

DAIKEN GROUP
REPORT 2025

DAIKEN GROUP REPORT 2025

DAIKEN

DAIKEN CORPORATION

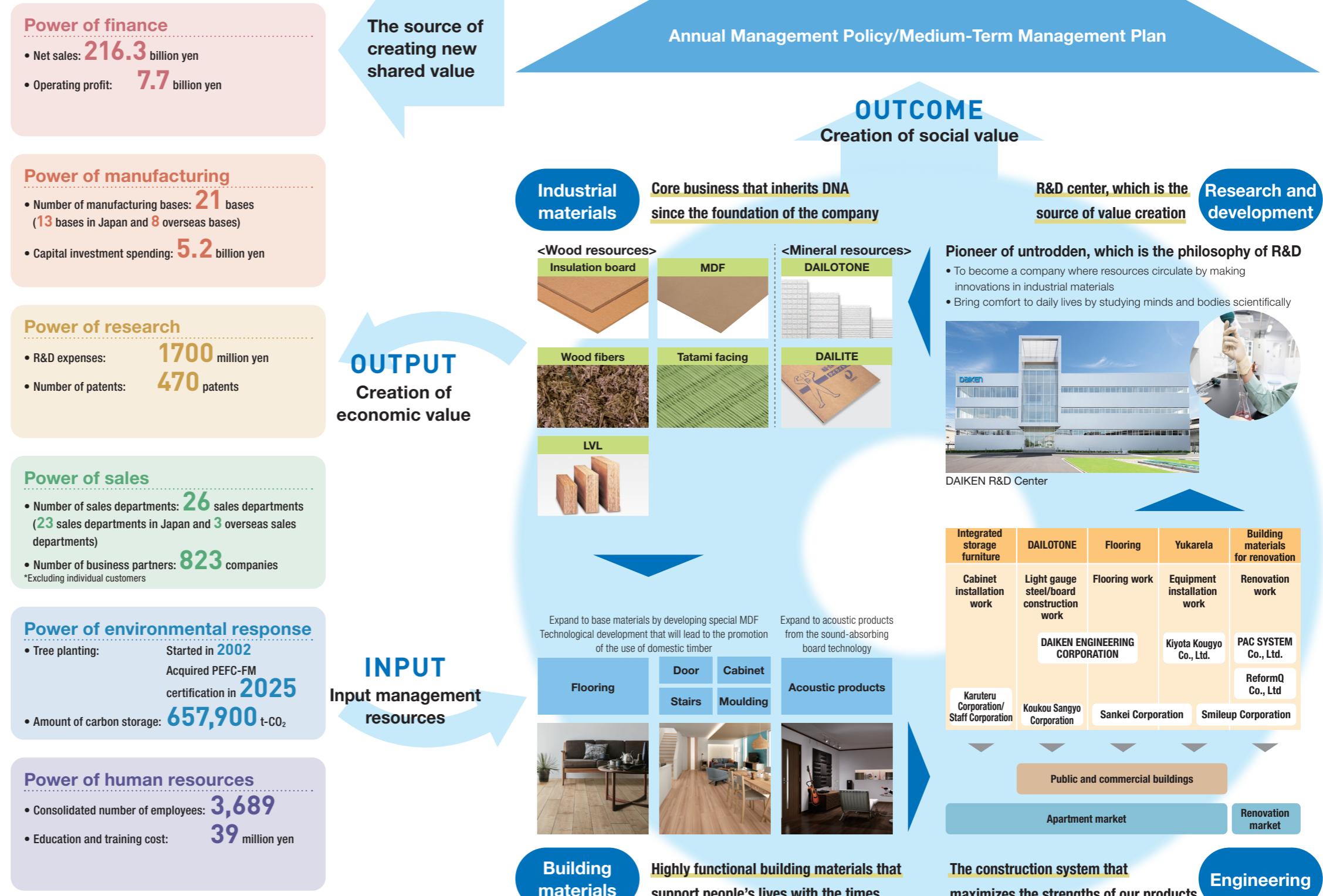
The company name will change to DAIKEN CORPORATION from September 26, 2025.

Head Office
14F Nakanoshima Festival Tower West,
3-2-4 Nakanoshima, Kita-ku, Osaka 530-8210
<https://www.daiken-ad.com/>

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Editorial policy

The DAIKEN Group has issued the DAIKEN Group Report as an annual integrated report for stakeholders in order to enhance the understanding of its initiatives for the improvement of medium-term and long-term corporate value. This report shows the progress of the long-term vision GP25 and the complete picture of the next long-term vision TryAngle 2035. This report also introduces the initiatives for the realization of the growth strategy based on the pursuit of the resolution of social issues by using sustainability and well-being as the key axes of management.

Company information

DAIKEN CORPORATION and the DAIKEN Group
*Environmental information differs in scope.

[Disclaimer regarding future prospects]

The forecasts and estimates in this report are based on information available at the time of the report's issuance. Plans and figures depicting the future do not imply a guarantee of actual outcomes.

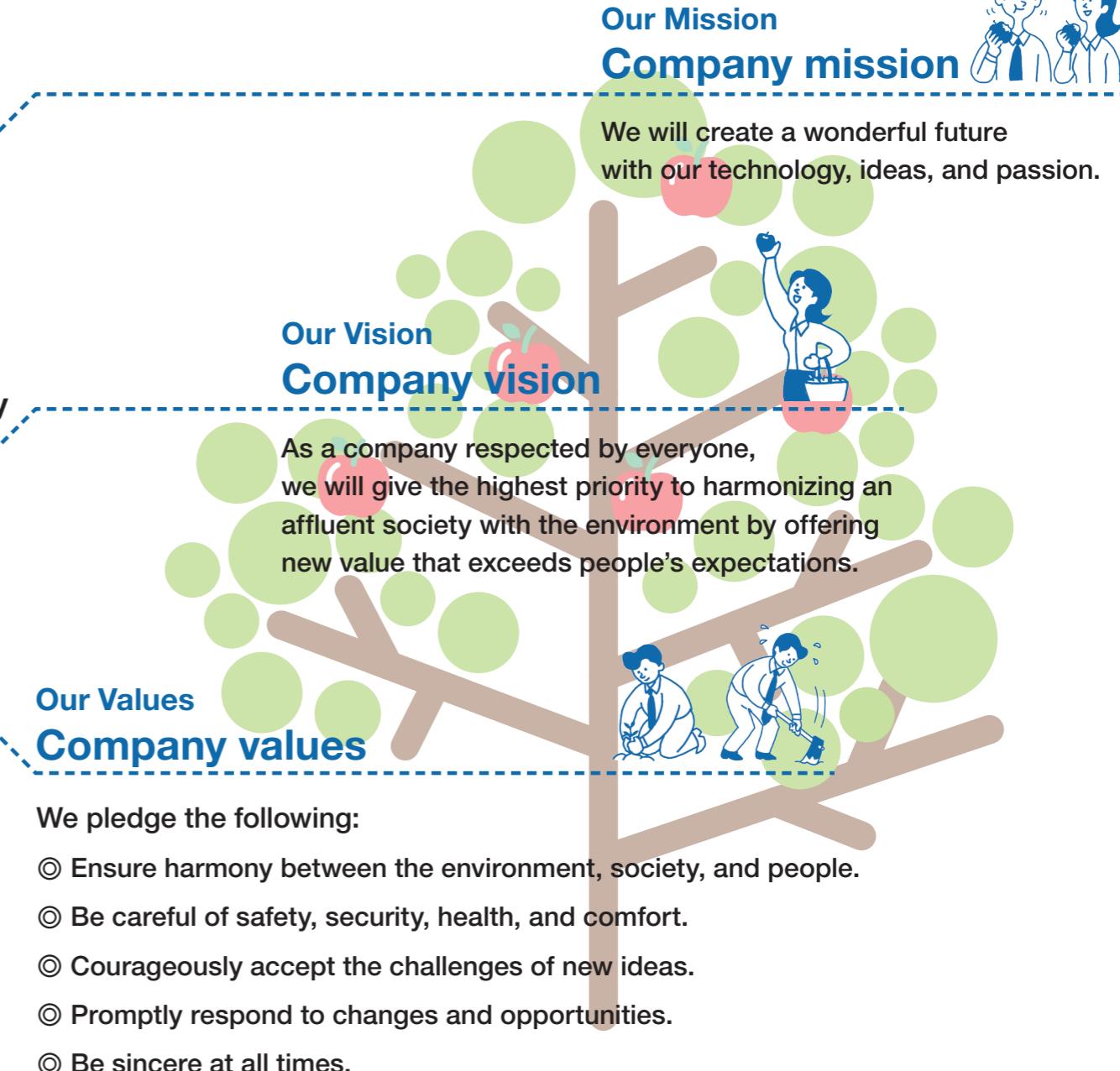
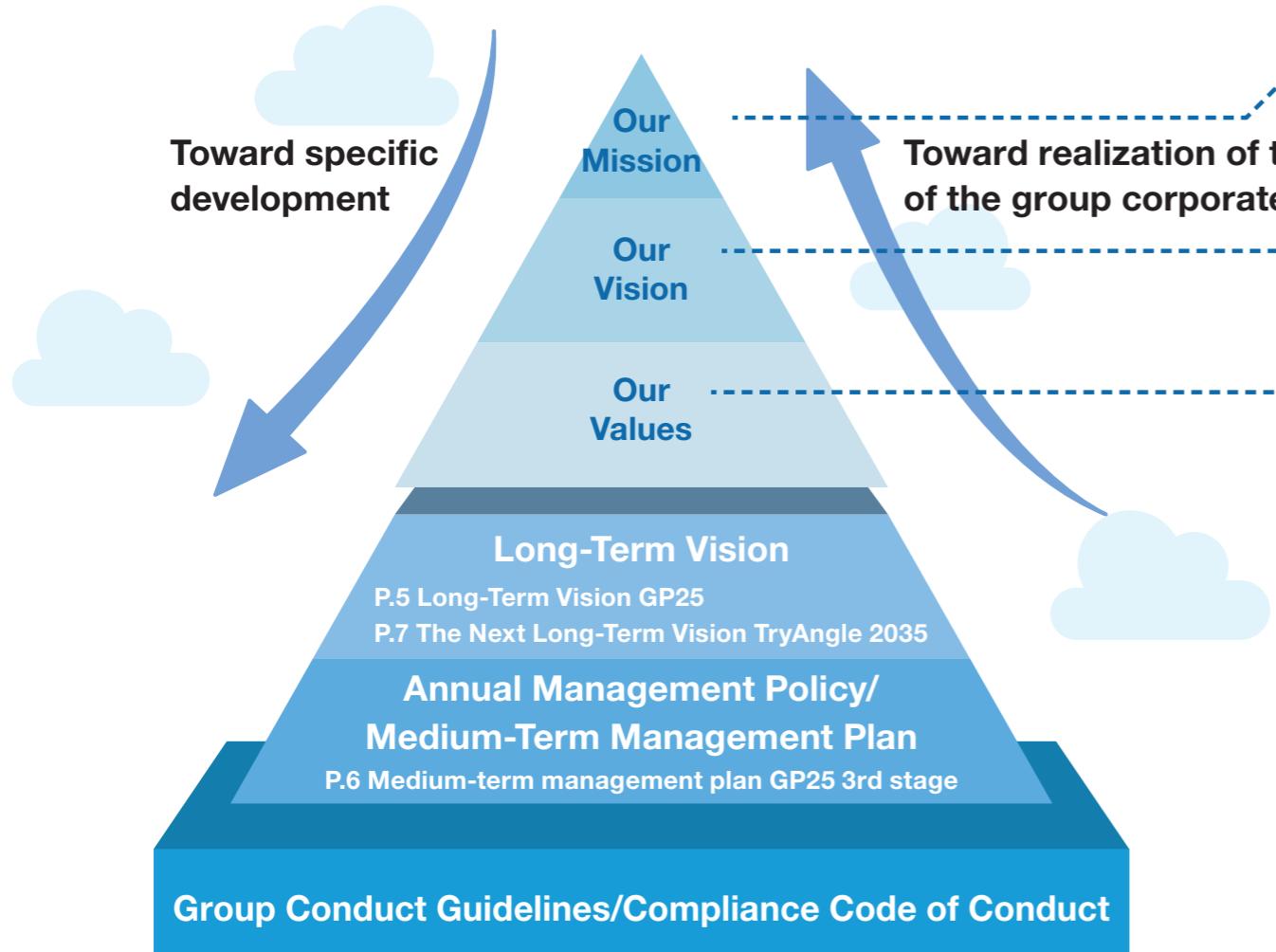
Eligible period

Fiscal 2025 (April 1, 2024, to March 31, 2025)
*Some sections include information other than the fiscal period.

To have thoughts in common with all of the Group's employees and adjust the direction to move forward, the DAIKEN Group has established the group corporate philosophy, which consists of the three elements of the Company mission [Our Mission], Company vision [Our Vision], and Company values [Our Values]. We aim for the sustainable improvement of corporate value by deploying business activities toward the realization of this philosophy.



The system of practicing the group corporate philosophy



Group Conduct Guidelines

- ① Improve customer satisfaction and trust by anticipating changes in the needs of society and supply safe, secure, healthy, comfortable, and attractive products, technologies, and services
- ② Compete fairly, transparently, freely, and appropriately
- ③ Communicate extensively with society, actively and fairly disclose information, and enhance the transparency of corporate activities
- ④ Create a safe, dynamic workplace, respect human rights and diversity, and recognize the will of the employees
- ⑤ Actively tackle environmental issues through corporate activities, we will contribute to the embodiment of a sustainable society that is friendly to the Earth and people

- ⑥ Positively contribute to society and respect the cultures and customs of each country
- ⑦ Maintain high ethical standards and comply with the laws of each country
- ⑧ Always demonstrate the spirit of challenge, inquiry, and achievement
- ⑨ We will improve our abilities, motivate others, and grow together as a team
- ⑩ Top management will implement the corporate philosophy and code of conduct, disseminate both throughout the group, and ensure that employees observe the mission, vision, and values of the company

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

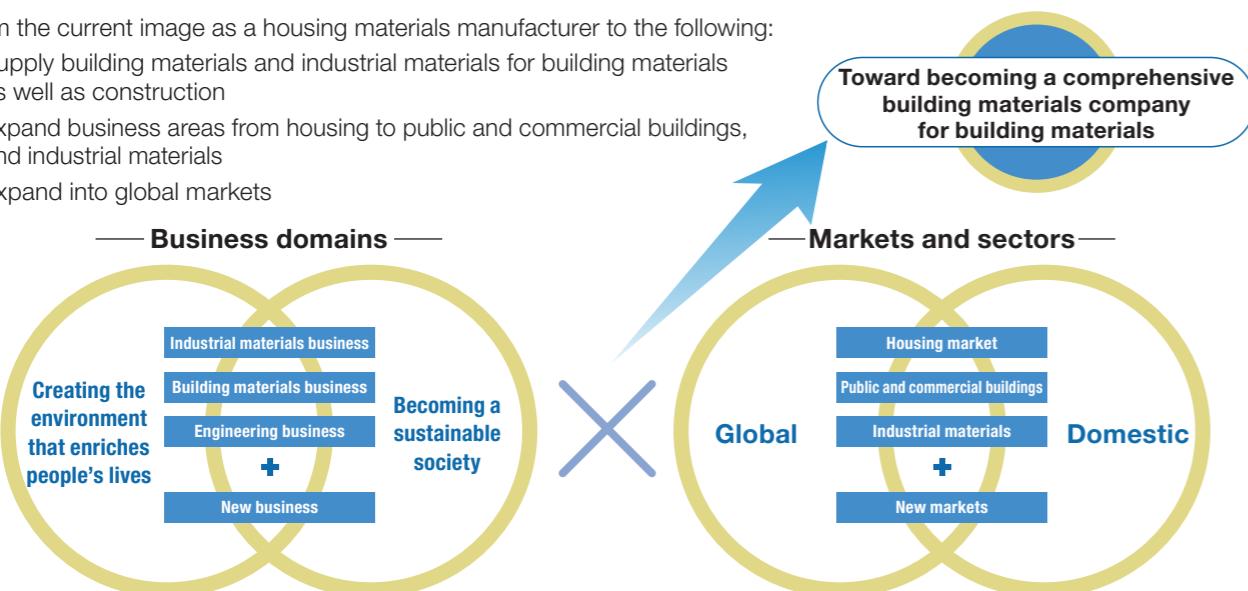
How we should be in 2025

- 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 ¹ | (4.0%) | (15.8%) | (27.5%) |
| S Serious quality incident/violation ² | 0 | 0 | 0 |
| S Total diversity index ³ | +18.3pt | +25.9pt | +40.7pt |
| E Employee satisfaction ⁴ | 54.4pt | 57.4pt | 57.3pt |
| G Serious compliance violations ² | 1 | 0 | 0 |

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

²: During the medium-term management plan period

³: 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

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

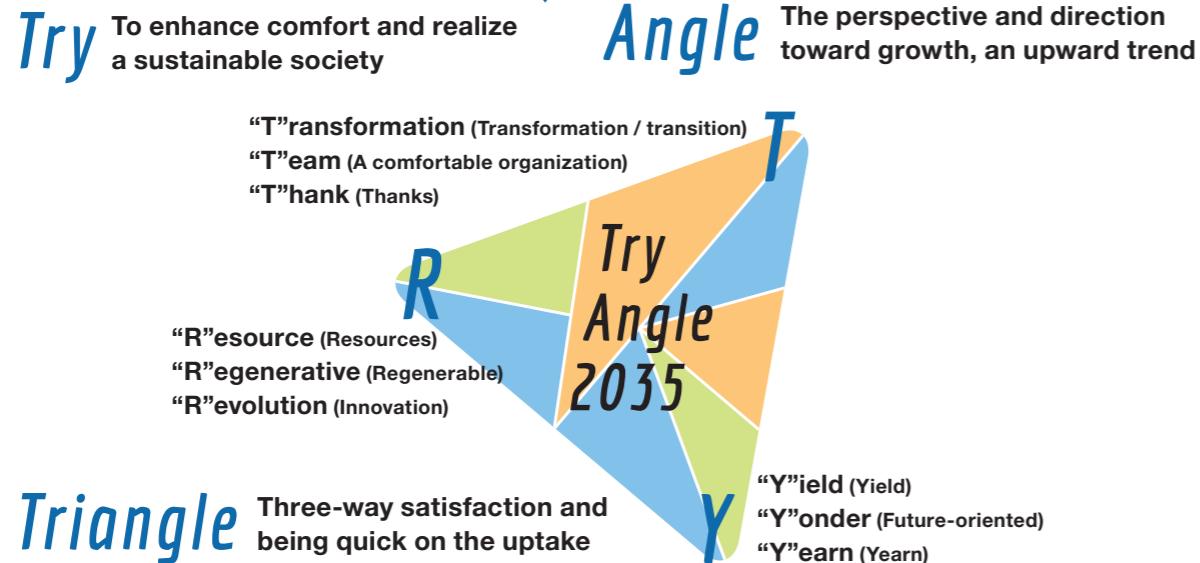
The Next Long-Term Vision TryAngle 2035

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

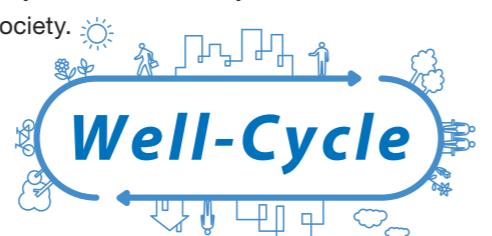
To become a company that offers "Comfort, always" everywhere and to everyone.

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

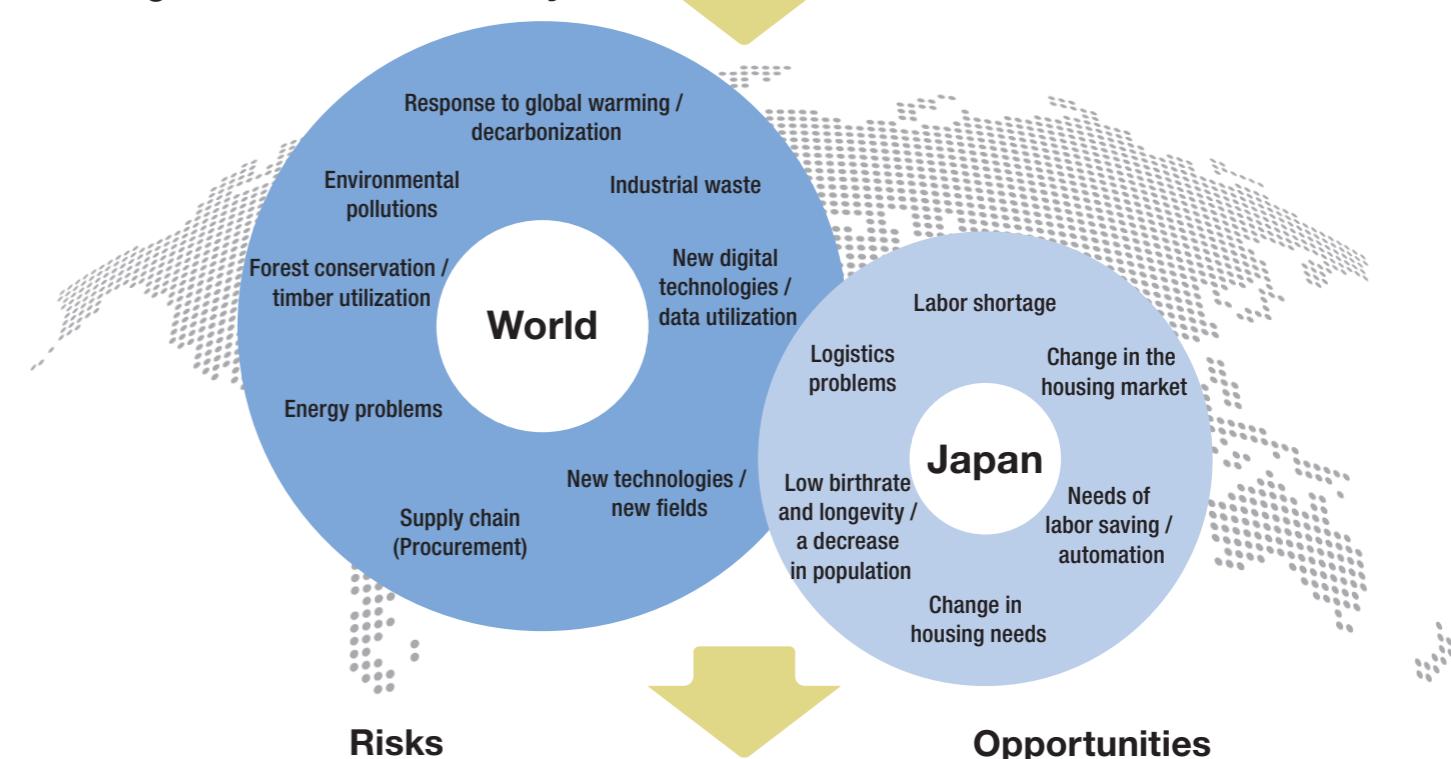
[External environment]

- 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

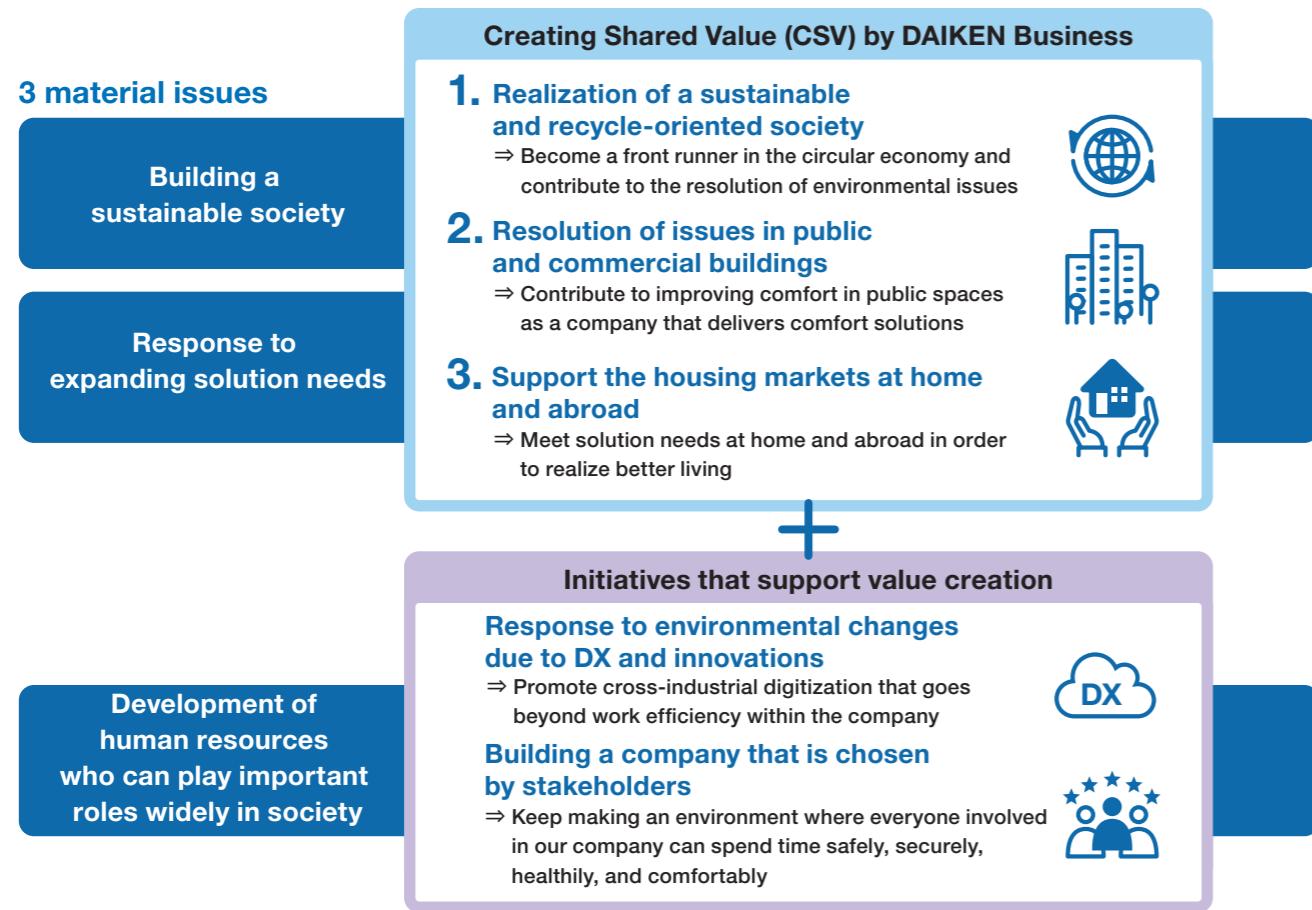


Continued to page 9



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.

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

The 80th anniversary is an opportunity for making an innovative leap to be reborn as a new DAIKEN

Representative Director,
President, and CEO

Masahori Okuda



Q Could you share the results for the fiscal year ended March 31, 2025, and the outlook for the current term?

FY 2025 is the third year of medium-term management plan GP25 3rd Stage (FY 2023–2026). We have been working to enhance our management foundation and achieve growth.

In Japan, earnings improved through the steady dissemination of revised prices, the curbing of cost increases, and the implementation of measures to reduce variable costs despite the continuous decreases in new housing starts. Engineering business performance was also driven by demand captured from the market for interior projects and the renovation of office buildings. This is a favorable factor in the expansion of the comfort solutions business, which we consider an area for expansion in our next long-term vision of TryAngle 2035. We have high expectations for this business.

On the other hand, the profitability of the MDF business as our core business overseas deteriorated because of sharp exchange rate fluctuations and market stagnation, which left several issues to be resolved. However, DAIKEN North America

Ltd. (DNAL), which was consolidated last year, completed the prototype of the new wood board "DIO woodcore" and is now preparing for mass production and market launch with the aim of starting production in April 2026. In this way, the various measures for business expansion overseas are steadily making progress. As a result of these initiatives, net sales increased by 2.7% year over year (YoY) to 216,300 million yen in the fiscal year ended March 31, 2025. Operating profit and ordinary profit increased year over year.

FY 2026 is the final year of medium-term management plan GP25 3rd Stage, and concludes many of our activities over the past ten years. Despite many negative factors, including the shrinking new housing market in Japan, conflicts around the globe, and the increasingly uncertain global economy under U.S. trade policies, we will promote our business as down to earth, pursuing steady growth into the next ten years.

Q September 2025 marks the 80th anniversary of the company's founding. Could you share your thoughts on this anniversary year?

Since its founding as DAIKEN Wood Industry in September 1945 shortly after World War II, we have made continuous innovations to meet social requirements and people's needs

and have provided products and services that exceed customer expectations. We believe we can sustain our business for 80 years because our philosophy and faith have reached many

people. I would again like to express my deep gratitude to the customers, business partners, and other stakeholders who have supported our company.

I have worked with DAIKEN for half a century since joining the company, and now have the longest history with the company. The road has been far from smooth; I experienced many ups and downs, including a period of significant company growth in line with the economy and events that threatened the survival of the business. After joining the management

team, I was involved in many new initiatives while witnessing our withdrawal from several businesses. Making choices in response to the changing market environment requires tough decisions. By dealing honestly with customers and business partners at all times, we have grown into a company trusted by people. The connections with our stakeholders have continued to this day as an invaluable asset for the company and for me as well.

Q This is the 12th year since assuming the position of representative director and president. What events impressed you during this period?

The most impressive was the global COVID-19 pandemic. At our company, an infected person was identified on April 1, 2020, the start of a new fiscal year. Amidst the confusion of the pandemic, I issued instructions to switch to working from home. This significant external factor triggered discussions about employee work styles and places by many companies, including ours, re-emphasizing the importance of DX. In addition, as with all progress, the difficulty of global business operations was brought home to us due to conflicts breaking out because of escalating geopolitical concerns and business risks increasing because of changes in foreign political systems. These changes had not been clearly predicted when the ongoing long-term vision GP25 was formulated,

which suggested the extreme difficulty of long-term business navigation. In 2015, the year after I assumed the position of president, the United Nations Summit adopted the Sustainable Development Goals (SDGs) as international goals for achieving a better society and accelerated sustainability initiatives around the world. This was a great tailwind for our company, which had had strengths in eco-friendly products since its founding. GP25 also emphasized our contribution to the achievement of a sustainable society through the effective utilization of limited resources. Social requirements for corporate environmental commitments are deeply linked to the businesses that we have promoted for many years.

Q Finishing up the ten years with significant changes, this is the final fiscal year of the long-term vision GP25. What efforts have you focused on since its formulation in 2015, and what are the accomplishments?

Taking "Grow" and "Glow" as themes, the long-term vision GP25 was started with the aim of transforming from a housing material manufacturer to a comprehensive building materials company. We particularly focused on the expansion of global markets and entry into the public and commercial construction fields. During my career, I gained substantial experience in selling building materials to builders and contractors. I have experienced personally how our performance depended on new housing starts. For this reason, I have strongly promoted a shift to new markets, which are global markets and public and commercial buildings, from the clearly shrinking new housing market in Japan in consideration of the need for multifaceted business expansion. Renewing the mindset of employees was extremely difficult within the conventional organizational structure. By persistently sending the message that each individual should take responsibility to change

themselves, I succeeded in making a major switchover toward portfolio reform. In 2019, we consolidated two North American companies (CIPA and PWT) to globalize business expansion. We also strengthened the downstream construction work through M&A. At present, the DAIKEN Group is supported by affiliates with a wide range of construction capabilities. The largest turning point during the GP25 period was the consolidation into ITOCHU Corporation and delisting in December 2023. This was an extremely important decision but was essential if our company were to attain its goals in GP25 and to pursue further growth in 2025 and beyond. Delisting must have raised concerns for many people. Top management demonstrated an attitude of change both internally and externally and communicated how we intended to maximize the synergy, we were able to reassure our stakeholders.

P.5 Long-Term Vision GP25

Q Following GP25, TryAngle 2035 as the next long-term vision will be launched in FY 2027. How was this vision formulated and how does it differ from GP25?

As I mentioned earlier, during the GP25 period, we reviewed our portfolio through the expansion of new markets and developed new applications for existing products. However, accurately forecasting the next ten years is extremely difficult because environmental changes will further accelerate. I believe that the long-term vision should serve as a compass for achieving our corporate philosophy, even under such unstable circumstances.

Concerning the formulation of the next long-term vision TryAngle 2035, the greatest difference from that of GP25 is that it was drafted bottom-up and led by young and mid-career employees, instead of the conventional top-down approach. We imagined where we want to be in ten years based on the free and flexible ideas of the younger



Logo for the next long-term vision
TryAngle 2035

generation, so we examined business promotion toward that goal.

As a new attempt with TryAngle 2035, we created a logo that visually depicts the vision as shown on the left.

The term "TryAngle" signifies a triangle with three points forming a balanced shape that represents the win-win-win philosophy of traditional Japanese Ohmi merchants. The title of the next vision incorporates many perspectives, including taking on challenges and the angles of upward trends. The colors used in the triangle logo are the color images of our core businesses: industrial materials, building materials, and engineering. In this way, the title and logo of the next long-term vision represent what we aim to be in 2035.

P. 7 Next long-term vision TryAngle 2035

Q In addition to the formulation of a new long-term vision, the company announced that it changed its Japanese name to "DAIKEN株式会社" in September 2025. What is the reason for this change?

The company had used the name "大建工業株式会社" for about 60 years since 1967. There are two major reasons why we decided to change this historic corporate name. The first is to demonstrate our attitude of switching the value that we provide from goods to experience. Since the value demanded by society gradually changes, the form of consumption has shifted from "ownership" to "experience". Because the term "工業 (industry)" signifies the processing of materials into products, it seems to strongly limit us as a manufacturer. By removing the term "工業" from the company name, we express our approach of proposing value through "experiences" rather than just "products". However, at the root of proposals for experience, we have our manufacturing philosophy. We will continue to provide products and spaces that enrich people's lives with reliable quality and new technologies.

The second reason is to further accelerate global expansion, which has been promoted under GP25, by using the alphabetical notation of DAIKEN. We are already using the name "DAIKEN Corporation" overseas. Through this company name change, we hope to disseminate the DAIKEN brand beyond the boundaries of Japan to spread overseas.

The name "DAIKEN" was preserved in the hope of showing respect for the history and brand image that we have made together with stakeholders. We ask for your continued support under our new company name.

Q In addition to the company name change and the formulation of the next long-term vision, we are promoting a variety of different initiatives related to the 80th anniversary this fiscal year. Could you share the details of those initiatives and the expected effects?

The main event for the 80th anniversary project was the exhibition *EXPAND THE FUTURE—DAIKEN TryAngle Fair* to display DAIKEN's initiatives for the future to the public. The fair was held in Tokyo on June 4 and 5 and in Osaka on July 9 and 10, 2025, and turned out very successful. Nearly 9,000 guests visited the two venues and had an opportunity to see, touch, experience, and understand more deeply the future spaces, materials, and comfort for 10 to 20 years into the future as envisioned by DAIKEN. We hope to continue establishing a relationship together with stakeholders who liked the future

vision pursued by DAIKEN to realize "Comfort, always." To commemorate the 80th anniversary, we also sponsored DAIKEN Sales Contest 80 from July 1, which was aimed at acquiring broad recognition for our new products. Together with business partners nationwide, we are pursuing an increase in product sales and an expansion of market share. We also plan a variety of other 80th anniversary projects, not as pro forma commemorative events but to lead to further growth strategies and the enhancement of the management foundation.

Q Finally, could you please share a message with our stakeholders?

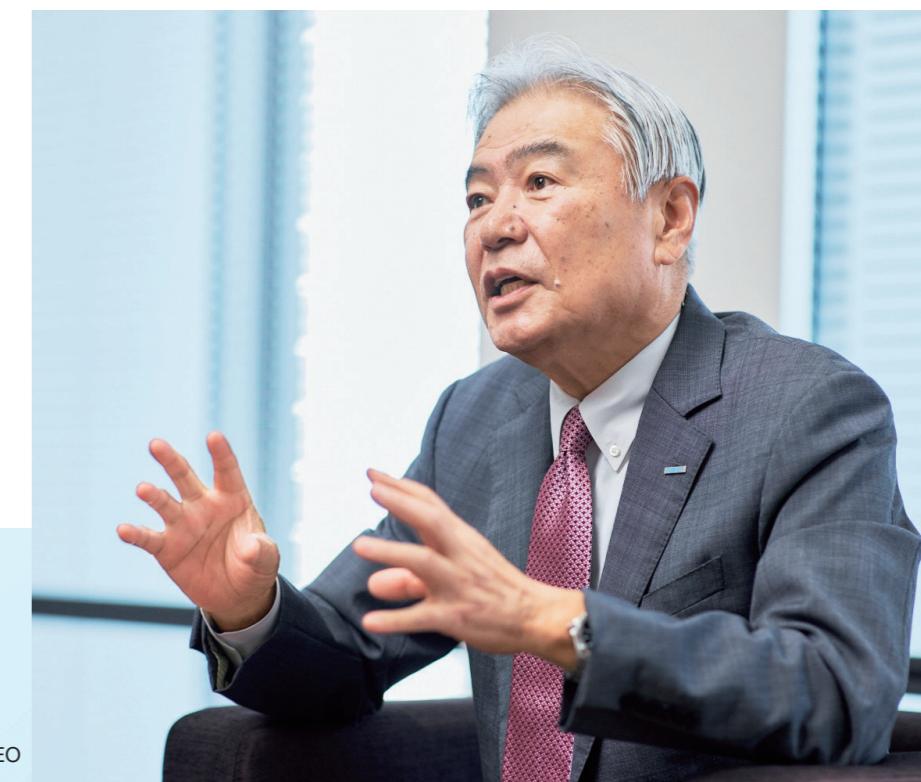
With an increasingly uncertain global outlook, we can be far from optimistic about the business environment. Under these circumstances, I think it is all the more important that the entire DAIKEN Group continues to take on new challenges as one entity. The two business pillars marked in the next long-term vision are sustainability and well-being. These are the very concepts that represent our environmental contribution and the provision of comfortable living spaces, which have been

passed down from the founding of the company. By valuing the inherited spirit while continuously updating the company in response to the times, we will always remain a DAIKEN loved by stakeholders. We sincerely ask for your continued support.

Masanori Okuda

Apr. 25, 1950:
Born in Shiga Prefecture.

Apr. 1974: Entered the company.
Involved in the sales of building materials, tatami mats, and other products.
2008: Director and Senior Executive Officer
2009: Managing Executive Officer
2012: Senior Managing Executive Officer
2014: Representative Director and President
2024: Representative Director and President CEO (Incumbent)





Changes in Value Creation

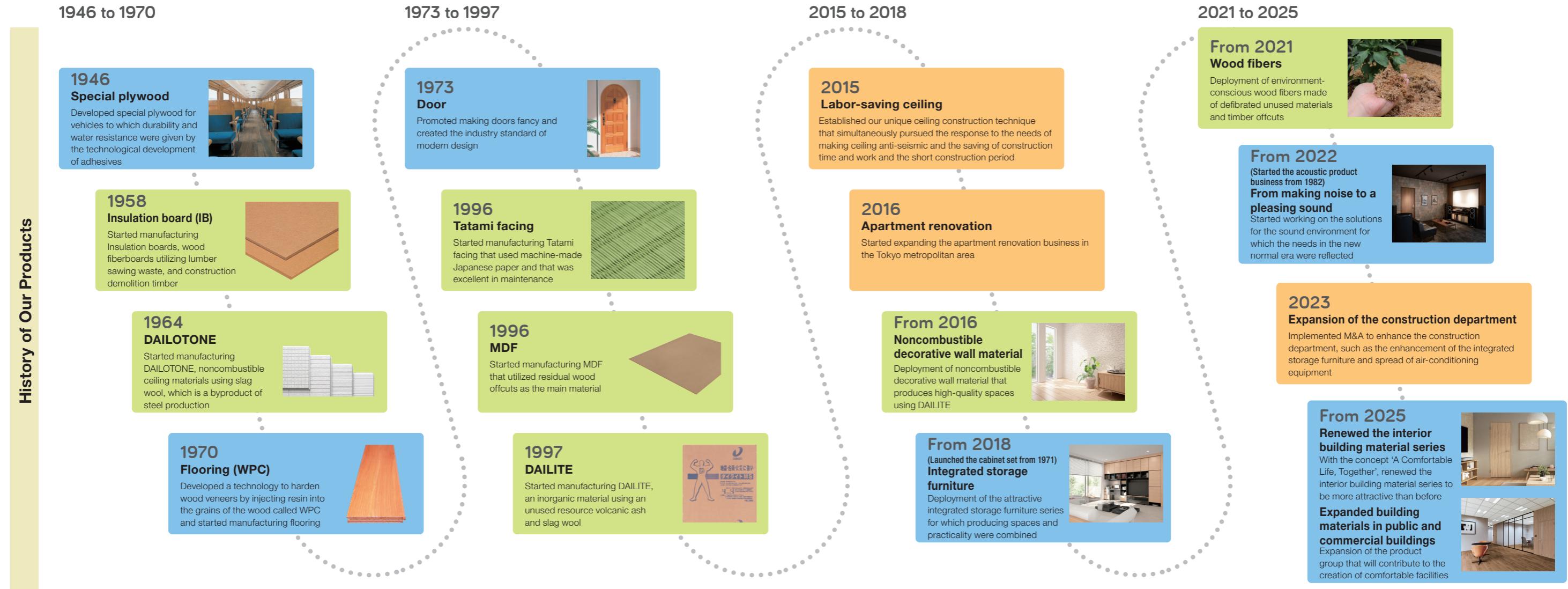
Ever since its foundation, the DAIKEN Group has been developing a wide variety of products to help customer's daily lives through our technological innovations that always meet social issues and needs. The Group effectively uses all the strengths acquired in our history and aims to grow to be a company that will create value to realize "Comfort, always."

Industrial Materials Business

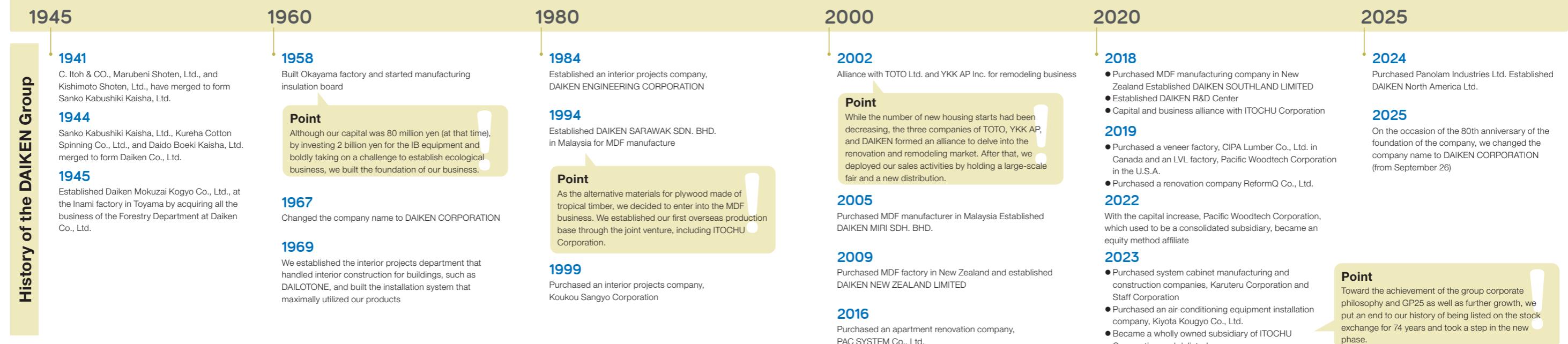
Building Materials Business

Engineering Business

History of Our Products



History of the DAIKEN Group

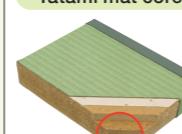
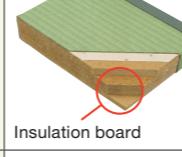
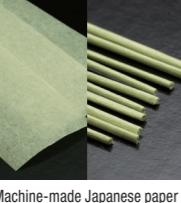


Business Lineup

Industrial Materials Business

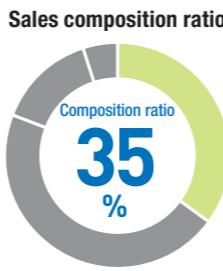
Developing and offering highly functional industrial materials

The DAIKEN Group offers various functional industrial materials having noncombustibility, anti-seismic, thermal insulation, sound insulation, humidity conditioning, and various other features required in our daily lives by making full use of wood and mineral resources from a sustainable perspective.

| Overview | | Features and functions | Major applications |
|---|---|--|---|
| Insulation board Wood fiberboard using construction demolition timber for main raw material and molded into a board |   | <ul style="list-style-type: none"> Heat insulation Moisture conditioning Cushioning properties Lightweight | <div> Tatami mat core  Protection board  </div> <div> Insulation board  </div> |
| MDF Wood fiberboard using residual wood offcuts for main raw material and molded into a board |   | <ul style="list-style-type: none"> Dimensional stability Surface smoothness Workability Water resistance | <div> Base materials for building and furniture  (Substrate of door, storage, and window frame) </div> <div> MDF  MDF  </div> |
| Veneer/LVL Veneer: Cut from logs LVL: A fabricated wood product manufactured by laminating veneers all placed parallel in the fiber direction and gluing them together |   | <ul style="list-style-type: none"> Dimensional stability High strength Workability | <div> I-Joist  Structural material  </div> <div> LVL  </div> |
| Tatami facing Tatami facing made from straw twisted machine-made Japanese paper strings and a resin coating |   | <ul style="list-style-type: none"> Light resistance Water repellent Moisture conditioning Color variations | <div> Tatami mats  </div> <div> For houses  For accommodation  </div> |
| DAILOTONE Mineral fiberboard molded into a board using slag wool as a byproduct of steel production |   | <ul style="list-style-type: none"> Non-combustibility Lightweight Sound absorbing Workability | <div> Ceiling materials  </div> <div> For houses  For office  </div> |
| DAILITE An inorganic material molded into a board using an unused resource, volcanic ash, and slag wool |   | <ul style="list-style-type: none"> Non-combustibility Lightweight High strength Workability Moisture permeability Termite repellency Antiseptic | <div> Wall base materials  Wall materials  </div> <div> Base material for house external walls  Non-combustible wall material  </div> |

Effective use of wood materials

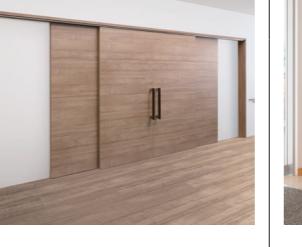
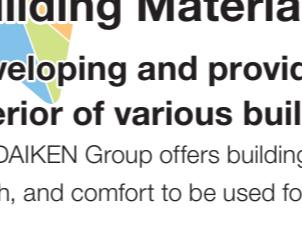
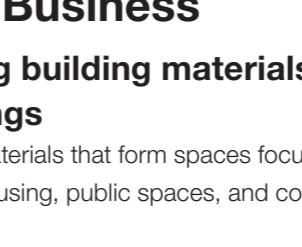
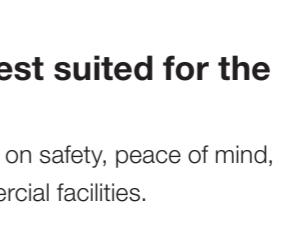
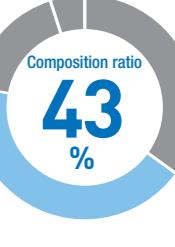
Effective use of mineral resources



Building Materials Business

Developing and providing building materials best suited for the interior of various buildings

The DAIKEN Group offers building materials that form spaces focusing on safety, peace of mind, health, and comfort to be used for housing, public spaces, and commercial facilities.

| | Flooring | Door | Cabinet | Acoustic products |
|--|---|---|---|---|
| For houses | <p>Design that we are particular about and that combines surface texture and beauty, scratch resistance, and functionality</p>   | <p>Doors that realize the interior coordination with a great range of design and ease of use</p>   | <p>A lineup of cabinets equipped with a storage capacity that uses dead spaces, functionality, and other features to fit individual spaces</p>   | <p>We offer the spaces to enjoy sound, ranging from the improvement of daily life noise to home theaters</p>   |
| For public spaces and commercial facilities | <p>Shoes-on Flooring, delivering performance, such as soundproofing and reduction of the impact</p>   | <p>Interior doors with particular functionality for facility characteristics</p>   | <p>Cabinets mitigate the risks to users for comfort during use</p>   | <p>Great range of products that meet the needs of soundproofing and echo reduction for offices and other facilities</p>   |
| |  |  |  |  |



Second place in the inorganic bearing surface category

A questionnaire survey for the readers in regard to their intention to adopt building materials and equipment manufacturers' products
The November 28, 2024 issue



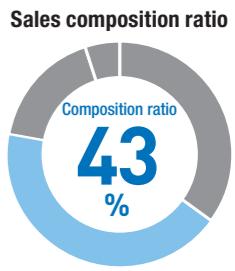
First place in the composite flooring category

A questionnaire survey for the readers in regard to their intention to adopt building materials and equipment manufacturers' products
The November 28, 2024 issue



First place in the home interior door category

A questionnaire survey for the readers in regard to their intention to adopt building materials and equipment manufacturers' products
The November 28, 2024 issue



Business Lineup

Engineering Business

Total support for creation of spaces from the supply of building materials through installation work

The DAIKEN Group's major projects are interior construction for public spaces and commercial facilities, including schools, event venues, office buildings, and houses, to create spaces that optimize the performance of industrial and building materials.

Public and commercial properties



Tokyo Metropolitan Government Building (Tokyo)



Kyoto Station Building (Kyoto)

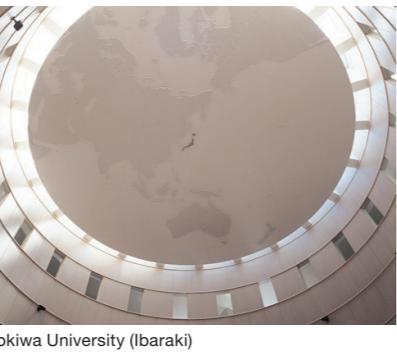


Hotel Nikko Osaka (Osaka)

Our project



Rinku Gate Tower Building (Osaka)

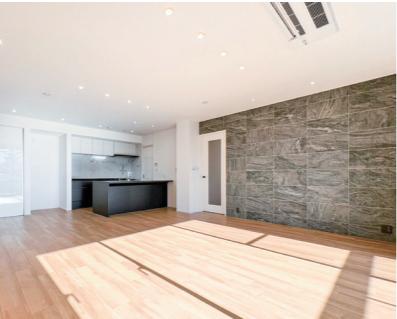


Tokiwa University (Ibaraki)



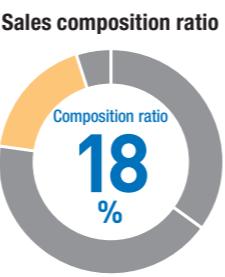
Sendai International Airport (Miyagi)

Apartment renovation



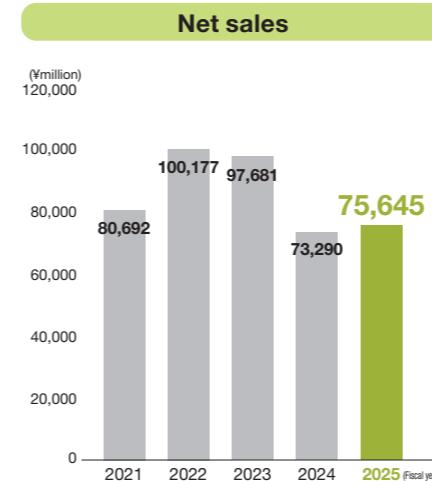
DAIKEN's construction capabilities

| | | | | |
|---|---|---|--|--|
| Interior projects for buildings, apartments, stores, schools, and educational facilities | Air-conditioning, water supply and drainage, and sanitary equipment | Home renovation and repair | Purchasing, renovation of, and selling secondhand apartments | Design, manufacturing, and construction of integrated storage furniture for condominium apartments |
| DAIKEN ENGINEERING CORPORATION Utilize DAIKEN products and implement a wide variety of projects. Respond to special installation work, such as soundproofing and fireproofing | Koukou Sangyo Corporation Have a high level of technological capabilities for construction in ceiling/wall construction, such as light-gauge steel and boards | Sankei Corporation Respond to the manufacturers' flooring work with their high level of technological and construction capabilities | Kiyota Kougyo Co., Ltd. Incorporate various technologies and culture and offer advanced quality and safety | reformQ Making responses promptly that is unique to their community-based stance + the short construction period and high-quality renovation |
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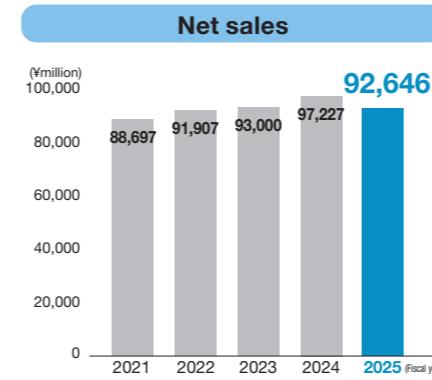
Net Sales and Major Bases

Industrial materials



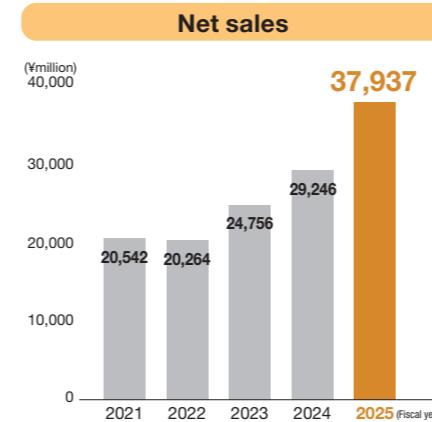
| Subsidiaries part of the Group | Details of the major business | |
|--|-------------------------------|--|
| Production factories | Okayama factory | Manufacturing of DAILITE/DAILOTONE/Insulation board |
| Subsidiaries part of the Group | Takahagi factory | Manufacturing of Insulation board |
| Dai-tac Corporation | | Manufacturing of Tatami facing |
| Aizu Daiken Corporation | | Manufacturing of Tatami facing |
| Nichinan Daiken Co., Ltd. | | Processing of preservative termite repelling LVL veneers |
| Eco-techno Co., Ltd. | | Processing of waste wood |
| DAIKEN NEW ZEALAND LIMITED (New Zealand) | | Manufacturing of softwood MDF |
| DAIKEN SOUTHLAND LIMITED (New Zealand) | | Manufacturing of softwood MDF |
| DAIKEN SARAWAK SDN. BHD. (Malaysia) | | Manufacturing of hardwood MDF |
| DAIKEN MIRI SDN. BHD. (Malaysia) | | Manufacturing of hardwood MDF |
| CIPA Lumber Co., Ltd. (Canada) | | Manufacturing of veneer |
| DAIKEN North America Ltd. (Canada) | | Manufacturing of melamine faced chipboard |

Building materials



| Subsidiaries part of the Group | Details of the major business | |
|---|-------------------------------|--|
| Production factories | Inami factory | Manufacturing of interior doors/construction materials |
| Subsidiaries part of the Group | Mie factory | Manufacturing of wood flooring/floor heating for general housing |
| Daifit Co., Ltd. | | Manufacturing of soundproof direct flooring and direct flooring used in heavy load areas for general housing |
| Dai-wood Corporation | | Manufacturing of WPC flooring/moulding for entrances |
| Setouchi Kakoh Co., Ltd. | | Manufacturing of wood flooring/floor heating for general housing |
| Toyama Juki Co., Ltd. | | Manufacturing of entrance cabinets/integrated storage furniture/moulding |
| DAIKEN (Shanghai) Corporation (China) | | Sales of building materials and housing equipment |
| PT. DAIKEN DHARMA INDONESIA (Indonesia) | | Manufacturing of interior doors |

Engineering Business



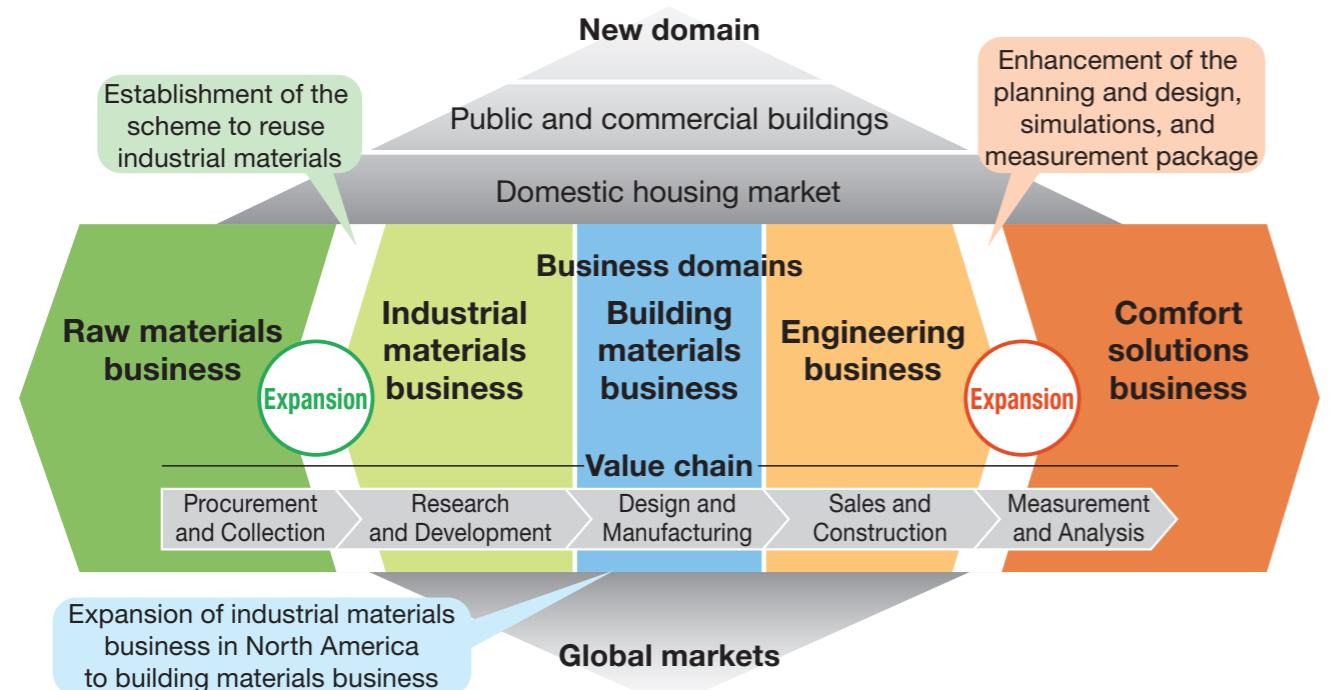
| Subsidiaries part of the Group | Details of the major business | |
|--------------------------------|--------------------------------|--|
| Interior business | DAIKEN ENGINEERING CORPORATION | |
| Equipment business | Koukou Sangyo Corporation | |
| Housing business | Sankei Corporation | |
| Interior business | Karuteru Corporation | |
| Equipment business | Staff Corporation | |
| Housing business | Smileup Corporation | |
| Interior business | PAC SYSTEM Co., Ltd. | |
| Equipment business | ReformQ Co., Ltd. | |
| Housing business | Kiyota Kougyo Co., Ltd. | |



Comprehensive Strength that Creates the Next 10 Years

To meet the needs from a wide variety of sectors, we will expand the domains, such as raw materials business at the upstream of the industrial materials business (business to effectively use raw materials through collection and recycling) and comfort solutions business at the downstream of the engineering business (business to solve customers' issues concerning comfortableness in spaces) centered on the three businesses of industrial materials, building materials, and engineering business that we have cultivated and create the environment to be able to make proposals all in one from the upstream to the downstream.

Business domains in 10 years



Voice of an Executive

The Construction and Finishing Business Division is focused on co-creation with group construction companies, point 0, and other factors and has started making proposals for comfort solutions based on the synergistic effect. Last fiscal year, we established a project team for sound environment solutions by making a shift to proposals for experience beyond the conventional sales of goods in order to enhance proposals related to "sound," for which we have a track record of more than 40 years. As a first step, we launched the Sound Map Pro service, which creates visual images and aural impressions of the spread and resonance of sound, making steady progress in establishing technologies for offices and other public and commercial buildings while promoting new planning and development projects. The completion of the new sound research facility OTOLABO is slated for November 2025. We will further accelerate the sound environment solutions business through the synergistic effect of company technologies and the track record jointly achieved with partner companies. With a focus on comfort for the five senses from sound to warmth, fragrance, and air quality, we aim to shift from a product-out to a market-in approach by making proposals

for comfort solutions in an integrated process from planning and development to sales and construction. To establish comfort solutions as a business, strengthening our proposal making, construction, and governance is essential. The collaboration of manufacturing and sales becomes increasingly more important, including sales cooperation through the ITOCHU Group's network. In FY 2026 as the final year of GP25, we will adequately establish the foundation of the comfort solutions business and build momentum toward the creation of new businesses for the next ten years.

Kenichi Takakuwa
General Manager of the
Construction & Finishing
Business Strategy
Department



Initiatives toward Creating Shared Value (CSV) by DAIKEN Business

Creating Shared Value (CSV)
by DAIKEN Business
Realization of a sustainable and
recycling-oriented society



To the marine domain with sustainable industrial materials

TAISEI
NAMACON

Leave a Nest

三豊市
MITOYO
詫間漁業協同組合



Ecosystem restoration by restoring
seagrass beds

We have cooperated with the four organizations of Taisei Namacon Co., Ltd., Leave a Nest Co., Ltd., Mitoyo City in Kagawa Prefecture, and Takuma Fisheries Cooperative since January 2025 and started the demonstration experiment on marine recycled materials that we are developing in the actual sea area of Mitoyo City in Kagawa Prefecture. In this demonstration experiment, we have installed multiple materials that have different structures and components that are expected to have the effect for seagrass bed restoration and have been verifying the methods that are effective in improving rocky-shore denudation,* which has become a problem in recent years. Development of materials for the ocean is our first attempt and is a challenge to the new business field. With manufacturing, cultivated through existing businesses, that utilizes unused resources and by taking advantage of technologies in the development of industrial materials, we aim to contribute to the protection of marine lives as well as the restoration and conservation of the marine environment and realize a sustainable society by coexisting with the natural environment.

*Rocky-shore denudation: A phenomenon where seagrass communities (seagrass beds) are in the poor vegetation state that exceed the range of seasonal prevalence or secular change in reefs and bounding stone areas in neritic waters

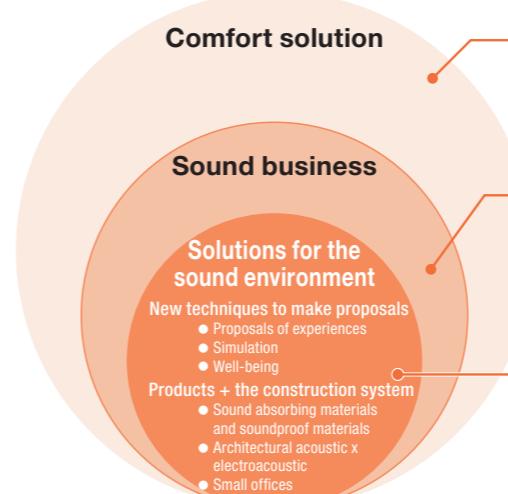
Creating Shared Value (CSV)
by DAIKEN Business
Resolution of the issues in public
and commercial buildings



Establish comfort solutions by using sound as the starting point
and expand into every environmental factor and market

We collectively emphasize our product appeal, construction capabilities, and proposal capabilities and promote the comfort solutions. We aim to expand horizontally in various markets and technical domains by starting from the office market that has high needs for sound, which is our greatest strength.

Strategy using sound x the office market as the starting point



Expansion of the domains of technologies and markets

We will expand the technical domain, such as heat and light, by using the initiatives in the sound business as the format and promote solutions for comfortable spaces to the new facility market.

Expansion of products/building of business for the office market

With the approach of sound, which is our strength, we will focus on the office market. Based on the market and customer information obtained from the demonstration experiments, we will expand the mechanism to the sound business.

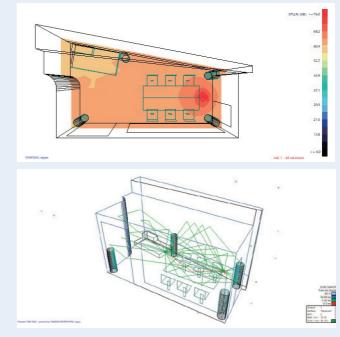
Survey and analysis through the demonstration experiments

We will acquire information on the market and customers through the co-creation with other companies and demonstration experiments

Realize well-being spaces with the solutions for the sound environment

We co-create with Electric Works Company (EW company), Panasonic Corporation, which has strength in electroacoustic and started proposing solutions for the sound environment aimed at improving value of the office spaces. We fuse together both companies' technological capabilities and contribute to the creation of well-being offices. We introduced our sound absorbing material in the meeting room in worXlab, which is Panasonic's live office and improved the sound environment based on the simulation. We confirmed the effects, such as the improvement of the utilization rate, and the room has been utilized as the experience room as well. At our Akihabara Technical Space, we introduced Panasonic EW company's plant-type environmental sound BOX and improve comfort by the environmental sound, such as the facilitation of meetings by BGM. Both companies will put effort into the creation of new value using sound as the axis.

Panasonic





Research and Development

The DAIKEN Group has aimed at realizing a regenerative society with a focus on the R&D Center and has been proceeding with research and development aimed at creating new shared value that will lead to the resolution of social issues and at expanding new technologies and new businesses for the next generation. In addition, to speed up the far-sighted research and development and expand the domains, we proactively put effort into the co-creation activities with various stakeholders.

Direction based on the pioneer of untridden, which is the philosophy of research and development

DAIKEN R&D Vision

To become a company where resources circulate by making innovations in industrial materials

We will maximize the possibilities of resources and build a society where resources will sustainably circulate through technological development for industrial materials that support people's lives and the environment.

Areas of research

- Utilization of plant-derived industrial materials
- Restoration and conservation of the natural environment
- Development of unused resources
- Redesign of the construction processes

Bring comfort to daily lives by studying minds and bodies scientifically

We will analyze people, things, and spaces scientifically and deliver comfortable daily lives to everyone through manufacturing and spatial design that will bring new value to people's lives.

Areas of research

- Creation of the comfortable indoor environment
- Environmental design that supports health
- Life sound design
- Design to shape safety



R&D center, a research facility that disseminates the creation of new shared value

Promotion of new business aimed at sustainable value creation

The department in charge of developing the next-generation business has been proceeding with new business development under the theme of digging deep into the existing businesses and searching for new domains. They make full use of various business development methods, such as co-creation with other companies, re-acknowledging our strengths, and the internal venture system, and aim at promptly creating new business. While building schemes that will not be influenced by experience or hunches even in the external environment with a high uncertainty, they conduct flexible activities outside the boundaries of existing businesses. By promoting development and widely cooperating in and outside the company, they will put effort into the creation of new value and creation of new businesses.



Strategic co-creation and the value creation type of intellectual properties that support sustainable growth

At the intellectual property department, those in charge of management who acquire rights for new value and protect business profits and those in charge of strategies who contribute to the creation of new value toward the realization of new technology and new business come together and put effort into the utilization of intellectual properties as the strategic assets that lead business growth, instead of just using intellectual properties, which are management resources, as the means of protection. Furthermore, in April 2025, to increase inventors' motivation in addition to the strengthening of the quality and quantity of patents, we revised the intellectual property reward system for the first time in seven years. From now on, by formulating intellectual property strategies and linking to the management and development policies, they will support our business cycles from the inside and realize the value creation type of intellectual properties to aim for expansion.



*Right holder score: One of the indices to evaluate the value of the entire patent group owned. The right graph shows values by indexing fiscal 2016, which is the benchmark, as 100 to indicate the changes over the years. Created by using Patent Result Co., Ltd.'s Biz Cruncher.

Initiatives linked to DAIKEN R&D Vision

Areas of research Utilization of plant-derived industrial materials

Established the manufacturing technology for environment-conscious MDF using the wood-derived adhesive

We developed technologies for industrial materials and building materials that effectively use timber with no waste since the founding of our company. Since 2019, we have been proceeding with the initiatives toward the establishment of the production technology for the environment-conscious MDF without using the petrochemical-based adhesives, and in fiscal 2023, we succeeded at manufacturing MDF prototype using the adhesive made of wood-derived component. We aim to introduce MDF of which the natural resource ratio is 98% to the market within fiscal 2026, and currently, we have been manufacturing prototypes toward the establishment of specifications and the development of the mass production system. Furthermore, we started developing technology for converting wood resources, which have not been used, into raw materials and are enhancing our initiatives for the MDF business to be able to contribute to the reduction of the environmental load and carbon neutrality more than ever.



Naturally derived adhesive



Acacia bark

Areas of research Life sound design

Acoustics Laboratory (OTOLABO), a new development and design base for acoustic technology

We not only pursue the possibilities of industrial materials but also put effort into research and development aimed at creating comfortable spaces by adding new functions to industrial materials and building materials. We have particularly focused on sound, which is an important element of comfort, and deployed the sound environmental solution business by taking advantage of our actual results in the development, manufacturing, and sales of architectural acoustic products over 40 years. We make full use of simulation technology and measurement technology and contribute to the resolution of the issues in the sound environment with a focus on public and commercial buildings. Furthermore, in anticipation of the expansion of acoustic business, construction of a new development base Acoustics Laboratory (OTOLABO) will complete in November 2025. We will introduce equipment that can conduct high-precision measurements compliant with the Japan Industrial Standards and evaluate performance, such as sound absorbing performance, soundproof performance, and floor impact sound and accelerate the sophistication of acoustic technology and the realization of a comfortable spatial design.



Exterior image of OTOLABO



音 ラ ボ

Voice of an Executive

Since the founding of the company, we have developed many eco-friendly industrial materials and building materials through continuous efforts in research and development as an industry leader. Among the many sustainable industrial materials, one of the greatest of our achievements in recent years is the new wood board "DIO woodcore" (to be released in spring of 2026), which was created through basic research at the R&D Center. This product draws attention as a substitute for lauan plywood, which has been difficult to replace for quality reasons. At present, DNAL, which is based in Canada, is preparing for mass production.

Our research and development efforts are not limited to the development of industrial materials and building materials. We are working on diverse themes that will contribute to the creation of comfortable spaces in expanded research areas in support of the provision of experience in order to offer solutions and contribute to well-being as a pillar of the next long-term vision. As part of these efforts, the completion of the OTOLABO

is slated for November 2025, which will kick off the project to create a new sound environment business. Improving the sound environment is an important factor in enhancing the quality of life. Because interest in sound problems is rising in East Asia and other emerging markets, the demand for soundproofing materials is expected to grow. In order to cater to the ever-changing needs for improving living spaces in Japan and overseas, we aim to achieve a more comfortable and sustainable lifestyle with a focus on research and development related to comfort in the sound environment and other aspects.

Akihiro Takehara
Executive Officer and CTO





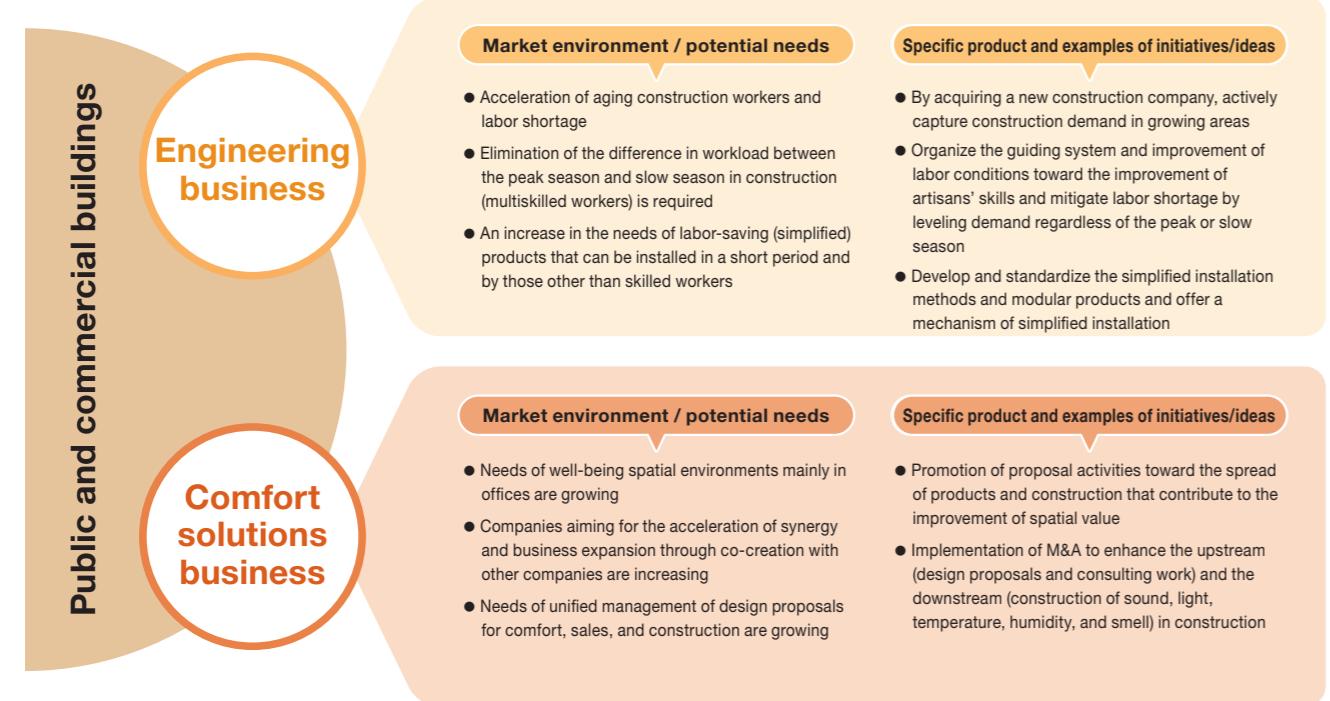
Strategy

Public and Commercial Buildings

As a company that realizes comfort solutions,
contribute to the improvement of comfortable public spaces

We take advantage of our unique technologies and expertise in safety, durability, noncombustibility, as well as the provision of a comfortable sound environment that we have cultivated as a housing material manufacturer in order to proceed with proposals for spaces by product series that offer the functions required by each public facility and commercial building.

Business x market growth strategy



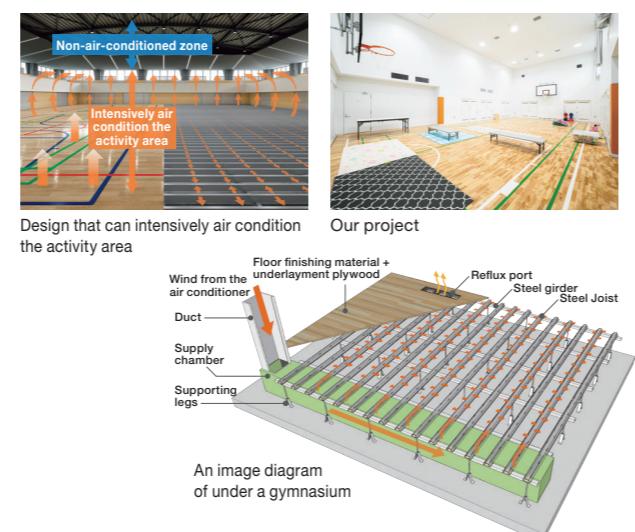
Initiatives toward Creating Shared Value (CSV) by DAIKEN Business

Creating Shared Value (CSV)
by Daiken Business
Resolution of the issues in public
and commercial buildings



Improvement of facilities to be able to spend time comfortably
even in case of emergency

YUKARELA, which is the cooling and heating system that comfortably and evenly air conditions the entire space by sending wind under the floor and cooling and heating the floor, is the all-air floor radiant cooling and heating system that can be introduced in a wide variety of facilities, such as childcare facilities, elderly facilities, apartments, and gyms. By acquiring Kiyota Kougyo Co., Ltd., which is an air-conditioning equipment installation company, in April 2024, it became possible for us to not only expand our product lineup and receive orders for flooring work but also collectively propose industrial materials and construction, including air-conditioning design and construction. Since design that can intensively air condition in the activity area within a facility can be utilized for measures to prevent heat stroke and evacuation centers, we will put effort into adoption activities with a focus on the improvement of air-conditioning in gyms.



Give consideration to all of the public and commercial facilities



Consideration is a concept of the creation of spaces that values the comfort of each person who visits and works in the facilities. We simultaneously pursue the consideration to the sound environment as well as physical and mental safety and security with a focus on giving consideration to sound, mind, safety, and security. We realize spaces where people can have comfortable conversations and easily concentrate by the sound absorbing performance and soundproof performance and contribute to the realization of spaces for everyone to be able to spend time comfortably anytime, anywhere by giving consideration to the reduction of the impact when a person falls and cleanability in elderly facilities.

Approach the creation of comfortable facilities from three perspectives



Clearly solve the problems concerning sound by the soundproof performance and sound absorbing performance

For issues related to sound in offices, stores, and medical facilities, we put effort into the improvement of spatial value with a focus on the improvement of the sound environment. For the cases that we are planning, we deploy proposals for experience called consultations for the sound environment and have built the structure to be able to make responses all in one through the process from start to completion, such as design, planning, consulting, product development, procurement, manufacturing, and receiving material orders together with construction.



Realizing the creation of comfort spaces with woody texture and design that we are particular about

Since the foundation of the company, we have worked with wood and are familiar with its strengths. We propose the creation of comfortable spaces that fully leverages the characteristics, such as the relaxing effect of a woody space and humidity conditioning through the functions of absorbing and releasing moisture.



Efficiently realize safety and security with meticulous consideration to functions

While the problems concerning nursing care are becoming larger as we are in a super-aging society, living spaces where people can spend time with peace of mind even when they get older are required. By taking advantage of our ideas and technologies that we have cultivated for comfortable living space, we have organized our products that can finely respond to the needs of users.



Show our presence as the top runner in the building materials industry with the proposals of total plans for interior spaces

As a leading housing material manufacturer, we have a great range of product lineups that support a wide variety of lifestyles. Ranging from the series of products to totally coordinate the entire space to well-designed products that fulfill the lives that people are particular about, we take advantage of our product deployment capabilities to meet the needs of those who live and propose valuable space creation.



Creating Shared Value (CSV)

by Daiken Business



Support the housing markets
at home and abroad

For over 40 years since the 1980s, we have put effort into product development and proposals for spaces toward the realization of comfortable sound environments. By taking advantage of such technologies and know-how, we offer soundproof building materials to and conduct design cooperation for the rental apartment of which all dwelling units are soundproofed, which is deployed by Mitsui Fudosan Residential Co., Ltd. Rental properties where residents can play musical instruments have recently been on an increasing trend; however, there are many cases where soundproof performance is insufficient, playing at night is restricted, and the needs for living environments where residents can make a sound with peace of mind, regardless of the period of time, are growing. As we were able to propose the floating construction technique to support each living room with the elastic industrial material from the main structure of the building and the products, such as walls, ceilings, and doors, that are excellent in sound insulation performance, adoption to the soundproof apartment above was decided. This property has become highly regarded for its soundproof performance, and a wide variety of customers ranging from the music-related experts to music students and those who play musical instruments as a hobby have been satisfied. We will strive to offer richer living environments through the creation of sound spaces that meet diverse requests.





From 'hapia' to 'ieria'

We renewed the interior building material series for houses and launched a new series 'ieria' in June 2025. We realized the total coordination with the great range of colors, patterns, and materials and have a lineup of functional building materials to comfortably live for a long time. Under the theme of "use it for a long time and live together," we aim to support the users' lives through the provision of high-quality products that can be used for a long time.

Spatial styles that 'ieria' draws

ieria Standard

We propose eight styles consisting of diverse tones and tastes that fit everyone's taste and life



ieria Select

We propose three spatial styles for those who value their individualities more and what they are particular about

Precious time space



A relaxing space filled with the warmth of wood

Material plus space



A high-quality space for adults using edgy industrial materials

Mindful life space



A space that is particular about both novelty and nostalgia

'ieria's major products, characteristics, and functions

Moulding that can be used for separately installing flooring and make appearance neat



Moulding for remodeling: Floor parting (Metallic decorative sheet specifications)

Metallic parting that goes well with the grainy pattern. Its width is 8 mm, which adds an accent to separately installing flooring. It can be compatible with the flooring of which the thickness is 6–12 mm. Resin parting that gives consideration to safety. It can be easily cut and installed in a way that is curved like drawing a curve.

General floor parting



In the case of 'ieria'



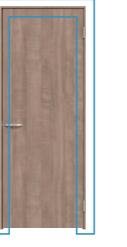
A lightweight door frame that reduces the burden at the time of bringing it in the site and installing it



'ieria' living door

We made it lighter in weight by about 25% compared to the conventional product, which made it easier to handle, and the burden at the time of bringing it in the site and installing it can be reduced.

***Compatible models**
Single swing door, restroom door, master-slave door, door with a two-sided door frame, sliding door, hanging door, pet door, cat gate, wide sliding door, wide hanging door, partition door (excluding the folding door type), and sliding wooden door





A muted latch and doorstop on the door end side that gave consideration for lowering the harsh sound at the time of opening and closing the door

In the case of 'ieria'



'ieria' living door hinged door

A muted latch that gave consideration for suppressing the click sound heard when opening or closing the door and a doorstop with special airtight packing attached to the frame on the door end side.





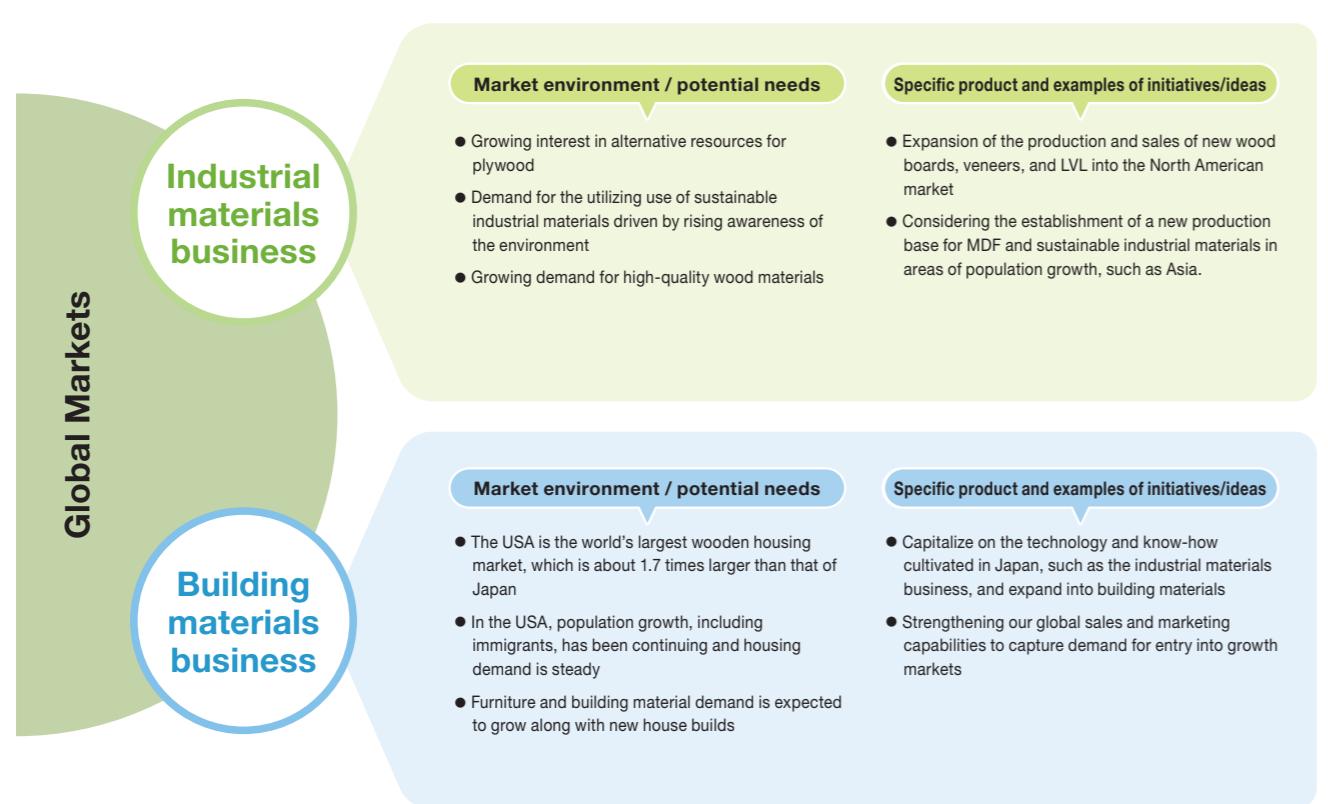
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DAIKEN GROUP REPORT 2025 28

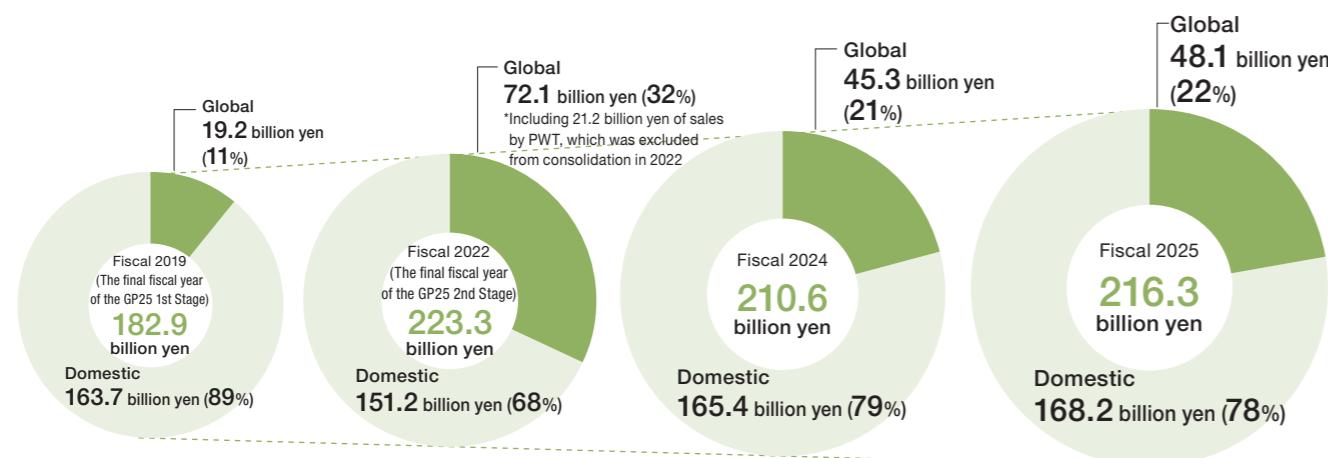
Acceleration of global expansion using sustainable materials as our strength

In addition to the sales of MDF produced in Malaysia and New Zealand, the global market for industrial materials expands into the production and sale of wood materials with a focus on veneers, LVL, and melamine faced chipboards in Canada and the USA. In addition, we will expand the building materials business into the global markets by utilizing industrial materials.

Business x market growth strategy



Trends in domestic/global sales ratios



Voice of an Executive

The International Business Strategy Department mainly handles the management of overseas bases. I am in charge of the qualitative areas of quality control, new product development, certifications, and safety. We also work as a bridge linking the head office and overseas bases. When we request tasks from overseas representatives and locally hired staff, we always make a point of plainness. Especially in non-face-to-face communication, such as e-mail and Web conferences, what we mean may not be correctly understood by others. Careful explanations and frequent daily contacts are the keys to accurate communication. All members involved in global business have aligned their directions and established a relationship of trust to work as one.

Our department changed its name in April 2025 and increased the number of personnel. Our role has expanded from the work of providing conventional support to enhanced quantitative

management and internal control. We plan to undertake more strategic functions in the coming years. To this end, it is essential to develop human resources who can autonomously play an active role at overseas bases not only in managerial tasks in Japan. Through the Global Management Human Resources Development Program, which started this term, we hope to help more employees deepen their understanding of global markets and bases, thereby contributing to the further development of global business.

Kazuki Sakamoto
International Business
Strategy Department
Leader



more multifaceted global business. Because of the time difference, adjusting the time for communication and meetings is sometimes difficult. However, I find it extremely fulfilling to contribute to sales increases in the global markets with my proposals for developing new sales channels.

I will further promote the global expansion of the company by accurately grasping market trends and offering product proposals that suit each region.

Daiki Hatakeyama
Overseas Sales
Department
Singapore Branch



Voice of an Executive

For expansion of the scale of global business as announced in the ongoing long-term vision GP25, the International Business Headquarters has proactively invested in North America as the largest wood housing market. While the North American market has steadily grown, the MDF business, which had long been the core of global business, faces the urgent requirement of improving profitability, which has declined because of sluggish global demand, the sharp rise in variable costs, fluctuations in the exchange rate, and other external conditions. We are promoting reform through the collaboration of manufacturing and sales to fundamentally review the business structure through the restructuring of sales strategies and systems based on data analysis, cross-cutting cost optimization projects, the introduction of AI inspection systems, the development of eco-friendly products, and proactively introducing new technologies. DAIKEN North America Ltd. (DNAL), which was consolidated in July 2024, is preparing for the production of a new wood board "DIO woodcore", which was uniquely developed by the R&D

Center, for release in the spring of 2026. "DIO woodcore" will become the new material to replace plywood and help to drive the expansion of the market in North America as a product that guarantees performance equivalent to tropical plywood using sustainable wood resources.

We will steadily implement these key initiatives while enhancing the foundation of global business through the Human Resource Management Promotion Project to develop global human resources of the next generation, thereby leading to the successful kickoff of the next long-term vision TryAngle 2035.

Kei Ito
Executive Officer
General Manager of the
International Business
Headquarters



Expansion through MDF

With the system of four factories in the two countries of Malaysia and New Zealand, we are engaged in the production of MDF for which wood offcuts from timber are effectively used. By leveraging the unique characteristics of tree species and the manufacturing process, we will promote the distribution of products having new added value and the further expansion of the sales channels in global markets.

Product characteristics

Malaysia

Tree species: Hardwood, TEKWOOD

Excellent dimensional stability

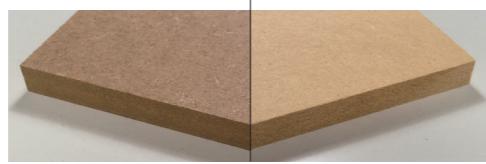
Since changes in dimensions is minimal and is resistant to warping even at high temperature/high humidity, it is widely used for cabinets and fittings.

Excellent water resistance

Since swelling when absorbed water or moisture is minimal, it can be used for window frames (sash window frames) and floor base boards, which require water resistance and moisture resistance.

Utilization of unused resources and stable procurement of raw materials

In addition to the utilization of unused resources, such as offcuts from lumber/plywood factories, we promote the use of plantation timber (acacia).



New Zealand

Tree species: Softwood, CUSTOMWOOD/DSL MDF

Light-colored surface that minimal impact on surface finishing

It is characterized by minimal impact on the decorative surface even if laminating a sheet where the base material can be seen through.

Smooth surface

The surface, utilizing long wood fibers, is smooth and suitable for lamination and painting.

Utilization of unused resources and stable procurement of raw materials

New Zealand, where the factory is located, is rich in softwood plantations, and by using these softwood as the main raw materials, we sustainably procure raw materials.

Production base

DAIKEN SARAWAK SDN. BHD.

Founded: May 1994

Location: Bintulu, Sarawak, Malaysia

Annual production capacity: 120,000 m³



DAIKEN NEW ZEALAND LIMITED

Founded: 1976

→ Purchased the company in February 2009

Location: Rangiora, Canterbury, New Zealand

Annual production capacity: 110,000 m³



DAIKEN MIRI SDN. BHD.

Founded: September 1996
→ Purchased the company in February 2005

Location: Miri, Sarawak, Malaysia

Annual production capacity: 120,000 m³



DAIKEN SOUTHLAND LIMITED

Founded: November 1993
→ Purchased the company in April 2018

Location: Gore, Southland, New Zealand

Annual production capacity: 200,000 m³



Tree planting activity in Malaysia

Toward the realization of sustainable procurement of wood materials, we started acacia tree planting in Sarawak, Malaysia, in 2002, and the cumulative afforestation area is 10,500 ha or more. We will proceed with plantation timber growth and management and the expansion of afforestation sites.



Nursery

Expansion to building materials

PT. DAIKEN DHARMA INDONESIA

Founded: 2015
Location: Surabaya, East Java Province, Java, Republic of Indonesia

Business description: Manufacturing of housing equipment



Expansion of wood-based materials in North America

Production base

DAIKEN North America Ltd.

Founded: 2024

Location: Huntsville, Ontario, Canada

Business description: Manufacturing and sales of melamine faced chipboards



CIPA Lumber Co., Ltd.

Founded: 1968

Location: Delta, British Columbia, Canada

Business description: Veneer manufacturer



Pacific Woodtech Corporation

Founded: 1998

Location: Burlington, Washington, the U.S.A.

Business description: Structural LVL and Wood I-Joist manufacturing



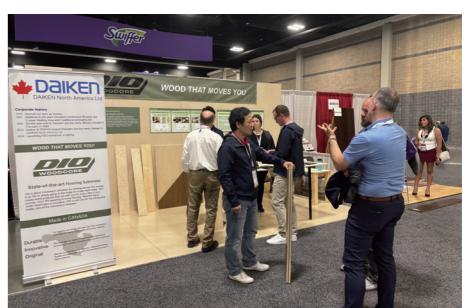
Initiatives toward the commercialization of the new wood boards

While shrinking of the domestic housing market is expected because of the declining birthrate, the DAIKEN Group has positioned North America, which is the world's largest wooden housing market, as the prioritized strategic area and has been promoting the expansion of the overseas wood industrial materials business. Acquisition of DNAL was aimed at expanding the product lineup following MDF and LVL, and "DIO woodcore", which is a new wood board that is currently under development, is expected to contribute "local production for local consumption" style of product development by utilizing sustainable local materials.

In addition to the manufacture of existing melamine faced chipboards, DNAL is planning to utilize the factory as development and manufacturing base for the high-performance, sustainable wood board "DIO woodcore" and aims to start production in April 2026. They have already completed the development of the prototype, and currently, they are steadily proceeding with the preparations toward commercialization.

"DIO woodcore" is a wood board equipped with high strength, stiffness, and smoothness that is an alternative to plywood and is a regionally circular type of environmentally conscious product made from Canadian grown timber. In April 2024, it was exhibited for the first time as a flooring material at the NWFA Expo held in the US where it received high praise.

With a view to expanding into diverse applications, such as a base material for flooring, they will proceed expansion, mass production and a market launch framework.



Running a booth at the NWFA Expo



An image of using "DIO woodcore" for the flooring substrate



We integrated the past medium-term ESG plan and the medium-term management plan in fiscal 2023 and set the important themes to work on from the perspective of ESG and goal values as the ESG goals.

| Field | Theme | Goal (Fiscal 2026) | Fiscal 2025 results |
|--|--|---|---|
| E Environment | Promotion of recycle and conversion of waste into values | Reduction of the final waste landfilling treatment amount (production departments in Japan and overseas) | 15% reduction (As compared to fiscal 2022) 23.3% reduction (As compared to fiscal 2022) |
| | Greenhouse gas emissions reduction¹ | Total greenhouse gas emissions in Japan and overseas (Scope1+2) Total greenhouse gas emissions in Japan and overseas (Scope3) | 10% reduction (As compared to fiscal 2022) 6% reduction (As compared to fiscal 2022) 27.5% reduction (As compared to fiscal 2022) 35.3% reduction (As compared to fiscal 2022) |
| | Promotion of the use of renewable energy | Renewable energy utilization ratio | Japan: 50% or more Overseas: 40% or more Japan: 54% Overseas: 43% |
| | Expansion of the amount of carbon storage by using timber | Amount of carbon storage by the wood industrial materials business (MDF and insulation board) | 1,100,000 t-CO₂/year 657,900 t-CO₂/year |
| | Procure wood in a biodiversity friendly way | Lauan usage rate in flooring substrates | 50% reduction (As compared to fiscal 2022) 3.5% increase (As compared to fiscal 2022) |
| | Appropriate management and reduction of chemical substances | Release/transfer amount of the substances subject to the PRTR law (As compared to fiscal 2022) | 70% reduction (As compared to fiscal 2022) 17.4% increase (As compared to fiscal 2022) |
| | Promote the effective use of water resources | Water resource input (Group production bases in Japan and overseas) | 4% reduction (As compared to fiscal 2022) 8.1% reduction (As compared to fiscal 2022) |
| | Reduce the use of plastics derived from fossil fuels | Use of plastic containers and packaging | 4% reduction (As compared to fiscal 2022) 12.3% reduction (As compared to fiscal 2022) |
| | Strengthen environmental risk management | Number of environmental accidents and violations at home and abroad (Those with administrative guidance and penal charge) | 0 0 |
| | | | |
| S Social | Enhancement of the quality control structure¹ | Number of accidents caused by design in the new product developed Manufacturing and product audit implementation cover rate Product safety and quality improvement education execution rate | 0 100% 100% 0 100% |
| | Promotion of CSR procurement | The rate of the CSR survey implementation | 100% 82.7% |
| | Ensuring fair competition and transactions | Serious violations of the Anti-Monopoly Act and Subcontract Act Planning and holding of the enlightenment activities by division and job type | 0 20 times/year 0 26 times/year |
| | Promotion of diversity¹ | Total diversity index 3rd Stage ² The ratio of female employees hired (New graduate nationwide course) The female full-time employee ratio The percentage of male employees taking childcare leave (Three-year average) The female manager ratio Long-term care seminar attendance rate Diversity training attendance rate (Managers) The degree of attainment of the employment rate of persons with disabilities Personnel composition by age (Difference by generation) | +30 pt (As compared to fiscal 2022) 50% 20% 50% 2% 90%/year 100% 100% Within the difference of 10 pt Difference of 5.0 pt |
| | Promotion of health and productivity management | The rate of receiving health promotion allowance Health score (Exercise, rest, and nutrition) Presenteeism loss rate | 80% 20 pt 25% 75.2% 16.2 pt 27.7% |
| Promotion of workstyle reform¹ | Total work time reduction rate | 3% reduction (As compared to fiscal 2022) | 1.4% reduction (As compared to fiscal 2022) |
| | Rate of taking annual paid leave Employee satisfaction ³ | 70% 60 pt | 72.0% 57.3 pt |

| Field | Theme | Goal (Fiscal 2026) | Fiscal 2025 results |
|-----------------|---|--|---|
| S Social | Reinforcing human resources development | Job separation rate within three years Young employees' career plan training attendance rate Attendance rate for the priority market enhancement program Attendance rate for training for management staff training program | Within 15% 100% 50% 80% 25.6% 96.0% 54.8% 83.6% |
| | Enhancement of the occupational safety and health | Serious disaster Factory mutual safety diagnosis execution rate | 0 100% 0 Japan: 100% Overseas: 80% |
| | Human rights promotion activities | Human rights enlightenment training attendance rate Supervisor harassment training attendance rate | 100% 100% 100% 100% |
| | Social contribution activities by cooperating with local communities | Holding of the event planned by cooperating with local communities (Each group production base) | One time/year in each base Held in 19 bases among 20 bases |
| | Enhancement of the governance system | Degree of penetration of the group corporate philosophy ⁴ | 60 points or more 60 pt |
| | Improvement of a dialog with stakeholders | Degree of empathy for our philosophy and activities by customers Holding of the policy explanation meeting for suppliers | 90% 1 time/year 87.5% 1 time/year |
| G Governance | Strict compliance⁵ | Serious compliance violations Compliance consciousness degree ⁵ | 0 +5 pt 0 +1.65 pt (As compared to fiscal 2022) (As compared to fiscal 2022) |

¹: Set as the non-financial management goals in the medium-term management plan

²: Our own indices in which diversity-related items, such as the female manager ratio, were indexed. Total Diversity Index 3rd Stage is used in and after fiscal 2023 and items related to the method of calculation are reviewed and reset

³: Our own indices in which employees' actual feeling for satisfaction / job satisfaction in the workplace were indexed

⁴: Our own indices in which employees' understanding, sharing, and practice of the group corporate philosophy were indexed

⁵: Our own indices to measure employees' compliance consciousness degree from the perspectives of legal compliance, a sense of ethics, structure, and corporate culture

Sustainability

DAIKEN Sustainability Basic Policy

The DAIKEN Group will bring new value and smiles to the faces of our stakeholders, including employees, by contributing to the development of a prosperous and sustainable society and environment based on the group corporate philosophy. Furthermore, we aim to establish a solid management foundation for the long-term growth of the DAIKEN Group.

① Contribute to the development of a sustainable society, global environment, and the economy

We will continuously review all activities and promote reforms as we contribute to the development of a prosperous and sustainable society and the global environment, while improving business sustainability.

② Pursue sustainability as a business

The DAIKEN Group will maintain and even enhance its strength to build value, an essential driving force for transformation, by maximizing the value of human capital through enhanced job satisfaction and employee well-being, while strengthening engagement with stakeholders.

③ Aim to enhance business value in a sustainable manner

The DAIKEN Group aims to enhance corporate value in a sustainable manner through the two virtuous cycles of its contribution to a sustainable society, the global environment, and the economy and the pursuit of sustainability as a business.

Promotion structure

The DAIKEN Group established the Sustainability Promotion Committee in which the Representative Director, President, and CEO has been the chairperson since fiscal 2023.

By developing the structure to promote sustainability on a company-wide basis, we aim to continuously improve corporate value.



Sustainability Promotion Committee

Chairperson: Representative Director and President CEO
Secretariat: Sustainability Promotion Office, Corporate Planning Department

Number of committee meetings convened in fiscal 2025: 4 times

Key deliberation items

- Progress of the ESG goals in the medium-term management plan
- Reports of the degree of penetration of the group corporate philosophy and the employee satisfaction survey
- Group report creation policy
- Consideration of the initiatives toward the restoration of biodiversity ~Development of seagrass bed restoration materials~
- Reports on the results of the CSR procurement surveys
- Reports on the results of the initiatives for human rights
- Response to the Revised Clean Wood Act

Initiatives toward the realization of the DAIKEN Global Environmental Vision 2050

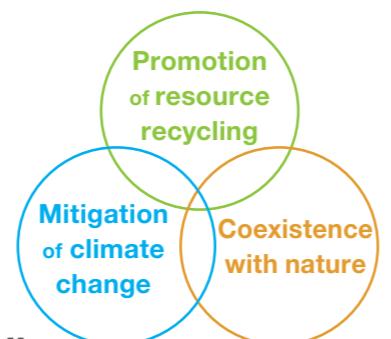
We formulated the DAIKEN Global Environmental Vision 2050 in which the DAIKEN Group's attitude for the long-term initiatives, policies, and goals for environmental issues are established in October 2021 and revised it in April 2025. We aim to contribute to the realization of a sustainable society from the three perspectives of the promoting resource recycling, mitigating climate change, and coexisting with nature and will put effort into the resolution of social issues, such as environmental issues.

DAIKEN Global Environmental Vision 2050

Vision

For a future full of smiles

The overall aim of the DAIKEN Group is to realize a sustainable society towards 2050 by promoting resource recycling, mitigating climate change, and coexisting with nature.



Environmental Policy



1 Promotion of resource recycling —Waste reduction and reuse of resources—

By actively taking advantage of properly managed sustainable forest resources, we can promote forest circulation and help to realize a circular economy of sustainable resource circulation throughout society by reusing resources, material recycling, and thermal recycling, rather than disposal.

2 Mitigation of climate change —Realization of carbon neutrality—

We will reduce our own greenhouse gas emissions, as well as emissions throughout the entire supply chain. Also, by using sustainable forests and wood resources, we will help to expand carbon storage and contribute to the maintenance and circulation of carbon sinks as we work together with society to achieve carbon neutrality.



3 Coexistence with nature —Conservation of biodiversity—

In consideration of biodiversity, our objective is to coexist with a sustainable natural environment and preserve ecosystems by contributing to environmental impact reduction, conservation, and restoration.

Long-term goals

1 100% waste recycling

- Promote material recycling and thermal recycling on the premise of cascade use
- Reduction of final disposal of waste in landfills
- Reduce waste through a series of processes from procurement of raw materials to the use and disposal of products
- Promote resource recovery and reuse

2 Net zero greenhouse gas emissions

- Promote energy conservation by improving productivity and efficiency
- Expand the use of renewable energy
- Improvement of product design to reduce CO₂ emissions across the service life of the product
- Expand the use of wood materials and products that store carbon
- Promote reforestation through the active use of materials from managed forests
- Contribute to the maintenance and recycling of CO₂ sinks through afforestation

3 Reduce the impact on the natural environment (Zero deforestation)

- Promote sustainable timber procurement
- Appropriately manage chemical substances and reduce emissions
- Promote the effective use of water resources
- Reduce the use of plastics derived from fossil fuels
- Promotion of ecosystem conservation and restoration efforts



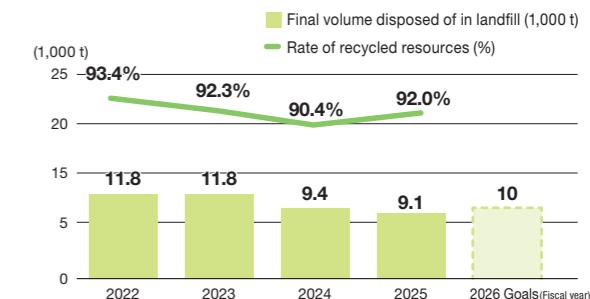
Promotion of resource recycling

—Waste reduction and reuse of resources—

Reduction of final disposal of waste in landfills

Final volume disposed of in landfill 23.3% reduction

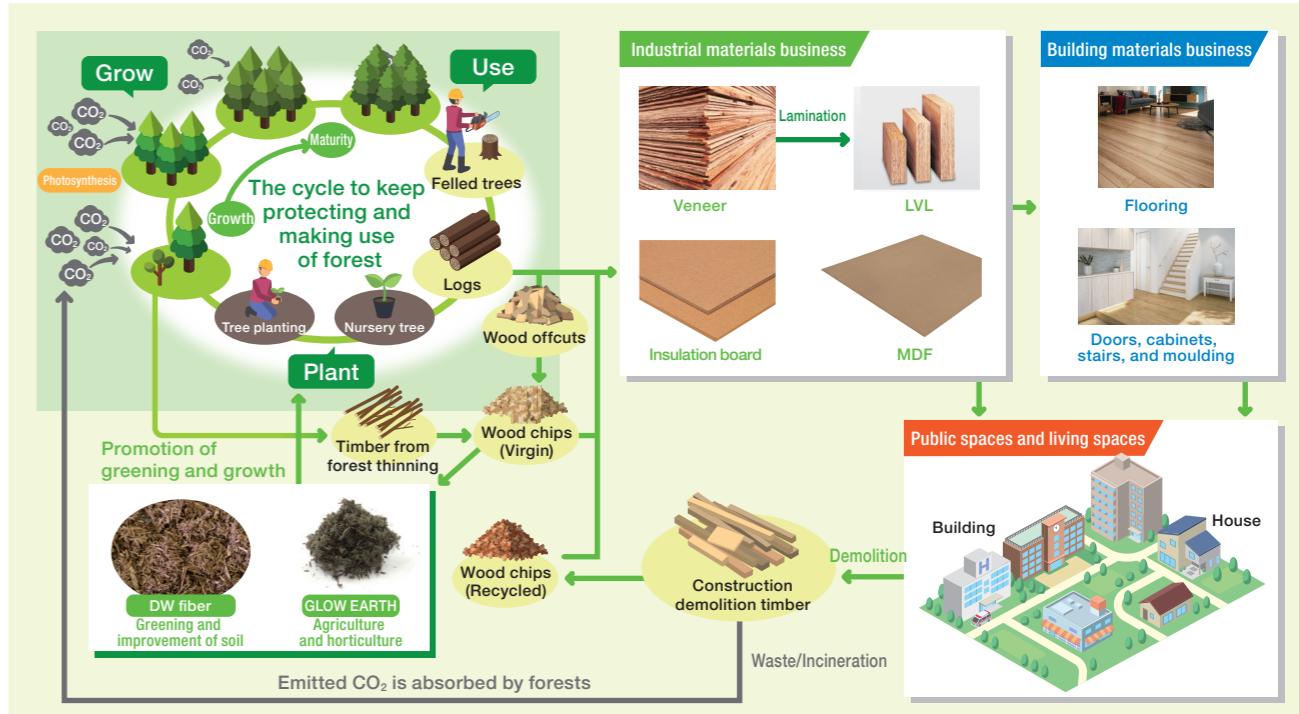
*As compared to fiscal 2022



The DAIKEN Group aims to realize a recycling-oriented society and puts effort into recycling waste, such as reusing the defectives generated in the manufacturing process as product raw materials to the extent possible, and using those as fuel for production, if not suitable for raw material itself. Material recycling progressed by utilization as the soil improvement material in fiscal 2025. The final volume disposed of in landfills decreased, and the rate of recycled resources improved as compared to fiscal 2024. We will continuously promote recycling.

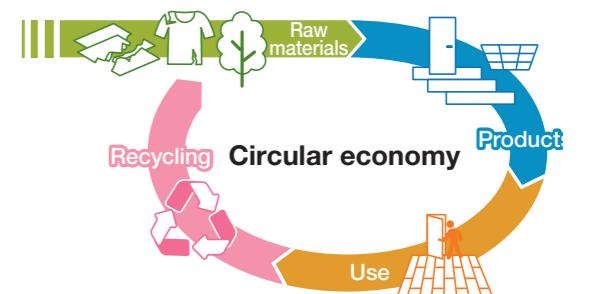
Timber resource recycling

The DAIKEN Group utilizes wood resources, such as construction demolition timber and residual offcuts, and manufactures wooden fiberboards and interior building materials using wooden fiberboards. As timber is a renewable resource that absorbs CO₂ and grows, by using appropriately managed timber and timber from forest thinning and promoting the utilization of timber with no waste, we conduct resource recycling and contribute to a sustainable society.



To realize the circular economy

As the effective use of wood resources, we promote the reuse of resources, such as material recycling and thermal recycling. In addition, we view what is currently discarded as resources and aim to realize the circular economy through the effective use, such as recycling.





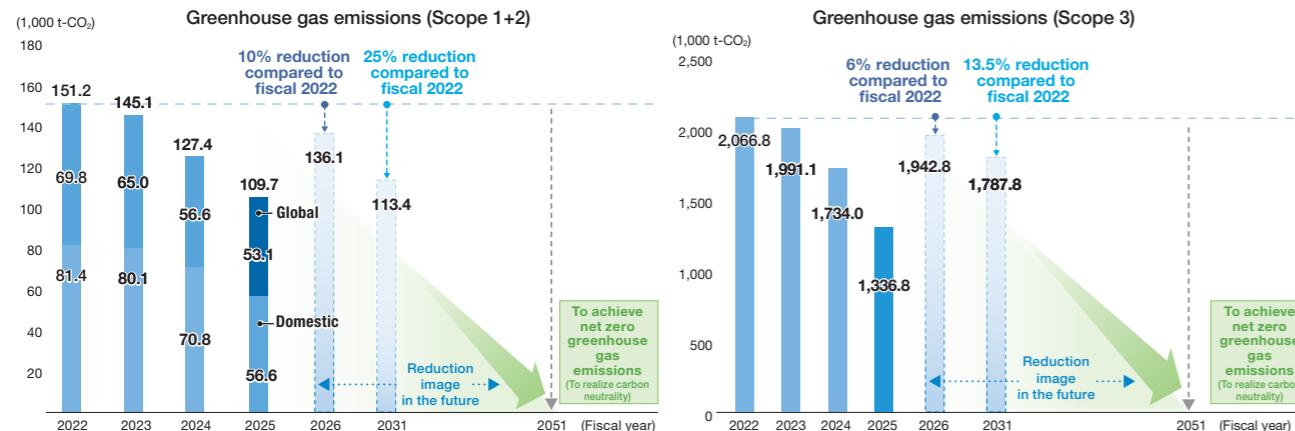
Mitigation of climate change

—Realization of carbon neutrality—

Initiatives for the reduction of greenhouse gas emissions

Scope 1+2 27.5% reduction Scope 3 35.3% reduction

*As compared to fiscal 2022



Note 1: Calculated in accordance with the method of calculation in the SBT certification acquisition requirements

Note 2: Calculated in accordance with the method of calculation in the SBT certification acquisition requirements

Note 3: Combined figures of the emissions in Japan and overseas

As the milestones toward the realization of carbon neutrality, the DAIKEN Group has set the greenhouse gas emission reduction goals for fiscal 2026 and fiscal 2031 compared to fiscal 2022. For fiscal 2031, we obtained certification from the Science Based Targets initiative in June 2023 because the goal was science-backed Well Below 2 °C, which is consistent with the levels required by the Paris Agreement. We will continuously work on the utilization of renewable energy and energy-saving activities toward the realization of carbon neutrality and the reduction of emissions through the initiatives for productivity improvement.

Amount of carbon storage by the wood industrial materials business (IB and MDF)

657,900 t-CO₂

Timber functions to fix CO₂ as carbon after absorbing it during the growth process and to keep storing it by subsequently continuing to use timber as a material. The result of the amount of carbon storage in our wood industrial materials business was 657,900 t-CO₂ in fiscal 2025. On the other hand, our Scope 1+2+3 was approx. 1,447,000 t-CO₂. While increasing the amount of storage, we will proceed with the greenhouse gas emission reduction activities and contribute to a carbon-neutral society by aiming to be the image of the amount of carbon storage exceeding the greenhouse gas emissions.

Disclosed the amount of carbon storage in units of a product

In part of our major products using wood materials, we disclosed the amount of carbon storage (CO₂ equivalent) contained in each product.



'ieria' floor standard
Amount of carbon storage:
Approx. 12 kg-CO₂
*Per 1 m²



DAIKEN tatami mat Sukoyaka-kun
(Sukoyaka tatami mat core 2000ECO)
Amount of carbon storage:
Approx. 30 kg-CO₂
*Per tatami mat



Acquired SuMPO EPD for part of our flooring products

For the eight main flooring products, we acquired SuMPO EPD, which is an environmental product declaration label. We implemented third-party verification and disclosed quantitative environmental information.



*EPD: The abbreviation for Environmental Product Declaration. It conforms to the ISO and is a framework to calculate and disclose a product's environmental information in a highly transparent manner. (SuMPO is an EPD management organization in Japan)



'ieria' single swing door 00 design
Amount of carbon storage:
Approx. 35 kg-CO₂
*Per one set of the door/frame
(Size: 755 in width/2,033 in height)



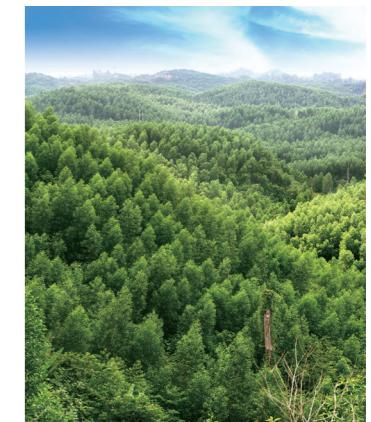
Coexistence with nature

—Conservation of biodiversity—

Toward the sustainable timber procurement

DAIKEN SARAWAK's afforestation site acquired PEFC-FM certification

Toward the realization of the stable procurement of wood materials, we have been planting acacia trees in Sarawak, Malaysia, since 2002. In March 2025, the afforestation site (broad-leaved forest) owned by DSK, which is a consolidated subsidiary, acquired PEFC-FM certification. This certification is one of the forest certifications that evaluates and certifies that forest management is conducted in accordance with the standards and indices for sustainable forests. DSK manufactures hardwood MDF that offers excellent water resistance, and the DAIKEN Group can now domestically supply certified MDF made from certified hardwood for the first time in Japan. By establishing the certified hardwood MDF production system ahead of other companies, we, as the leading company of MDF and wood flooring in Japan, will heighten the momentum toward the use of certified materials in the flooring industry in the future and further contribute to the realization of a sustainable society.

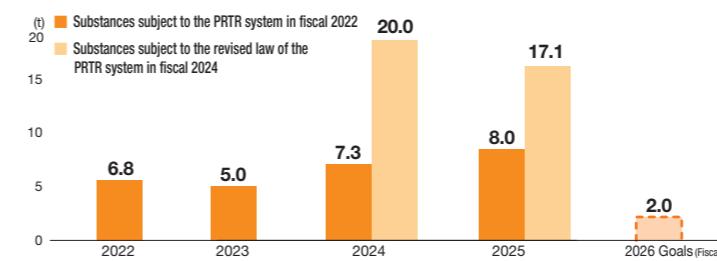


Substances subject to the PRTR system 17.4% increase

*As compared to fiscal 2022

Reduce the amount of chemical substance release

Trends in the release/transfer amount of the substances subject to the PRTR system



The DAIKEN Group has been working to grasp and reduce the amount of release and volume of transfer concerning the substances subject to the PRTR system. The amounts have been on an increasing trend as a subsidiary newly joined in fiscal 2024 but consideration of alternative products has completed, and the amounts are expected to decrease in fiscal 2026. We will continually put effort into the reduction of other target substances and promote the reduction of environmental burden in the entire group.



To reduce the environmental burden through the change to the aqueous adhesive

At the wood composite flooring production factory, we installed the additional aqueous adhesive application equipment.

Regarding the products for which the polyurethane adhesive was conventionally used, we will switch to the aqueous adhesive to the extent possible and work on the production of environment-conscious products.

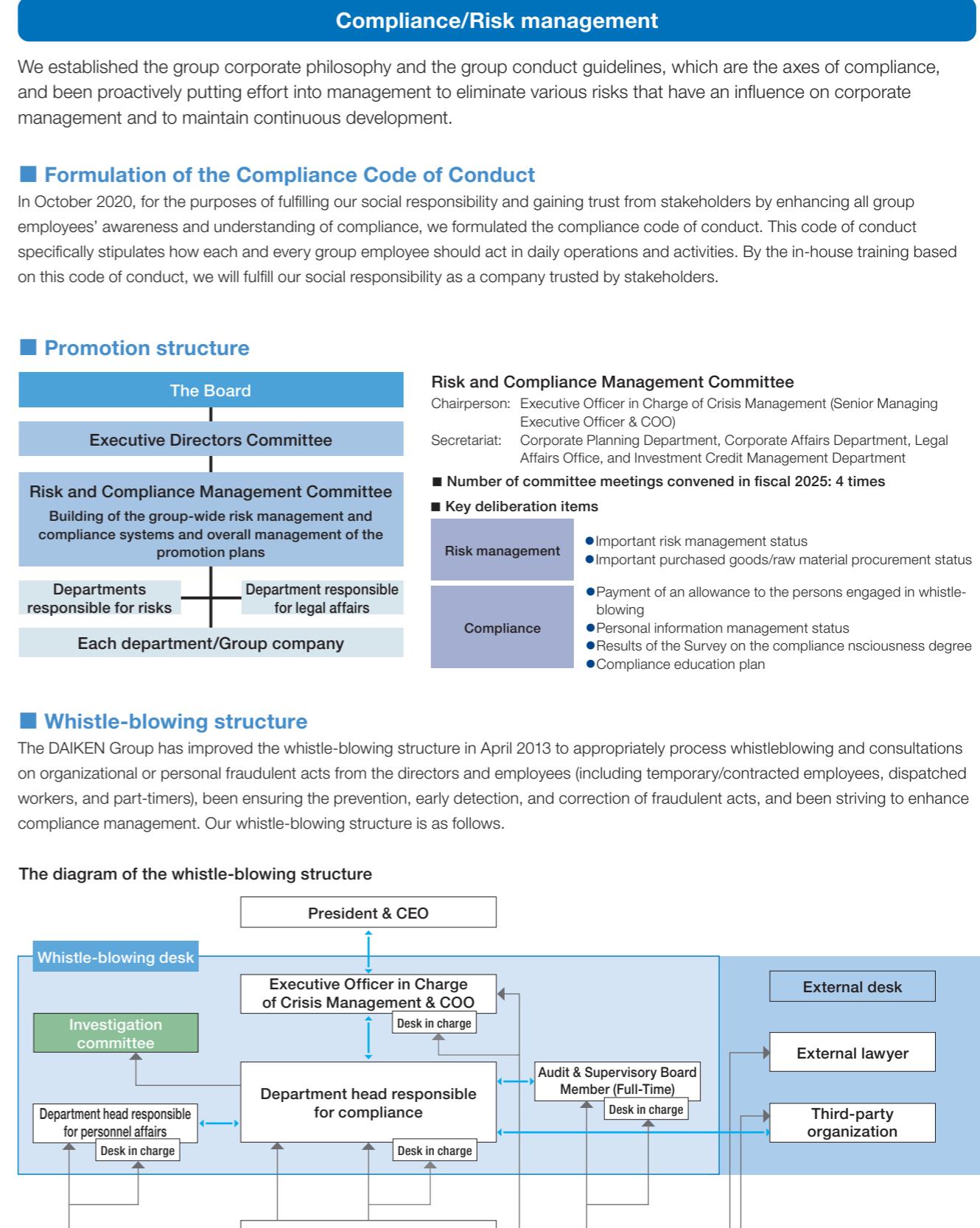
Pickup

Implemented the visiting class on the environment at an elementary school

For the purpose of fostering an awareness of and interest on the environment, we gave a class on forest preservation and utilization of timber at an elementary school in Tokyo. Under the theme of forests and trees that are habitats for living creatures, we explained the significance of the utilization of timber in that cutting down trees as maintenance of the forest and using the cut trees will lead to protecting the forest, and held a workshop for the students to stick wood chips onto a drawing paper and create a habitat for living creatures and created the opportunity for them to have an interest in nature and creatures.



| List of Directors | | |
|--|--------------------|---|
| (As of June 2, 2025) | | |
| Directors | Executive Officers | |
| Representative Director | Masanori Okuda | President & CEO |
| Representative Director | Tadahiro Kiyosu | Senior Managing Executive Officer & COO & CSO |
| Director | Takeshi Nagata | Senior Managing Executive Officer |
| Director | Hideki Gohara | Managing Executive Officer |
| Director | Katsuhisa Morino | Managing Executive Officer & CFO |
| Director | Tetsuji Kawakami | Managing Executive Officer |
| Director | Masatoshi Maki | Managing Executive Officer |
| Director | Yasuhiro Takahashi | Executive Officer |
| Audit & Supervisory Board Members | | |
| Audit & Supervisory Board Member (Full-Time) | Koshin Nomura | Executive Officer |
| Audit & Supervisory Board Member (Full-Time) | Masahide Ito | Executive Officer & CMO |
| Audit & Supervisory Board Member | Toshifumi Iwamura | Executive Officer & CTO |
| | | Executive Officer |
| | | Naoto Teraoka |
| | | Nobuyuki Koroyasu |
| | | Akihiro Takehara |
| | | Toshinori Kamimoto |

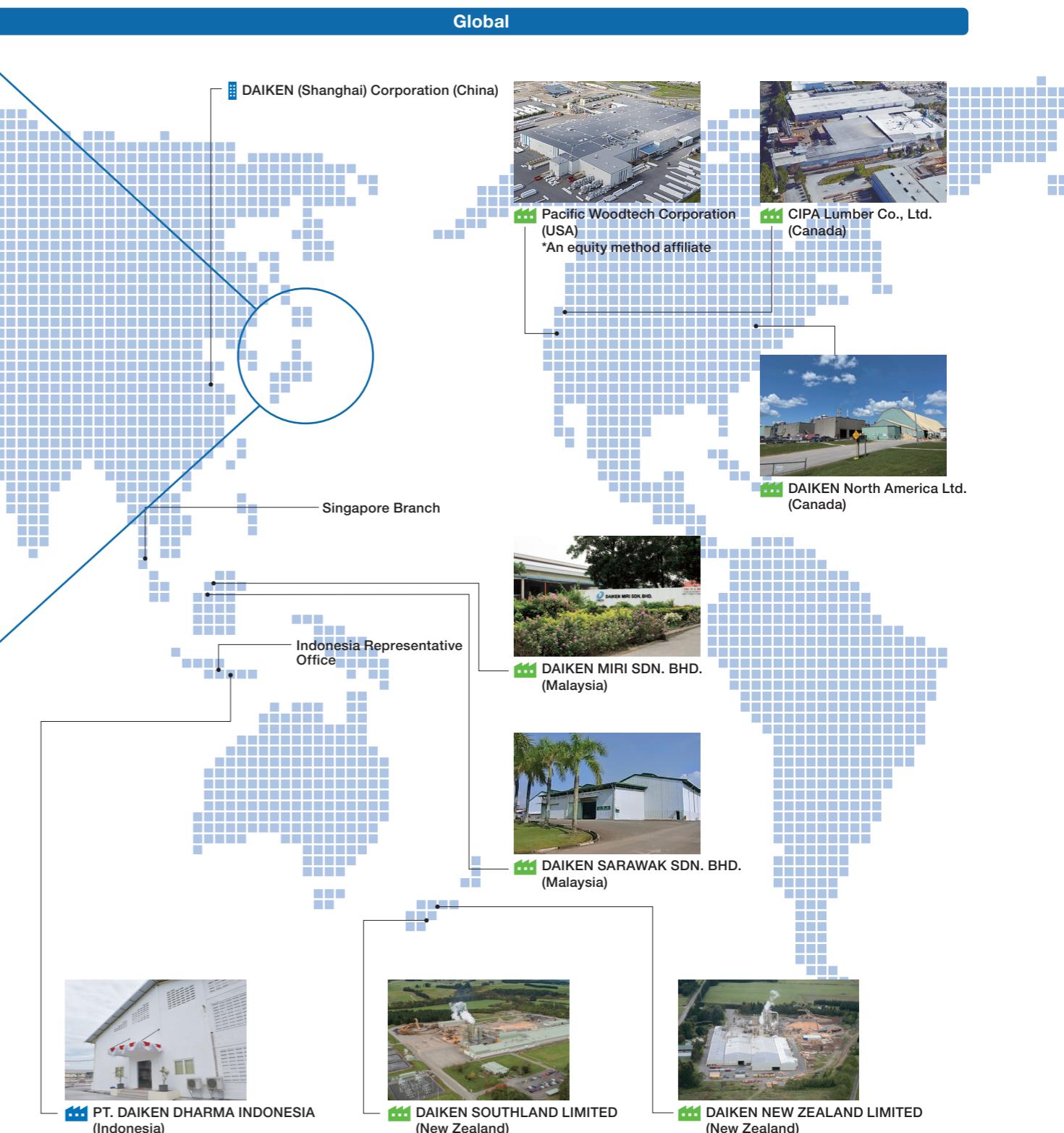
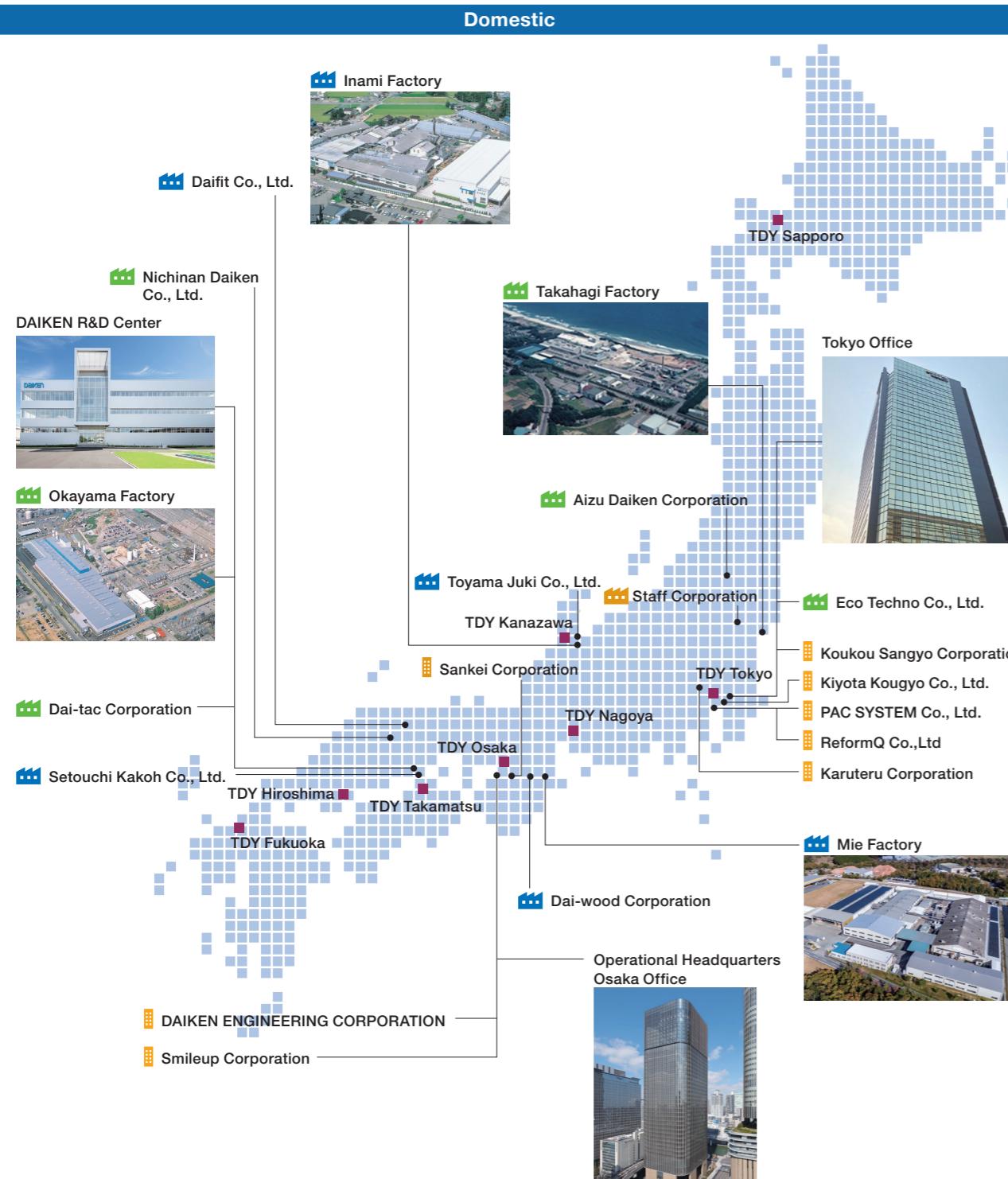




Company Information

(As of March 31, 2025)

| | |
|---------------------------------|---|
| Company Name | DAIKEN CORPORATION *Changed the company name to DAIKEN CORPORATION on September 26, 2025 |
| Founding | September 26, 1945 |
| Setting day | March 31 |
| General Meeting of Shareholders | June |
| Registered Head Office | 1-1 Inami, Nanto City, Toyama, Japan |
| Operational Headquarters | 3-2-4 Nakanoshima, Kita-ku, Osaka, Japan |
| Osaka Office | 3-12-8 Sotokanda, Chiyoda-ku, Tokyo, Japan |
| Tokyo Office | 3-12-8 Sotokanda, Chiyoda-ku, Tokyo, Japan |
| Major sales offices | Sapporo, Sendai, Tokyo, Saitama, Niigata, Nagoya, Kanazawa, Osaka, Hiroshima, Takamatsu, Fukuoka, and Singapore |
| Production factories | Inami Factory (Nanto City, Toyama Prefecture) Okayama Factory (Okayama City) Takahagi Factory (Takahagi City, Ibaraki Prefecture) Mie Factory (Tsu City) |



■ Subsidiaries part of the Group ■ Production base ■ Industrial materials business ■ Building materials business ■ Engineering business

TDY Collaboration Showroom

You can see products from three TDY companies in the same place: DAIKEN's floorings, interior building materials such as doors, TOTO's kitchens and bathrooms, and YKK AP's windows and exteriors.