

Supplemental Materials for the Second Quarter (Interim Period) of the Fiscal Year Ending March 31, 2025

TRE HOLDINGS CORPORATION

(Code: 9247, Prime Market, Tokyo Stock Exchange)

Committed to the conservation of the global environment



TRE HOLDINGS

November 14, 2024

Summary of Consolidated Results: FY03/25 Interim Results	P3
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Full-year Earnings Forecast Revisions and Shareholder Dividends	P4
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FY03/25 Interim Results	P5
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- ✓ Market Environment for Construction Waste
- ✓ Market Environment for Resource Recycling
- ✓ Net Sales, Operating Profit, and Operating Profit Margin by Segment
- ✓ Analysis of Change in Net Sales by Segment (vs. FY03/24 Interim Results)
- ✓ Analysis of Change in Operating Profit by Segment (vs. FY03/24 Interim Results)
- ✓ Net Sales and Operating Profit Trends
- ✓ Full-year Earnings Forecast Revisions (by Segment)
- ✓ Cash Flows
- ✓ Capital Expenditures, Depreciation and Amortization of Goodwill

TOPICS	P15
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- ✓ Status of Response to the 2024 Noto Peninsula Earthquake
- ✓ Status of Monzen Clean Park Controlled Final Landfill Site and Hokuriku Environmental Services
- ✓ Latest Information on the Renewable Energy Business
- ✓ Latest Information on the REVER CORPORATION Mibu Plant and Resource Price Impacts

APPENDIX	P20
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- ✓ Corporate Philosophy
- ✓ Reason for Establishment
- ✓ Company Profile
- ✓ Market Environment and Group Positioning
- ✓ Business Description
- ✓ Efficient Recycling and Carbon-Neutral Society Initiatives
- ✓ Second Medium-Term Business Plan Outline
- ✓ Raising Recycling Efficiency
- ✓ Solidifying Management Foundation
- ✓ Government information on the response to the 2024 Noto Peninsula Earthquake

Summary of Consolidated Results: FY03/25 Interim Results

(millions of yen)

	FY03/24 Interim Results	FY03/25			
		Interim		Revised full-year forecast	
		Results	YoY		Progress
Net sales	44,490	53,671	+20.6%	102,000	52.6%
Operating profit	3,167	6,896	+117.7%	12,000	57.5%
Ordinary profit	3,166	6,722	+112.3%	11,600	57.9%
Profit attributable to owners of parent	2,007	4,357	+117.1%	6,900	63.1%

Sales and profits increased YoY during the interim period.

Sales and profit growth were driven by various factors. In the Waste Treatment & Recycling business, large-scale projects in the Tokyo metropolitan area progressed steadily, while recovery and reconstruction support projects associated with the 2024 Noto Peninsula Earthquake advanced. In the Resource Recycling business, strong intake of waste home appliances in Q1, along with thorough recycling efforts and high non-ferrous metal prices, also contributed.

Full-year Earnings Forecast Revisions and Shareholder Dividends

(millions of yen)

	Initial full-year forecast (Note 1)	Revised full-year forecast	Change	
			(amount)	(percentage)
Net sales	99,000	102,000	3,000	+3.0%
Operating profit	8,300	12,000	3,700	+44.6%
Ordinary profit	7,900	11,600	3,700	+46.8%
Profit attributable to owners of parent	5,100	6,900	1,800	+35.3%

	Initial forecast	Revised forecast
Dividend per Share (annual)	JPY 40.0	JPY 40.0
Earnings per share (EPS)	JPY 99.29	JPY 135.44

Note 1: We anticipated the recovery support project for the Noto Peninsula Earthquake, which occurred on January 1, 2024, would commence fully from Q2 onward. However, due to the difficulty in predicting the increase in handling volume, we did not include it in the full-year forecast announced at the beginning of FY03/25.

In consideration of progress on recovery and reconstruction support projects associated with the 2024 Noto Peninsula Earthquake, we **revised upward the full-year forecast.**

With regard to the dividend forecast, in light of additional construction work caused by Noto Peninsula earthquake recovery projects and share buybacks (800,000 shares for JPY1,329 million) implemented in September 2024, **the annual dividend forecast of JPY40 per share will remain unchanged.**

FY03/25 Interim Results

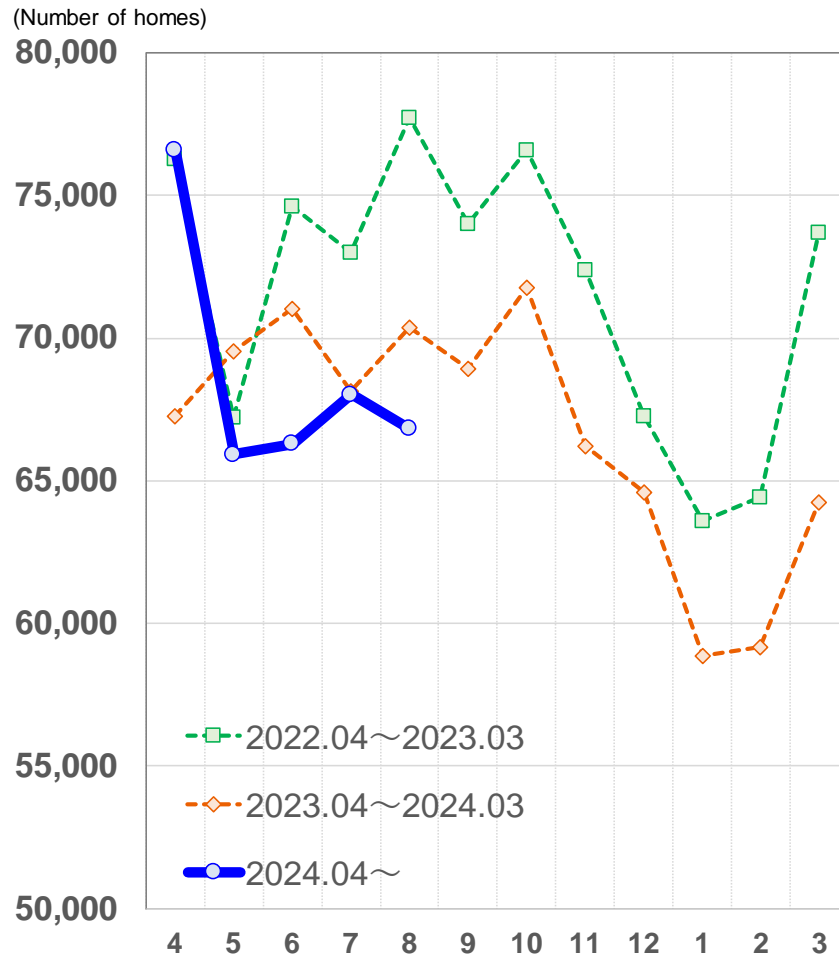


WX
Waste
Transformation



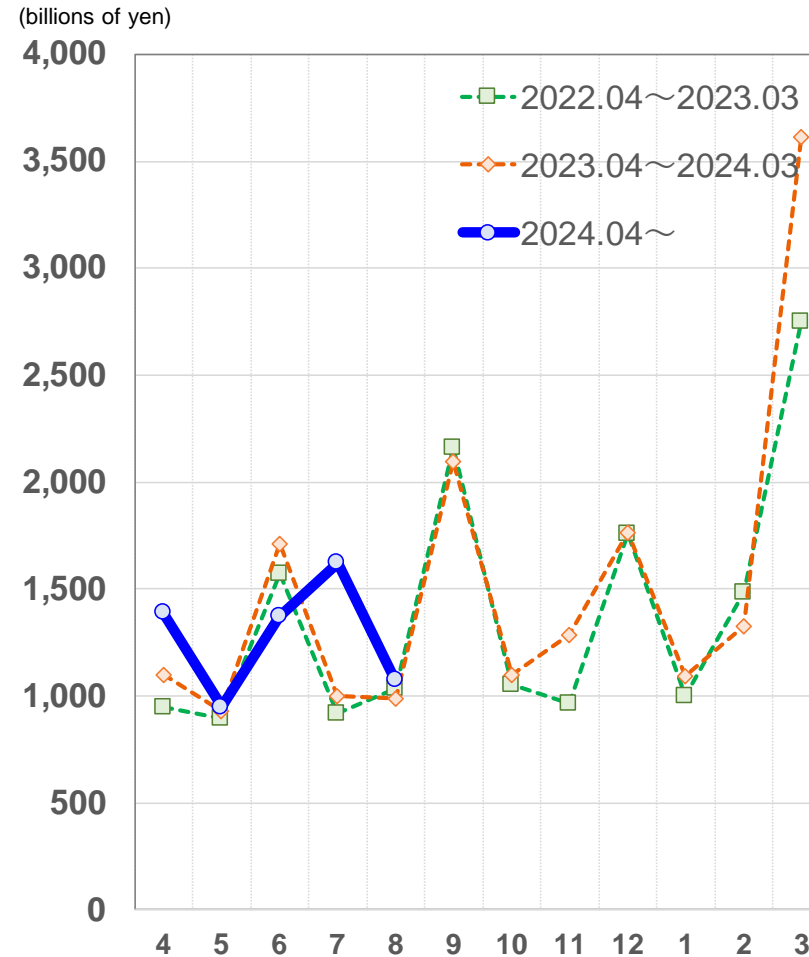
 **TRE HOLDINGS**

■ Number of new housing starts



- In April, housing starts increased 13.9% YoY, turning positive for the first time in 11 months. However, since May, it has continued to decline YoY for four consecutive months. This suggests declining consumer sentiment due to rising prices.

■ Construction orders (50 largest companies)



- Due to rising construction unit costs driven by inflation, construction orders from April to August rose 11.9% YoY.

(Graph data source: Ministry of Land, Infrastructure, Transport and Tourism)

■ Long-term trends in construction waste

- ◆ Construction waste accounts for approximately 20% of all industrial waste (approximately 400 million tons), both in terms of volume generated and final disposal.
- ◆ Appropriate sorting and treatment procedures are necessary for building materials containing harmful substances such as asbestos.
- ◆ The social infrastructure developed during Japan's period of rapid economic growth is aging, and maintenance and management costs are expected to increase 1.2-fold in 10 years.
- ◆ In recent years, earthquakes, typhoons, torrential rains, and other disasters have become more frequent and more severe, and a large amount of disaster-related waste is generated, which affects the construction recycling field.
- ◆ We must remain aware of the declining number of construction starts due to rising construction material prices, the increase in construction holidays due to workstyle reforms, and extended construction schedules due to labor shortages.

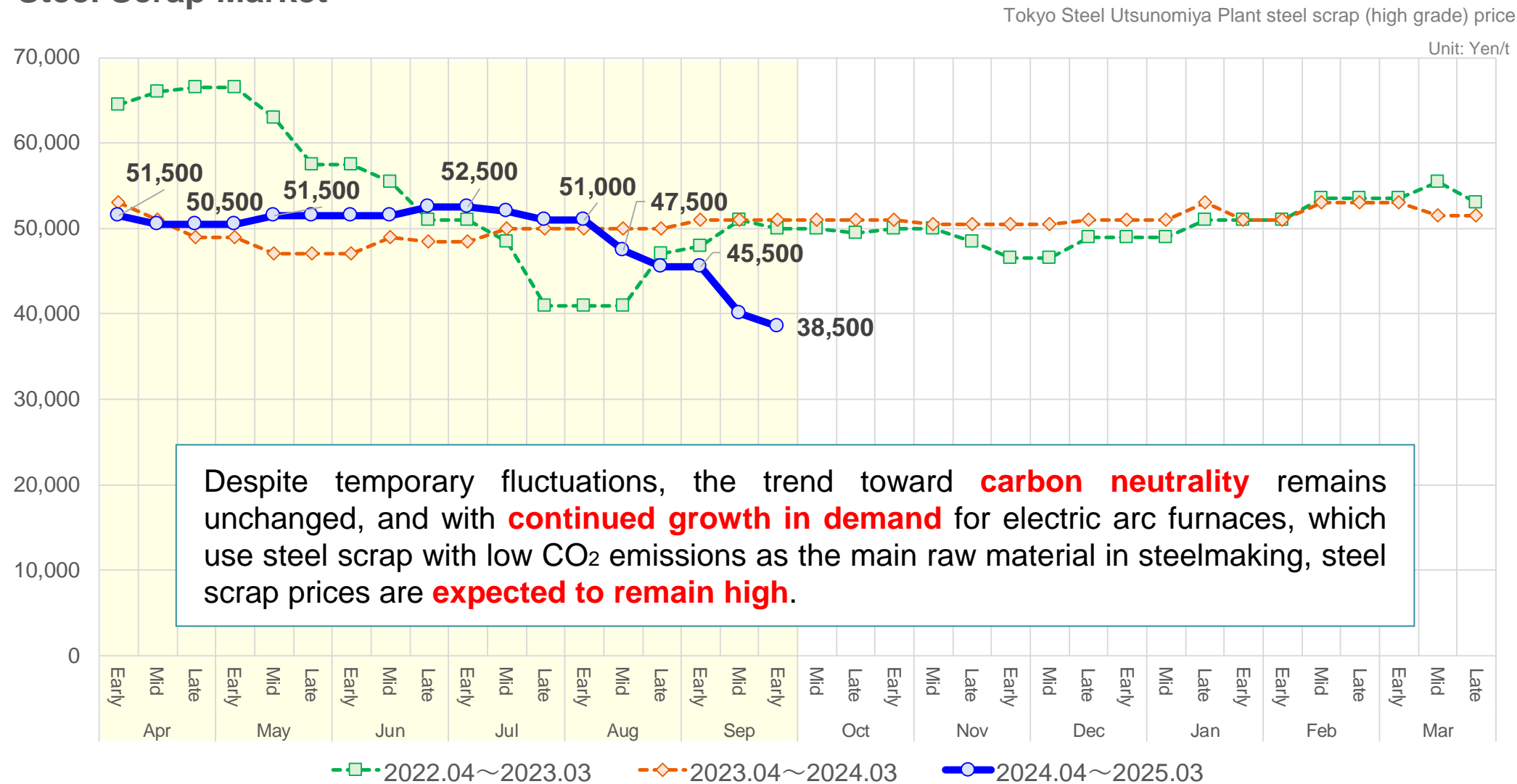
Waste Treatment & Recycling Business

We provide reliable and secure processing services and leverage our differentiation through proprietary biomass power plants and recycling plants to achieve

stable supplies and secure profits

Market Environment for Resource Recycling

Steel Scrap Market



◆ Steel scrap prices, which were JPY51,500/ton at the beginning of the period, remained generally flat, as the weak yen supported export prices despite sluggish overseas demand, prompting domestic electric arc furnace manufacturers to set prices accordingly.

However, with the yen appreciating from July onward and the increased distribution of low-cost Chinese steel semi-finished products, primarily across Asia, demand for Japanese steel scrap declined, leading to a drop in export prices, which domestic electric arc furnace manufacturers followed.

Resource Recycling Business

Taking advantage of our presence in the Kanto region, which has many sales channels, we are able to **minimize the risk of a market downturn** by reducing our inventory holding period.

Net Sales, Operating Profit, and Operating Profit Margin by Segment

(millions of yen)

	Net sales			Operating profit			Operating profit margin	
	FY2024 Interim	FY2025 Interim	YoY	FY2024 Interim	FY2025 Interim	YoY	FY2024 Interim	FY2025 Interim
Consolidated	44,490	53,671	+20.6%	3,167	6,896	+117.7%	7.1%	12.8%
Waste treatment and recycling	13,018	19,808	+52.2%	1,801	5,554	+208.3%	13.8%	28.0%
Resource recycling (Note 1)	21,113	21,820	+3.3%	1,403	1,681	+19.8%	6.6%	7.7%
Renewable energy (Note 2)	6,954	6,920	-0.5%	340	-151	-	4.9%	-
Other businesses (Note 3)	3,579	5,528	+54.5%	36	316	+766.3%	1.0%	5.7%
Adjustments (Note 4)	-176	-406	-	-414	-503	-	-	-

Note 1: The Resource Recycling business includes JPY89 million in goodwill amortization related to business integration.

Note 2: The Renewable Energy business includes JPY195 million of amortization of goodwill associated with the acquisition of Green Power Ichihara Co., Ltd.

Note 3: Other businesses consist of the environmental engineering business and the environmental consulting business included in the reportable segments of TAKEEI CORPORATION.

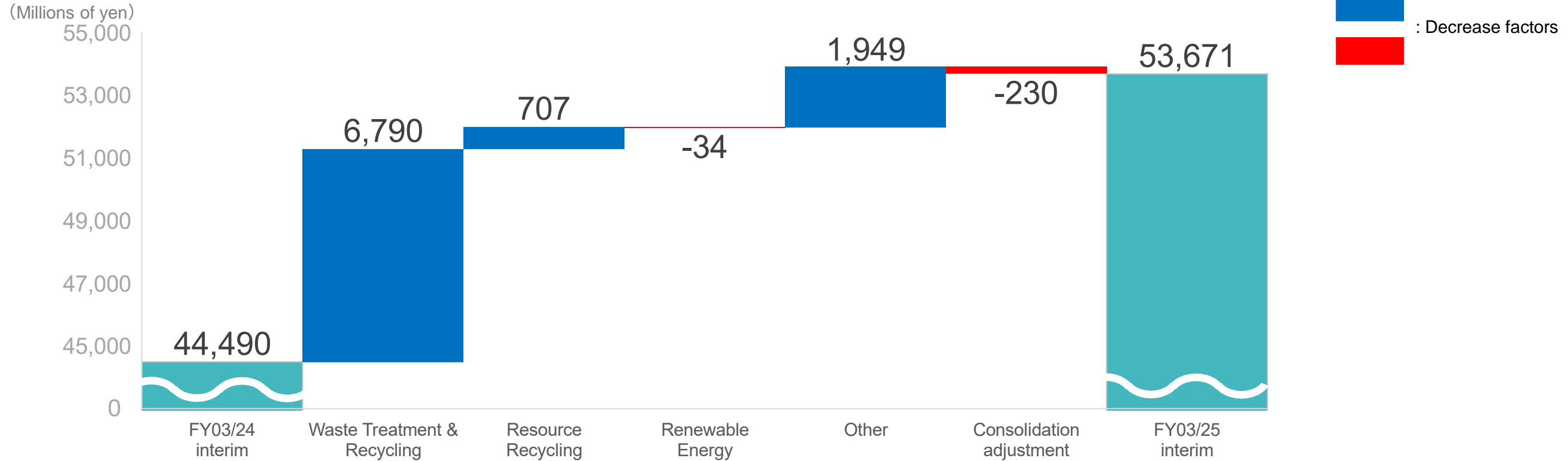
Note 4: Adjustments to segment income and loss of –JPY503 million include –JPY498 million in companywide expenses and -JPY5 million in intersegment eliminations that are not allocated to any reportable segment. Companywide expenses are general and administrative expenses that do not fall under any reportable segment.

Note: The Waste Treatment & Recycling business interim results include the handling of disaster-related waste from recovery and reconstruction support projects associated with the 2024 Noto Peninsula Earthquake. For details, please see TOPICS: Status of Response to the 2024 Noto Peninsula Earthquake.

Note: Performance and handling volumes by subsegment are not tabulated, as increased inter-subsegment transactions make subsegment and YoY comparisons unsuitable.

Analysis of Change in Net Sales by Segment (vs. FY03/24 Interim Results)

Net sales



Waste Treatment & Recycling business

- The revision of disposal, collection and transportation unit prices is progressing smoothly. The acceptance volumes have increased due to the Noto Peninsula Earthquake recovery support project. In August, the Monzen Clean Park Controlled Final Landfill Site opened. TAG Co., Ltd., which became a subsidiary in FY03/24, also contributed.
- The three companies handling waste gypsum boards, which performed well in FY03/24, saw a decline in received volumes, resulting in lower sales.

Resource Recycling business

- Although sales decreased in Q2 due to a sharp decline in steel scrap prices and reduced volumes of construction demolition waste and end-of-life vehicles handled, the high prices of steel scrap and non-ferrous metals in Q1, along with increased handling volumes of used home appliances, led to higher sales of steel scrap and sorted ferrous and non-ferrous metals. As a result, sales increased for the interim period.

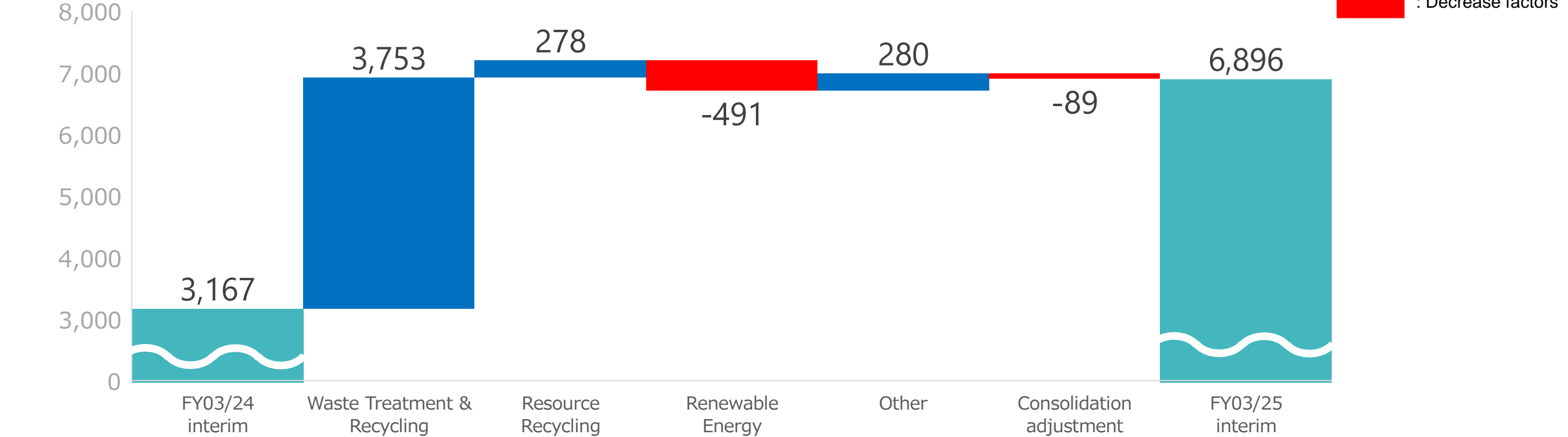
Renewable Energy business

- Although Green Power Ichihara Co., Ltd. underwent statutory inspections and additional construction, operating hours exceeded the previous interim period, and sales increased due to continued high-load operations.
- At Daisen Biomass Power Generation Co., Ltd. and Tsugaru Biomass Power Generation Co., Ltd., sales declined due to reduced operating hours resulting from statutory inspections and regular maintenance.
- Sales declined at TAKEEI Forestry Co., Ltd. due to sluggish demand for lumber and plywood.

Analysis of Change in Operating Profit by Segment (vs. FY03/24 Interim Results)

Operating profit

(Millions of yen)



Waste Treatment & Recycling business

- At TAKEEI CORPORATION, profit increased due to revisions in disposal, collection, and transportation unit prices, as well as support projects related to the Noto Peninsula Earthquake. However, profit declined at the three companies handling waste gypsum boards due to lower handling volumes. Meanwhile, TRE GLASS and TAG continued to perform well.
- Hokuriku Environmental Services Co., Ltd. and Monzen Clean Park Controlled Final Landfill Site, which began operations in August 2024, saw increased profit due to the acceptance of disaster waste.

Resource Recycling business

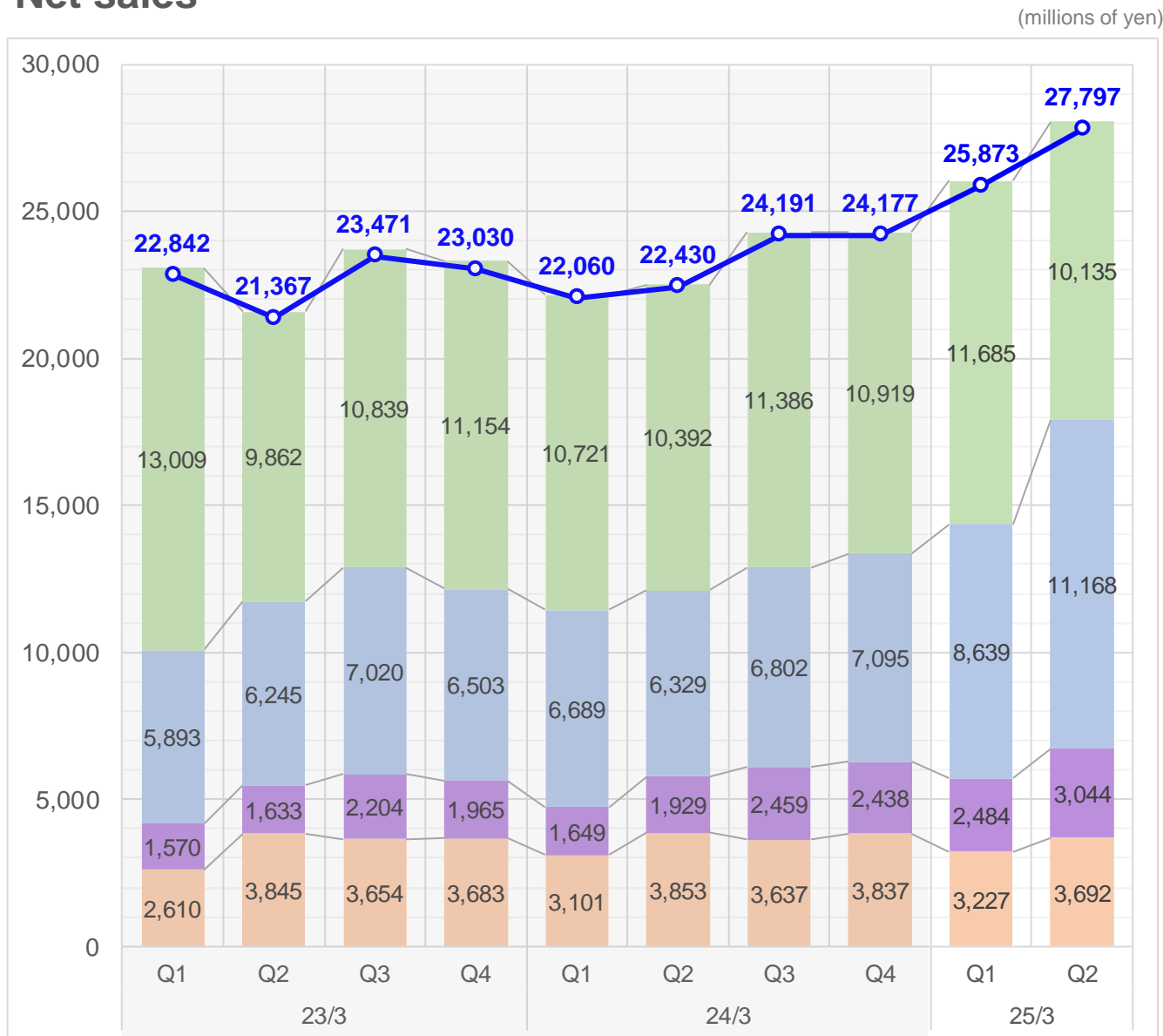
- Although gains on sales of sorted materials decreased in Q2 due to lower handling volumes, high steel scrap and non-ferrous metal prices in Q1, along with increased handling volumes of used home appliances, led to an increase in gains on sale of sorted products (ferrous and non-ferrous metals). Consequently, profit grew during the interim period.

Renewable Energy business

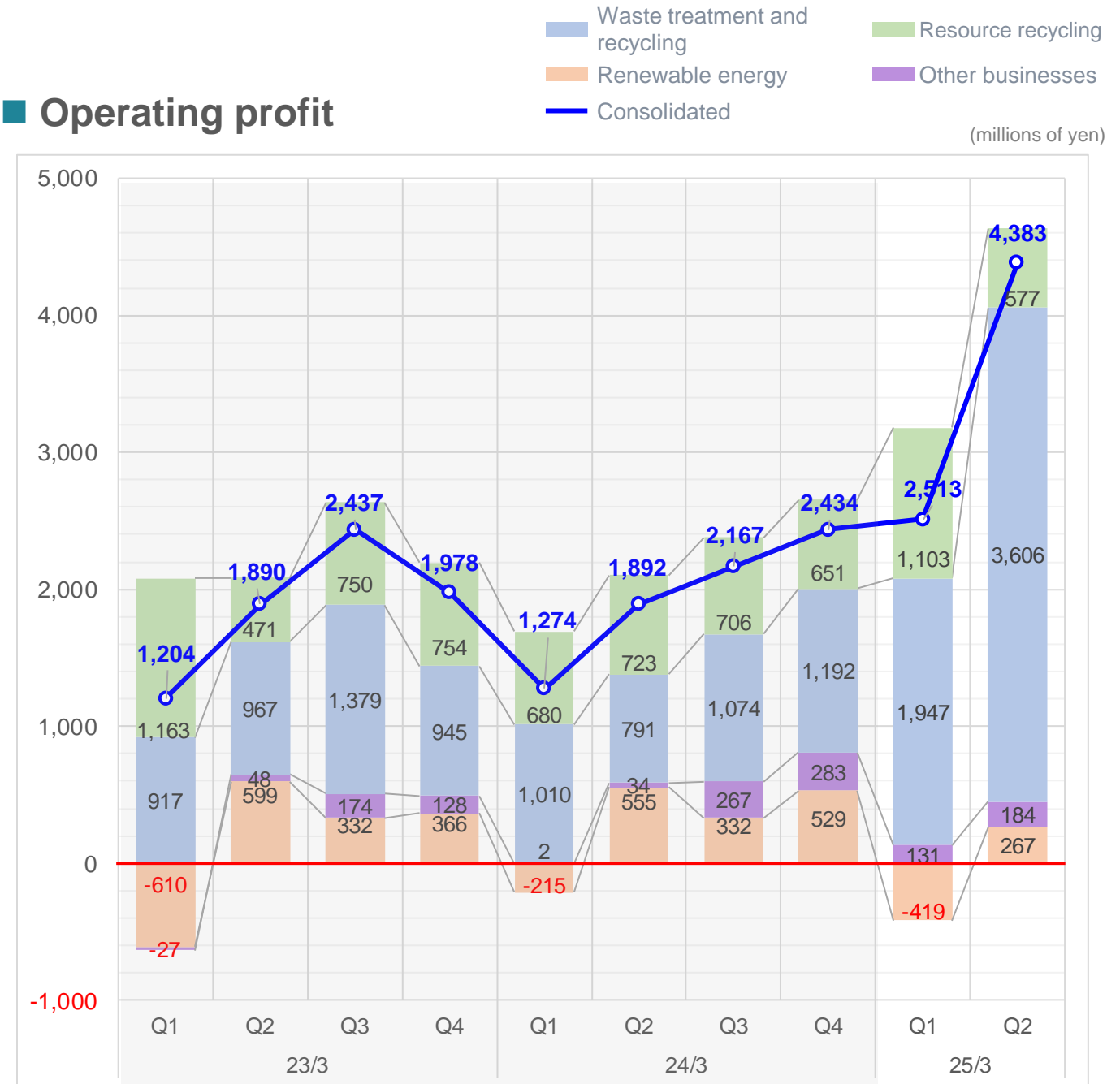
- Profit declined due to increased repair expenses related to statutory inspections and regular maintenance at Takeei Green Recycling Co., Ltd., Daisen Biomass Power Generation Co., Ltd., and Tsugaru Biomass Power Generation Co., Ltd., as well as changes in contract terms with wholesale partners in the power retail business, which had been highly profitable in FY03/24.

Net Sales and Operating Profit Trends

Net sales



Operating profit



Note: The line graph represents consolidated results, and the bar graph represents the simple sum of the results of each segment.

Full-year Earnings Forecast Revisions (by Segment)

(millions of yen)

		FY03/24 Results	FY03/25		
			Revised forecast	YoY	
				Change (amount)	Change (percentage)
Consolidated	Net sales	92,860	102,000	9,140	+9.8%
	Operating profit	7,769	12,000	4,231	+54.5%
	Operating profit margin	8.4%	11.8%	3.4%	+40.6%
Waste treatment and recycling	Net sales	26,916	35,763	8,847	+32.9%
	Operating profit	4,068	9,177	5,109	+125.6%
	Operating profit margin	15.1%	25.7%	10.5%	+69.8%
Resource recycling	Net sales	43,419	41,101	-2,318	-5.3%
	Operating profit	2,761	2,752	-9	-0.3%
	Operating profit margin	6.4%	6.7%	0.3%	+5.3%
Renewable energy	Net sales	14,429	14,035	-394	-2.7%
	Operating profit	1,201	347	-854	-71.1%
	Operating profit margin	8.3%	2.5%	-5.9%	-70.3%
Other businesses	Net sales	8,477	11,991	3,514	+41.5%
	Operating profit	587	740	153	+26.0%
	Operating profit margin	6.9%	6.2%	-0.8%	-11.0%

(millions of yen)

	FY03/24 Interim	FY03/25 Interim
Cash flows from operating activities	5,600	381
Cash flows from investing activities	-10,445	-5,858
Cash flows from financing activities	2,541	6,007
Net increase (decrease) in cash and cash equivalents	-2,304	531
Cash and cash equivalents at beginning of period	23,678	20,663
Cash and cash equivalents at end of period	21,373	21,194

Cash Flows

- Net cash flow from operating activities was limited to JPY381 million, despite profit before taxes of JPY6,528 million and depreciation of JPY3,470 million*¹, due to a decrease in trade receivables and contract assets of JPY6,171 million and payments associated with disaster loss of JPY1,818 million.
- Net cash flow from investing activities amounted to JPY5,858 million, primarily due to the purchase of non-current assets of JPY5,832 million, including investments in new business sites and existing equipment upgrades.
- Net cash flow from financing activities was JPY6,007 million, due to an increase in short-term borrowings of JPY4,319 million and proceeds from long-term borrowings of JPY6,623 million, which exceeded JPY2,263 million in repayments of long-term borrowings, JPY1,330 million for the purchase of treasury shares, and JPY1,044 million in dividends paid.

As a result of the above, cash and cash equivalents as of the end of Q2 FY03/25 totaled JPY21,194 million, up JPY531 million from the end of FY03/24.

Breakdown of major items

	FY03/24 Interim	FY03/25 Interim
Cash flows from operating activities		
Profit before income taxes	3,209	6,528
Depreciation	2,771	3,470
Decrease (increase) in trade receivables and contract assets	330	-6,171
Income taxes paid	-770	-923
Payments associated with disaster loss	-	-1,818
Cash flows from investing activities		
Expenditure on limited partnerships for investment	-5,000	-
Purchase of non-current assets	-5,574	-5,832
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	-40	4,319
Proceeds from issuance of bonds	5,168	-
Redemption of bonds	-298	-328
Proceeds from long-term borrowings	1,853	6,623
Repayments of long-term borrowings	-3,003	-2,263
Purchase of treasury shares	-0	-1,330
Dividends paid	-1,044	-1,044

* 1: This is due to the progress and expansion of the disaster waste processing support project that began in January 2024, the start of disaster waste acceptance following the opening of Monzen Clean Park Controlled Final Landfill Site, and the several months required for receivables to be collected.

(millions of yen)

	FY03/24	FY03/25	
	Interim	Interim	Full-year Plan
Capital expenditures (Note 1)	5,395	6,136	19,805
Depreciation	2,771	3,470	6,550
Amortization of goodwill (Consolidated)	285	292	572

Note 1 :Capital expenditures represent figures for property, plant, and equipment, and intangible assets.

Capital Expenditure Plan

In FY03/25, TAKEEI will promote the launch of Ichihara Recycling Center operations as crushing and sorting, and recycling of industrial waste business under the TRE Integrated Environment Business concept.

Additionally, to achieve the goals of the 2nd Medium-Term Business Plan, we will make proactive capital investments, including building construction and machinery installation for the commencement of operations at the Mibu Plant (provisional name), as well as securing land for the expansion of the Northern Kanto Plant, both under REVER.

■ Main capital expenditure for FY03/25 (actual and planned)

		Interim results	Full-year Plan
TAKEEI CORPORATION	Launch of Ichihara Recycling Center	JPY620 million	JPY6.65 billion
	Mibu Plant (provisional name)		
REVER CORPORATION	Advanced Sorting Center	JPY600 million	JPY3.85 billion
TAKEEI CORPORATION	Equipment and machinery upgrades	JPY1.28 billion	JPY2.65 billion
REVER CORPORATION	Renewal of major equipment	JPY310 million	JPY910 million
REVER CORPORATION	Northern Kanto Plant expansion	JPY760 million	JPY760 million
Fuji Car Manufacturing Co., Ltd.	Renewal of equipment and software	JPY80 million	JPY630 million
	Head office building reconstruction, renewal of equipment		
Shinshu Takeei Co., Ltd.		JPY110 million	JPY460 million
Gypro Co., Ltd.	Renewal of equipment	JPY0.0 million	JPY210 million

- Regarding TAKEEI Ichihara Recycling Center construction, demolition of existing facilities is proceeding smoothly (recorded as leasehold interests in land for Ichihara business site).
- Upgraded equipment at existing TAKEEI facilities, installed new facilities for treating waste solar panel in the Circular Economy Promotion Division, and purchased vehicles for the Hokuriku Branch.
- Completed Shinshu TAKEEI new head office building and general waste recycling center construction, began accepting waste.
- At the REVER Mibu Plant (provisional name), construction is progressing on track, with the plant building framework completed.
(For details, please see [p.19] TOPICS: Latest Information on the REVER CORPORATION Mibu Plant and Resource Price Impacts)

TOPICS



WX
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Status of Recovery and Reconstruction Support Projects (TAKEEI Hokuriku Branch)

- As a member of the Industrial Waste Association of Ishikawa Pref., TAKEEI's Hokuriku Branch operates temporary storage sites in Wajima and Suzu, where **over 400** Group employees, partner company members, and locally hired personnel are currently working.
- Full-scale treatment of disaster waste brought in from publicly funded demolition worksites began in June in Wajima, and in July in Suzu.
- Despite some submerged areas and blocked roads at storage sites due to **heavy rains that hit Okunoto on September 21, 2024**, all sites are now operating normally.
- Waste from the flooding caused by these heavy rains is also being accepted in Wajima and Suzu.



Temporary storage site at the former Machino High School site in Wajima [Sep. 23]

Source: Geospatial Information Authority of Japan

Wajima Temporary Storage Sites

Operating temporary storage sites to accept waste caused by torrential rains



Parking lot of the former ISHIKAWA SANKEN Corporation's Machino Factory



Wajima / Renko-ji Temple

Suzu Temporary Storage Sites

Waste from torrential rains is also accepted at the existing temporary storage sites



Suzu / Jamboree



Suzu / Iida Port

Monzen Clean Park Controlled Final Landfill Site Operational Status



- In collaboration with construction and other companies, restoration work on the main facilities damaged in the Noto Peninsula Earthquake has been completed, and **waste acceptance commenced in August**.
- Some minor repair and reinforcement work is continuing in parallel with operations.
- To contribute to the recovery and reconstruction of the Noto Peninsula, for the time being, this facility will only accept disaster waste.



Phase 1 landfill site [October 2024]

There was no damage to this facility from the 2024 Okunoto torrential rains, and it continues to operate normally



Landfill



Transportation vehicle

Progress at Hokuriku Environmental Services (Kanazawa, Ishikawa Prefecture)

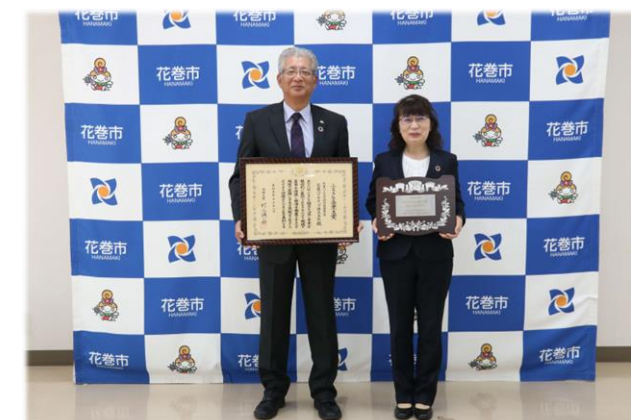
- As damage from the Noto Peninsula Earthquake was light, operations are normal, and disaster waste has been accepted since February 2024. After the opening of the Monzen Clean Park Controlled Final Landfill Site, Hokuriku Environmental Services and Monzen Clean Park have been working together to process disaster waste.
- Accepting cinders from public facilities damaged by the fire at Wajima Morning Market.



Hokuriku Environmental Services Final Landfill Site

Power Retailing Business / Hanamaki Biomass Chip Co., Ltd.

- Power retailer Takeei Denki Co., Ltd. is strengthening its power generation model using fuel derived from construction waste, which is being implemented by Takeei Green Recycling Co., Ltd. (Yokosuka Biomass Power Generation facility) and Green Power Ichihara Co., Ltd. To create synergies with construction waste recycling and other existing businesses, the company is also working to increase sales staff and other positions, aiming for further growth in the future.
- Once emissions trading is fully operational in Japan and emissions allowances are distributed, the demand for retail electricity generated from renewable energy sources is expected to increase even further.
- Hanamaki Biomass Chip Co., Ltd. won the **2024 Furusato Company Award (Minister of Internal Affairs and Communications Award)**. The company was recognized for its contributions to job creation for forestry workers and others, revitalizing the local economy, supporting the city of Hanamaki in achieving carbon neutrality, building an integrated system within the Group from raw material supply to power generation, contributing to the restoration and revitalization of the forestry industry, and helping to realize an efficient recycling and carbon-neutral society.



Furusato Company Award Certificate

Regular Maintenance Plan for Each Power Generation Plant <FY03/2025>

	Years in operation (commenced commercial operations)	Main maintenance & inspection contents	Q1	Q2	Q3	Q4
Tsugaru Biomass Power Generation Co., Ltd.	9 (December 2015)	Boilers, turbines, etc.	○ *1		○	
Hanamaki Biomass Power Generation Co., Ltd.	8 (February 2017)	Statutory inspection of boilers and turbines			◎	
Daisen Biomass Power Generation Co. Ltd.	6 (February 2019)	Statutory inspection of boilers	◎		*3	
Takeei Green Recycling Co., Ltd.	5 (November 2019)	Boilers, turbines, etc.	○		*3	○
Green Power Ichihara Co., Ltd.	16 (February 2008)	Statutory inspection of boilers	◎	○ *2		○ *4
Tamura Biomass Power Generation Co., Ltd.	4 (November 2020)	Statutory inspection of boilers and turbines	○		◎	

◎Statutory inspections (once every two years for boilers, once every four years for turbines) ○Regular maintenance

Note 1: The shutdown was extended by a few days because short-term construction work scheduled for June was replaced with long-term construction work scheduled for October.

Note 2: In addition to repairing issues discovered during statutory inspections in Q1, inspections scheduled for Q3 were implemented ahead of schedule in August 2024.

Note 3: Scheduled repairs have been postponed. They are planned for implementation in FY03/26 or beyond.

Note 4: We plan to conduct regular maintenance work planned for FY03/26 ahead of schedule.

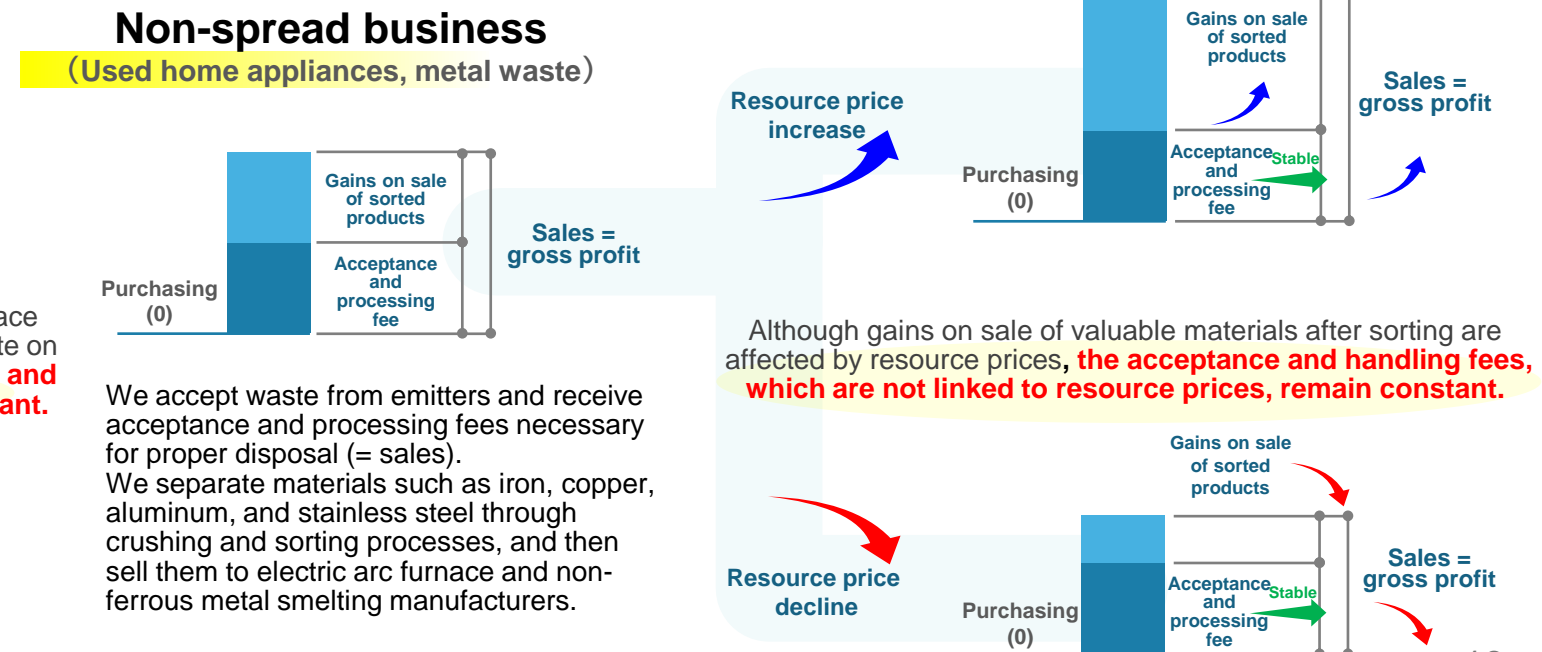
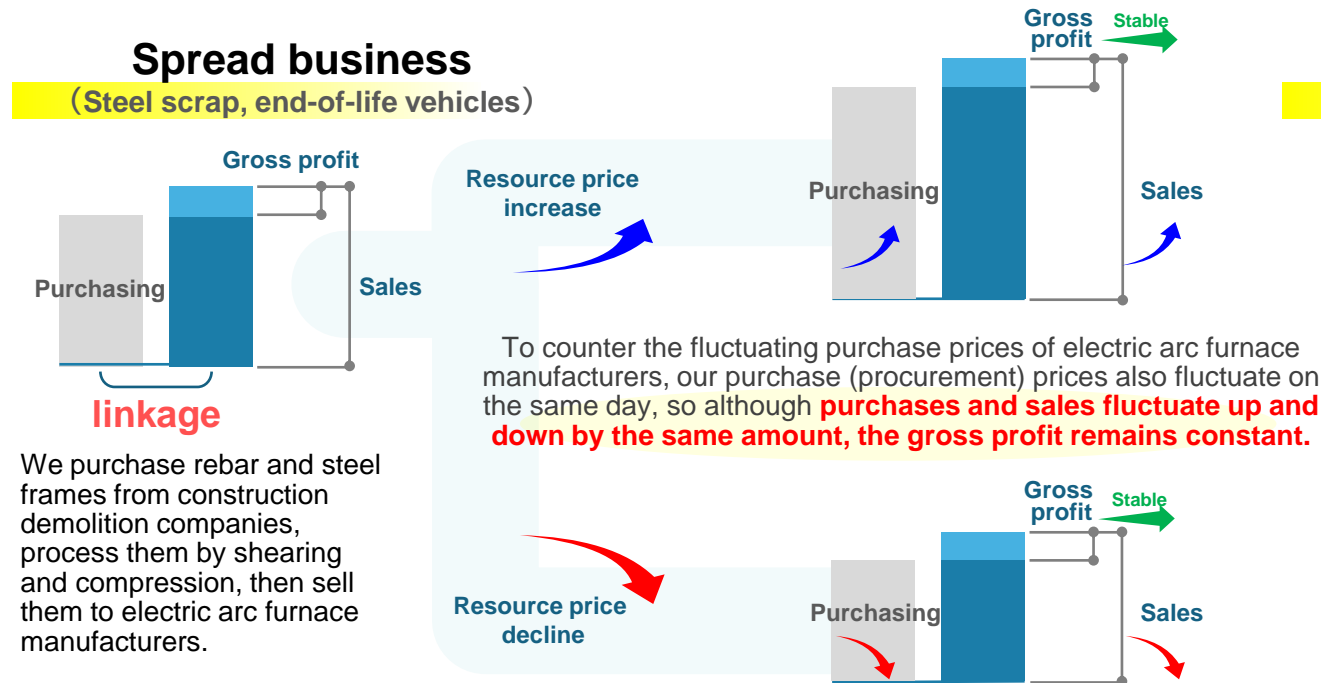
TOPICS Latest Information on the REVER CORPORATION Mibu Plant and Resource Price Impacts

REVER CORPORATION Mibu Plant (Provisional Name) Construction Progress

- We are currently constructing a new plant in Mibu, Tochigi Prefecture, that will separate valuable resources (metals, plastics) from dust (residue) generated after shredding using large shredders.
- The plan is to thoroughly separate ferrous, non-ferrous, plastic, and other materials from the 48,000 tons of dust produced annually, and recycle 24,000 tons per year (**50% recycling rate**).
- The plant building framework is now complete, and work is progressing on the roof, exterior walls, and electrical equipment, with construction on track to commence operations in August 2025.



Resource Price Impact on the Resource Recycling Business “Although sales are affected by market fluctuations, profits are not affected in the same way as sales.”



APPENDIX



WX
Waste
Transformation



MISSION **“We are committed to the conservation of the global environment”**

- With the serious impact of destruction of the environment and climate change across the globe underway, we strive to support the creation of an efficient recycling and carbon-neutral society.
- As a comprehensive environmental management company that places value on harmony with nature and coexistence with the local ecosystem, we are pursuing growth for recycling businesses and promoting eco-friendly energy businesses. To that end, we also actively pursue the development of innovative technology.
- We work to develop further well-balanced relationships with all stakeholders and implement sustainability management to facilitate the delivery of continuous socioeconomic growth.

Challenges in the macro environment

Earth	Global warming Resource depletion Plastic pollution	Japan	Population decline Market contraction Aging infrastructure	Industry	Inefficient management Low reliability Succession issues
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Social needs



Our response

Two companies sharing the same passion for the global environment decided to come together to leverage all their economic resources and create synergies.

On October 1, 2021, TAKEEI CORPORATION and REVER CORPORATION (formerly REVER HOLDINGS CORPORATION) established a joint holding company.

Aiming for Group Growth and Advancement as a group of recycling companies leading the circular economy.

T R E ホールディングス株式会社

Try
↓
*Technology
Recycling
Renewable Energy*
↓
Earth Ecology

Try
*Developing new technologies
Enhancing the Recycling business
Promoting the Renewable Energy business
Preserving the Global Environment*

Corporate Philosophy	We are committed to the conservation of the global environment.
Establishment	October 1, 2021
Headquarters	Chiyoda-ku, Tokyo
Representative Directors	Naoto Matsuoka, Chairman and CEO Mitsuo Abe, President and COO
Capital stock	JPY10.0 billion
Number of employees	2,391 employees (on a consolidated basis)
Group Businesses	Waste treatment and recycling, resource recycling, renewable energy, environmental engineering, environmental consulting
Subsidiaries, etc.	36 subsidiaries, 7 equity-method affiliates
Number of locations	66 locations in Tokyo metropolitan area as well as Tohoku, Hokuriku, Koshin and Kansai regions, 1 overseas location in Thailand
Key customers	Major construction companies, home builders, major steel companies, trading companies, etc.

As of End-September 2024

Market size of Japan's environmental industry approx. 118 trillion yen

Natural environment conservation

Approx. 8 trillion yen

- Forest management

Prevention of pollution

Approx. 13 trillion yen

- Environmental consulting

Size of the environmental industry
Approx. 118 trillion yen

118 trillion yen

Climate change countermeasures

Approx. 37 trillion yen

- Woody biomass power generation

Our core business

Waste treatment and effective resource utilization

Approx. 60 trillion yen

- Waste treatment
- Metal recycling
- Home appliance recycling
- Automobile recycling
- Landfill
- Environmental engineering

Issues facing Japan's environmental industry

Carbon neutrality

- Achievement of greenhouse gas emissions reduction targets toward carbon neutrality (2050)

Resource recycling

- Advancement of cross-industrial collaborations
- Innovation of recycling technologies

Changing external environment

- ### Waste treatment industry trends
- Declining waste volume amid the falling birthrate and aging society
 - More municipalities privatizing their waste treatment facilities
 - Shortages of business successors and workers

- ### Intensifying natural disasters
- Conclusion of disaster preparedness and response agreements with municipalities
 - Wide-area disaster waste treatment using vessels

Circular economy-related markets are expected to grow from 50 trillion yen to 80 trillion yen by 2030. The TRE Group is uniquely positioned to be able to process and recycle end-of-life vehicles, scrapped home appliances, construction waste, and more.

Circular economy-related markets:
80 trillion yen by 2030

How to contribute

Macro trends

A paradigm shift from a linear economy to a circular economy

Growth strategies

- Make the existing business more resilient to secure a foothold (increase the volume handled, boost profitability, and reduce costs)
- Venture into new businesses and fields to accelerate future growth (widen the business domain and area)

Realize a carbon-neutral circular economy

Source: "Report on the Market Size and Employment of the Environmental Industry" by the Environmental Industry Market Size Study Group, released July 2024 (2022 edition).

Waste Treatment & Recycling Business

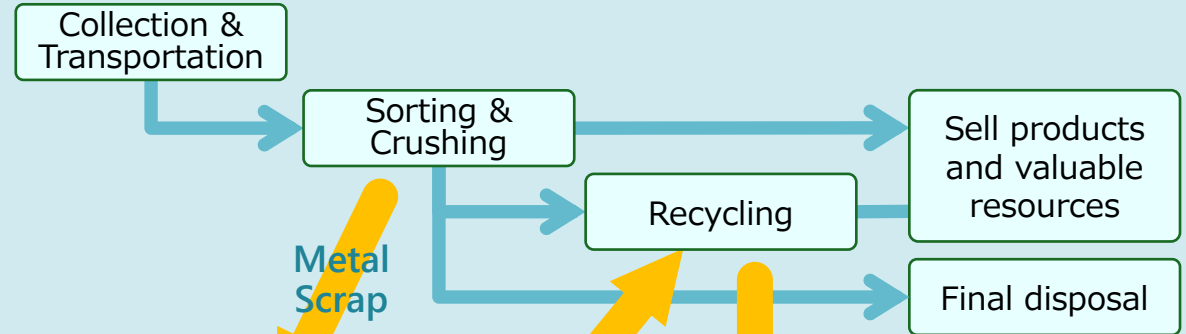
We provide one-stop waste management solutions spanning waste collection and transportation to recycling and final disposal, contributing to the realization of a circular economy where resources are recycled in their entirety.

Collection & Transportation

Waste treatment (construction-related)

Recycling

Landfill (final disposal)



Resource Recycling Business

Building on the waste treatment technologies honed over more than a century, we contribute to an efficient recycling society by thoroughly recycling scrap metals, ELVs, used home appliances, and other waste.

Metal recycling

Automobile recycling

Home appliance recycling

Waste treatment (metal)



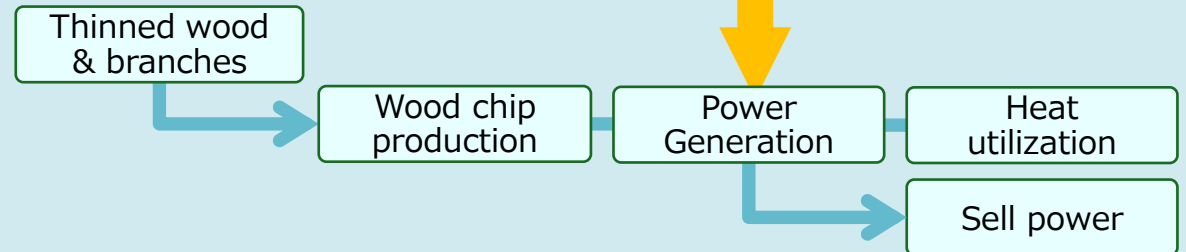
Renewable Energy Business

We engage in woody biomass power generation where unused resources, etc. from domestic forests are used as fuel to supply electricity that meets local demand. In addition, we have acquired and manage forests to help create a carbon-neutral society.

Forest Management

Woody biomass power generation, etc.

Power retailing



Other

We develop, manufacture, and sell environmental equipment, plants, and special-purpose vehicles; and provide measurement certification services, environmental protection works, and hazardous waste surveys and analyses.

Environmental Engineering

Environmental Consulting

Research & Analysis

Environmental protection work

Planning, manufacturing & sales

Note 1: RPF is a solid fuel made mainly from recycled paper and waste plastics. It is high in calories and emits less CO₂ than fossil fuels.

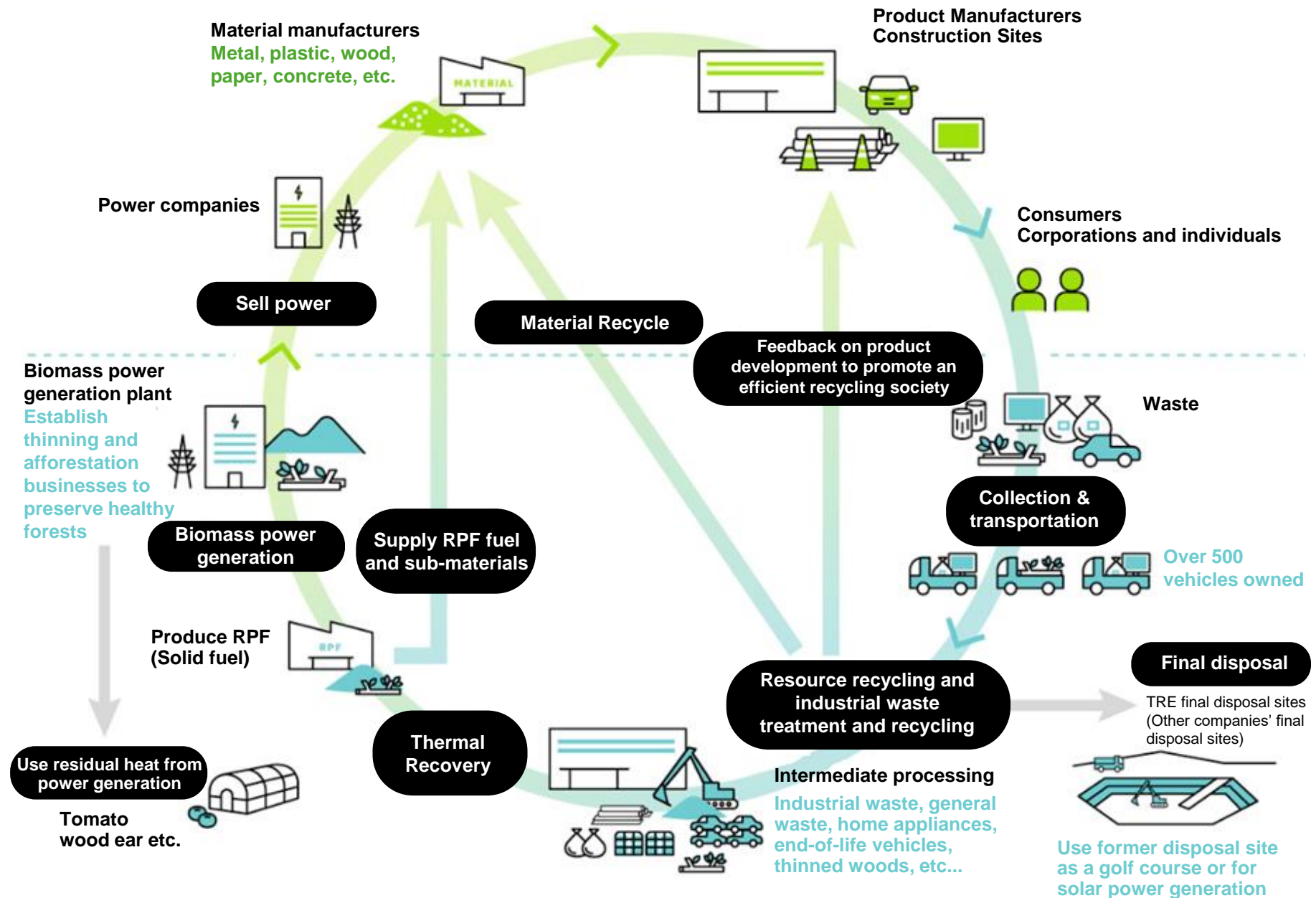
Contributing to a sustainable global environment

Efficient recycling society

Carbon-neutral society

The Group receives waste of products that were originally produced by other industries and used by consumer society, and recycles almost all of these materials.

Furthermore, we are expanding our renewable energy business in order to contribute to a sustainable global environment by realizing an efficient recycling and carbon-neutral society.



Become the leading circular-economy company facilitating waste transformation (WX)

Basic strategy

Growth strategy: **Expand business scope by leveraging mainstay environmental business strengths**

1. Contribute to an efficient recycling society through **Waste and resource recycling business enhancements**
2. Contribute to a carbon-neutral society through **Promotion of the Renewable Energy business**
3. Contribute to realizing a circular economy through **Advancing into new fields and businesses**
4. **Strengthen Group management foundation supporting these three strategies**
 - Formulate and promote digital transformation strategies
 - Develop internal controls
 - Improve safety management, worksite environment
 - Human capital investments, enhanced financial base

Promotion items for driving the Group forward

There is a limit to what individual companies can do to realize a carbon-neutral resource-recycling society

What needs to be done:

Joint ventures must be established through **co-creation** by national brand manufacturers, local companies, governments, trading companies, and others, with commercialization in new fields.

1. **Integrated Environmental Business Concept** in Ichihara, Chiba Prefecture and Soma, Fukushima Prefecture
2. New business developments through **cross-industrial collaborations**
3. New Initiatives for general waste and other materials through public-private partnerships
4. Contribute to strengthening national land resilience (enhanced resilience functions)
5. Create competitive advantages through social implementation of new recycling technologies
6. Engage in M&A and overseas expansion to realize group synergies and business expansion
7. Strengthen medium- and long-term efforts toward a carbon-neutral society (reforestation)

Final year of mid-term plan

FY 03/2029 : Net sales JPY120.0bn Operating profit JPY12.0bn EBITDA JPY22.0bn

Address customers' increasingly sophisticated needs for recycling in an accurate and appropriate manner by drawing on the Group's strengths and expertise ⇒ Help create an efficient recycling society

Targets

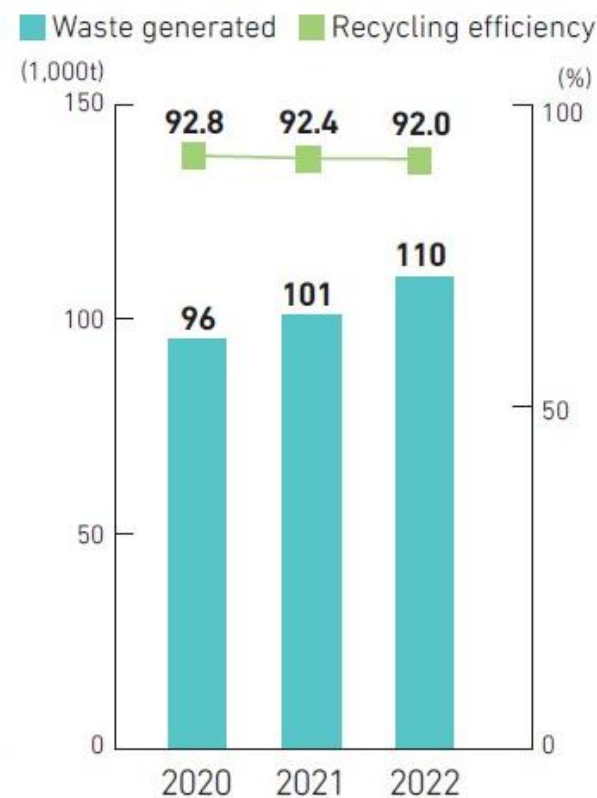
Achieve a recycling efficiency of 93% or higher by 2030

and

Increase resources received to 1.7 million tons (by 20%) by 2030

Achieve a recycling efficiency of 94% or higher by 2040

Changes in waste generation and recycling efficiency



- **Generate extra capacity, mainly by enhancing our proposal capabilities and improving the layout of plants**
 - ⇒ Increase the volume handled by 20% on a Group-wide basis
- **Enhance our sorting, recycling, and processing capabilities (add value)**
 - ⇒ Reduce waste generation (landfill)
 - ⇒ Reduce plastic waste landfill

- Strive to work out solutions or apply new technologies on-site to hard-to-recycle materials
- Increase resources recycled (handled) at all sites (intermediate processing facilities)
- Expand partners using, and sales channels for, recycled products
- Increase state-of-the-art recycling plants (TRE Integrated Environmental Business concept, etc.)
- Strengthen and upgrade sorting operations (recovering valuable resources from dust)

Toward an environmental enterprise facilitating WX

Boost earning power and increase resources received

Raise the quality of recycled materials

Advance cross-industrial collaboration

Seek M&As, public-private partnership, etc.

Solidify the management foundation that underpins the Group's growth strategies

Reinforce internal control

Ensure safety and improve working environments

Hire and develop talent

Streamline and optimize operations

Solidify the financial foundation

Devise and implement DX strategy

- Transform manual operations into digital and paperless ones
- Digitalize stand-alone business processes
- Digitalize interorganizational or Group-wide operations to create value from a customer perspective
- Develop and upskill IT personnel

- Provide pleasant and fulfilling working environments for diverse human resources
- Enhance the soundness and transparency of governance structure
- Build a corporate brand that is trusted by all stakeholders
- Become the company of choice by maximizing customer satisfaction
- Grow into a strong corporate group where all individuals can display their potential to the fullest

Maximize the value of human resources and ensure compliance

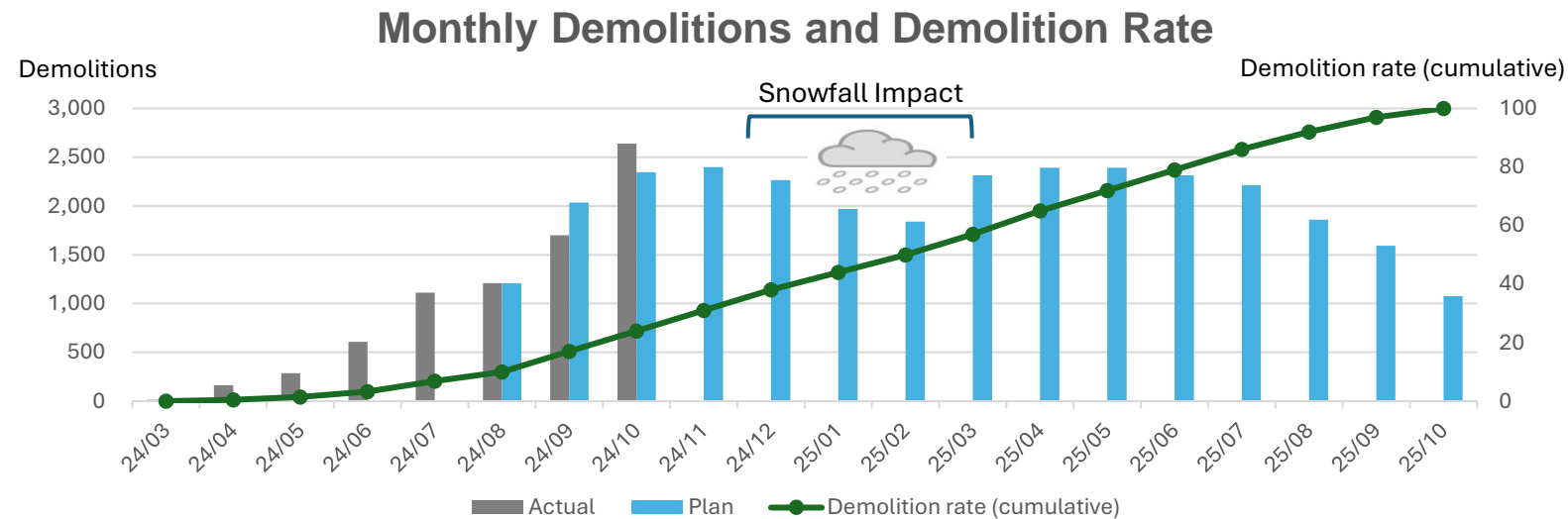
- Redouble the effort to hire women, and develop and promote them to managerial positions
- Take actions to lower the frequency rate of workplace accidents
- Provide thorough education on safety and compliance
- Help employees obtain qualifications or otherwise upskill
- Ensure proactive disclosure and thoughtful communication

Overview of the "Publicly Funded Demolition Acceleration Plan" by Ishikawa Prefecture and the Ministry of the Environment (as of August 26, 2024)

● Revised number of demolished buildings and disaster waste volume

	As of February 2024	August 2024 revisions
Building demolition forecast	22,499 buildings	32,410 buildings (+9,911 buildings)
Of which, Wajima and Suzu	9,146 buildings	16,880 buildings (+7,734 buildings)
Disaster waste volume estimate	2.44 million tons	3.32 million tons (+880,000 tons)
Of which, Wajima and Suzu	920,000 tons	1.69 million tons (+760,000 tons)

● Monthly demolition plan (Schedule calculated by working backwards from the target completion date)



Although the number of buildings planned for demolition has increased, targets for **completing publicly funded demolition (October 2025)** and **completion of disaster waste disposal (March 2026)** remain unchanged.

● Measures to accelerate publicly funded demolition

◆ Expand and strengthen demolition construction system

- Facilitate application acceptance, on-site surveys, and construction orders
- Significantly expand number of demolition contractors
- Strengthen the prefectural demolition association structure
- Facilitate use of self-financed demolition

◆ Expand disaster waste disposal system

- Secure additional temporary storage sites
- Further expand wide-area processing

Secure additional temporary storage sites

Operates temporary storage sites in Wajima and Suzu city

Monzen Clean Park Controlled Landfill Site and Hokuriku Environmental Services accept the hard-to-recycle disaster waste.

Further expansion of wide-area processing

- Use of marine transport
- Use of waste treatment facilities in cities and towns within the prefecture
- Use of municipal waste treatment facilities and private treatment facilities outside the prefecture

Source: Created by TRE HD based on "Publicly Funded Demolition Acceleration Plan" (Ishikawa Prefecture, Ministry of the Environment) published on August 26, 2024.

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TRE HOLDINGS

Waste
Transformation **WX**



TRE HOLDINGS

未来へ、捨てない創造力を。