

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

Until 2015

Housing materials manufacturer

- Change in performance that is in conjunction with the number of domestic new housing starts
- A manufacturer of industrial materials and building materials
- Business expansion mainly in Japan (Overseas business was limited)

Until 2025

Comprehensive building materials company for building materials

- Growth that does not rely on new housing starts
- Handles everything from materials to construction
- Active overseas business expansion (Expansion into North America)

Until 2035

Comfort, always

- Support the housing markets at home and abroad
- Expanding the businesses from raw materials to comfort solutions
- Further expansion of the global, public, and commercial buildings

TryAngle 2035

Thoughts put into TryAngle 2035

Try

To enhance comfort and realize a sustainable society

Angle

The perspective and direction toward growth, an upward trend

“T”ransformation (Transformation / transition)

“T”eam (A comfortable organization)

“T”hank (Thanks)

“R”esource (Resources)

“R”egenerative (Regenerable)

“R”evolution (Innovation)

Triangle

Three-way satisfaction and being quick on the uptake

Try
Angle
2035

“Y”ield (Yield)

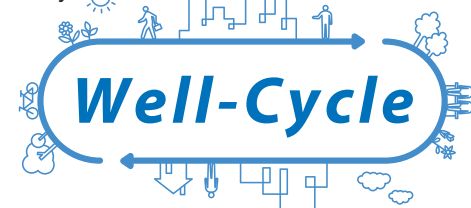
“Y”onder (Future-oriented)

“Y”earn (Yearn)

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

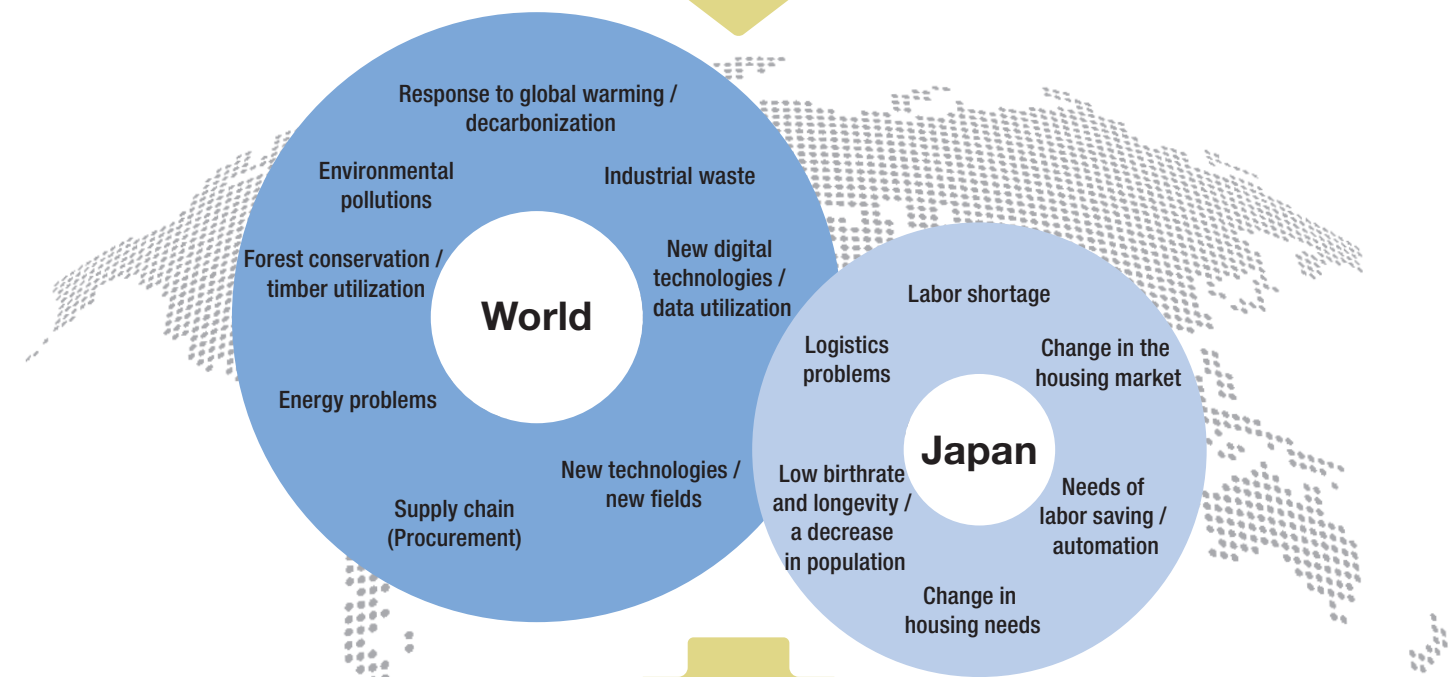
[External environment]

- 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



Risks

A drastic decrease in new housing starts

Surging logistics costs

Industry restructuring

Economic stagnation + Progression of inflation

Depletion of natural resources

Intensified competition for human resources

Opportunities

Expansion of business opportunities that contribute to a sustainable society

Improvement of productivity by introducing new technology

Expansion of industrial materials and building materials businesses overseas

Deployment that takes the environmental regulations in advance

New market creation by solving social issues

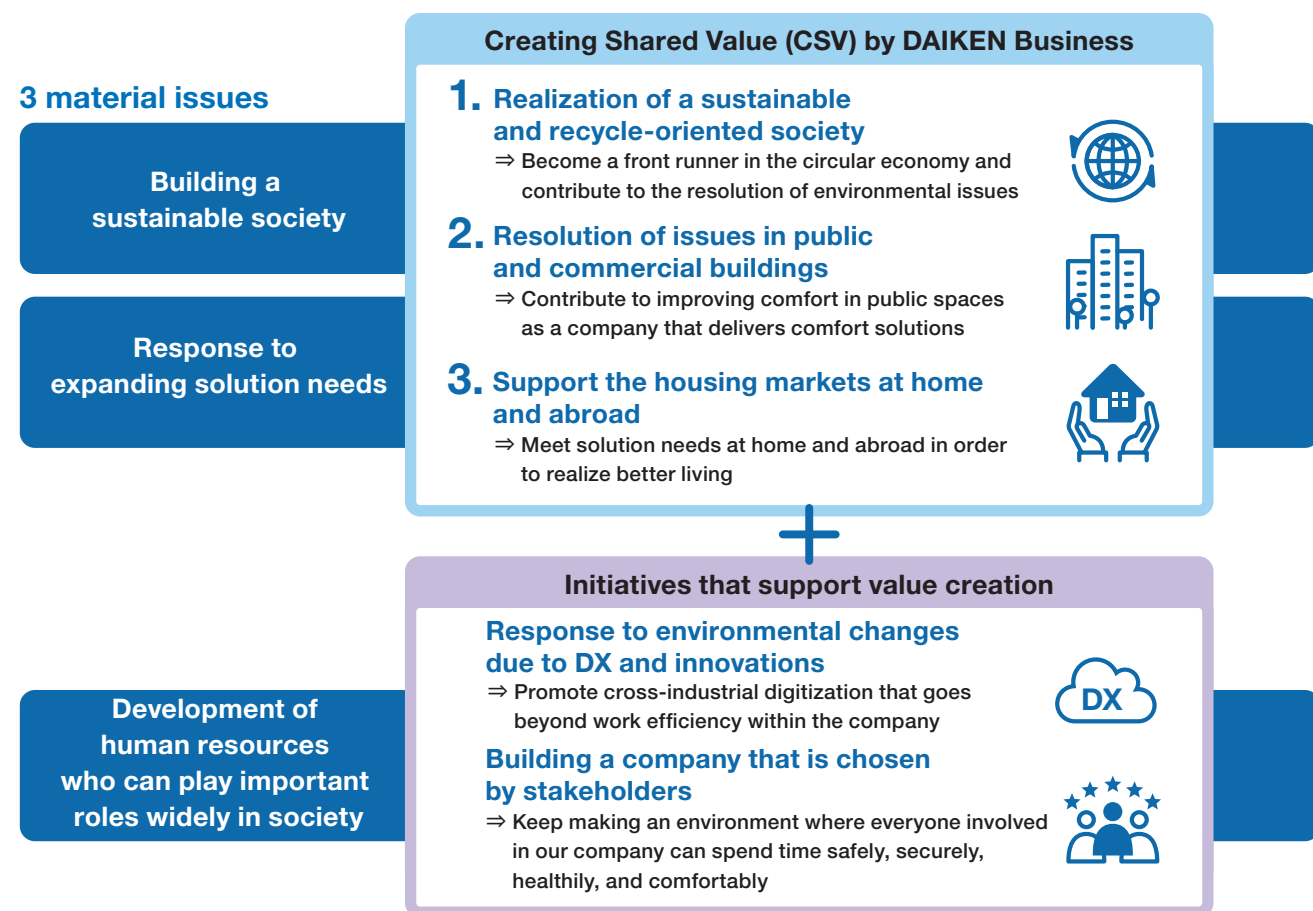
An increase in the well-being needs

Continued to page 9



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

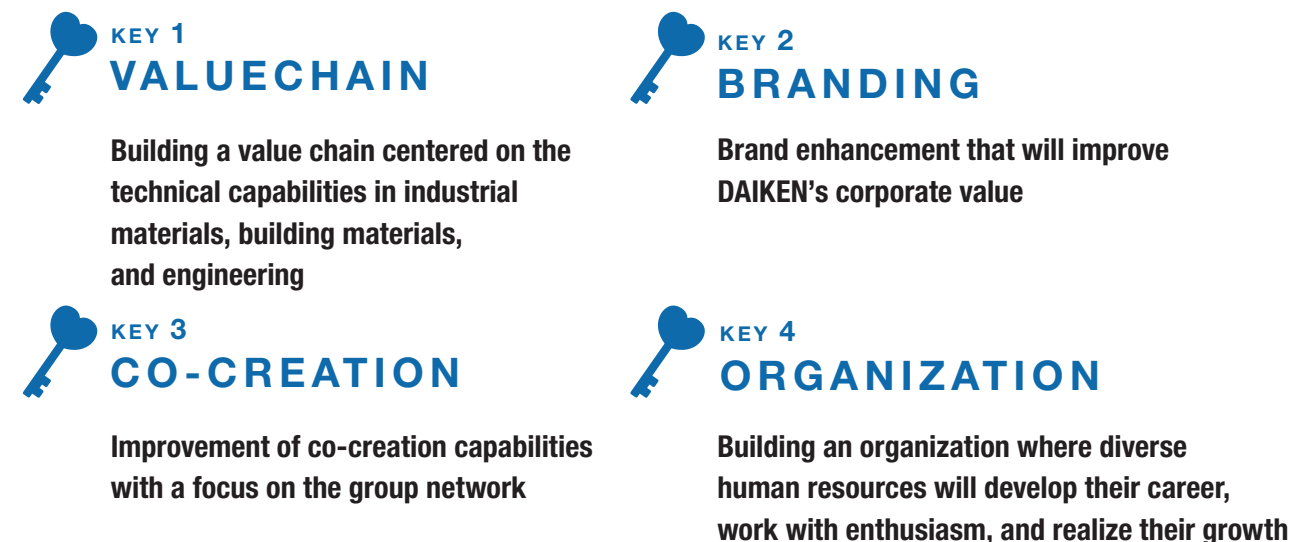
- Support people's lives with value that appeals to the five senses, such as sound, light, temperature, humidity, and smell
- Show our presence not only in housing but also in public and commercial buildings

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.



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).

