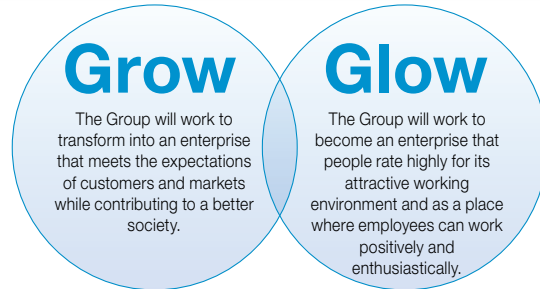


Long-Term Vision GP25

In 2015, for the 70th anniversary of the foundation of the company, the Daiken Group formulated the long-term vision GP25 (Grow/Glow Plan 25) aimed for 2025, 10 years after 2015.

In the long-term vision GP25, growing from housing materials to an all-embracing company for building materials through the further enhancement and expansion of current businesses and the expansion of the new market was upheld as our vision (company vision). As the roadmap toward the realization of the long-term vision, the Daiken Group set the medium-term management plan in three steps and been deploying business activities.

2025 Long-Term Vision GP25 Grow/Glow Plan 25



Significance of existence and ambitions

- 1 Contribute to the building of a sustainable society by efficiently using limited resources
- 2 Enrich peoples' minds by creating more comfortable and secure spaces

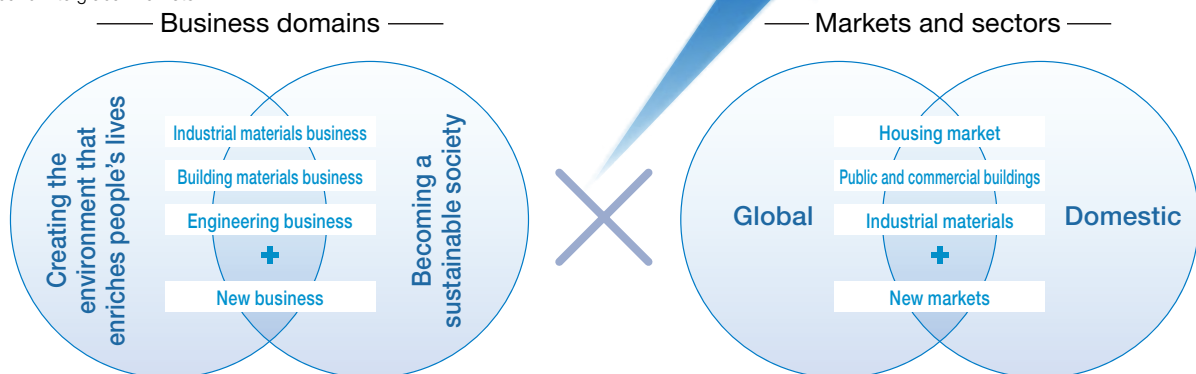
How we should be in 2025

- 1 Contribute to a recycling-oriented society through the development and spread of industrial materials utilizing sustainable resources, such as timber, in global markets
- 2 Create safe, secure, healthy, and comfortable spaces for everyone by proposing solutions that capture the user needs in the new normal era
- 3 A mechanism to support challenges is established, a culture that admires challenges is nourished, and challenges to new business domains is progressing
- 4 Realize the workplace environment where diverse human resources can comfortably work in fulfilling roles and impartial and transparent management supports the sustainable growth and the improvement of medium- to long-term corporate value

Business domains, markets, and sectors targeting Long-Term Vision GP25

From the current image as a housing materials manufacturer to the following:

- Supply building materials and industrial materials for building materials as well as construction
- Expand business areas from housing to public and commercial buildings, and industrial materials
- Expand into global markets



Update of the long-term vision GP25

In formulating the medium-term management plan GP25 3rd Stage, we have updated how we should be in 2025 based on the change in business environment and reconfirmation of materiality in and after 2025.

The medium-term management plan toward realization of the long-term vision

Toward the realization of the Long-Term Vision GP25 in 2025

Fiscal 2023 to fiscal 2026

GP25 3rd Stage

Establish the image of an all-embracing company for building materials

Execute the growth strategy based on the pursuit of the resolution of social issues using sustainability as the key axis of management and establish the image of an all-embracing company for building materials

Fiscal 2020 to fiscal 2022:

GP25 2nd Stage

Accelerate growth to become an all-embracing company for building materials

Fiscal 2017 to fiscal 2019:

GP25 1st Stage

The first step toward an all-embracing company for building materials

Growth trajectory targeted in the Long-Term Vision GP25

While a decrease in domestic new housing starts is expected in the future, we will aim at expanding the global market, public and commercial buildings, and the home renovation market that we position as the priority markets, in addition to the increase in our share in the new home market. By proactively investing our management resources in these priority markets, we will proceed with the reform to become a company that will keep growing even in the situation of decreased domestic new housing starts.

To become a company that will keep growing even in the situation of decreased domestic new housing starts

