

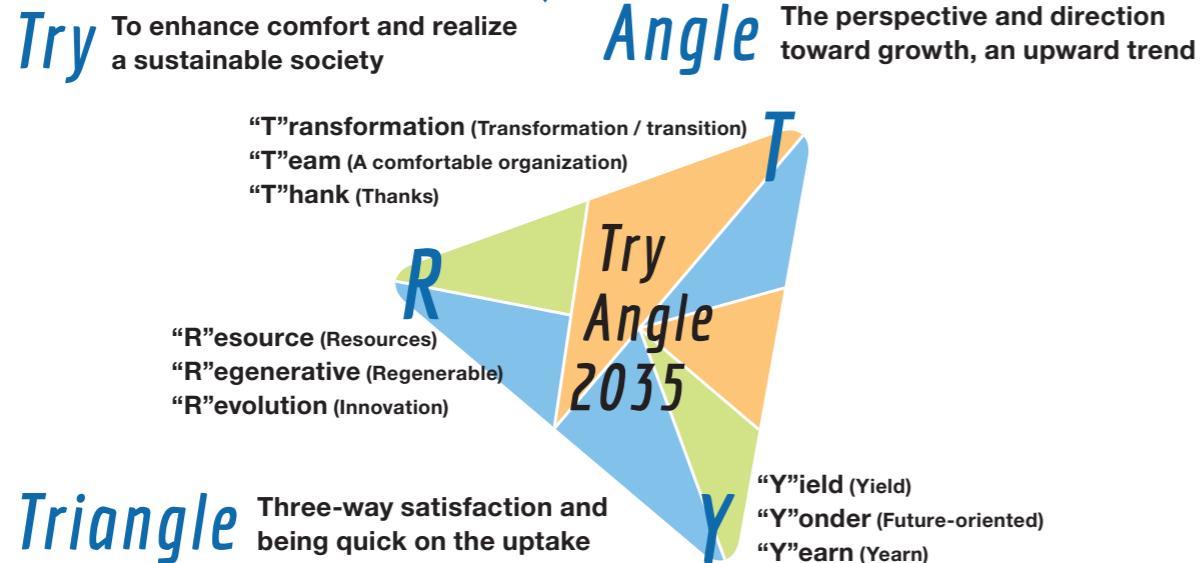
2026 to 2035 The Next Long-Term Vision TryAngle 2035

The DAIKEN Group took over the reforms in GP25 and formulated the new long-term vision TryAngle 2035 towards the 10 years from fiscal 2027 to fiscal 2036. With sustainability (contribution to the environment) and well-being* (improvement of comfort) that we have valued since the foundation of the company as key axes, we established guiding principles to become a company that delivers "Comfort, always" to everyone involved in our company.

*Well-being: Refers to being in physically, mentally, and socially good condition, which is a concept that includes not only short-term happiness but also sustainable happiness in the future, such as a purpose in life and the meaning of life



Thoughts put into TryAngle 2035



Goal in TryAngle 2035

To become a company that offers "Comfort, always" everywhere and to everyone.

DAIKEN will deliver the virtuous cycle = Well Cycle* to society.

*Well-Cycle: ① Resource recycling through sustainable manufacturing

② Comfort for the five senses that leads to well-being
③ Good interaction through empathy and admiration

Our unique collective term includes these three meanings



Goal in TryAngle 2035

To realize "Comfort, always"

Background of the Formulation of TryAngle 2035

Changes that occurred during GP25

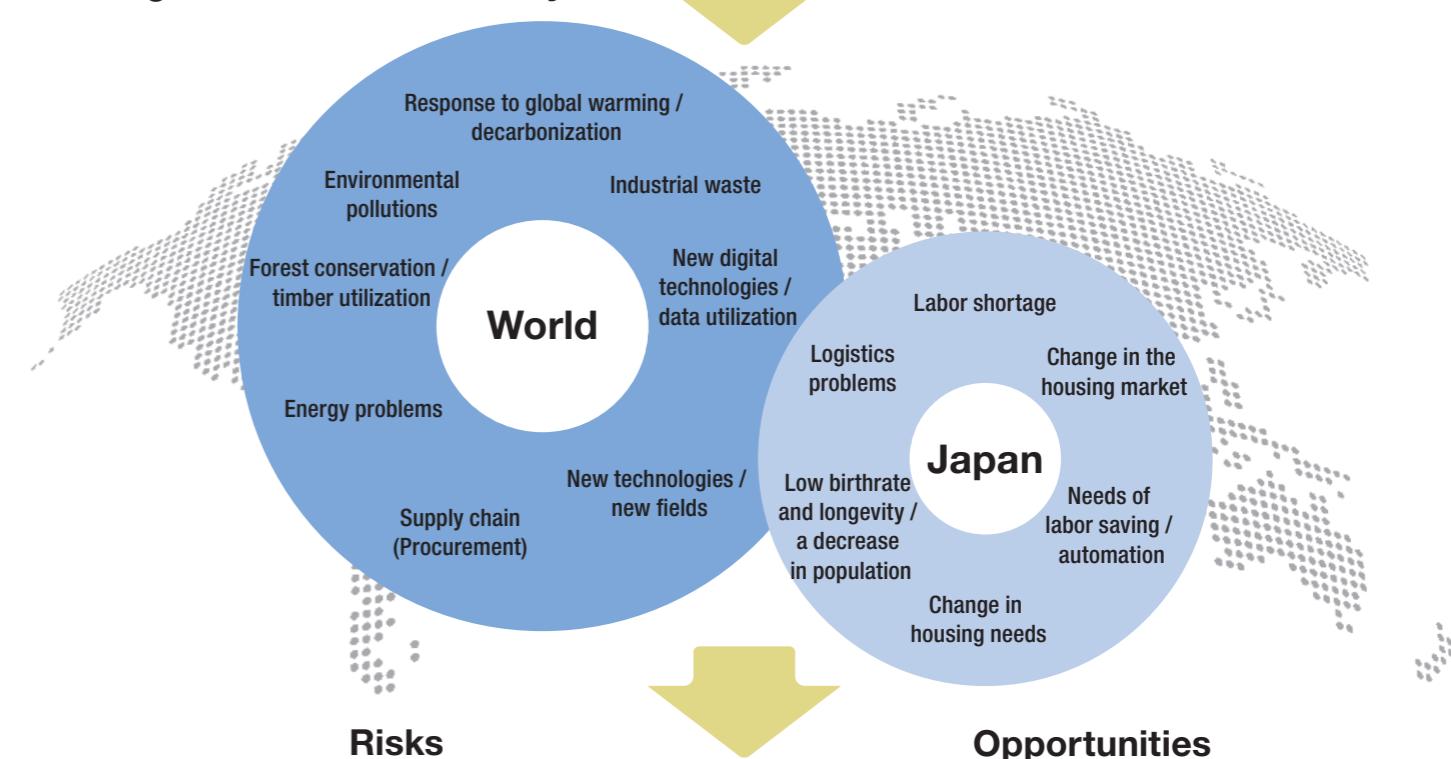
[External environment]

- CO₂ reduction obligations under the Paris Agreement
- Strict regulations long working hours
- Consumption tax hike
- Lumber crisis
- Drastic changes in lifestyle due to COVID-19
- Increased geopolitical risks
- Substantial pay rises associated with global inflation

[Internal environment]

- Active expansion into global markets (Focusing on the North American market)
- Expansion of public and commercial buildings
- Promotion of workstyle reform (Limitations on PC operating hours, promotion of taking paternity leave, development of remote work and staggered work shifts, etc.)
- Became a wholly owned subsidiary of ITOCHU Corporation and delisted

Megatrends in the next 10 years

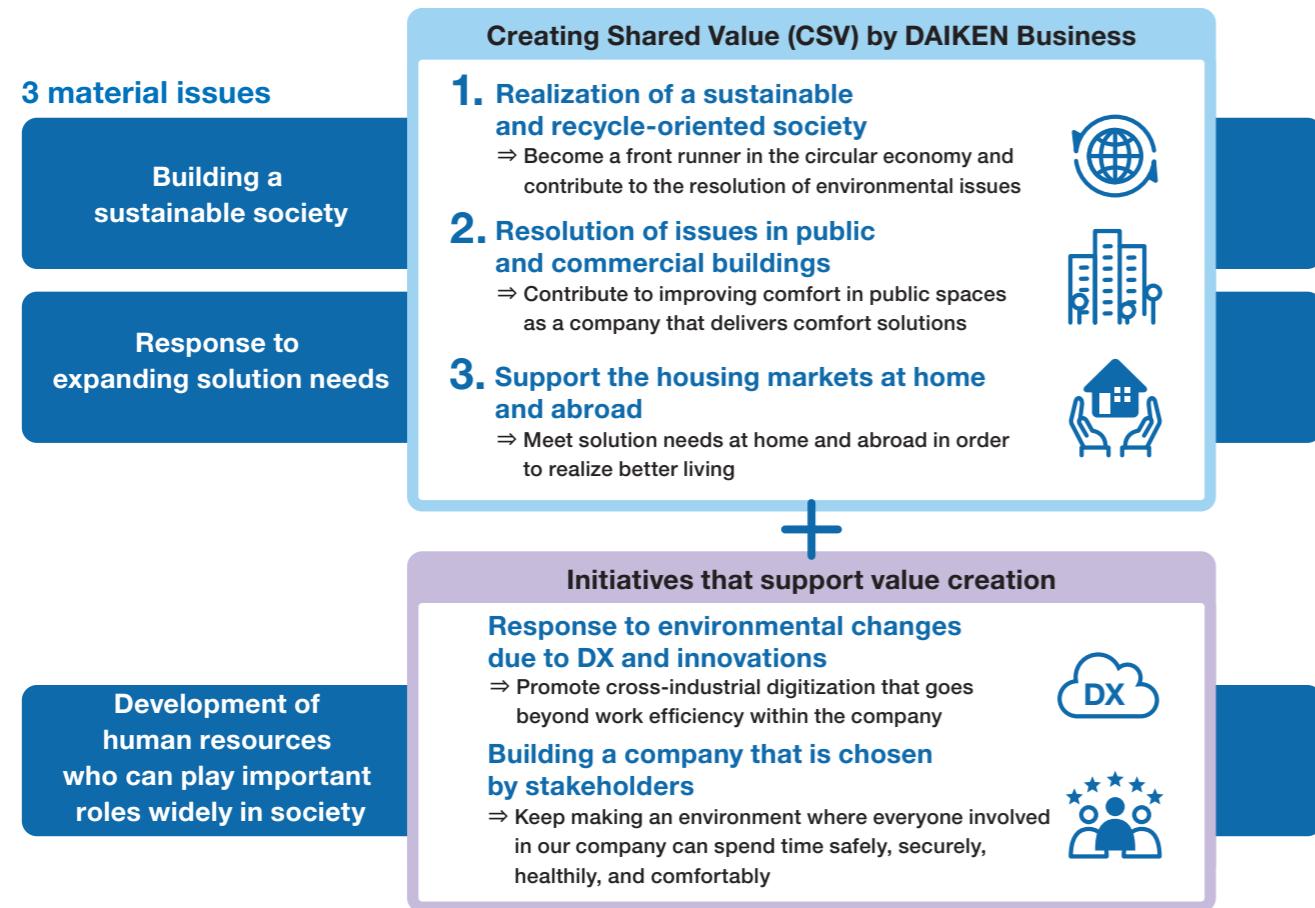


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The Next Long-Term Vision TryAngle 2035

3 material issues and corresponding policies



DAIKEN in 10 years

In GP25, growing from the identity of a housing materials manufacturer to a comprehensive building materials company that actively expands, beyond the domestic housing market into the public, commercial and global markets to uphold our company vision.

In TryAngle 2035, we created the future vision of what kind of company we would like to be in 2035 from the three perspectives.

We have gained outstanding global outstanding influence in sustainable industrial materials

- Widely deploy the power of industrial materials that we have cultivated since the foundation of the company at home and abroad
- Become a company that is trusted by the value chain by realizing stable procurement and a stable supply

We have upgraded the living spaces and established new standards to be chosen

- Support people's lives with value that appeals to the five senses, such as sound, light, temperature, humidity, and smell
- Show our presence not only in housing but also in public and commercial buildings

In working to solve social issues, we are making progress through challenges and expansion into new fields using co-creation

- Work on active co-creation for the resolution of social issues

Four keys toward the achievement of our vision

To realize our 10-year company vision we established the four important elements = keys. By refining these keys and making them our strengths, we will become a company that will sustainably grow and keep contributing to society.

KEY 1 VALUECHAIN

Building a value chain centered on the technical capabilities in industrial materials, building materials, and engineering

KEY 3 CO-CREATION

Improvement of co-creation capabilities with a focus on the group network

KEY 2 BRANDING

Brand enhancement that will improve DAIKEN's corporate value

KEY 4 ORGANIZATION

Building an organization where diverse human resources will develop their career, work with enthusiasm, and realize their growth

DAIKEN Sustainability Action Plan 2035

We will formulate the DAIKEN sustainability action plan 2035 as the promotion driver of the next long-term vision TryAngle 2035. We have set outcome targets along two axes "environment" and "people" to contribute to the realization of a sustainable society (realization of a sustainable and recycle-oriented society), which is one of our material issues, and to developing people who can play important roles widely in society (building a company chosen by stakeholders).

Save the earth

- Promotion of resource recycling
100% waste recycling
- Mitigation of climate change
Net zero greenhouse gas emissions
- Coexistence with nature
Reduce the impact on the natural environment (Zero deforestation)

Make people smile

- Developing human resources
The workplace environment where employees respect each other and improve each other individually and organizationally
- Creating events and things
Corporate activities that can give back to the richness of society

Promotion of resource recycling

Recycling of waste materials

Mitigation of climate change

Greenhouse gas emissions reduction
Expansion of the amount of carbon storage by using timber

Coexistence with nature

Procure wood in a biodiversity friendly way
Reduction of the amount of fossil-derived materials used
Promote the effective use of water resources

Developing human resources

Promotion of diversity and inclusion
Development of autonomous human resources
Safe and secure workplaces
Strict compliance

Creating events and things

Respecting the stakeholders' human rights
Sustainable procurement and supply