

Our Values

ARE Group Way

Why **Our raison d'être**

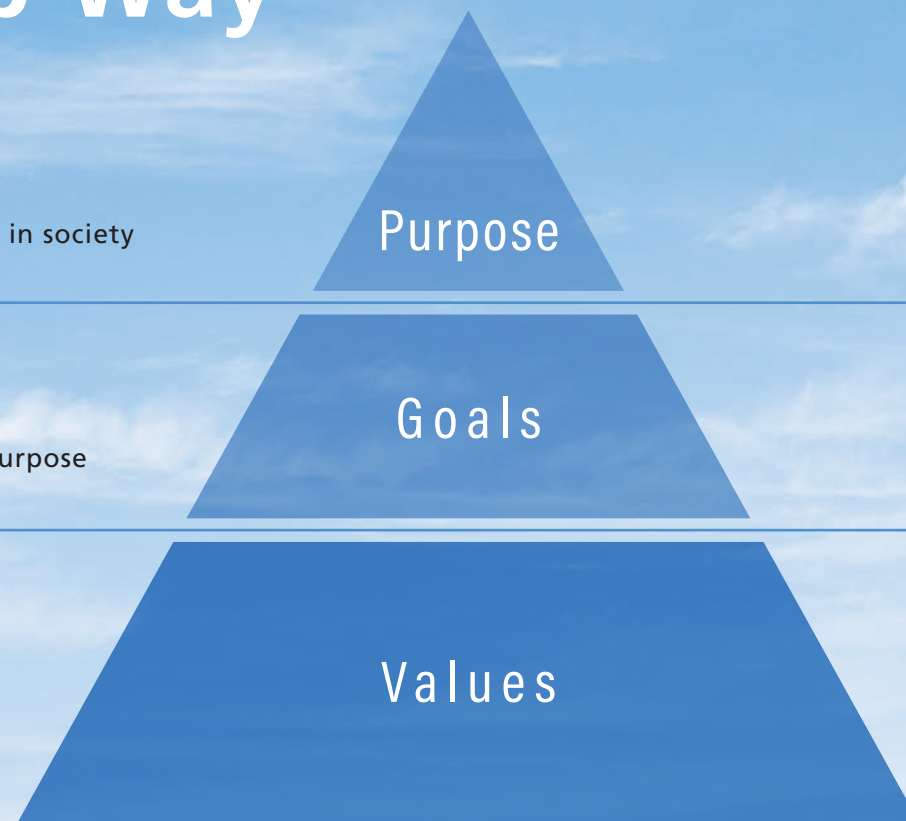
The role and significance of business in society

What **Our commitments**

Specific commitments to fulfill our Purpose

How **How we act**

Principles guiding employee actions



Purpose

Totally Committed to Protecting the Natural Environment and Preserving Resources

We conserve limited natural resources, preserve the global environment, and contribute to the realization of a sustainable world.



Goals

- Solving planet-wide problems and enhancing corporate value
- Achieving business growth for the benefit of all stakeholders
- Establishing a globally trusted corporate brand



Values

Care for Others

We will prioritize safety and health as we respect each other

Take on Challenges

We will fearlessly take on challenges and be innovative for the future

Independent Initiative

We will take actions based on actual facts, sites, and products while achieving total optimization

Continuous Improvement

We will keep searching for better technology, quality, and service

Keep Learning

We will learn and update ourselves for both our own and the organization's growth

Making the ARE Group Way the Foundation of Management to Achieve Medium- to Long-Term Plan & Aspiration

The ARE Group Way is the cornerstone of our corporate philosophy, embodying the spirit that has guided our Group since its founding.

We believe that when each employee embraces and practices the Way in their daily work, it drives sustainable business growth and helps us achieve our Medium- to Long-Term Plan & Aspiration.

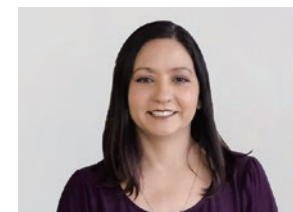
We align all policies and initiatives to support and encourage every individual—and the organization as a whole—to put the Way into practice.



**Rooted in the ARE Group Way,
we foster organizational growth by empowering
individual initiative.**

Chiaki Omori Manager of Human Resources Department

ARE Group Way reflects our core values and principles, guiding employees in their daily work. To deepen understanding and embed this mindset, we held workshops for managers, who are key drivers of corporate culture, to help them internalize its philosophy and communicate its intent through dialogue with their teams. Additionally, a handbook outlining expected behaviors and practical examples was distributed to support autonomous practice. Natural conversations referencing the Group Way are increasing on the ground, showing its gradual integration. Moving forward, we will link this initiative to our human resources system, fostering reflection and growth through goal-setting and one-on-one meetings. Our aim is to connect the permeation and practice of Group Way to value creation across the entire organization.



**Guided by ARE Group Way,
we will continue to take on challenges as
one united team.**

Kristin Miller Senior Manager of Human Resources at Asahi Refining USA Inc.

In the U.S., we introduced the ARE Group Way to our employees then provided training to help them understand what each section of the Group Way means and the reasoning behind each piece of the purpose, goals, and values. Each employee was provided with an ARE Group Way card to keep with them, and the Group Way is displayed around the facility. We keep the ARE Group Way top of mind for all of our employees by discussing it frequently, including sharing examples of living the ARE Group Way in the morning production meeting every day called "ARE Group Way Shares" and reviewing it in the quarterly employee meetings. The ARE Group Way is an important way that we keep all of our employees aligned to the same purpose, goals, and values while being spread out around the world.

Origins and Journey of Value Creation

For over 70 years, our evolution has been driven by the founding spirit of Take on Challenges.

1952

The origin of our challenge: beginnings at Asahi Chemical Laboratory

In 1952, we began our business as Asahi Chemical Laboratory, recovering silver from photographic fixers. We achieved efficient, high-purity silver recycling through electrolytic methods. Against the backdrop of expanding demand for photographic and medical films, we established the foundation for our recycling business and significantly expanded our operations.

1971

Driving environmental innovation and expanding our impact nationwide

In response to stricter pollution control regulations in the 1970s, we obtained Japan's first license from Kobe City in 1975 to detoxify toxic waste liquids from photographic processes. This marked our full-scale entry into the Environmental Preservation Business. We refined our analytical and measurement technologies and expanded our industrial waste treatment operations. By establishing sales bases nationwide, we grew to become a pioneer in realizing a recycling-oriented society.



Equipment for Detoxification

Taking on new frontiers through diversification and global expansion

In addition to silver recycling, we expanded our scope to dentistry, jewelry, and electronic materials, driving diversification. We also entered the Asian market, establishing a foothold for future

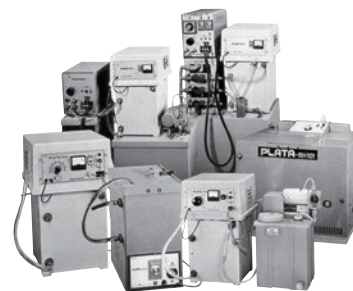


Acid Stripping Facility for the Precision Cleaning Operations

- 1952 Asahi Chemical Laboratory founded in Joto-ku, Osaka City
Launched silver recycling business from photographic fixers
1964 Became *kabushiki gaisha* (stock-based company)



- 1972 Equipment for detoxification of photographic effluents installed at the Kobe Plant
1974 Fukuoka sales office opened
Sales offices began to be established across Japan
1975 Compact electrolytic silver collection equipment "PLATA" developed
Industrial waste disposal license acquired from Kobe City (detoxification of photographic effluent containing harmful substances)



"PLATA" Series

- 1978 Head Office building completed in Higashi-Nada-ku, Kobe City
Registered as an environmental measurement certification office
1982 Precious metals recycling business launched in the dentistry sector
1984 Precious metals recycling business launched in the plating solution sector
1986 Precious metals recycling business launched in the electronics and jewelry sectors
Compact electrolytic gold collection equipment "ZIPANG" developed
1990 Entered environmental preservation businesses beyond photographic effluents
1994 ASahi G&S SDN. BHD. established in Malaysia

1996

Advancing to the next stage: public listing and stronger group management

The company went public in 1999, achieving listing on the Tokyo Stock Exchange Second Section in 2000 and the First Section in 2002. With growing trust from capital markets, we strengthened our governance and technological capabilities, while expanding into new sectors such as automotive catalysts and precision cleaning. We also established an environmental business company and transitioned to a holding company structure in 2009, laying the foundation for integrated group management.



Initial Public Offering (IPO) in 1999

2012

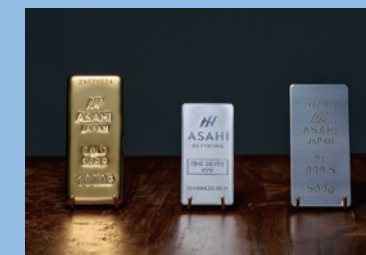
New philosophy, global expansion—a leap forward

In 2012, we established "The Asahi Way," codifying our employees' values. In 2015, we acquired gold and silver refining operations in North America, propelling us into a global recycling and refining company. In 2023, we changed our company name to "ARE Holdings," and in 2024, we formulated a new management philosophy, the "ARE Group Way," strengthening our foundation for the next stage of growth.

ARE

Think Circular

Our New Logo



2025

Taking on the future: advancing a circular economy

Based on our purpose of "Totally Committed to Protecting the Natural Environment and Preserving Resources," we are accelerating initiatives toward our Medium- to Long-Term Plan & Aspiration for 2030. Through further evolution of precious metals recycling and enhanced global expansion, we will continue working toward the realization of a circular economy.

- 1997 Company name changed to Asahi Pretec Corp.
1998 Headquarters operations transferred to Chuo-ku, Kobe City
Technical Research Center opened in Nishi-ku, Kobe City
1999 Initial public offering (IPO) in 1999
2000 Listed on the 2nd Section of the Tokyo Stock Exchange
2002 Promoted to the 1st Section of the Tokyo Stock Exchange
2003 Precious metals recycling business launched in the automotive catalyst sector
2006 Asahi Pretec Korea Co., Ltd. established
2009 Asahi Holdings, Inc. established
2011 Precious metals recycling business launched in the e-scrap sector
Precious metals recycling business launched in the precision cleaning sector

- 2012 The Asahi Way established
Selected for inclusion in an ESG index by the Tokyo Stock Exchange
2015 Transitioned to a company with an Audit and Supervisory Committee system
Nominating and Compensation Committees established
Performance-based stock-option system introduced
U.S. and Canadian gold and silver refining subsidiaries acquired from Johnson Matthey (U.K.), and Asahi Refining USA Inc. and Asahi Refining Canada Ltd. established
2016 International Financial Reporting Standards (IFRS) adopted
2017 Capital increased through new share issue
2018 The Asahi Way underwent comprehensive revision
2021 Asahi Depository LLC established
DXE INC. established
2022 Transferred to the Tokyo Stock Exchange Prime Market
2023 Construction of the Bando Plant in Bando City, Ibaraki Prefecture completed
Company name changed to ARE Holdings, Inc.
ASAHIMETALFINE, Inc. established
2024 ARE Group Way established
Reorganized industrial waste management business (share exchange conducted between Japan Waste Corporation and RENATUS Co., Ltd.)
Asahi Pretec Corp. established Asahi Pretec (Thailand) Co., Ltd.
2025 Asahi Pretec Corp. established Asahi Pretec India Private Limited

We deliver value to society by leveraging competitive advantages accumulated over our long history.

ARE Holdings upholds “ARE Group Way” as its corporate philosophy under the purpose of “Totally Committed to Protecting the Natural Environment and Preserving Resources.” Building on a challenge-oriented philosophy and our long-cultivated strengths, we create sustainable value and a resilient business model. Through our operations, we promote industrial sustainability and reduce CO₂ emissions, contributing to the realization of a circular society.

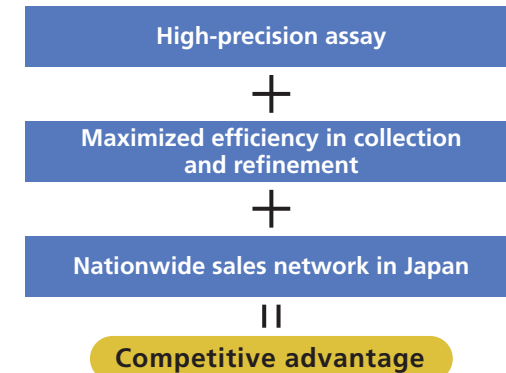
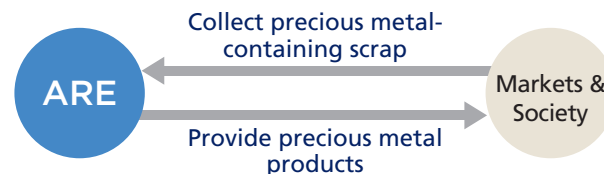
Business Overview

Value Creation

Precious Metals Business

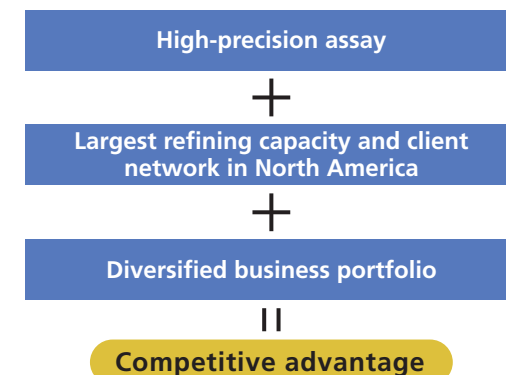
Precious Metals Recycling Business

We collect and recycle precious metal-containing scrap generated across various industries. We recover and refine gold, silver, platinum, palladium, and other precious metals into critical products for manufacturing.



North American Refining Business

We refine gold and silver sourced directly from mines in the U.S. and Canada. We also provide financial services, manufacture high-value-added products, and store precious metals in an advanced, secure warehouse.



Advancing a circular society

Fostering industrial development

Reducing CO₂ emissions

Ensuring a stable supply of precious metals

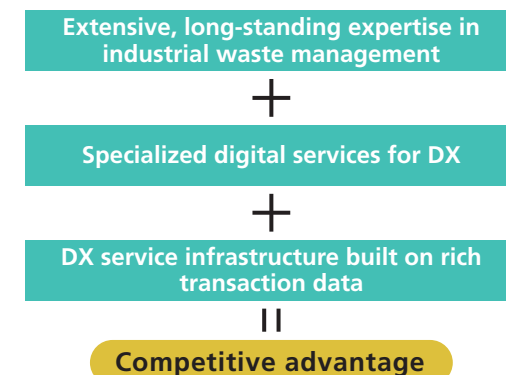
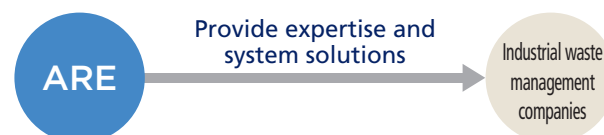
Delivering high-value-added products and services

Enabling seamless, efficient trade

Environmental Preservation Business

Environmental Preservation Business

We provide a digital platform for industrial waste management companies to streamline their disposal operations.



Operational efficiency through the digital transformation of waste-management operations

Addressing labor shortages

Enhancing operational safety

Our Strengths

Care for Others

Preserving Trust and Connections

A trusting relationship with all members has undoubtedly supported the development of our company. We have gone through several phases: beginning as a family-run business focused on personal ownership ("My Company"); evolving into a business centered on communal ownership ("Our Company"), where we worked with all members to create new ventures in response to various changes; and finally transforming into a publicly listed company with external ownership ("Your Company"), placing a strong emphasis on all shareholders and other stakeholders.

Throughout this journey, we have actively recruited a diverse workforce with an eye toward future globalization. At the same time, we have upheld a strong sense of mission and high ethical standards by promoting "The Asahi Way," which consolidates our management philosophy and code of conduct, reflecting our traditional values. These values have now been passed down to the newly formulated "ARE Group Way."

At the same time, we have strengthened our sustainable relationship with members by improving compensation through fair and impartial evaluations and a performance-based system. Additionally, we introduced internal feedback systems and satisfaction surveys, paying close attention to job satisfaction and work-life balance. Hoisting "Care for Others" as the foremost value in ARE Group Way demonstrates our commitment to prioritizing physical and mental health. It is our collective of employees, who strive for mutual prosperity and business development, that forms the foundation for overcoming the challenges posed by changes in the business environment.

Strengths Rooted in ARE's History

Eight Factors Supporting Value Creation



Ability to Adapt to Change

By paying close attention to the business environment and lifecycle and by practicing flexible thinking, decisive action, and quick decision-making, we have built original business models and quickly exited businesses in decline. With the ability to respond in this manner, we will continue to maintain growth.



Industry-Leading Unique Technologies

We are proud of the original technologies we have developed. These include the following technologies: recovering precious metals with high efficiency, advanced assay capabilities, and product development based on accurately ascertaining customer needs. Through constant research and development, the Group continues to enhance its unique technologies in each of its business fields.



Shared Sense of Value

The Group's growth has been driven by our members, who embody the groupwide values of ARE Group Way. Our members prioritize caring for people and embrace the spirit of taking on challenges. We actively invest in our human resources to continue building an organization with a shared sense of values.



Good Relationships with Stakeholders

We actively engage in dialogue with investors and listen to our customers and business partners to strengthen governance and develop our products and services. We value our mutual trust with our employees and the local community as we work to increase our long-term corporate value.



Management Capabilities for the Regeneration of Business

Over the past 20 years, we have brought more than 20 companies into the Group through M&A, and we have improved corporate management. Thanks to our flexible management capabilities matched to specific business environments, nearly all of our companies perform better than they did prior to joining the Group. We will continue to improve performance.



Trusted Asahi Brand

The Group's precious metal products are highly regarded throughout the world for their reliable quality. We are committed to building a trusted Asahi brand by continuing to provide high-quality products and services in all of our businesses.



Globally Expanding Network

Since establishing a local subsidiary in Malaysia in 1994, we have expanded into other Asian countries, with a primary focus on South Korea. In 2015, we acquired a refining business in North America through an M&A, globally expanding our target customer base.



Substantial Market Share

Our highest priority is to satisfy our customers and business partners, and we have worked hard to improve our products and services. Our sales and technical capabilities that meet a wide range of needs have earned us the trust of our customers and enabled us to acquire a strong market share.



Take on Challenges

Putting the Scrap and Build Business Approach into Practice

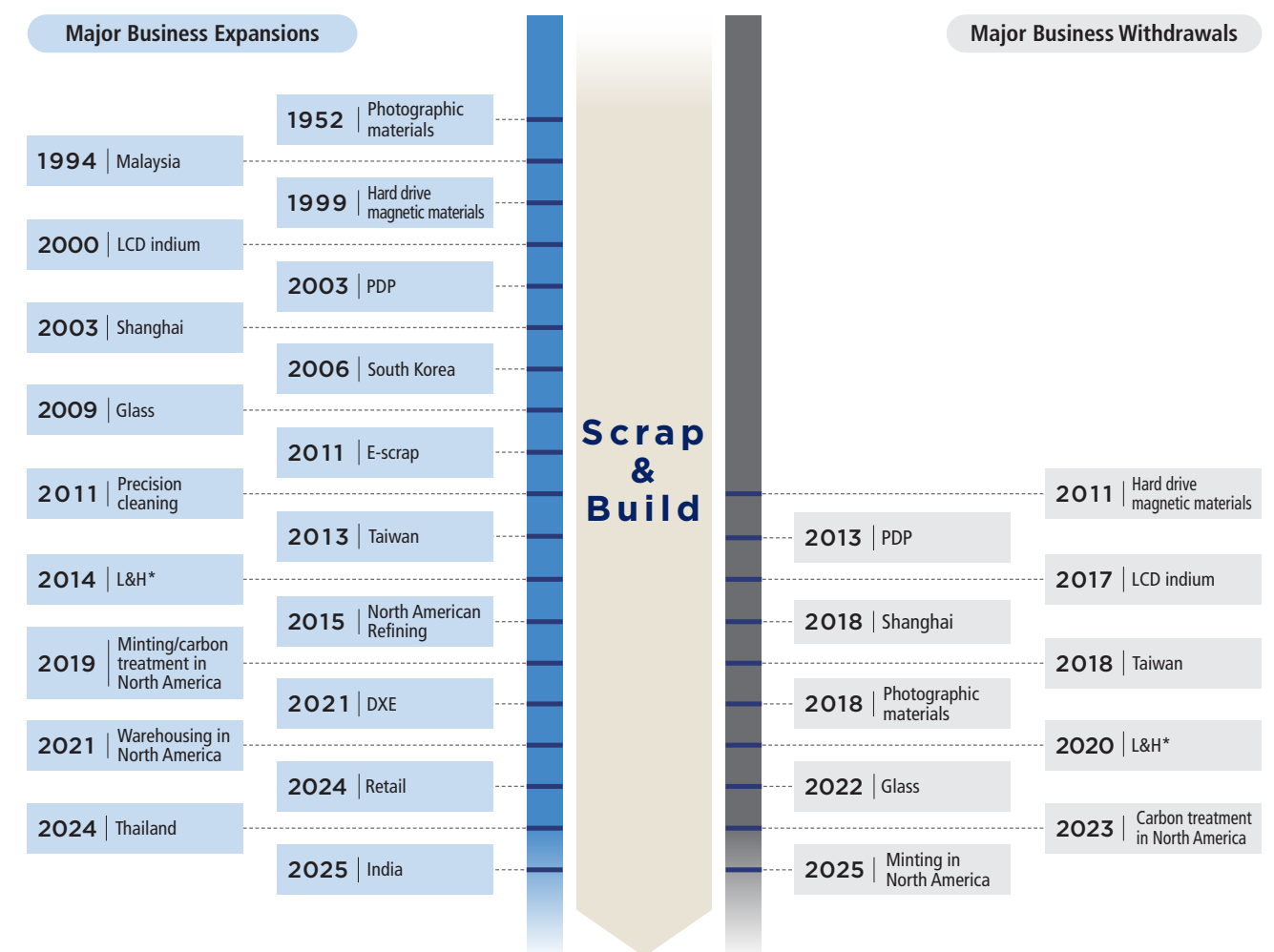
Since our founding in 1952, we have consistently promoted businesses that contribute to the creation of a circular society, and we have now developed into a company that operates on a global scale.

Looking back on our company's history, our journey has been a series of "Take on Challenges." Our roots lie in the original business of recycling silver from photographic fixers. In 1975, we became the first company in Japan to obtain an industrial waste disposal license from Kobe City, which is a license for detoxifying waste photographic fluid containing hazardous substances. This was the turning point for our business to expand nationwide.

Since then, while managing to overcome various difficulties, we have taken on the challenge of creating new businesses and expanding into new areas. We have expanded the scope of our precious metals recycling to metal types beyond silver by collecting recyclable materials from various industrial sectors, such as dentistry, jewelry, electronics, and catalysts. In addition, we have acquired more than 20 companies over the past 20 years, primarily in the Environmental Preservation Business. We have also obtained a North American refining company in a major acquisition, transforming our business portfolio. On the other hand, we did not hesitate to exit from businesses that we determined should not be continued from the perspectives of profitability, growth potential, and synergy. Our withdrawal from the photographic materials business and the Life & Health Business Segment, which were profitable at the time of withdrawal, are two such examples. Over the past 70 years since our founding, our Scrap and Build approach to business has allowed us to take on challenges.

Promoting Business Reform with an Emphasis on Speed

* Life & Health Business Segment



Value Creation Process

Over the years, we have achieved both business growth and solutions to social issues in our mission to be a leader in creating a circular economy that connects society to the environment. Moving forward, we will strive to maximize the value created by our business activities.

