

In 2015, the DAIKEN Group formulated the long-term vision GP25 (Grow/Glow Plan 25) towards fiscal 2026.

In the long-term vision GP25, growing from housing materials to a comprehensive building materials company for building materials through the further enhancement and expansion of current businesses and the challenge to the new market was upheld as our vision (company vision).

As the roadmap toward the realization of the long-term vision, the DAIKEN Group has also set the medium-term management plan and been deploying business activities.



#### Significance of existence and ambitions

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

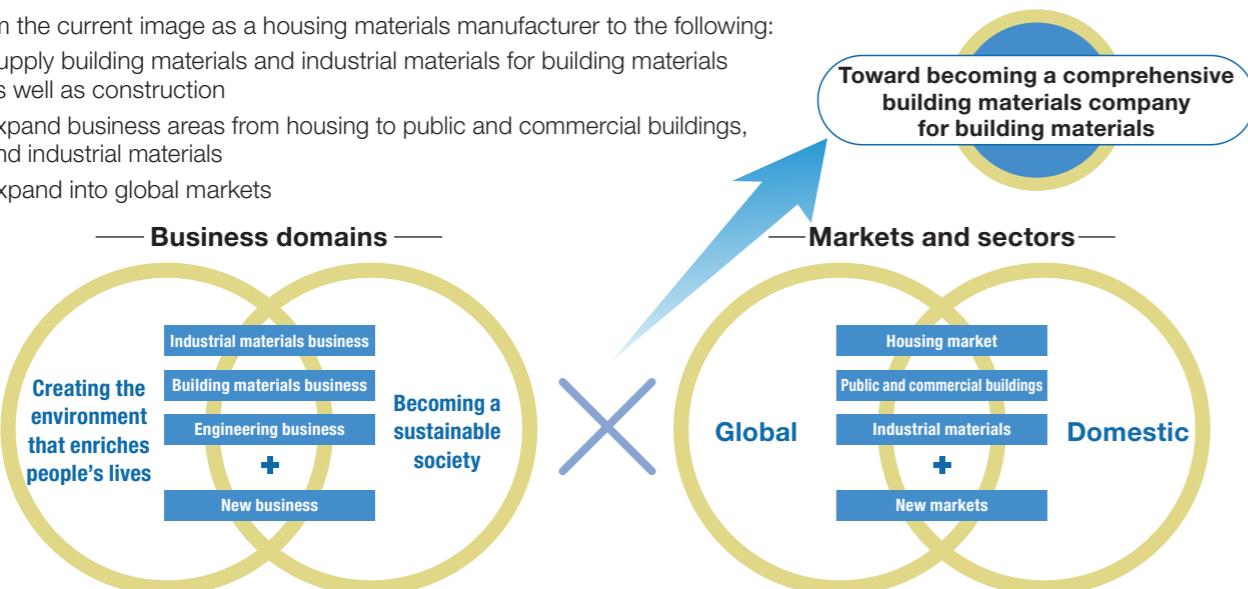
#### How we should be in 2025

- Contribute to a recycling-oriented society through the development and spread of industrial materials utilizing sustainable resources, such as timber, in global markets
- Create safe, secure, healthy, and comfortable spaces for everyone by proposing solutions that capture the user needs in the new normal era
- A mechanism to support challenges is established, a culture that admires challenges is nourished, and challenges to new business domains is progressing
- 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



#### Progress of the medium-term management plan GP25 3rd Stage

##### Basic policy

##### I. Execution of the growth strategy ~Key to the resolution of social issues (CSV)~

###### Contribution to a recycling-oriented society

Accelerate the development of industrial materials using wood resources and waste where recycling is managed and the deployment to the global market through utilization development.

###### Satisfaction of user needs in the new normal era

For user needs that seek for further improved safety, security, health, and comfort in all kinds of spaces, enhance our solution proposal capabilities that take advantage of having diverse products (industrial materials and building materials), the spatial evaluation and analytical functions, and the construction function.

##### II. Enhancement of the management foundation with sustainability as the key axis

###### Human resource foundation

- Creating the workplace environment and culture where diverse human resources can be active
- Human resource development that supports the growth and can respond to changes
- Establishment of the system and mechanism that admire and support challenges
- Building of the balanced human resource foundation

###### Business foundation

- Simultaneous pursuit of the reduction of environmental burden and risk management in the supply chain
- Restructure firm and flexible business infrastructure
- Optimization of the business portfolio (Selection and concentration)
- Ensuring quality, which is the source of provided value
- Offensive/defensive digital strategy
- Building of an efficient and optimal logistics system

###### Financial foundation

- Aggressive investments for growth
- Building of the solid financial foundation that supports growth

###### Governance

- Impartial and highly transparent management that supports the improvement of corporate value
- Improvement of the stakeholder engagement by enhancing the dissemination of information and improving dialogues

#### Trends in results

##### I. Execution of the growth strategy

	GP25 3rd Stage		
	Fiscal 2023 results	Fiscal 2024 results	Fiscal 2025 results
Net sales	2,288	2,106	2,163
Domestic market	1,641	1,654	1,682
Global markets	646	453	481
Operating profit	98	59	77
Operating profit ratio	4.3%	2.8%	3.5%

##### II. Enhancement of the management foundation

###### Non-financial indicators

	GP25 3rd Stage		
	Fiscal 2023 results	Fiscal 2024 results	Fiscal 2025 results
E Total greenhouse gas emissions in Japan and overseas <sup>1</sup>	(4.0%)	(15.8%)	(27.5%)
S Serious quality incident/violation <sup>2</sup>	0	0	0
S Total diversity index <sup>3</sup>	+18.3pt	+25.9pt	+40.7pt
E Employee satisfaction <sup>4</sup>	54.4pt	57.4pt	57.3pt
G Serious compliance violations <sup>2</sup>	1	0	0

<sup>1</sup>: Fiscal 2023–2025 results included total emissions in Japan and overseas (Scope 1+2) compared to fiscal 2022

<sup>2</sup>: During the medium-term management plan period

<sup>3</sup>: Our own indices in which diversity-related items, such as the female manager ratio, were indexed. Seven items concerning the calculation method have been reset as the Diversity Composite Index 3rd Stage in the medium-term management plan GP25 3rd Stage in fiscal 2023. Fiscal 2023–2025 results were indexed in comparison to fiscal 2022

<sup>4</sup>: Our own indices in which employees' actual feeling for satisfaction / job satisfaction in the workplace were indexed