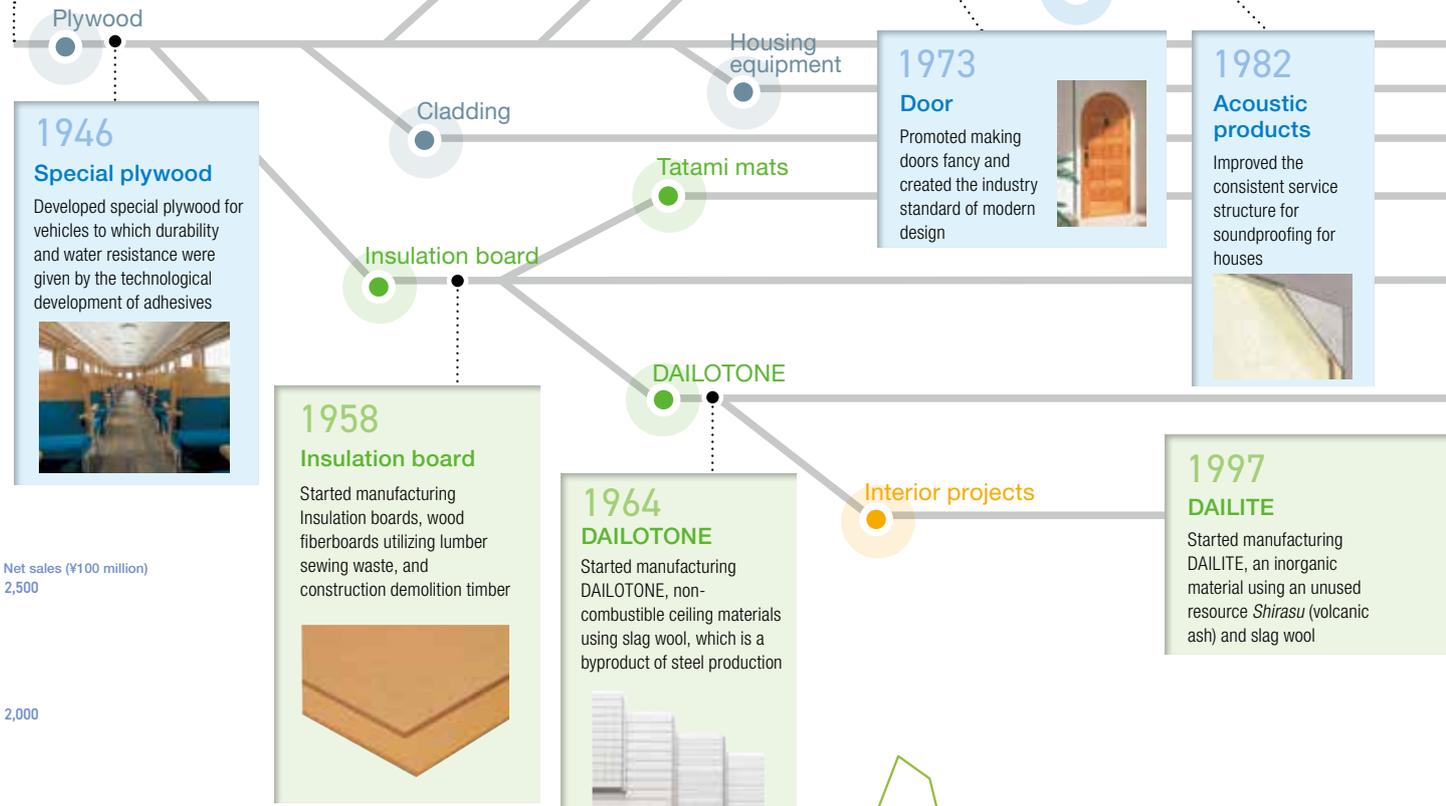


Changes in Value Creation

Ever since foundation, The Daiken Group has been developing a wide variety of products to help customer's daily life through our technological innovations which always meet social issues and needs. The Group effectively uses all the strengths acquired in our history and aims to grow into a housing material manufacturer that becomes an all-embracing company for building materials and thus creates new value.

1945 Foundation



Net sales (¥100 million)
2,500

2,000

1,500

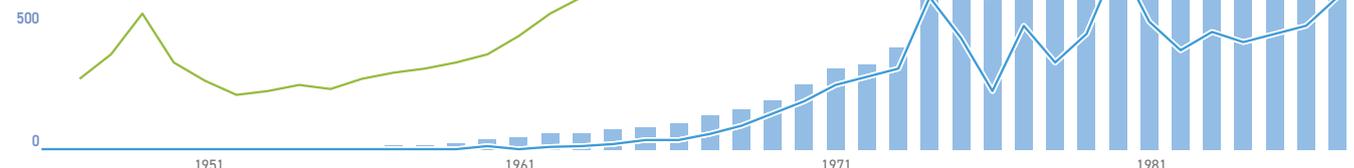
1,000

500

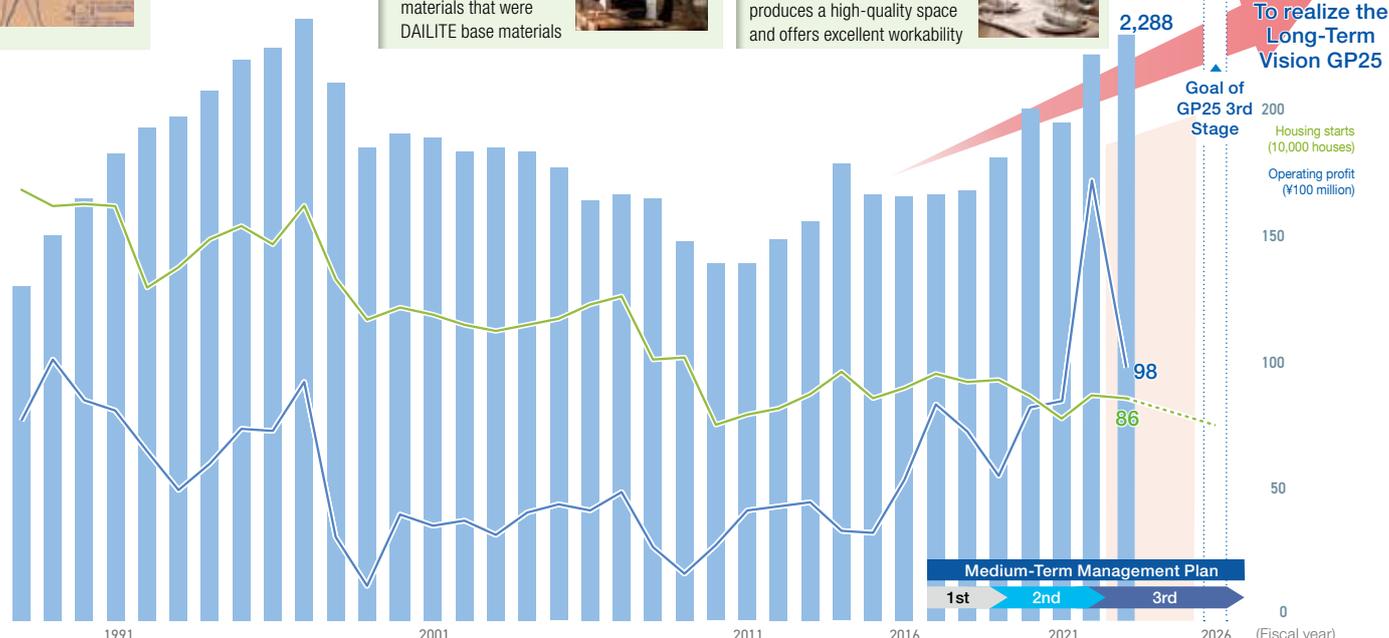
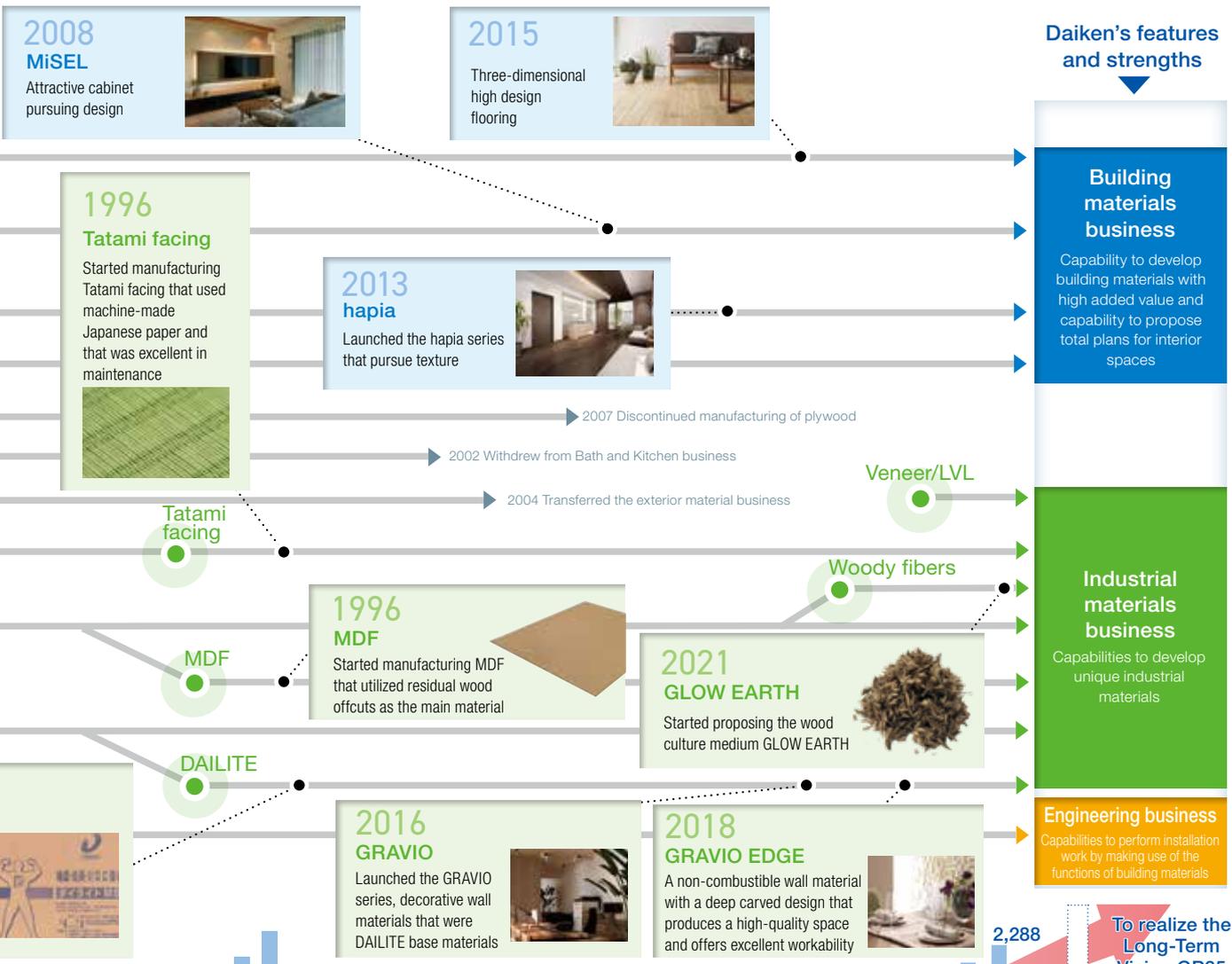
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Trends in net sales, operating profit, and number of domestic new housing starts

■ Net sales — Operating profit — Number of domestic new housing starts



	Foundation	Expansion		Growing	
History of the Daiken Group	<p>1941 C. Itoh & CO., Marubeni Shoten, Ltd., and Kishimoto Shoten, Ltd., have merged to form Sanko Kabushiki Kaisha, Ltd.</p> <p>1944 Sanko Kabushiki Kaisha, Ltd., Kureha Cotton Spinning Co., Ltd., and Daido Boeki Kaisha, Ltd., merged to form Daiken Co., Ltd.</p> <p>1945 Founded Daiken Mokuzai Kogyo Co., Ltd., at the Inami plant in Toyama acquiring all the business of the Forestry Department at Daiken Co., Ltd.</p>	<p>1954 Established Nagoya plant for manufacturing special plywood</p> <p>1958 Built Okayama plant and started manufacturing insulation board</p>	<p>1967 Changed the company name to DAIKEN CORPORATION</p> <p>1969 Established interior projects department</p> <p>1970</p> <ul style="list-style-type: none"> Started manufacturing WPC flooring at the Nagoya plant Established Toyama plant for manufacturing special plywood 	<p>1977 Expanded insulation board business Built Takahagi plant</p> <p>1984 Established an interior projects company, DAIKEN ENGINEERING CORPORATION</p> <p>1987 Expanded flooring business Established Mie Daiken Co., Ltd. (currently, Mie plant)</p>	<p>1989</p> <ul style="list-style-type: none"> Started manufacturing housing products, such as doors and stairs, at the Inami plant Started manufacturing of cladding at the Takahagi plant <p>1994 Established DAIKEN SARAWAK SDN. BHD. in Malaysia for MDF manufacture</p> <p>1995 Built interior doors production line at the Inami plant</p>



To realize the Long-Term Vision GP25

- | Selection and Concentration | New Challenge | Challenge to Achieve the Long-Term Vision GP25 |
|--|--|---|
| <p>1996
Implemented Tatami facing and DAILITE production lines at the Okayama plant</p> <p>1999
Purchased an interior projects company, Koukou Sangyo Corporation</p> <p>2000
Integrated the interior projects department into DAIKEN ENGINEERING CORPORATION</p> | <p>2002
● Alliance with TOTO Ltd. and YKK AP Inc. for remodeling business
● Established DAIKEN Industries (Ningbo) Corporation</p> <p>2005
Purchased MDF manufacturer in Malaysia
Established DAIKEN MIRI SDN. BHD.</p> <p>2009
● Purchased MDF plant in New Zealand and established DAIKEN NEW ZEALAND LIMITED
● Integrated flooring business of the Nagoya plant in the Mie plant</p> | <p>2010
● Alliance with Panasonic Corporation in production and procurement
● Purchased an interior projects company, Sankei Corporation</p> <p>2012
Business and capital alliance with HOKUSHIN Co., Ltd. for MDF production and supply</p> <p>2015
Established interior doors manufacturing company PT. DAIKEN DHARMA INDONESIA in Indonesia</p> <p>2016
Purchased an apartment renovation company, PAC SYSTEM Co., Ltd.</p> |
| | | <p>2018
● Purchased an MDF manufacturing company in New Zealand
Established DAIKEN SOUTHLAND LIMITED
● Established Daikden R&D center
● Capital and business alliance with ITOCHU Corporation</p> <p>2019
● Purchased a veneer plant, CIPA Lumber Co., Ltd. in Canada and an LVL plant, Pacific Woodtech Corporation in the U.S.A.
● Purchased a renovation company ReformQ Co., Ltd.
● Purchased T.O FLOORING CO., LTD., that works on solid wood flooring</p> <p>2020
Started production at Nichinan Daikden Co., Ltd., a company that processes veneers for LVL</p> <p>2022
● With the capital increase, Pacific Woodtech Corporation, which used to be a consolidated subsidiary, became an equity method affiliate</p> |