# **Process of Creating Value**

The Daiken Group aims for the realization of a sustainable society and the creation of economic and social value by contributing to solving social issues, such as the Sustainable Development Goals (SDGs), through business activities that make use of our unique strengths.

**Long-Term Vision GP25** ▶P.4

**Daiken Global Environment** Vision 2050 ▶ P.47-50

**Target Achieve the Vision of** the Group Corporate Philosophy P.3-4





## **Financial foundation**

creation

Shareholders' equity: 66.3 billion yen

Interest-bearing debts: 28.5 billion ven

#### **Production system** Capital investments:

2.8 billion yen Production bases: 20 bases

#### Research and development

R&D center R&D expenses:1.5 billion yen

#### **Human resource**

Consolidated number of employees: 3,965 The nationwide branch and sales office networks, as well as dedicated sales personnel by market and customer Seven group companies' installation work management system

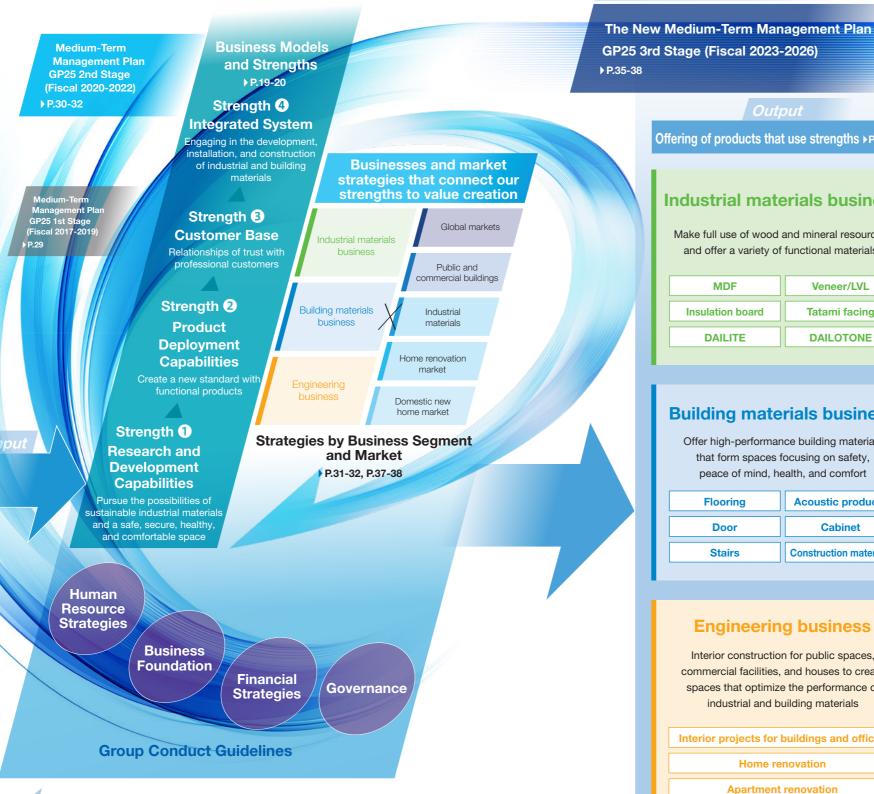
#### **Customer base**

A wide variety of customers ranging from the housing and construction industries to various manufacturers

#### **Natural resources**

Usage of wood materials (1,000 t) Domestic: 219 Global: 1,565 Total energy input (1,000 GJ) Domestic: 2,711 Global: 5,210 Water resource input (1,000 m³) Domestic: 1,859 Global: 973

\*Fiscal 2022



Input management resources

Offering of products that use strengths >P.15-16

#### **Industrial materials business**

Make full use of wood and mineral resources and offer a variety of functional materials

MDF	Veneer/LVL
Insulation board	Tatami facing
DAILITE	DAILOTONE

### **Building materials business**

Offer high-performance building materials that form spaces focusing on safety, peace of mind, health, and comfort

Flooring	Acoustic products
Door	Cabinet
Stairs	Construction materials

### **Engineering business**

Interior construction for public spaces, commercial facilities, and houses to create spaces that optimize the performance of industrial and building materials

Interior projects for buildings and offices

Home renovation

Apartment renovation

Creation of economic and social value

#### Creating shared value (CSV) by Daiken businesses

▶ P.23-28

- Contribution to carbon neutrality by utilizing wood resources
- **Promotion the use of domestic**
- **Effective utilization of unused** resources
- Creating a safe, secure, healthy, and comfortable space
- Saving construction time and

#### Fiscal 2022

#### **Financial Outcomes**

Net sales: 223.3 billion yen Operating profit: 17.3 billion yen EBITDA\*: 24.5 billion yen

Profit attributable to

owners of parent: 7.8 billion yen ROF: 10.9%

2.6 billion yen Total dividend: 33.1% Dividend payout ratio:

\*Operating profit + Depreciation + Depreciation of goodwill

#### **Nonfinancial Outcomes**

Amount of carbon storage by the wood industrial materials business: 803,000 t-CO<sub>2</sub>/year Utilization of domestic timber for flooring

substrates

Total CO<sub>2</sub> emissions in Japan (Compared to fiscal 2014): (36%)

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