital	6.346 billion yen
Market segment	Prime Market
Number of employees	317 (non-consolidated), 1,265 (consolidated)
Main businesses	Production and sale of aluminium alloy ingots and molten aluminium alloy Sale of non-ferrous metal scrap Production and sale of aluminium die-cast products Production and sale of aluminium melting furnaces

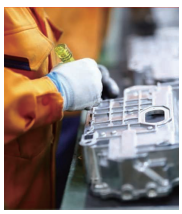
Alloy business

We remelt aluminium scrap and adjust its components optimally in accordance with customer needs. It is then recycled into aluminium alloy ingots through refining and casting processes. In our alloy business, in addition to supplying ingot products, we supply molten aluminium alloy that does not require remelting, and we manufacture environmentally friendly products in our horizontal recycling (including can-to-can recycling) and other businesses.

Raw materials business

Metal scrap is generated from products at the end of their useful lives. We collect it via our global network, sort out a variety of metals within it using sophisticated screening techniques, and supply these metals in and outside our Group. We contribute to the establishment of a recycling-oriented society by returning limited resources to society as recycled raw materials.

Die casting business



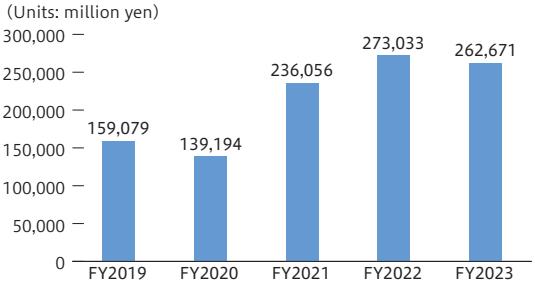
Using recycled aluminium ingots and molten aluminium alloy produced within the Group, we cast, process, and assemble die-cast parts mainly for automobiles. Our mass-productivity, high-quality die-cast products have a wide range of applications, including automobiles, two-wheeled vehicles, industrial machines, medical machines, and daily necessities.

Engineering business

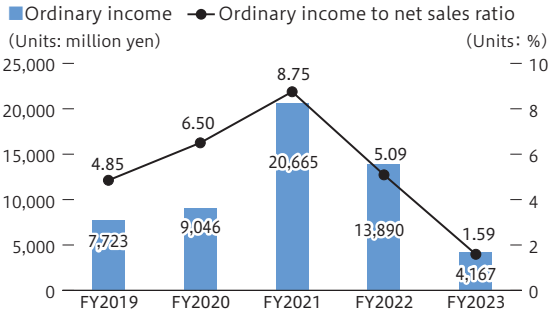
We design, manufacture, and sell melting and holding furnaces for die casting and casting of alloys. Our independently developed environmentally friendly furnaces equipped with immersion heaters help reduce CO_2 emissions and realize carbon neutrality. With an expansive network covering Japan, China and the ASEAN region, we meticulously respond to customer needs by providing new melting technologies and know-how through our furnaces.

Financial Highlights

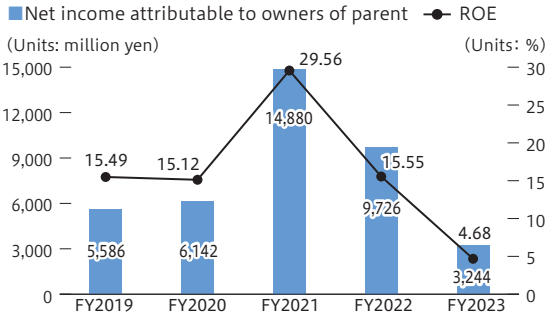
Sales



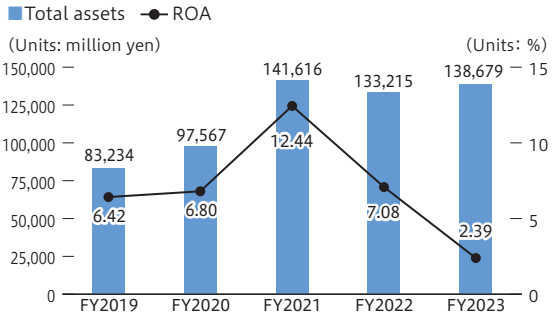
Ordinary income / Ordinary income to net sales ratio



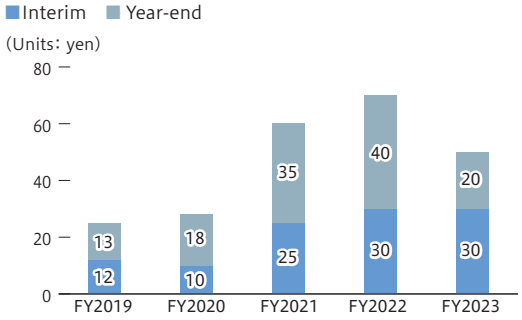
Net income attributable to owners of parent / ROE



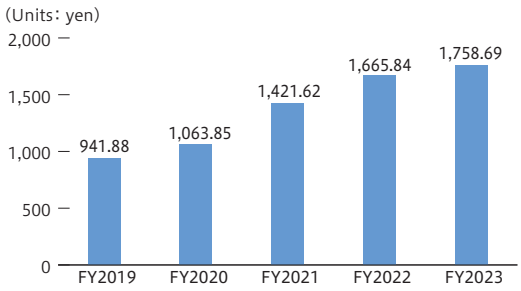
Total assets / ROA



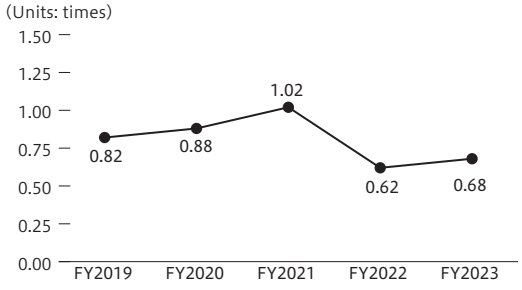
Dividends per share



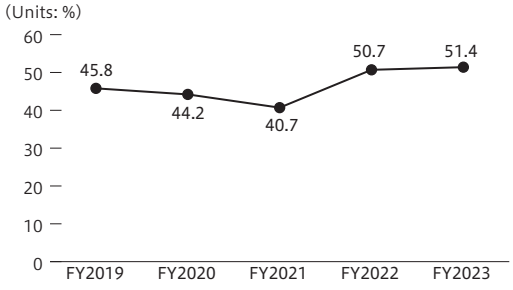
Book value per share (BPS)



D/E ratio

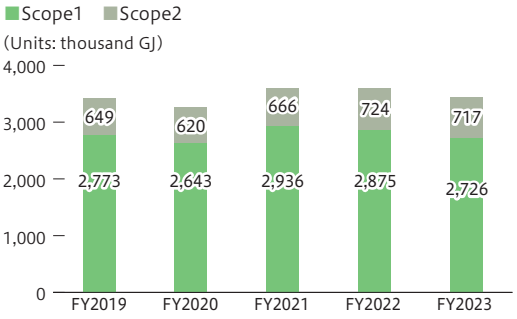


Equity ratio

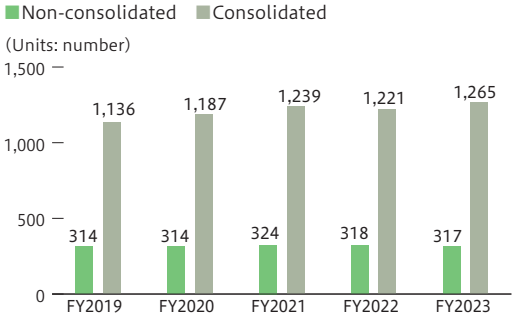


Non-Financial Highlights

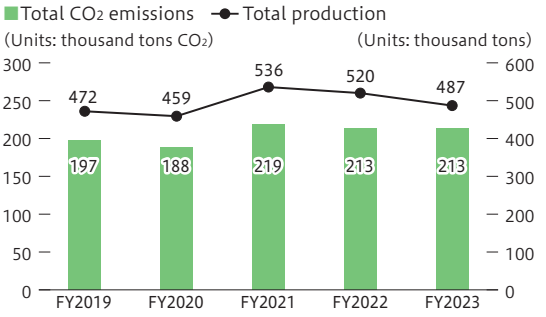
Group-wide energy consumption



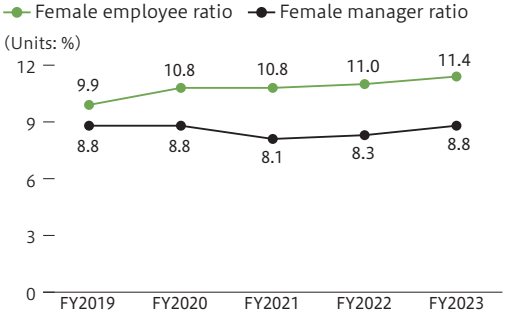
Number of employees



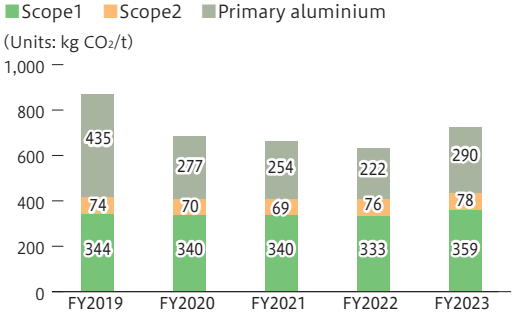
Total CO_2 emissions from production (scopes 1 and 2)



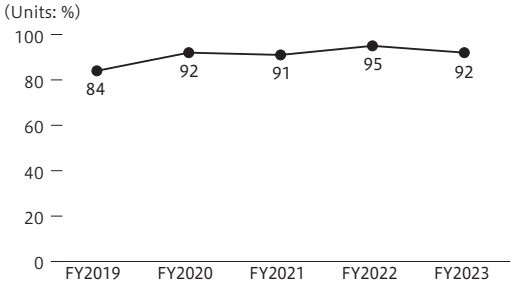
Ratios of female employees and managers (non-consolidated)



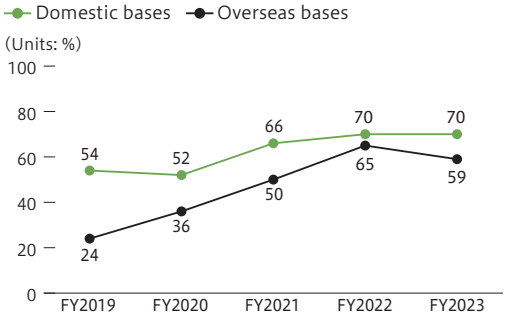
Group-wide per-unit CO_2 emissions



Ratio of employees undergoing stress checks (non-consolidated)

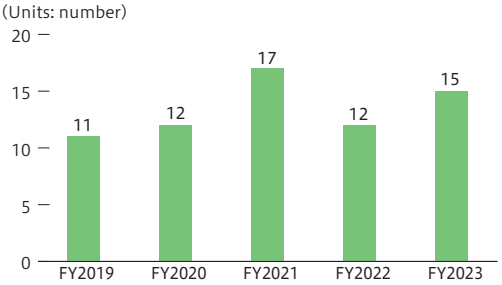


Waste recycling rate



Group-wide occupational accidents

Number of accidents with lost workdays or more serious outcomes



DIK Network

Global perspectives and activities to connect with the world
With our eyes always on the global standards, we aim to take long-term measures to gain access to activities on a global scale through quality, cost, and service, as well as innovation in research and development and other fields.
These activities and our information network form point-to-line and line-to-base connections on the global stage.
Our global activities are leading us into a new phase.

Delta Metal (Holdings) Ltd.
Hong Kong, China

Poland Smelting Technologies Sp. z o.o.
Walbrzych, Poland

Russia Representative Office
Moscow, Russia

Daiki Aluminium Industry India Pvt.,Ltd.
Andhra Pradesh, India

NGUYET MINH 2 DAIKI ALUMINIUM TSE CO., LTD.
Vinh Phuc, Vietnam

Daiki Aluminium Industry (Thailand) Co.,Ltd.
Chonburi, Thailand

Daiki Engineering Thai Co.,Ltd.
Samut Prakan, Thailand

DELTA DAIKI METAL (THAILAND) CO.,LTD.
Rayong, Thailand

Seishin (Thailand) Co.,Ltd.
Chonburi, Thailand

Daiki Aluminium Industry (Thailand) Co.,Ltd.
Amata City Plant
Rayong, Thailand

Kyowa Casting (Thailand) Co.,Ltd.
Rayong, Thailand

PT.Daiki Aluminium Industry Indonesia
PT.Daiki Trading Indonesia
Karawang, Indonesia

DAIKI ALUMINIUM VIETNAM CO., LTD.
Hanoi, Vietnam

Daiki Aluminium Industry (Malaysia) Sdn.Bhd.
Selangor, Malaysia

■Daiki-Sigma Engineering (Chine). Inc

Shanghai Representative Office

Shanghai, China

■Daiki (Foshan) Trading Ltd.

Foshan, China

■Daiki International Trading Corporation

Los Angeles Office

California, USA

■Daiki OM Aluminium Industry (Philippines),Inc.

Cavite, Philippines

■Daiki International Trading Corporation,Atlanta Office

Georgia, USA

Domestic network

■Kameyama Plant

■Hokkaido Daiki Aluminium Industry Co.,Ltd. Sapporo Branch

■Hokkaido Daiki Aluminium Industry Co.,Ltd. Head Office/Tomakomai Plant

■Shirakawa Plant

■Seishin Seisakusyo Co.,Ltd.

■Yuki Plant

■Daiki Engineering Co.,Ltd.

■Shiga Plant

■Tokyo Aluminium Center Co.,Ltd. Head Office

■Tokyo Aluminium Center Co.,Ltd. Chiba Branch

Tokyo Branch

Head Office

■Daiki Material Co.,Ltd. Osaka Branch

■Shinshiro Plant

Nagoya Branch

Technical Center

■Kyushu Daiki Aluminium Co.,Ltd.

Fukuoka Branch

■Daiki Material Co.,Ltd. Head Office

■Daiki Material Co.,Ltd. Osaka Scrap Center

●Daiki Aluminium ●Affiliate ■Alloy business ■Raw material business ■Die casting business ■Engineering business

Value chain map

Aluminium is used in automobiles, beverage cans, building materials, computers, and other familiar products. Products discarded at the end of their useful lives return to the Daiki Aluminium Group as aluminium scrap through a variety of distribution processes.

The collected aluminium scrap is separated into different types after the removal of impurities to make them easier to use. After sorting, the scrap is recycled into secondary aluminium alloys by remelting it and adjusting its components. Secondary aluminium alloys (i.e. recycled aluminium alloys) are cast into parts and used to produce automobiles, beverage cans, building materials, and other items.

Ultimately, the aluminium products used in a variety of fields reach the end of their useful lives, and the aluminium is collected as scrap again.

The Daiki Aluminium Group will continue to create new value through recycling, from the collection of scrap to the manufacturing of aluminium parts.

COLLECTING

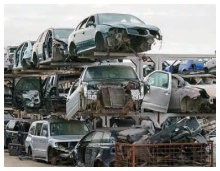
- Aluminium that has been scrapped after items reach the end of their useful lives is collected.


SCRAP

Recycling.
It creates

DISPOSE

- Products are disposed of once they reach the end of their useful lives.

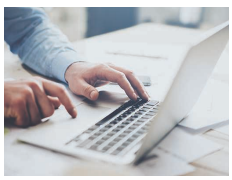



PRODUCTS

USE

- Recycled aluminium is effectively used around the world in products familiar to all of us.





PROCESSING

・Collected aluminium raw materials are sorted and processed to make them easier to use


MELTING CASTING

・Secondary aluminium alloys as recycled and new materials are made by melting scrap and adjusting its components.





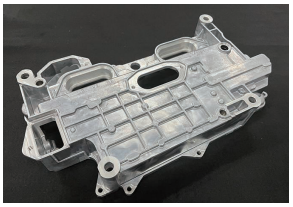
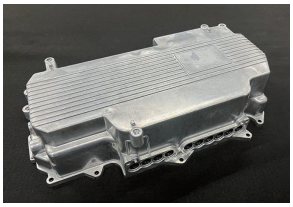

MELTING
REFINING
CASTING

unlimited value.

MATERIAL

PARTS

・Secondary aluminium alloys are used to make base components for automobiles, beverage cans, building sashes, and other products.

・Aluminium alloys delivered to parts manufacturers are melted to maintain the quality under the proper conditions.

Top Message

The Daiki Aluminium Group changed the format of its conventional Environmental Report in 2022 to a Sustainability Report to enhance the disclosure of ESG-related information for the entire group, and we are now pleased to publish the 2024 edition.

Since its founding in 1922, Daiki Aluminium Industry has operated for more than 100 years. While making the most of the properties of aluminium, a metal material with excellent recyclability, the corporate group covers business domains from upstream (scrap collection) to midstream (aluminium alloy production) and downstream (aluminium die casting) of the recycling flow. We are promoting resource recycling while reducing the environmental impact of the processing process, which uses scrap as the main raw material to manufacture aluminium alloys and other products.

In April this year, we launched a new Medium-term Management Plan, “All Daiki Sustainability Vision - Chapter 2 ~ Changing Common Sense and Unchanging Mission in an Era of Change ~” (FY2024-26). This is the second step in achieving our long-term management plan, VISION 2030 DAIKI ∞NEXT∞, which was announced in 2021,

and it presents to our stakeholders the social issues we need to address, as well as updated specific measures.

The special feature of this report is “Contribution to a Circular Economy.” We introduce specific approaches to increasing the feasibility of low-carbon materials in aluminium parts for automobiles and aluminium beverage cans through aluminium recycling. The electrolytic refining process to extract aluminium from bauxite as a metal (primary ingots) requires a large amount of electricity, resulting in the emission of approximately 10 tons of carbon dioxide per ton of aluminium produced. On the other hand, the use of recycled materials made from aluminium scrap can reduce carbon dioxide emissions by approximately 97%.

One example of our specific approaches is the promotion of horizontal recycling. There are two terms that describe recycling: cascade recycling and horizontal recycling. Collected scrap raw materials contain a mixture of various types of aluminium scrap, and cascade recycling is a method of recycling that efficiently recycles scrap materials by combining (blending) them in a way that takes advantage of the compositional characteristics of each alloy. This type of recycling corresponds to the production of aluminium alloys for automobiles and other applications.

On the other hand, horizontal recycling, also called closed-loop recycling, is a method of recycling used products into products with the same functions. Practical examples of this include aluminium can to aluminium can recycling and aluminium sash to aluminium sash recycling, and the process requires pre-processing technology including advanced sorting.

Unfortunately, the export of aluminium scrap, a valuable resource in Japan, has been increasing since 2020. While the recent depreciation of the yen has had an impact, we will continue to promote the domestic circulation of scrap resources by refining our sorting and pre-processing technologies for aluminium scrap and applying them to high-value-added products.

Another example of our specific approaches is the introduction of newly developed alloys that reduce the use of primary ingots, which have high carbon dioxide emission rates, as mentioned above, and instead increase the use of aluminium scrap while maintaining the same mechanical properties. Reduction of the weights of vehicles is becoming an increasingly important issue for BEVs (electric vehicles), PHEVs (plug-in hybrids), and HEVs (hybrids), which are equipped with heavy batteries. While the use of lightweight aluminium materials is one solution, the development of aluminium alloys that make extensive use of recycled materials, which are also low-carbon materials, will lead to substantial business opportunities.

The global movement toward decarbonization and carbon neutrality is gaining momentum. In Europe, the global leader in reducing greenhouse gas (GHG) emissions, a transition period beginning in October 2023 was set prior to the full introduction of the Carbon Border Adjustment Mechanism (CBAM) in January 2026. This means that importers within Europe must report the GHG emissions when importing applicable products (including aluminium) produced outside Europe.

In our new medium-term management plan, our Group has raised its target for carbon dioxide emissions from a 25% reduction by 2030 compared with the 2019 level to a 30% reduction.

Recycled alloys made using aluminium scrap, an effective means of reducing Scope 3 carbon dioxide emissions for customers procuring aluminium alloys, are receiving renewed attention from society.

In the rapidly changing external environment, our Group will contribute to the development of a sustainable society by promoting the realization of a recycling-oriented society. We appreciate your continued understanding and support.

Mid-term Management Plan

The DIK Group formulates medium-term management plans based on its basic policy for sustainable growth with an eye on 2030, "VISION 2030 DAIKI ∞NEXT∞," as roadmaps to realize the policy.

In fiscal 2021, we launched our medium-term management plan "All Daiki Sustainability Vision - 100 Years of Business and Beyond" as our first plan and specified the five pillars of the plan.

Now, we have formulated "All Daiki Sustainability Vision - Chapter 2 ~ Changing Common Sense and Unchanging Mission in an Era of Change ~" as a new plan and will work towards achieving our desired future image in 2030.

In formulating our second medium-term management plan, we have focused on the external environment, which is experiencing greater change, and restructured the materiality issues to be further focused on.

Identification of changes in the external environment and of risks and opportunities

Changes in the external environment	Risks and opportunities
Global warming and reduction of environmental impact	Contribution to a low-carbon/ decarbonized society
Recycling-oriented society — circular economy	Contribution to a recycling-oriented society
Once-in-a-century revolutionary change in the automotive industry	Supply of materials for electric cars
Declining and aging labor force	Fostering of job satisfaction and motivation in life
Enhancement of corporate social responsibility	Corporate activities with an awareness of sustainability

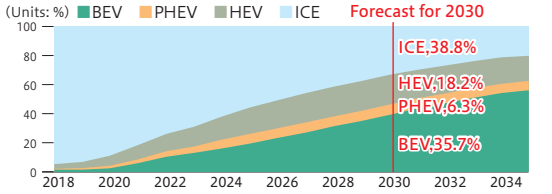
First medium-term plan
2021 → 2022 → 2023

Pillar Ⅰ	Strengthening of the management base
Pillar Ⅱ	Taking on the challenge of creating an advanced recycling-oriented society
Pillar Ⅲ	Conservation of the global environment
Pillar Ⅳ	Contribution to local communities and society and their development
Pillar Ⅴ	Development and effective use of human resources

Further changes in the external environment

To realize a decarbonized society and carbon neutrality, the world is increasingly shifting to PHEVs and BEVs (battery electric vehicles) with "no gasoline and diesel cars" policies.

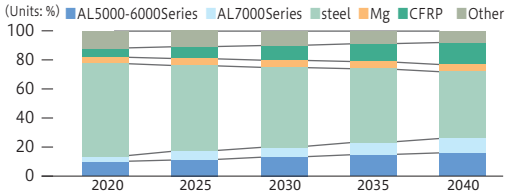
Global passenger vehicle sales composition ratio (forecast)



*Prepared by Daiki Aluminium based on sales volume forecast data from GlobalData/MarkLines

To extend vehicle driving ranges, it is essential to reduce the weight of the vehicle body, and it is forecast that aluminium will be used in more areas, such as body panel materials, subframes, and battery cases, instead of steel, which accounts for 70% of a vehicle's weight, to increase the ratio of aluminium use.

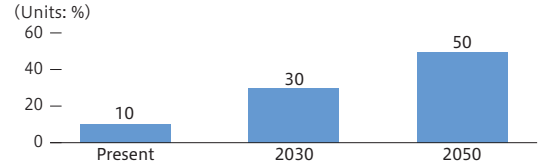
Material usage rate for car bodies (forecast)



*Prepared by Daiki Aluminium based on data from the Automobile Aluminization Committee of the Japan Aluminium Association

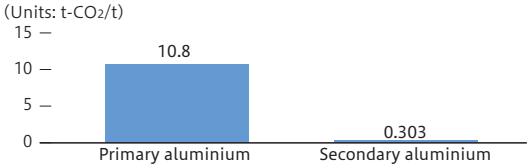
Behavioral changes will occur around the world with the awareness of a circular economy. For aluminium products, the shift from conventional cascade recycling to upgrade recycling will accelerate.

Wrought material recycling rate target



Behavioral changes will occur with the awareness of carbon neutrality. Users will accelerate the movement to replace raw materials from primary aluminium with scrap (= recycled raw materials) in order to achieve carbon neutrality, including Scope 3.

Comparison of per-unit CO_2 emissions during manufacturing (primary and secondary aluminium)



*Prepared by Daiki Aluminium based on data from the Japan Aluminium Association

Desired future image in 2030

VISION2030
DAIKI∞NEXT∞

- Contribution to a circular economy
- Stakeholder-centric corporate management and the creation of corporate value
- Solid, sound, and highly transparent management
- Contribution to carbon neutrality
- Harmonious coexistence with local communities
- Company where people can work for a long time and feel rewarded

Third medium-term plan
2027 → 2028 → 2029

Second medium-term plan
2024 → 2025 → 2026

Pillar Ⅰ	Investment in growing fields
Pillar Ⅱ	Strengthening of the management base
Pillar Ⅲ	Conservation of the environment
Pillar Ⅳ	Contribution to local communities and society and their development
Pillar Ⅴ	Development and effective use of human resources

Environment

Social

Governance

<New> Priority Items

Development of aluminium alloys suitable for xEVs*1, which are getting lighter

Active alloy development	Strengthening of the development of aluminium alloys for EVs with higher aluminium purity based on AD12.1 and other alloys for casting and die-casting

Establishment of recycling systems in an advanced recycling-oriented society

Establishment of recycling systems	Improvement of scrap sorting technology and the capacity to meet growing demands for a circular economy society among users Improvement of scrap collection technology, as well as upgrading technology for low-grade scrap, in response to the growing global demand for scrap

Supply of aluminium alloys made from recycled raw materials to users promoting carbon neutrality based on LCA*2 standards

Decarbonized society	Strengthening of recycled alloy development using recycled materials instead of primary aluminium Contribution to the decarbonization of users* as a material manufacturer *DIK Group products = user Scope 3

Sustainable increase in corporate value

Increase in corporate value	Strengthening of financial base Corporate management with an emphasis on governance and compliance Stakeholder-oriented sustainability management Management conscious of capital costs and stock prices Human capital management

*1 xEV: A general term for electric vehicles (BEVs), plug-in hybrid vehicles (PHEVs), hybrid electric vehicles (HEVs), and fuel cell electric vehicles (FCEVs) collectively
*2 LCA: A method for scientifically, quantitatively, and objectively evaluating the environmental impact of a product throughout its life cycle, from resource extraction to raw material procurement, manufacturing, processing, assembly, distribution, product use, and disposal

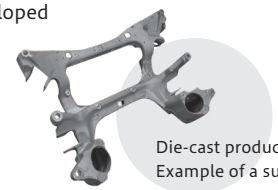
Second Medium-Term Management Plan FY2024-26 “All Daiki Sustainability Vision - Chapter 2 ~

Pillars | Main points (materiality)

Ⅰ Investment in growing fields

Development and supply of recycled alloys for hybrid, electric, and fuel-cell vehicles

- Alloys for die-casting car body parts, and alloys jointly developed with parts manufacturers
- Supply of recycled and developed alloys in North America and China



Die-cast products
Example of a sub-frame for a car body

Ⅱ Strengthening of the management base

Effective use of management resources

- Strengthening of scrap collection systems by establishing a raw material supply chain
  - Strengthen ability for self-recovery of raw materials
- Restructuring of overseas strategies
  - Leverage the Group’s network to approach emerging markets
- Strengthening of the furnace and die-casting businesses
  - Develop new furnaces that take into consideration energy conservation and carbon neutrality
  - Strengthen the die-casting business by utilizing 3,500-ton machines

Utilization of our ASEAN/Asia network to build a sales network in emerging markets

Ⅲ Conservation of the environment

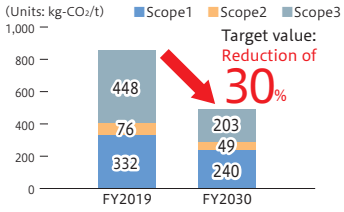
Reduction of CO_2 emissions in production and distribution processes

Scope1
- Reduce energy consumption by introducing superheated steam kilns
- Promote the sealing of holding furnaces

Scope2
- Expand the introduction of solar panels
- Adopt a molten metal stirring method with a high energy-saving effect (shift from electromagnetic stirring to magnetic field stirring)

Scope3
- Develop primary aluminium alloys with higher scrap ratios
- Transport products from the closest factories (fuel reduction)

< Per-unit CO_2 emissions >



*The target was changed from 25% in the previous medium-term plan to 30% based on the judgment that further emission reductions can be expected due to the effects of the introduction of energy-saving equipment.

Ⅳ Contribution to local communities and society and their development

Creation of jobs and contribution to local communities in rapidly growing emerging countries

- Participate in community-based CSR activities
- Promote active employment of local human resources
- Donate to educational and medical institutions

Donation to a children’s home in Malaysia

Ⅴ Development and effective use of human resources

Provision of safe working environments to eliminate occupational accidents

- Conduct safety training for employees using VR
- Switch to remote operation of molten aluminium treatment work
- Use a molten aluminium tornado pump for pouring molten aluminium
- Strengthen safety measures at existing facilities

*VR…Virtual Reality.
Technology for virtual experiences

Pouring molten aluminium with a tornado pump

Safety training for employees using VR

Changing Common Sense and Unchanging Mission in an Era of Change ~”

Activities

Taking on the challenge of creating an advanced recycling-oriented society

Establishment of sorting technology and systems for recycled materials

- Work to further improve sorting technology and capacity by utilizing sorting methods and machines based on the shape and characteristics of the scrap

Establishment of a horizontal recycling system

- Supply recycled materials to meet the needs of the rolling/extrusion industry, which aims to increase the recycling ratio of raw materials used
- Launch a project to introduce new sorting system

Establishment of new production systems

- Remote operation of forklifts
- Automatic molten metal surface adjustment to reduce workload
- Deployment of an ingot foreign object detection system

Improvement of corporate value and strengthening of our financial base

- Management with an awareness of capital costs
- IR activities with an awareness of our interactions with shareholders and investors

Solid and sound management structure

- Improve the functioning of the Board of Directors
- Implement human rights due diligence


Remote operation of forklifts

Ingot foreign object detection

Elimination of landfill waste generated in the manufacturing process

- Reduce the number of melting furnace repairs (change in fireproofing construction method)
- Convert slag into valuable resources
- Outsource waste treatment to contractors with a 100% recycling rate

Elimination of smoke and odors

- Introduce forklifts equipped with dust collectors
- Remove moisture and oil by preheating
- Introduce a unified dust collection system for all locations


Installation of material preheating equipment (to remove moisture and oil)


Development of forklifts equipped with dust collectors

Interaction with surrounding areas and contribution to them

- Implement SDGs education and awareness activities for local communities
- Promote the acceptance of factory tours
- Implement recycling education activities through on-site classes


Acceptance of a factory tour in Shirakawa, Japan


On-site class at an elementary school in Osaka, Japan

Promotion of glocalization

- Become a glocal company where glocal human resources play active roles
- Develop glocal human resources and candidates and involve them in management
- Promote study abroad programs and job rotations in Japan and other locations

Promotion of diversity

- Visualize career visions and create work styles according to desires and aptitudes
- Restructure the training system and review the annual training hours and cost per person
- Improve employee engagement

Ratio of glocal human resources among managers in overseas subsidiaries	70% or more
Annual education and training cost per person (non-consolidated)	200,000 yen or more
Ratio of male employees taking childcare leave (non-consolidated)	100%
Number of female managers (non-consolidated)	6 or more

Contribution to a Circular Economy

Aluminium has a wide range of properties, high functionality, and excellent recyclability, and it can be recycled and transformed into a variety of products even after it has already been used as a product.

The DIK Group is committed to resource recycling by maximizing the characteristics of aluminium and repeatedly recycling it.

Recycling is mainly classified into cascade recycling (open-loop recycling) and horizontal recycling (closed-loop recycling). In recent years, there has been an accelerating trend toward promoting horizontal recycling, and we will use the sorting technology we have cultivated over many years to contribute to a recycling-oriented society.

<Characteristics of aluminium>

Lightweight

Aluminium is considerably lighter than other metals, about one-third the weight of iron or copper.

The use of aluminium as a substitute for iron and other metals has various benefits, such as reduction of the increase in weight associated with high-speed machinery rotation and larger equipment.

Easy to process

Because of its low melting point, aluminium can be formed into a variety of shapes, including paper-thin foil and materials with complex shapes.

It is also relatively easy to further form and process the material of finished products.

Resistant to corrosion

Aluminium has excellent corrosion resistance because it forms an oxide film in air that acts as a protective layer that naturally prevents corrosion.

This makes it durable, long-lasting, and eco-friendly.

Easy to recycle

Compared with other metals, aluminium is less corrosive and has a low melting point, so aluminium products can be easily recycled by melting them down after use.

The process also reportedly uses only 3% of the energy of that required to make new aluminium.

Other characteristics

- Strong
- Not magnetic
- Has good thermal conductivity
- Resistant to low temperatures
- Not toxic
- Reflects light and heat

Primary aluminium (primary ingots) smelting process

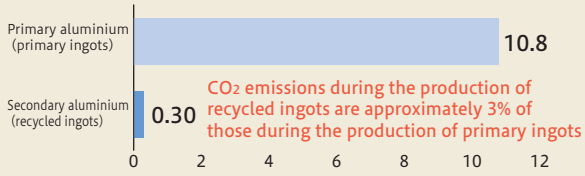
Bauxite
Red ore used as raw material for aluminium

Alumina
Bauxite is dissolved in chemicals to extract alumina

Aluminium
Oxygen is removed from alumina to create aluminium

Per-unit CO_2 emissions

(Units: t-CO_2/t)



Replacement of primary aluminium alloys with secondary alloys

– Development of recycled alloys using recycled material instead of primary aluminium

For aluminium, the electrolytic smelting process to extract aluminium from bauxite as a metal (primary ingots) consumes a large amount of electricity, and approximately 10 tons of CO_2 are emitted for every ton of new aluminium ingots produced. On the other hand, the amount of CO_2 emitted during the production of recycled alloys is about 3% of that during the production of primary aluminium ingots.

Daiki Aluminium is promoting the replacement of primary aluminium (primary ingots) alloys with recycled alloys. In particular, the NA series, functional special alloys with high ductility and strength, can be manufactured using scrap and is expected to help reduce CO_2 emissions. An alloy we recently developed, DIKNA-9, has a good balance of resistance and ductility and excellent castability and is a recycled alloy with the same characteristics as the primary aluminium alloys that have been conventionally used. As shown in the figure below, it has the same tensile properties as conventional materials while reducing CO_2 emissions to about one-tenth that of conventional materials.

Sample of chemical composition values

(wt.%)

	Cu	Si	Mg	Zn	Fe	Mn	Ti	Cr	Sr
Conventional materials	0.00	10.07	0.25	0.00	0.10	0.59	0.07	0.00	0.0193
DIKNA-9	0.09	9.82	0.25	0.10	0.29	0.20	0.07	0.15	0.0001

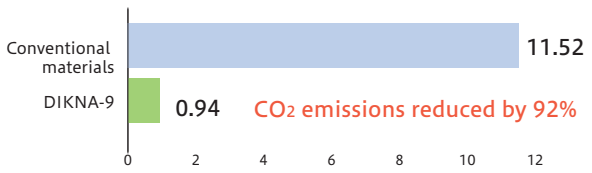
Mechanical properties of conventional materials and DIKNA-9

	Tensile strength (MPa)	Elongation (%)	0.2% proof stress (MPa)
Conventional materials	322	10.9	144
DIKNA-9	330	10.5	141

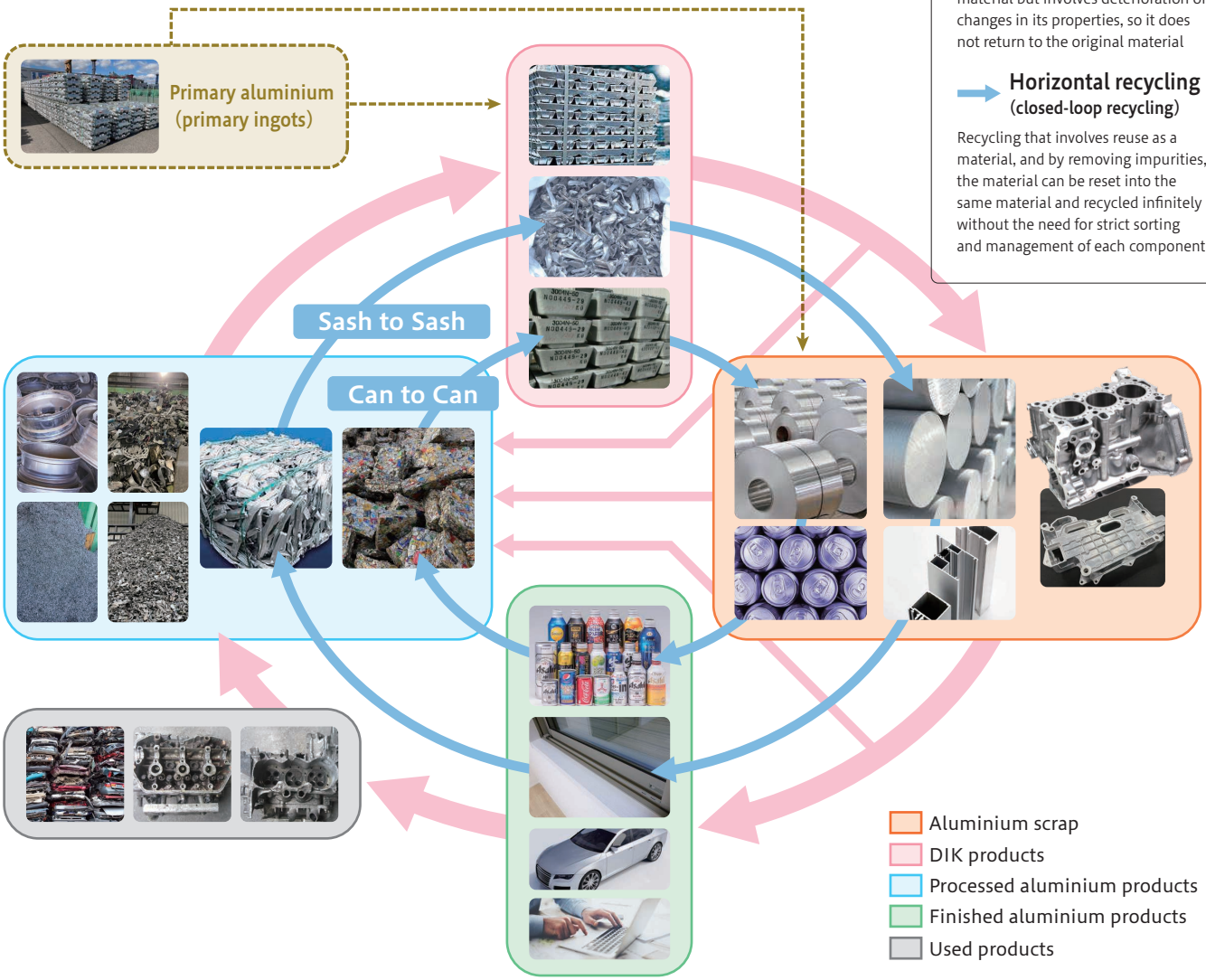
*Test piece shape, flat die-cast plate (thickness 2.5 mm); casting method, vacuum die-casting; number of tests, n = 5

*The values listed are our measured values and are not guaranteed values.

CO_2 emissions (units: t-CO_2eq/t)



<Recycling flow using recycled raw materials (scrap)>



Cascade recycling (open-loop recycling)

Recycling that involves reuse as a material but involves deterioration or changes in its properties, so it does not return to the original material

Horizontal recycling (closed-loop recycling)

Recycling that involves reuse as a material, and by removing impurities, the material can be reset into the same material and recycled infinitely without the need for strict sorting and management of each component

Promotion of horizontal recycling – more sophisticated scrap sorting technology

We are working to improve our sorting technology capabilities in order to transition from conventional cascade recycling (red arrow in the image above) to horizontal recycling and to upgrade and utilize low-grade scrap as upgrade recycling.

We have reinforced our sorting and upgrading line to handle "sash to sash," one of the typical examples of horizontal recycling.

After crushing aluminium sashes delivered as scrap, we remove impurities such as screws and rubber using eddy current separators and X-ray sorters and then deliver the resulting materials to extrusion manufacturers as raw materials for sashes, thereby helping customers improve their horizontal recycling rates.

X-ray sorting machine

Shinshiro Plant
(introduced the equipment in 2017)

Yuki Plant
(introduced the equipment in 2022)

Kameyama Plant
(introduced the equipment in 2023)

Sorted aluminium sashes

Approach to Sustainability and System to Promote It

Approach to Sustainability

Under the strategic concept of G&G (Global and Green), in which business and the environment are considered concentrically, the DIK Group contributes to the development of society through the recycling of aluminium and promotes continuous improvement to preserve the global environment.

Amid the growing calls for companies to resolve social issues through their business activities and requests for companies to strengthen their efforts to promote sustainability, the DIK Group has established a basic sustainability policy based on G&G and has been and continues to be committed to a variety of E (Environment), S (Social), and G (Governance) initiatives.

Basic Policy on Sustainability

The Daiki Aluminium Industry Group will continue to create value through recycling with the aim of building an environmentally friendly recycling-oriented society, focusing on the aluminium recycling business that we have cultivated over many years.

We will also build relationships of trust with all stakeholders through solid and sound business activities.

Considering society and business concentrically, we will work together with them to realize a sustainable society and sustainable growth to become a company that the earth needs.

[Position of the basic policy on sustainability]

Materiality related to sustainability

Having set its desired future image in 2030, the DIK Group determines materiality issues to achieve it and promotes measures through In particular, we have identified materiality issues related to sustainability as components of sustainability management for achieving

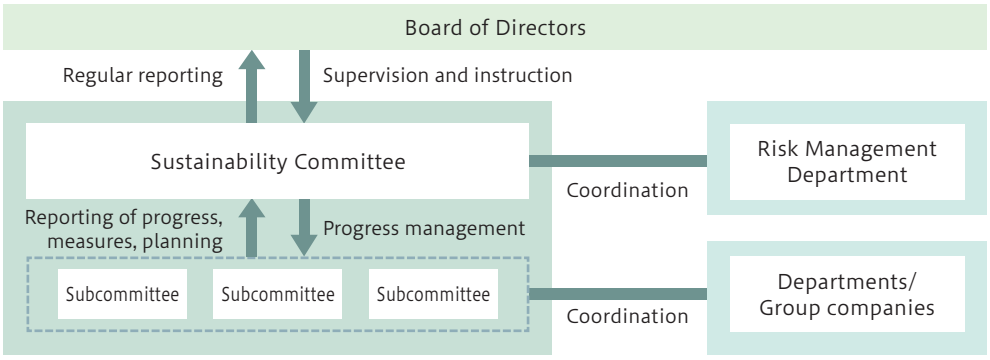
Materiality	Target	Desired future image in 2030
Response to climate change	Reduce carbon dioxide emissions in production and distribution processes to contribute to a decarbonized society	Reduction of CO_2 emissions by 30% (total for Scope 1, 2, and 3)
	Promote the use of recycled materials to contribute to a decarbonized and highly recycling-oriented society	Establishment of recycled material sorting techniques and systems Establishment of a horizontal recycling system
Safe working environments	Implement thorough safety measures and education to develop safe working environments	Zero occupational accidents
Consideration of human rights	Conduct human rights due diligence and, based on the results, implement initiatives that respect human rights	Zero harassment Implementation of human rights due diligence across the Group
Development and effective use of human resources	Create workplaces where employees can balance work and childcare	Ratio of male employees who take childcare leave: 100%
	Strengthen investment in human resource development to create job satisfaction	Annual education and training cost: 200,000 yen or more per person
Promotion of diversity	Ensure the diversity of human resources and equal opportunities in hiring and treatment	Number of female managers: 6 or more
	As a global company, promote the participation of local human resources in management	Ratio of glocal human resources among managers: 70%

System to promote sustainability

In fiscal 2022, we established a Sustainability Committee chaired by the President & Representative Director as an organization that promotes sustainability and established a system to deliberate on the formulation of basic policies, strategies, and plans on sustainability, as well as the setting of indicators for targets, while also monitoring the status of initiatives and making reports and recommendations to the Board of Directors.

Furthermore, subcommittees comprised of members appointed from departments related to sustainability issues have been established as subordinate organizations of the Committee, and the contents of discussions of the subcommittees are regularly (at least once a year in principle) presented and reported to the Board of Directors via the Sustainability Committee. The Board of Directors determines countermeasures and provides supervision and instructions as necessary.

〈 System to promote sustainability 〉



our medium-term management plans.
sustainable growth and higher corporate value over the medium to long term.

Target coverage	Responsible department	Main activities
Group (alloy production bases)	Sustainability Committee TCFD Subcommittee	• Identification and assessment of climate change-related risks • Analysis of climate change-related risks and planning of countermeasures • Promotion of measures related to climate change-related risks and management of progress
Group	Technical Dept.	• Planning and implementation of measures to improve scrap sorting technologies and capabilities • Development of recycled alloys that meet user needs and supply of recycled raw materials
Group	Production Management Dept./Risk Management Dept.	• Implementation of safety patrols • Implementation of measures to eliminate hazardous tasks (locations)
Group	Sustainability Committee Human Rights Due Diligence Subcommittee	• Formulation of human rights policy • Response to human rights issues • Identification of human rights risks and planning and implementation of countermeasures
Non-consolidated	Diversity and Inclusion Promotion Dept./Administration Dept.	• Dissemination of the childcare leave system • Planning and implementation of measures to encourage employees to take childcare leave
Non-consolidated	Diversity and Inclusion Promotion Dept./ Administration Dept.	• Planning and implementation of measures to improve employee engagement • Creation of human resource development plans to visualize career visions • Restructuring and operation of training programs
Non-consolidated	Diversity and Inclusion Promotion Dept./ Administration Dept.	• Planning and implementation of measures to support women's empowerment and work-life balance • Continuation of recruitment activities regardless of gender or nationality • Restructuring and operation of the personnel evaluation system
Group	Diversity and Inclusion Promotion Dept./Overseas Business Coordination Dept./Administration Dept.	• Creation of plans for fostering glocal human resources and candidates • Establishment and operation of a study abroad system utilizing the Group's network

Commitment to TCFD Recommendations

Response to climate change

Since the Paris Agreement in 2015, the IPCC (Intergovernmental Panel on Climate Change) special report on Global Warming of 1.5℃ in 2018, and the Glasgow Climate Accord adopted at COP26 in 2021, the importance of addressing climate change has been increasing, and The DIK Group also considers responding to climate change to be a material issue for management, and is working to address climate change risks and transition to a decarbonized society based on its environmental policy of contributing to conservation of the global environment, resource and energy.

In January 2022, we announced our support for the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures)*1 and joined the TCFD Consortium*2.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

***1 Task Force on Climate-related Financial Disclosures (TCFD)**
The Task Force on Climate-related Financial Disclosures (TCFD) was established in 2015 by the Financial Stability Board (FSB), which includes the central banks and financial regulators of major countries. To reduce the risk of financial market instability, the Task Force recommends that companies understand the financial impacts of risks and opportunities brought about by climate change and disclose information on specific responses and strategies.

TCFD Consortium

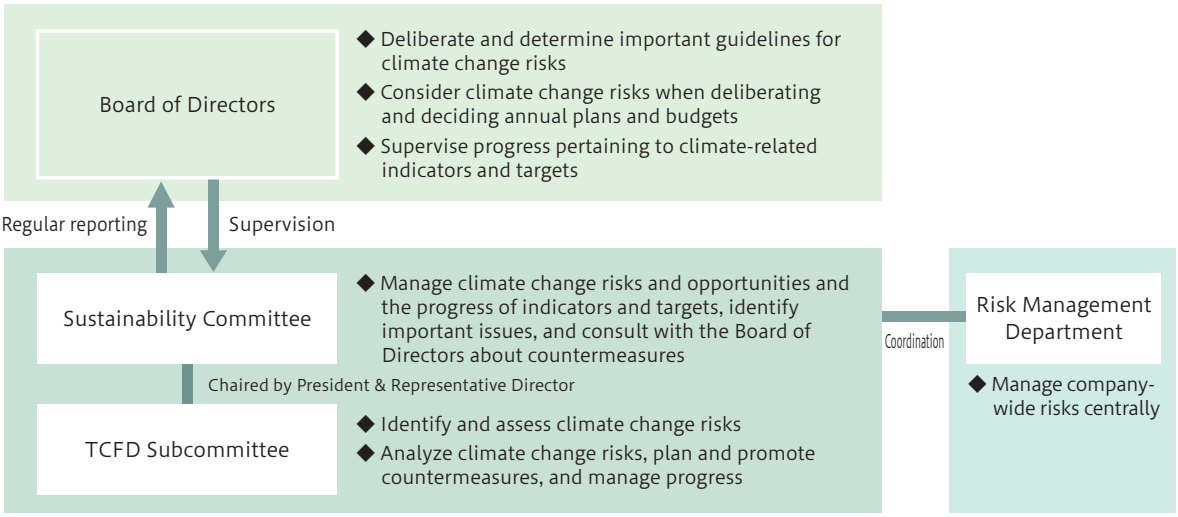
***2 TCFD Consortium**
The Consortium was established as a place where companies and financial institutions that support the TCFD recommendations work together to promote initiatives and discuss effective information disclosure by companies and efforts to link disclosed information to appropriate investment decisions by financial institutions and other organizations.

Information disclosure based on the TCFD framework

1 Governance

As an organization that manages climate change risks, we have established a TCFD Subcommittee under our Sustainability Committee to build a system to identify risks and opportunities, analyze scenarios, and discuss financial impacts and countermeasures. The contents of discussions of the TCFD Subcommittee are regularly presented and reported to the Board of Directors (at least once a year in principle), and the Board of Directors determines countermeasures and provides supervision and instructions as necessary.

〈 Governance and risk management system for responding to climate change risks 〉



2 Strategy 〈climate change-related risks and opportunities and scenario analysis〉

Viewing climate change as one of our medium- to long-term risks, we have examined its long-term impact on our Group up to 2050 and performed scenario analyses for our product business with reference to the climate change scenarios developed by the IEA*3 and IPCC*4 (below 2℃ scenario and 4℃ scenario) in order to consider strategies and organizational resilience based on the related risks and opportunities.

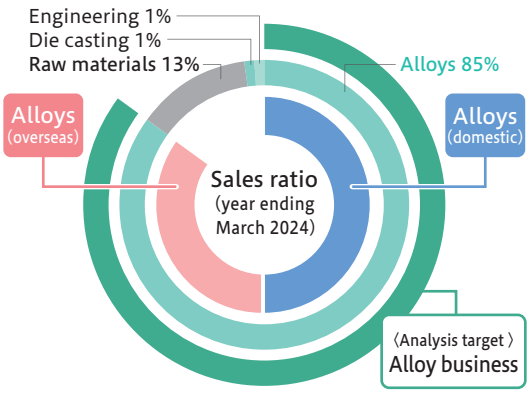
*3 IEA: International Energy Agency *4 IPCC: United Nations Intergovernmental Panel on Climate Change

〈 Assumed scenarios 〉

Scenario	Summary
Below 2℃ (transitory)	A scenario in which bold policies and technological innovations for achieving a decarbonized society are promoted to restrict the rise in temperature to below 2℃ by the end of this century
4℃ (physical)	A scenario in which the rise in temperature by the end of this century is around 4℃, causing more severe weather disasters and resulting in physical impacts

We identified risks and opportunities that are expected to have particularly large impacts on our business under the below 2℃ scenario and the 4℃ scenario.

〈 Scenario analysis targets 〉



〈 List of climate change risks 〉

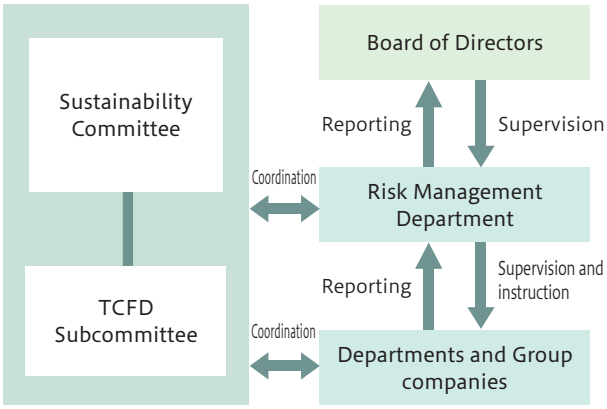
		Type of risk or opportunity	Factor
Transitory	Risk	Law or regulation	Introduction and expansion of carbon pricing
		Market	Increase in raw material costs
		Technology	
		Law or regulation	Increase in the cost of reducing CO_2 in plants (use of renewable energy and expanded introduction of energy-saving technology)
		Market	
	Opportunity	Market	Expansion of EV markets
		Market	Expansion of applications for secondary aluminium alloy ingots
		Product or service	
Physical	Risk	Acute	More frequent and severe natural disasters
		Acute	Increase in average temperature

Recognizing measures to respond to the risks and opportunities identified through our scenario analyses as materiality issues that the DIK Group should focus on in the future, we will promote initiatives through our medium-term management plan.

3 Risk management

The TCFD Subcommittee established by the Sustainability Committee performs scenario analyses with respect to climate-related risks and opportunities. Furthermore, the Subcommittee analyzes climate-related risks, formulates and promotes countermeasures, and establishes processes to manage their progress.
The TCFD Subcommittee and Risk Management Department, which are responsible for managing climate change risks and overseeing and managing company-wide risks, respectively, collaborate to conduct unified risk management.

〈 Diagram of the risk management system 〉

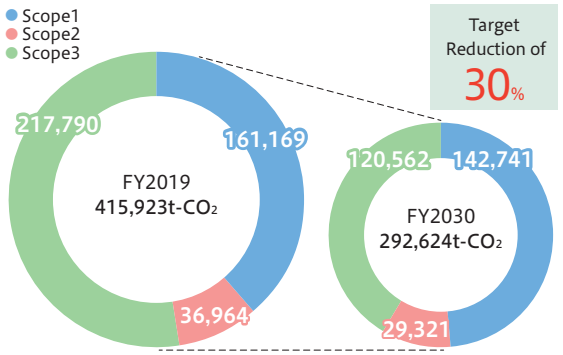


4 Indicators and targets

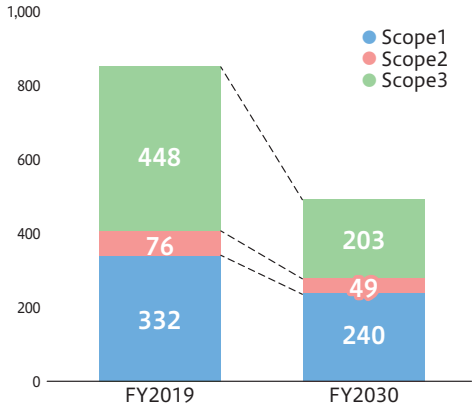
In its medium-term management plan, the DIK Group uses the reduction of CO_2 emissions as an indicator and has set the target of a 30% reduction in CO_2 emissions in fiscal 2030 compared with fiscal 2019 *5

*5 Scope 1, 2, and 3 (main parts of categories 1 and 4) of the DIK Group at its alloy production bases are covered

〈 CO_2 emissions 〉



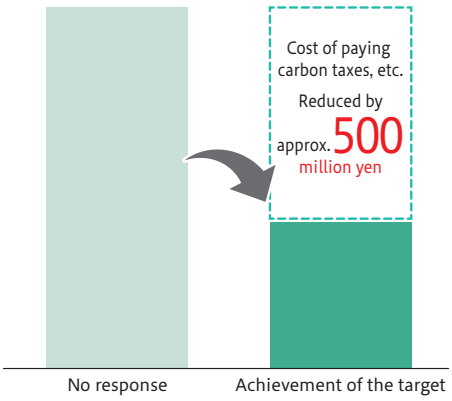
〈 Per-unit CO_2 emissions 〉 (Units: kg-CO_2/t)



〈 Impacts of risks and opportunities and countermeasures 〉

Scenario		Factor	Risk/Opportunity		Position in the value chain			Impact assessment
			Risk	Opportunity	Procurement	Operations	Products	
Below 2℃ (transitory)	Law or regulation	Increased operating costs due to the introduction of carbon pricing	○			○		↓↓↓ (Risk: large)
		Increased energy procurement costs due to the promotion of renewable energy use	○			○		↓↓ (Risk: medium)
	Market	Increased demand for scrap materials	○		○			↓↓↓ (Risk: large)
		Increased demand for high-grade scrap materials	○			○		↓↓ (Risk: medium)
	Product or service	Technological innovation leading to expanded use of secondary aluminium alloy ingots (recycled alloys)		○			○	↑↑ (Opportunity: medium)
		Expansion of the EV market		○			○	↑↑↑ (Opportunity: large)
			○				○	↓↓ (Risk: medium)
4℃ (physical)	Acute	Frequent occurrence of large-scale natural disasters due to intensifying abnormal weather	○			○		↓↓ (Risk: medium)
		Rise in average temperature	○			○		↓ (Risk: small)

〈 Monetary value of the financial impact of carbon tax, etc. 〉



Estimated cost of paying the carbon tax, etc., if the carbon tax is introduced *6

When no climate change measures are implemented by 2030	Approx. 3.9 billion yen
When the target of reducing CO_2 emissions by 30% is achieved by 2030	Approx. 3.4 billion yen

*6 The cost of paying carbon tax, etc., is estimated by converting the carbon price of USD 135 per ton from the IEA's World Energy Outlook 2023 into yen based on the current CO_2 emissions.

Impact on our business	Our countermeasures
• If carbon tax/emissions trading is introduced or the carbon price rises, there is a risk that the cost of paying carbon tax, etc., will increase in proportion to the amount of Scope 1 and 2 emissions from the manufacture of our products, putting pressure on our earnings. • To achieve decarbonization targets, investment costs for energy-saving equipment will increase.	• Continue energy conservation efforts to reduce carbon dioxide emissions in the production and distribution processes
• To achieve decarbonization targets, renewable energy procurement costs will increase. • To achieve decarbonization targets, fuel conversion-related costs will increase.	• Promote further shift to renewable energy in the production process Reduction of external procurement costs through the installation of solar power systems Purchase of cost-effective renewable energy plans (ecology plans) • Establish a stable renewable energy procurement system, including the exploration of new suppliers
• Higher recycling rates and the promotion of horizontal recycling will increase demand for scrap materials in Japan and overseas, which will lead to higher scrap procurement prices.	• Strengthen the scrap collection system by building a raw material supply chain • Strengthen the collection of scrap generated in customers' factories • Establish a collection-to-product recycling loop through collection rooted in local communities
• Costs for the upgrading process of scrap raw materials (removal of impurities and detoxification) will increase. • To enhance our sorting technology, investment costs for new equipment will increase.	• Increase the volume handled to reduce per-unit costs in the upgrading process • Promote and spread closed-loop recycling in cooperation with customers who aim to improve the recycling rate, and raise awareness of the recycling characteristics of aluminium as a resource-efficient material
• Higher recycling rates and the promotion of horizontal recycling will lead to a wider use of secondary aluminium alloy ingots (recycled alloys), which will increase their demand and sales.	• Strengthen the development of recycled alloys using recycled materials instead of primary aluminium • Adjust developed secondary aluminium alloys according to customer requests for commercialization • Approach and build connections with car and battery manufacturers in Japan and overseas
• Increase in the number of parts that use aluminium in place of steel, which accounts for 70% of the weight of car bodies, in order to reduce the weight, as well as environmental considerations, will increase demand for secondary aluminium alloys and expand the sales of alloys for car bodies.	• Collaborate with customers in EV fields to conduct research and technology development on secondary aluminium alloys for vehicle bodies • Approach and build connections with car and battery manufacturers in Japan and overseas
• Expansion of the EV market will lead to a decrease in demand for secondary aluminium alloys for internal combustion engines and a sales decline.	• Develop and sell new secondary aluminium alloy ingots that can be used for EV parts in addition to parts for conventional gasoline-powered vehicles
• Damage to buildings due to natural disasters caused by abnormal weather (typhoons, heavy rains, lightning strikes, etc.), as well as flooding, etc., will cause the shutdown of production bases and procurement delays due to logistics malfunctions, resulting in losses. In addition, the burden of repair costs for equipment damage and non-life insurance premiums will increase.	• Thoroughly formulate specific recovery plans that take into account the situations of disasters and continuously review and practice implementation • Strengthen BCP and establish systems for conducting alternative production at other bases
• The working environment at production bases will deteriorate due to high temperatures, which will reduce the production efficiency of workers and lower profitability. In addition, air conditioning costs will increase.	• Promote automation of production systems to reduce the physical burden on workers in hot environments

Environment

For conservation of the environment, resources, and energy, we carry out environmental management system activities and a variety of other efforts.

For detailed environmental measurement data and our initiatives, please see the detailed data at the website below.

URL https://www.dik-net.com/sustainability-report/

Environmental policy

Basic philosophy	**Contribution to global environmental conservation, resource, and energy conservation through recycling** Through our aluminium recycling and smelting business activities and provision of valuable products, we will contribute to the development of society and promote continuous improvement for the global environmental conservation.
Basic policies	1. To promote global environmental conservation activities, we will establish and operate an organization that can act on a company-wide basis. 2. We will accurately identify the environmental impacts of corporate activities, set environmental targets and action targets to the extent technologically and economically possible, and seek continuous improvement for the global environmental conservation. 3. In addition to compliance with environmental laws, regulations, accords, etc., we will establish our own standards and continuously work to achieve even higher targets. 4. In all business areas of the company, we will promote reduction of the use of hazardous materials, the conservation of resources and energy, and the reduction and recycling of waste. 5. We will provide environmental education to all employees and raise their environmental awareness to enhance their understanding of the environment and encourage them to actively participate in environmental activities. 6. We will conduct environmental audits to check our activities and work to maintain and improve our level of environmental management. 7. We will inform all employees of the progress of implementation of our environmental conservation activities and also publicly disclose it as required.

Environmental management structure

Each of our plants has established an environmental management structure as illustrated in the diagram on the right. At our company, each plant has received ISO 14001 certification, and each formulates a management plan for each year to carry out a variety of initiatives, such as the reduction of energy use and environmental impacts, environmental education for employees, and emergency response drills. The progress of the management plan is checked in monthly ISO (EMS*1) Committee meetings held at each plant, and new initiatives deemed necessary are considered. In addition to maintenance (every year) and renewal (every three years) audits performed by certification bodies, internal environmental audits*2 are implemented every year, and we carry out activities with the aim of creating an upward spiral in the environmental management structure of the entire Daiki Aluminium Group.

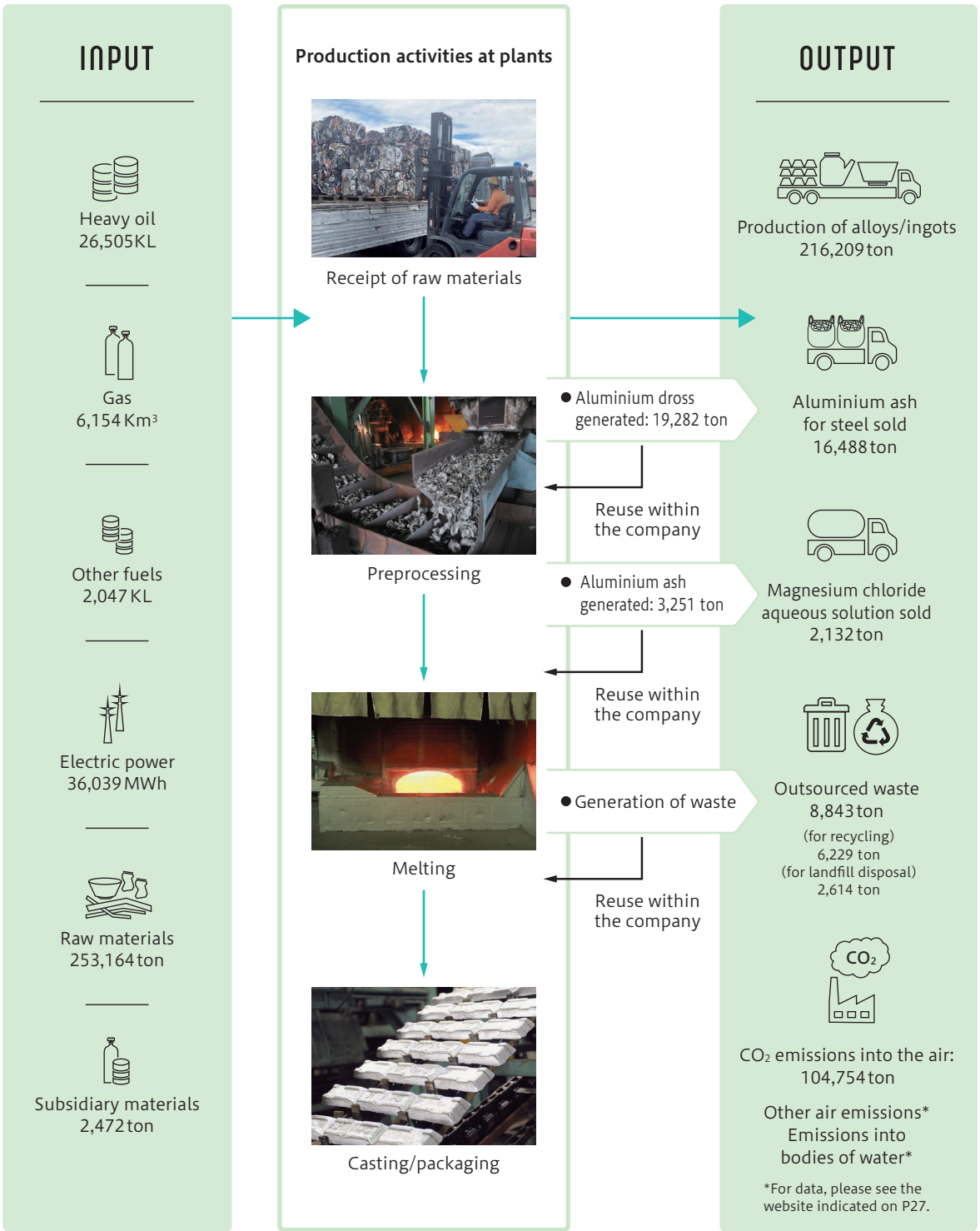
We will also implement activities for a further upward spiral this fiscal year.

*1 EMS: environmental management system
*2 Initiatives in which plants perform mutual checks of each other's facilities to identify problems

Environmental management structure

Flow of materials

In our production activities, we actively engage in activities to conserve the global environment, including the reduction of CO_2 emissions and the control of exhaust gas and wastewater. We also recycle waste to create new value.
(Sites included in the data: among our domestic bases, Kameyama Plant, Shiga Plant, Shinshiro Plant, Yuki Plant, and Shirakawa Plant)

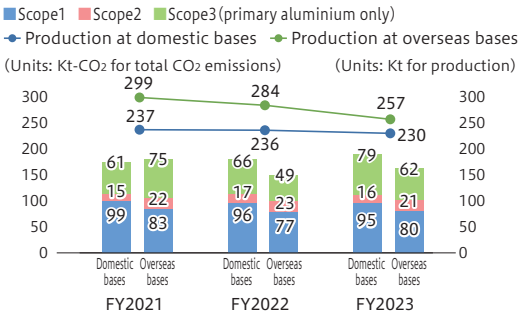


Environmental Performance

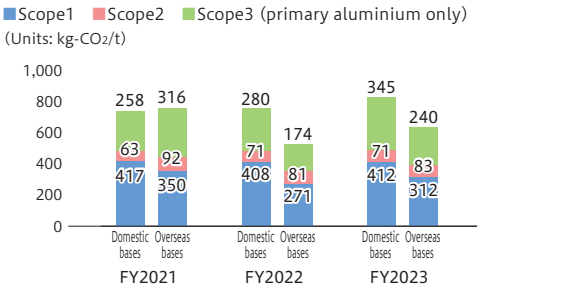
Pillar III Reduction of CO_2 emissions in production and distribution processes

We actively promote the reduction of energy consumption to make effective use of limited resources.
(Sites included in the data: domestic and overseas bases involved in the alloy business)

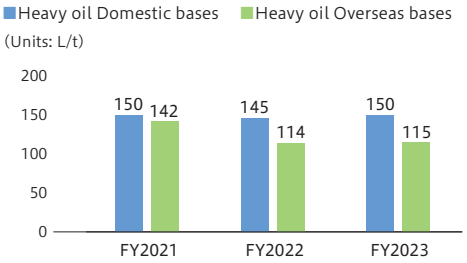
Total CO_2 emissions from production (Scope 1, 2, and 3)



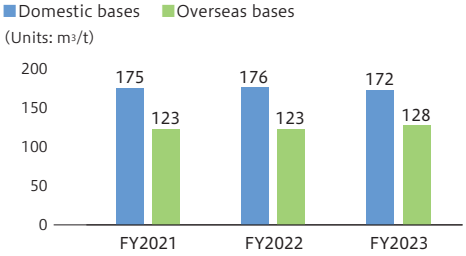
Per-unit CO_2 emissions of production by year (Scope 1, 2, and 3)



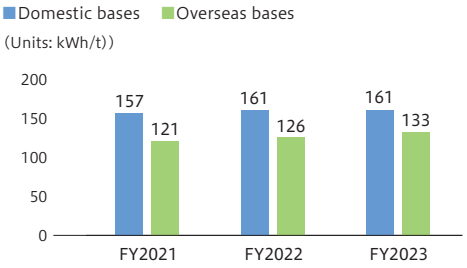
Heavy oil used per ton of production (Scope 1)



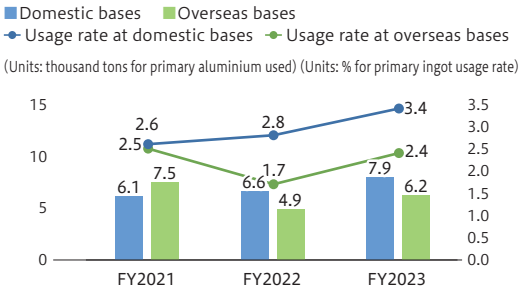
City gas and natural gas used per ton of production (Scope 1)



Power consumption per ton of production (Scope 2)



Primary aluminium used and primary ingot usage rate by year (Scope 3)



As measures to reduce CO_2 emissions, the DIK Group implements measures related to both production processes (Scope 1 and 2) and the raw materials used in them (Scope 3).

Our total CO_2 emissions from production increased by approximately 7.7% in fiscal 2023 compared with the previous year. This was mainly attributable to an increase in the use of primary aluminium due to market fluctuations. Furthermore, our per-unit CO_2 emissions from production increased by approximately 15.0% compared with the previous year. Although we have been promoting energy-conserving measures, such as the improvement of equipment and operations at each of our bases, per-unit CO_2 emissions grew due to the increase in the use of primary aluminium and, in particular, a decrease in our production volume at overseas bases.

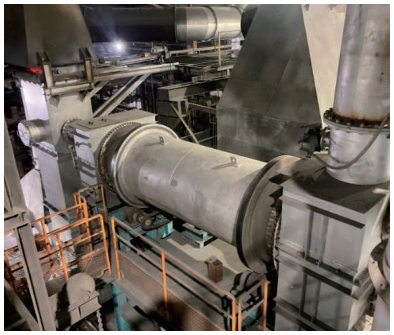
As a Scope 3 initiative, we are also focusing on the reduction of CO_2 emissions by reducing the use of primary aluminium. Large amounts of CO_2 are emitted during the smelting and transportation of primary aluminium (10 t-CO_2 per ton of primary aluminium), and reduction of their use greatly helps reduce CO_2 emissions on a global scale.

In fiscal 2023, although the use of primary aluminium increased from the previous year, it was reduced by 7,267 tons compared with our base fiscal year (fiscal 2019), leading to a reduction in CO_2 emissions of 72,667 t-CO_2. We will continuously work to reduce CO_2 emissions in all areas of Scope 1, 2, and 3.

Use of waste heat

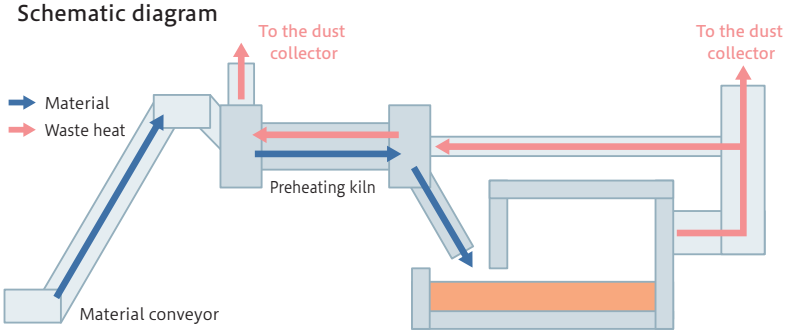
Approximately 30% of the heat used to melt aluminium is released as waste heat. While this waste heat was previously disposed of as it was, we have installed equipment at the Shirakawa Plant to preheat aluminium materials using it. This has enabled us to melt materials more efficiently, shortening the melting time per batch by approximately one hour and reducing heavy oil consumption by 325 liters per batch.

We will continue to make effective use of waste heat.



Material preheating equipment

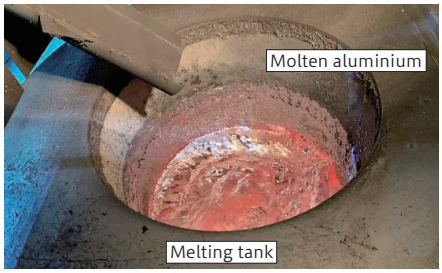
Schematic diagram



Permanent magnet type molten aluminium stirring device

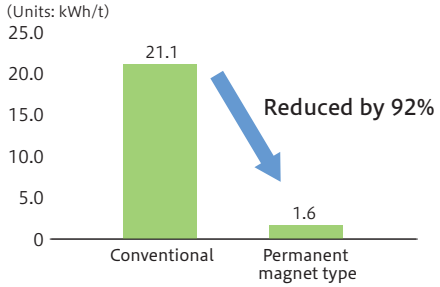
When feeding aluminium chips, one of the raw materials, into the melting furnace, we have previously used an electromagnetic type molten aluminium stirring device, which requires a lot of electricity. Now, we have introduced a new permanent magnet type stirring device at the Shirakawa Plant, and since the permanent magnet type consumes less electricity, the amount of electricity used has been reduced by 92%.

We are considering expansion of the use of the permanent magnet type stirring device to other plants in the future.

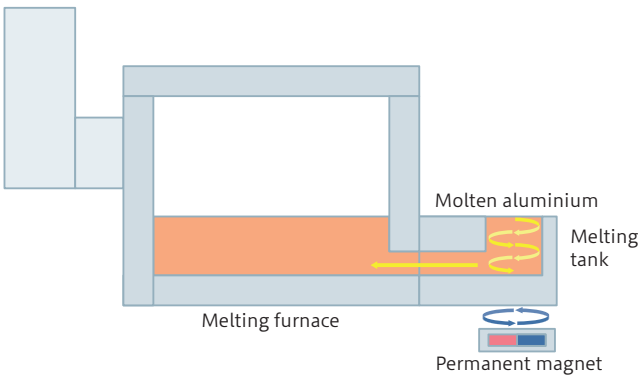


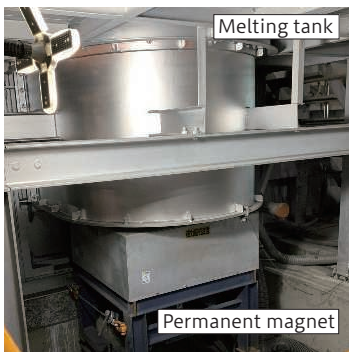
Permanent magnet type molten aluminium stirring device

Comparison of electricity consumption with the conventional device



Schematic diagram of a permanent magnet type molten aluminium stirring device





Pillar III Reduction of CO_2 emissions in production and distribution processes

Installation of solar panels

The DIK Group aims to actively use renewable energy and is promoting the installation of solar panels at bases in the Group. In fiscal 2023, we installed solar panels at six bases: Hokkaido Daiki Aluminium, Seishin (Thailand), DAT No. 2 Plant (Thailand), DAI (Indonesia), DAP (Philippines), and DAH (India). In particular, DAH installed a mega solar power system with a projected generation capacity of 1,380,000 kWh/year, resulting in total power generation of 3.503 million kWh in the Group within the past year and a reduction of 1,902 tons of CO_2 per year.

Mega solar power system at DAH (India) with a panel capacity of 1,977 kW

Status and plans for the installation of solar power systems in the DIK Group

Location	Domestic bases							Overseas bases								Total
	Seishin Seisakusyo	Shiga Plant	Yuki Plant	Shirakawa Plant	Technical Center	Hokkaido Daiki	Subtotal	Seishin (Thailand)	DAT No.1 Plant (Thailand)	DAT No.2 Plant (Thailand)	DAI (Indonesia)	DAP (Philippines)	DAH (India)	DAM (Malaysia)	Subtotal	
Date/ planned date of introduction	Dec. 2021	Nov. 2022	Mar. 2023	Jan. 2023	Dec. 2022	Nov. 2023		Oct. 2023	Aug. 2024	Nov. 2023	Oct. 2023	Feb. 2024	Oct. 2023	Under consideration		
Solar panel capacity (kW)	455	235	225	1,000	50	171	2,136	216	141	405	234	142	1,977	436	3,551	5,687
Estimated annual power generation (thousand kWh/year)	430	236	264	1,094	47	212	2,283	298	190	566	274	197	1,380	660	3,566	5,849
Actual annual power generation (thousand kWh/year)*Past year	467	254	286	1,190	45	49	2,291	266	—	145	115	22	664	—	1,212	3,503
Estimated annual reduction of CO_2 emissions (t-CO_2/year)	199	109	129	505	21	114	1,077	95	86	257	87	97	860	210	1,692	2,769
Actual annual reduction of CO_2 emissions (t-CO_2/year)*Past year	213	110	131	560	21	27	1,061	126	—	57	98	16	544	—	841	1,902
Amount of capital investment (thousand yen)	52,133	41,817	30,909	130,000	7,960	40,000	302,819	28,828	19,195	56,192	27,993	24,069	128,800	—	285,077	587,896

Regarding the installation of solar panels at our overseas bases, our installation plans for two countries, the Philippines (DAP) and Indonesia (DAI), have been adopted as JCM projects. The JCM credits received for greenhouse gas reductions in the Philippines and Indonesia will be used not only by the DIK Group but also in achieving the Nationally Determined Contributions (NDCs) of both countries as well as Japan.

The Joint Crediting Mechanism (JCM) is a system that contributes to reducing greenhouse gas emissions in mainly developing countries by providing them with low-carbon technologies and products and that bilaterally shares the outcomes between the participating countries.

DAP (Philippines)

DAI (Indonesia)

Prevention of the corrosion of dust collection equipment

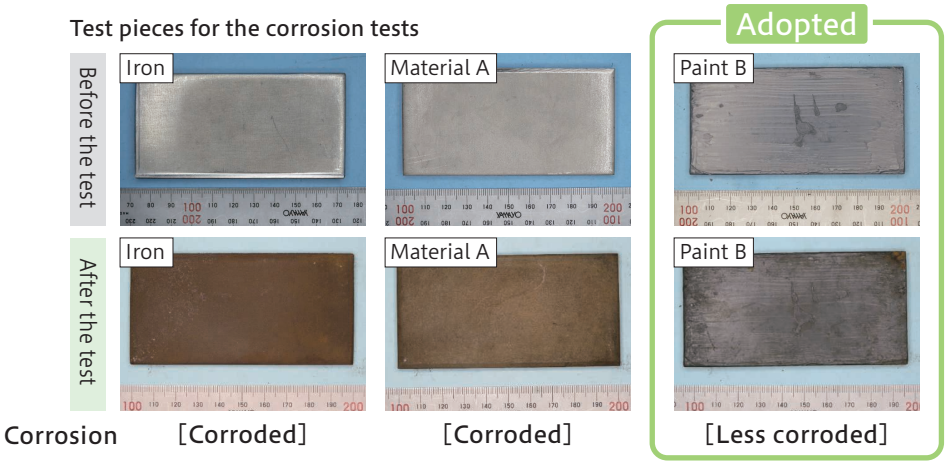
A dust collector removes dust from the smoke generated by melting furnaces and releases clean air into the atmosphere. Corrosion of the dust collector or the ducts to which it is connected can cause holes to open and reduce the dust collection capacity, leading to increased power consumption and deterioration of the work environment. To prevent corrosion of the dust collector and ducts, we conducted corrosion tests using various materials and paints to find materials with high corrosion resistance.

The paint that showed particularly good results in the corrosion tests is being deployed to our bases and is being applied to the inner surfaces of ducts and dust collectors. This will extend the life of the dust collection equipment and contribute to maintaining the work environment and reducing power consumption.

Painting of inner surfaces

Duct　　Dust collector

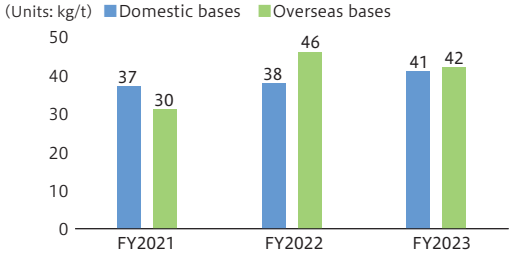
Test pieces for the corrosion tests



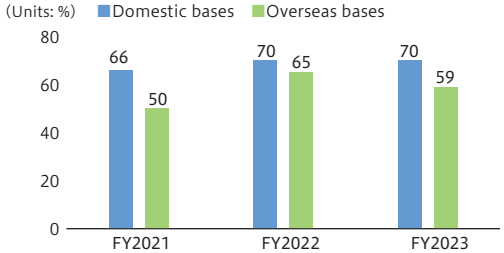
Pillar III Elimination of waste generated in the manufacturing process

Improvement of the waste recycling rate

Per-unit amount of waste generated



Waste recycling rate



The DIK Group (in Japan and overseas) takes measures to reduce the waste generated from plants, including reduction of the volume and reuse of the dust collected from dust collectors within the company, recycling of aluminium dross (as a deoxidizer for steel, etc.), and recovery of magnesium chloride from ash generated in aluminium refining processes.

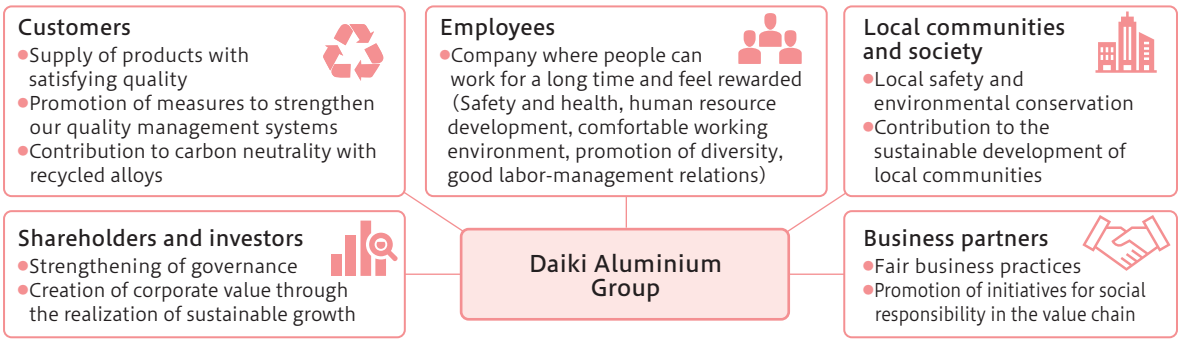
In addition, even when outsourcing waste disposal, we strive to increase the waste recycling rate by preferentially discharging waste to destinations that lead to 100% recycling after treatment and aim to reduce landfill waste to zero by fiscal 2030.

*The handling of waste at overseas bases is in line with the handling of waste items in Japan.

Society

Engaging in dialogue with all stakeholders and building relationships of trust with society, we will contribute to the realization of a sustainable society through our business activities.

Stakeholder engagement



Approach to human rights

Human Rights Declaration

To respect the human rights of all stakeholders affected by the Group's business activities, we established a Human Rights Policy in July 2023 to promote initiatives to respect human rights throughout the DIK Group.

Daiki Aluminium Industry Group Human Rights Policy

The Daiki Aluminium Industry Group supports and respects international standards on human rights, including the International Bill of Human Rights (United Nations), International Labour Organization Declaration on Fundamental Principles and Rights at Work, and Guiding Principles on Business and Human Rights (United Nations). Furthermore, we understand that the human rights of all stakeholders affected by our business activities must be respected, and in addition to promoting initiatives to respect human rights throughout the DIK Group, we have established this policy and shall fulfill our social responsibilities as a company.

1. Scope of application
2. Respect of human rights
3. Compliance with applicable laws
4. Education
5. Human rights due diligence
6. Engagement

Respect for human rights

Based on code of ethics, we recognize that respect for human rights is an important social responsibility that we must fulfill, and we will act in accordance with the following action guidelines.

<Prohibition of discrimination>

Officers and Employees, etc., of the Group shall respect human rights and shall not engage in discrimination or harassment of any kind based on nationality, race, ethnicity, gender, age, religion, creed, social status, or disabilities, etc.

- The DIK Group is committed to gender parity and women's empowerment.
- The DIK Group respects the rights and interests of indigenous peoples.
- The DIK Group guarantees freedom of association and the right to collective bargaining.
- The DIK Group does not permit child labour or forced labour.
- The DIK Group does not permit violence or harassment for any reason.

<Equal employment opportunities and comfortable working environments>

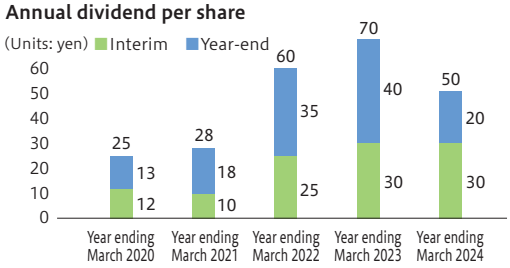
Officers and Employees, etc., of the Group shall ensure equal employment opportunities and maintain healthy and comfortable working environments.

Initiatives for shareholders and investors

Based on our solid and sound management system, we disclose our business and financial conditions and results in a timely and proper manner to realize corporate accountability.

We aim to maintain the long-term stability of dividends as a basic policy for shareholder returns.

Annual dividend per share



Initiatives for employees

Pillar V Promotion of diversity

Initiatives for diversity

We actively and continuously recruit and promote diverse human resources. While we are working on the promotion of glocalization and diversity as materiality issues in our mid-term management plan, we recognize that the ratios of women and non-Japanese employees among our core personnel are insufficient. We will therefore strive to develop human resources and improve the internal environment to increase their ratios.

As of March 31, 2024

Basic data (staff)		Male	Female	Total
Non-consolidated	All employees	281	36	317
	Management staff only	31	3	34
Consolidated	All employees	921	344	1,265
	Management staff only	124	20	144

<Reemployment system>

We have introduced a system to reemploy retired employees who wish to continue working, until they reach the age of 65 in principle. As of March 31, 2024, 21 people have been reemployed, accounting for approximately 5% of all employees.

<Intragroup transfer system>

We accept intragroup transferees with high levels of expertise from Thailand, Indonesia, the Philippines, and Vietnam at our plants in Japan and strive to promote exchanges. As of March 31, 2024, there have been 82 intragroup transferees in total.

Initiatives for human resource development

We are working on the development and effective use of human resources as a materiality issue set in our medium-term management plan. To make more effective use of them in the future, we will strive to improve our human resource development and internal environments.

Training results and future plan (non-consolidated)

	FY2021 (results)	FY2022 (results)	FY2023 (results)	FY2024 (results)
Total time (hours)	1,500	6,000	6,500	5,300
Position-based training	—	3,700	4,300	2,600
Others (including language and compliance training)	1,500	2,300	2,200	2,700
Total cost (units: 10,000 yen)	650	2,350	2,860	2,500
Position-based training	—	1,500	2,030	1,400
Others (including language and compliance training)	650	850	830	1,100

<Compliance training>

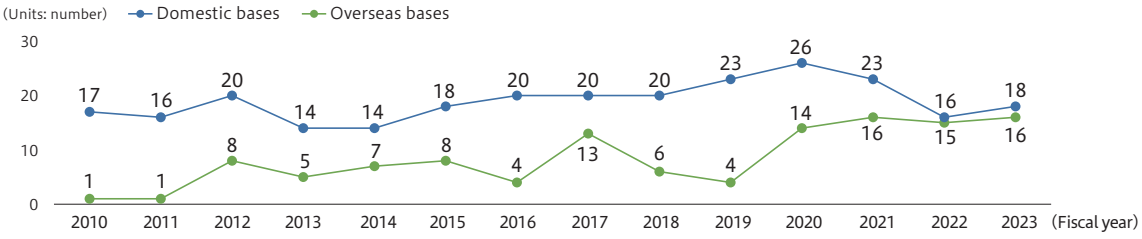
As in the case of position-based training, this training was launched in fiscal 2022 with the aim of improving and establishing awareness about compliance among all employees. While the themes listed below are often covered in compliance training, we provided training on copyrights and patent rights in fiscal 2023. In the next fiscal year onward, we will continue to provide training covering each of the themes below.

(1) Harassment
(2) Information security
(3) Copyrights/patent rights
(4) Subcontract Act
(5) Whistleblowing system
(6) Insider trading
(7) Corporate governance
(8) Internal controls

Pillar V Development of safe working environments and prevention of occupational accidents

Safety and health, comfortable working environments, and occupational accidents

Occupational accidents by year (accidents with lost workdays or more serious outcomes + accidents without lost workdays)



The DIK Group continues to carry out activities for the creation of safe working environments, such as company-wide safety patrols (with participants also from other factories and non-factory bases) and remote patrols jointly conducted by overseas bases. In fiscal 2023, there were 18 occupational accidents at domestic bases (8 accidents with lost workdays or more serious outcomes and 10 accidents without lost workdays) and 16 occupational accidents at overseas bases (7 accidents with lost workdays or more serious outcomes and 9 accidents without lost workdays), resulting in the number of total occupational accidents increasing to 34 compared with the previous year. Although we were unable to reduce the number of occupational accidents to 0, which is our target, we will strive to prevent accidents and disasters by continuously promoting safety measures for equipment.

Reinforcement of safety measures (review of safety covers)

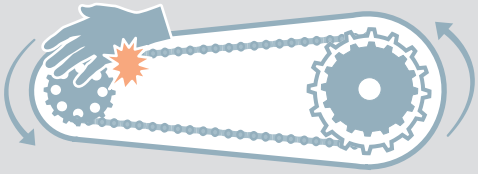
As one of our safety initiatives, we have reviewed the safety covers for equipment in our plants.

While the structure of the safety covers conventionally installed for each piece of equipment have provided high safety from the front, that of the back side has been open, leaving a risk of getting caught. In order to eliminate that risk, we have decided to uniformly make it a factory rule this fiscal year to replace the covers with fully enclosed covers that prevent hands from entering from the back side, and we are sequentially working on improvements.

〈 Conventional safety cover 〉

Front side

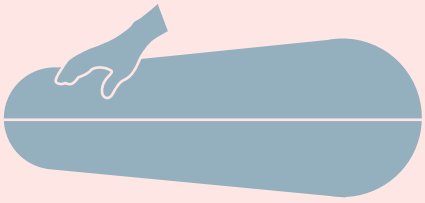
Back side



The structure allowed hands to enter through the opening on the back (causing a risk of getting caught)

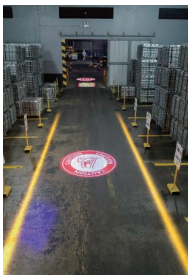
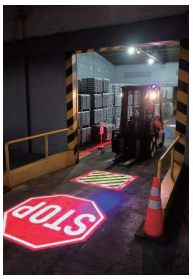
〈 Safety cover after replacement 〉

Back side (fully enclosed cover)



The structure prevents hands from entering (causing no risk of getting caught)

Safety and health, comfortable working environment, and introduction of a virtual sign projector (safety measure in product warehouse)

As one of our safety initiatives, we have introduced a new virtual sign projector to display stop signs and pedestrian zones in the DAP (Philippines) product warehouse. While paint used to be applied directly to the ground, virtual signs are now projected from a projector attached to the ceiling. Previously, the painted signs were subject to smudging and peeling due to vehicle traffic, resulting in reduced visibility and the need to repaint the signs each time this occurred. The introduction of virtual signs has improved the above problems. We plan to expand the use of virtual signs to the entire Group in the future.

Initiatives for customers

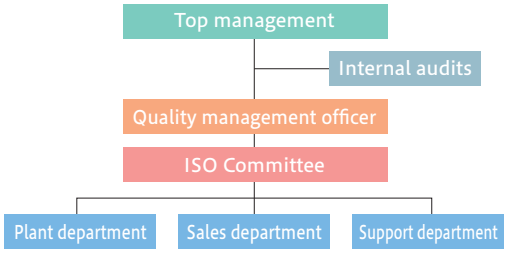
Basic approach to quality

Better products and services at better prices, a management policy of our company, is our basic stance. To ensure the quality of our products and services (safety, suitability, and reliability) as required, we have established a quality management system committee in each base and conduct quality control according to international certification.

Basic policies

- Aiming to improve customer satisfaction, we will pursue quality and cost performance and earn the trust of customers while improving the quality of all aspects of our work and continuously providing products and services that appeal to customers.
- We will continue to pay the utmost attention to harmony with society from the perspective of the global environment.
- We will enhance our organizational vitality and eliminate stagnation in all aspects through the activation of our employees.

Quality management structure



Initiatives for suppliers

Basic Policy for Responsible Procurement

Since March 2024, we have been conducting supplier surveys based on the Daiki Aluminium Industry Group Basic Policy for Responsible Procurement. Based on the basic principles of the policy, we will identify issues in each aspect, including social norms, the environment, and human rights, and share the issues with our suppliers to work together to address them.

Daiki Aluminium Industry Group Basic Policy for Responsible Procurement

In all business activities, the Daiki Aluminium Industry Group shall take into consideration compliance with laws and social norms for the supply chain as a whole, conservation of the environment and resources, and respect for human rights and shall promote fair and equitable procurement activities. Furthermore, we shall fulfill our social responsibilities as a sustainable company together with our suppliers and other business partners while building mutual trust with them.

1. Compliance with laws and social norms
2. Human rights and labor
3. Environment
4. Responsible procurement of minerals
5. Cooperation with business partners
6. Raising awareness of this Basic Policy
7. Review of this Basic Policy

Initiatives for local communities and society

Pillar IV Interaction with surrounding areas and contribution to them

CSR activities of the DIK Group

The DIK Group carries out a variety of CSR activities at its bases in Japan and overseas to expand the circle of its social contribution activities.

As an organization that promotes CSR activities, we have established a CSR Subcommittee under our Sustainability Committee to further promote social contribution activities in the DIK Group.

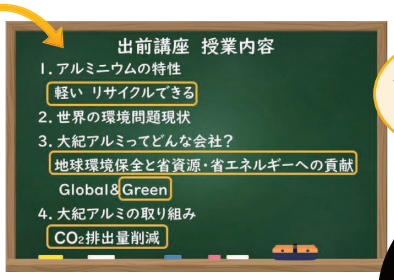
<Educational activities>

From September to December 2023, we held on-site classes at elementary schools and junior high schools in Osaka Prefecture on the themes of SDGs and aluminium recycling.

We also participated in the Waku Waku Doki Doki SDGs Junior Project, an event for Expo 2025 Osaka, Kansai, and in the SDGs Junior Forum hosted by the Osaka Prefectural Board of Education in February 2024, a representative of the Sakai Municipal Tsukuno Junior High School students who attended our on-site class gave a presentation on an idea that utilizes the characteristics of aluminium for a better society, with our company as the theme.

In regard to our Group's overseas bases, Daiki Aluminium Industry (Malaysia) Sdn. Bhd. conducted awareness-raising activities about aluminium recycling at a children's home.

In addition, with the COVID-19 pandemic under control, we have resumed the acceptance of field trips to our bases and tours of our plants.



On-site class (Japan)

Theme
– Future created by aluminium
Windmills and lightning rods made of aluminium

SDGs Junior Forum (Japan)

≪SDGs Junior Forum≫
This forum aims to help students understand SDGs more deeply and develop the ability to think independently and act on their own initiative to realize a sustainable society, and participating junior high school students give presentations on ideas that will light up our lives.

Recycling awareness-raising activities (Malaysia)

Plant tour (Japan)

Field tour to the Technical Center (Japan)

<Environmental conservation activities>

As in the previous year, our employees and their families participated in a Yodo River system cleanup event in March 2024 to clean the right bank of the Yodo River.

In addition, employees of Daiki Om Aluminium Industry (Philippines), Inc. participate in the cleanup of riverbanks on a regular basis.

Cleanup of the right bank of the Yodo River (Japan)

Regular cleanup activities (Philippines)

<Social contribution activities>

Daiki International Trading Corporation (USA) participated in food bank activities to help resolve the issues of food waste and poverty. In its food bank activities, food that is safe to eat but would be discarded due to excess stock and other reasons is collected and provided to welfare facilities, etc., for free. It also donated $2,000 to the Los Angeles Regional Food Bank in California, a support organization, and worked on packing groceries into boxes.

Daiki Om Aluminium Industry (Philippines), Inc. participated in the Brigada Eskwela initiative led by the Philippine Department of Education, in which stationery, school bags, and other items necessary for going to school are donated to children in nearby schools who cannot afford to buy them for financial reasons, and donated school supplies to Maragondon National High School in Cavite Province.

Food bank (US)

Educational support (Philippines)

<Activities to contribute to local communities>

In July 2023, Daiki Aluminium Industry India Pvt., Ltd. constructed new classrooms and lavatories at an elementary school in Sri City Industrial Park, where its plant is located.

Meanwhile, as continuous initiatives, PT. Daiki Aluminium Industry Indonesia donates to children's homes, while Daiki Aluminium Industry (Thailand) Co., Ltd. participates in International Children's Day and donates stationery and sports equipment to nearby schools.

Tokyo Aluminium Center Co., Ltd. contributes to the local community and deepens exchanges through its ongoing activities to collect aluminium cans at nearby elementary schools.

Construction of new classrooms and lavatories (India)

Donation to a Children's home (Indonesia)

Collection of aluminium cans at an elementary school (Japan)

The elementary school purchased flower beds with the money received for selling the collected aluminium cans.

International Children's Day (Thailand)

Corporate governance

To achieve sustainable growth and improve corporate value, we will establish a solid and sound management structure and work to strengthen governance.

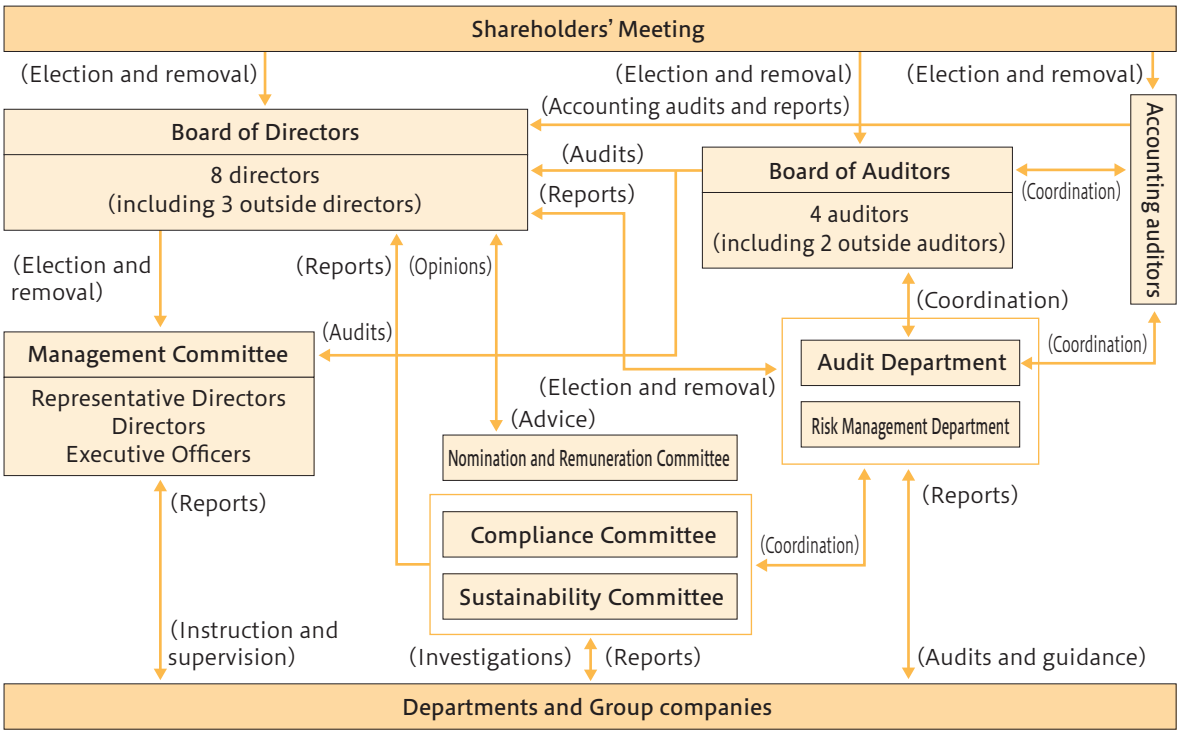
Initiatives for corporate governance

Pillar I Solid and sound management structure

We consider the strengthening of corporate governance to be the most important challenge for business development based on sound corporate management. While striving to establish a well-balanced management structure and strengthen auditing functions, we will make prompt and appropriate management decisions and strive to ensure highly fair and transparent management and execution of business through measures based on compliance (legal compliance).

Structure

As of June 30, 2024



Board of Directors

Our Board of Directors consists of eight directors, three of whom are independent outside directors as required by the rules of the Tokyo Stock Exchange. The outside directors add the perspectives of third parties with a broad range of experience, deep insight and expertise to enhance the fairness and transparency of management. Furthermore, for the election and removal of directors and the determination of officer remuneration, the Nomination and Remuneration Committee, the majority of the members of which are independent outside directors, deliberates and submits opinions.

To clearly separate decision-making and supervisory functions for management from business execution functions, we have also adopted an executive officer system, and we are working to revitalize the Board of Directors and improve the functionality of business execution.

Board of Auditors

Daiki Aluminium has adopted a corporate auditor system. The Board of Auditors consists of four members, two of whom are outside auditors. For management audit functions, we have added internal audit functions of the Audit Department to the audits performed by auditors and accounting auditors. From the perspective of corporate governance, we also conduct adequacy audits, in addition to audits of compliance with laws and regulations related to decision-making for management and business execution, to enhance audit functions.

Skill matrix for directors

The expertise, experience, and skills of each director are listed to effectively and efficiently demonstrate the functions of the Board of Directors.

Name	Responsibility and important concurrent positions	Skills							Independence (outside directors only)
		Corporate management Management strategy	Industry knowledge	Technology and innovation	Risk management Compliance Internal control	Financial accounting	Global	ESG Social contribution	
Takaaki Yamamoto	Chairman & Representative Director	●	●		●	●	●	●	
Shigenori Hayashi	President, Representative Director & Executive Officer	●	●		●		●	●	
Kazushi Goto	Director & Senior Managing Executive Officer in charge of Overseas Business Coordination Department	●	●	●	●		●	●	
Masao Yamaoka	Director & Managing Executive Officer, General Manager of Technical Center	●	●	●	●		●	●	
Masao Montani	Director & Managing Executive Officer, General Manager of Overseas Business Coordination Department	●	●	●	●		●	●	
Morihiko Tatsuno	Director				●		●	●	●
Eishi Isogai	Director				●	●		●	●
Kenji Tani	Director	●	●		●		●	●	●

Committees

<Compliance Committee>

Chaired by the president, the Compliance Committee deliberates on the development of compliance systems and maintenance and improvement of their effectiveness and reports and makes recommendations to the Board of Directors on discussions, decisions, and progress four times a year in principle.

<Sustainability Committee>

Chaired by the president, the Sustainability Committee formulates basic policies on sustainability, deliberates on issues like the formulation of strategies and plans and the setting of indicators to be achieved, and monitors the status of initiatives while also reporting and making recommendations to the Board of Directors.

Business continuity planning (BCP)

We hold a disaster prevention task force meeting based on business continuity planning (BCP) every month and improve, operate, and review the initiatives. In addition to regular meetings and drills, we implement measures related to business continuity planning.

Business continuity planning (BCP) policies

1. Giving top priority to saving human lives, we will quickly evacuate people, implement initial responses, and prevent secondary disasters.
2. Through swift recovery of our business, we will fulfill our delivery commitments to customers and maintain business with suppliers.
3. We will establish systems and procedures to realize 1. and 2. above, determine measures, and take action.
   (1) We will clarify bottlenecks by identifying important resources and the number of days needed for each business to recover.
   (2) We will develop mitigation and alternative measures and provide education and training to ensure head office functions.
   (3) We will conduct surveys, take countermeasures, and make improvements for disaster mitigation and initial responses.
   (4) We will clarify the division of responsibility and procedures for initial responses and familiarize ourselves with responses through training.
4. We will disseminate information on business continuity activities through the development of manuals, materials, and information as well as through education and training.

Main BCP activities in fiscal 2023

Regular meetings and drills

Disaster prevention task force meetings	12 times/year
Safety confirmation drills	3 times/year (July and October 2023 and January 2024)
Company-wide BCP drills	1 time/year (December 2023)

Measures taken

Setting of the authorized operators of breakers at Head Office	March 2023
Installation of lightning barriers at Kameyama Plant	May 2023
Addition of fire detection sensors at Shirakawa Plant	May 2023
Disaster homepage response drill	August 2023
Migration of systems to cloud servers	October 2023
Review of the expected recovery period at each base	December 2023

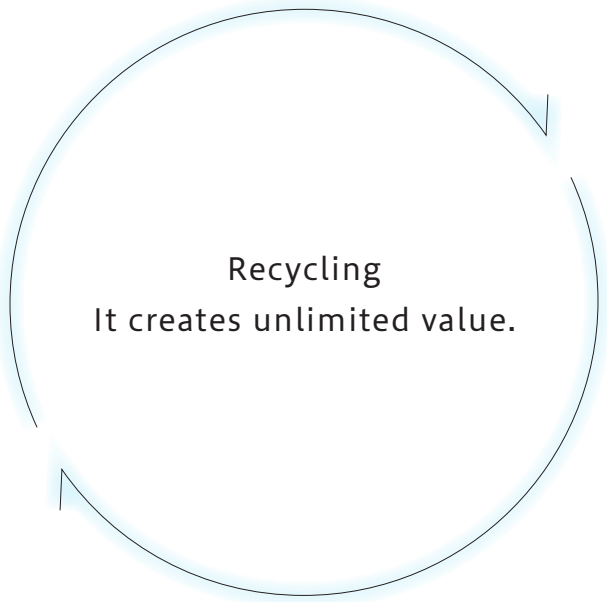
Main Consolidated Financial Data for 10 Years

Daiki Aluminium Industry Co., Ltd. and its subsidiaries

FY ended Mar 31		88th term Fiscal year ended March 2015	89th term Fiscal year ended March 2016	90th term Fiscal year ended March 2017	91st term Fiscal year ended March 2018
Operating results					
Net sales	(million yen)	165,286	157,088	150,809	185,586
Operating profit	(million yen)	3,028	3,684	4,730	6,861
Ordinary profit	(million yen)	2,928	3,088	4,684	6,598
Profit attributable to owners of parent	(million yen)	2,175	2,298	3,136	4,490
Financial conditions					
Total assets	(million yen)	79,472	70,091	76,790	94,832
Net assets	(million yen)	23,296	24,198	26,822	31,669
Interest-bearing debt	(million yen)	43,824	33,827	36,172	48,164
Equity ratio	(%)	29.0	34.1	34.6	32.9
Return on equity	(%)	10.1	9.7	12.4	15.5
Cash flow					
Cash flow from operating activities	(million yen)	(4,244)	13,823	(393)	(5,672)
Cash flow from investing activities	(million yen)	(1,874)	(1,851)	(2,283)	(3,505)
Cash flow from financing activities	(million yen)	6,312	(11,001)	2,208	10,339
Cash and cash equivalents	(million yen)	3,747	4,597	4,072	5,557
Capital investment and depreciation expenses					
Capital investments	(million yen)	2,749	2,104	2,757	3,940
Depreciation	(million yen)	1,561	1,682	1,739	1,942
Per share status					
Net assets per share	(yen)	556	577	640	752
Basic earnings per share	(yen)	52	55	75	108
Dividends per share	(yen)	8	10	14	18
Other					
Dividends payout ratio	(%)	15.2	18.0	18.4	16.6
Number of employees	(persons)	709	821	859	970
Highest stock price	(yen)	355	465	563	965
Lowest stock price	(yen)	233	228	250	443
Total number of issued shares	(thousand shares)	43,629	43,629	43,629	43,629
Number of consolidated subsidiaries	(companies)	11	11	11	12

Notes 1. All information is presented on a consolidated basis.
2. The stated amounts are rounded down to the nearest million yen.
3. The total amount of dividends for each business year consists of interim dividends and year-end dividends.

92nd term Fiscal year ended March 2019	93rd term Fiscal year ended March 2020	94th term Fiscal year ended March 2021	95th term Fiscal year ended March 2022	96th term Fiscal year ended March 2023	97th term Fiscal year ended March 2024
196,749	159,079	139,194	236,056	273,033	262,671
8,111	7,719	9,245	20,376	13,744	4,619
7,125	7,723	9,046	20,665	13,890	4,167
5,058	5,586	6,142	14,880	9,726	3,244
90,802	83,234	97,567	141,616	133,215	138,679
34,516	38,691	43,785	58,505	68,370	72,062
41,486	31,339	37,967	58,703	42,064	48,119
37.4	45.8	44.1	40.6	50.6	51.3
15.5	15.4	15.1	29.5	15.5	4.6
12,058	20,241	(4,521)	(15,621)	26,165	2,800
(4,560)	(5,929)	(4,972)	(3,417)	(4,580)	(3,643)
(7,768)	(11,146)	6,219	17,912	(21,660)	2,222
5,244	9,177	5,702	4,779	4,869	6,290
3,491	6,746	3,946	3,813	4,561	4,544
2,361	2,713	2,901	3,196	3,493	3,685
834	941	1,063	1,421	1,665	1,758
122	137	151	367	240	80
25	25	28	60	70	50
20.4	18.1	18.4	16.3	29.1	62.4
1,031	1,136	1,187	1,239	1,221	1,265
837	823	1,157	2,045	1,614	1,584
482	445	460	947	1,137	1,127
43,629	43,629	43,629	43,629	43,629	43,629
12	13	13	13	13	13



Daiki Aluminium Industry Co., Ltd.

Daiki Aluminium Website
https://www.dik-net.com/

If you have any feedback or comments about this Sustainability Report,
please send them to us via the contact form at the address below.
https://www.dik-net.com/contact/contact_form7/

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