

# 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

1946 to 1970

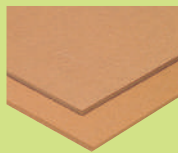
**1946**  
**Special plywood**

Developed special plywood for vehicles to which durability and water resistance were given by the technological development of adhesives



**1958**  
**Insulation board (IB)**

Started manufacturing Insulation boards, wood fiberboards utilizing lumber sawing waste, and construction demolition timber



**1964**  
**DAILOSTONE**

Started manufacturing DAILOSTONE, noncombustible ceiling materials using slag wool, which is a byproduct of steel production



**1970**  
**Flooring (WPC)**

Developed a technology to harden wood veneers by injecting resin into the grains of the wood called WPC and started manufacturing flooring



1973 to 1997

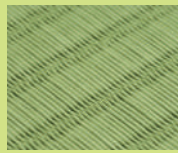
**1973**  
**Door**

Promoted making doors fancy and created the industry standard of modern design



**1996**  
**Tatami facing**

Started manufacturing Tatami facing that used machine-made Japanese paper and that was excellent in maintenance



**1996**  
**MDF**

Started manufacturing MDF that utilized residual wood offcuts as the main material



**1997**  
**DAILITE**

Started manufacturing DAILITE, an inorganic material using an unused resource volcanic ash and slag wool



2015 to 2018

**2015**  
**Labor-saving ceiling**

Established our unique ceiling construction technique that simultaneously pursued the response to the needs of making ceiling anti-seismic and the saving of construction time and work and the short construction period

**2016**  
**Apartment renovation**

Started expanding the apartment renovation business in the Tokyo metropolitan area

**From 2016**  
**Noncombustible decorative wall material**

Deployment of noncombustible decorative wall material that produces high-quality spaces using DAILITE



**From 2018**  
**Integrated storage furniture**

(Launched the cabinet set from 1971)  
Deployment of the attractive integrated storage furniture series for which producing spaces and practicality were combined



2021 to 2025

**From 2021**  
**Wood fibers**

Deployment of environment-conscious wood fibers made of defibrated unused materials and timber offcuts



**From 2022**  
**From making noise to a pleasing sound**

(Started the acoustic product business from 1982)  
Started working on the solutions for the sound environment for which the needs in the new normal era were reflected



**2023**  
**Expansion of the construction department**

Implemented M&A to enhance the construction department, such as the enhancement of the integrated storage furniture and spread of air-conditioning equipment

**From 2025**  
**Renewed the interior building material series**

With the concept 'A Comfortable Life, Together', renewed the interior building material series to be more attractive than before



**Expanded building materials in public and commercial buildings**

Expansion of the product group that will contribute to the creation of comfortable facilities



1945

**1941**

C. Itoh & CO., Marubeni Shoten, Ltd., and Kishimoto Shoten, Ltd., have merged to form Sanko Kabushiki Kaisha, Ltd.

**1944**

Sanko Kabushiki Kaisha, Ltd., Kureha Cotton Spinning Co., Ltd., and Daido Boeki Kaisha, Ltd. merged to form Daiken Co., Ltd.

**1945**

Established Daiken Mokuzai Kogyo Co., Ltd., at the Inami factory in Toyama by acquiring all the business of the Forestry Department at Daiken Co., Ltd.

1960

**1958**

Built Okayama factory and started manufacturing insulation board

**Point**

Although our capital was 80 million yen (at that time), by investing 2 billion yen for the IB equipment and boldly taking on a challenge to establish ecological business, we built the foundation of our business.

**1967**

Changed the company name to DAIKEN CORPORATION

**1969**

We established the interior projects department that handled interior construction for buildings, such as DAILOSTONE, and built the installation system that maximally utilized our products

1980

**1984**

Established an interior projects company, DAIKEN ENGINEERING CORPORATION

**1994**

Established DAIKEN SARAWAK SDN. BHD. in Malaysia for MDF manufacture

**Point**

As the alternative materials for plywood made of tropical timber, we decided to enter into the MDF business. We established our first overseas production base through the joint venture, including ITOCHU Corporation.

**1999**

Purchased an interior projects company, Koukou Sangyo Corporation

2000

**2002**

Alliance with TOTO Ltd. and YKK AP Inc. for remodeling business

**Point**

While the number of new housing starts had been decreasing, the three companies of TOTO, YKK AP, and DAIKEN formed an alliance to delve into the renovation and remodeling market. After that, we deployed our sales activities by holding a large-scale fair and a new distribution.

**2005**

Purchased MDF manufacturer in Malaysia Established DAIKEN MIRI SDH, BHD.

**2009**

Purchased MDF factory in New Zealand and established DAIKEN NEW ZEALAND LIMITED

**2016**

Purchased an apartment renovation company, PAC SYSTEM Co., Ltd.

2020

**2018**

- Purchased MDF manufacturing company in New Zealand Established DAIKEN SOUTHLAND LIMITED
- Established DAIKEN R&D Center
- Capital and business alliance with ITOCHU Corporation

**2019**

- Purchased a veneer factory, CIPA Lumber Co., Ltd. in Canada and an LVL factory, Pacific Woodtech Corporation in the U.S.A.
- Purchased a renovation company ReformQ Co., Ltd.

**2022**

With the capital increase, Pacific Woodtech Corporation, which used to be a consolidated subsidiary, became an equity method affiliate

**2023**

- Purchased system cabinet manufacturing and construction companies, Karuteru Corporation and Staff Corporation
- Purchased an air-conditioning equipment installation company, Kiyota Kougyo Co., Ltd.
- Became a wholly owned subsidiary of ITOCHU Corporation and delisted

2025

**2024**

Purchased Panolam Industries Ltd. Established DAIKEN North America Ltd.

**2025**

On the occasion of the 80th anniversary of the foundation of the company, we changed the company name to DAIKEN CORPORATION (from September 26)

**Point**

Toward the achievement of the group corporate philosophy and GP25 as well as further growth, we put an end to our history of being listed on the stock exchange for 74 years and took a step in the new phase.