

## Message from the Chairman



### We will contribute to global environmental measures by using trees

With climate change progressing and natural disasters occurring frequently around the world, we now live in an era where resilience and sustainability are becoming even more important.

Our Group's Corporate Philosophy is to utilize wood as a renewable resource and realize a sustainable and prosperous society through a diverse range of lifestyle-related services. In times such as these, we feel that we should undertake this mission with a greater sense of responsibility than ever before.

The 29th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29) was held in 2024. Ultimately, the Parties reached an agreement on climate finance, in which developed countries will contribute funds to developing countries to combat global warming. However, significant differences in opinion between developing and developed countries highlighted the challenges that lie ahead.

Meanwhile, United States President Donald Trump took office in 2025 and announced that the country would once again withdraw from the Paris Agreement. Going forward, there are concerns that countries around the world will become less coordinated in their efforts to fight climate change, and that environmental policies will retreat due to a decline in momentum for international cooperation.

In this context, we launched our new Medium-term Management Plan, Mission TREEING 2030 Phase 2 which covers the three years from 2025 to 2027. This is a new Medium-term Management Plan aimed at realizing our Long-term Vision for 2030. Our Group is expanding its value chain centered on wood, which we call the Wood Cycle, on a global scale. We are also working to contribute to the decarbonization of society through our business, and feel that our role is all the more important in the current context, where the world's direction for environmental measures is unclear.

Our Board of Directors, comprising both outside directors and internal directors who also serve as executive officers, brings a diverse range of knowledge and insights to the table, facilitating lively discussions at Board meetings. As the role of our Group in society becomes more important, I intend to fulfill my role as Chairman of the Board of Directors so that we can meet the expectations of society.

Leveraging the 330-year history built by our predecessors, we will work together with each and every employee to chart our course for the next 100 years. I sincerely ask for continued support from stakeholders as we move forward.

Akira Ichikawa

Representative Director, Chairman of the Board