

Historical Development of Value Creation and Strengths

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

1945 Foundation

Plywood

1946 Special plywood

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



Cladding

1958 Insulation board

Started manufacturing Insulation boards, wood fiberboards utilizing lumber sewing waste and construction waste



Dai-Lotone

1964 Dai-Lotone

Started manufacturing Dai-Lotone, non-combustible ceiling materials using slag wool, which is a byproduct of steel production



Housing equipment

1973 Door

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



1982 Sound products

Improved the consistent service structure for soundproofing for houses



1970 WPC

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



1971 Integrated storage furniture

Launched the first housing equipment Cabinet set and developed from a single product to an integrated product



Flooring

Cabinet

Door

Sound products

Net sales (¥100 million)
2,500

2,000

1,500

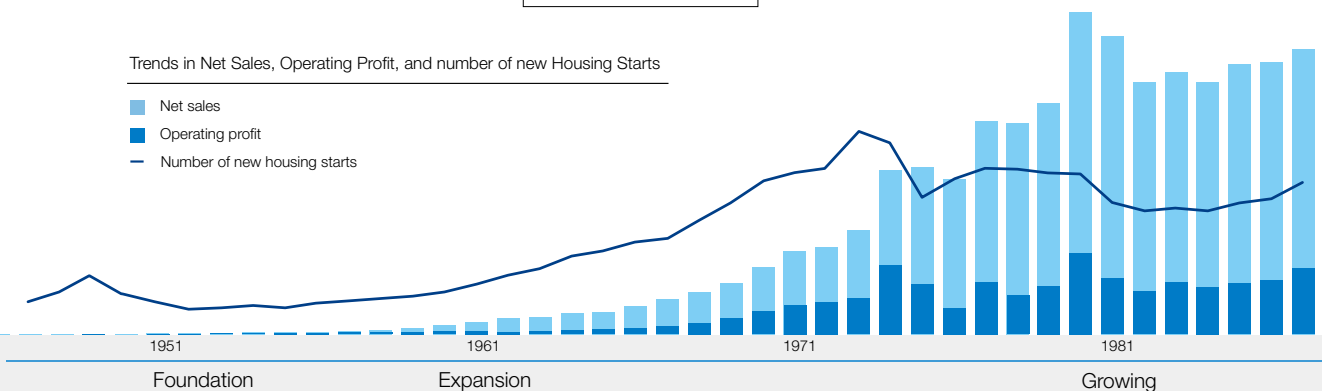
1,000

500

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Trends in Net Sales, Operating Profit, and number of new Housing Starts

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



History of DAIKEN CORPORATION

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

Founded Daiken Mokuzai Kogyo Co., Ltd., at the Inami plant in Toyama acquiring all the business of the Forestry Department at Daiken Co., Ltd.

1954

Established Nagoya plant for manufacturing special plywood

1958

Built Okayama plant and started manufacturing insulation board

1967

Changed the company name to DAIKEN CORPORATION

1969

Established interior projects department

1970

- Started manufacturing WPC flooring at the Nagoya plant
- Established Toyama plant for manufacturing special plywood

1977

Expanded insulation board business
Built Takahagi plant

1984

Established an interior projects company, DAIKEN ENGINEERING CORPORATION

1987

Expanded flooring business
Established Mie Daiken Co., Ltd. (currently, Mie plant)

1989

- Started manufacturing housing products, such as doors and stairs, at the Inami plant
- Started manufacturing of cladding at the Takahagi plant


1994

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


1995

Built interior doors production line at the Inami plant

2008
MiSEL
Attractive cabinet pursuing design



2015
Three-dimensional high design flooring



Daiken's Strengths

Building materials business
Capability to develop building materials with high added value and capability to propose total plans for interior spaces

1996
Tatami facing
Started manufacturing Tatami facing that used machine-made Japanese paper and that was excellent in maintenance



2013
hapia
Launched the hapia series that pursue texture



2014
A wide sliding door that can be easily accessed by a wheelchair



2007 Discontinued manufacturing of plywood
2002 Withdrew from Bath and Kitchen business
2004 Transferred the exterior material business


Industrial materials business
Capabilities to develop unique industrial materials

Tatami facing


LVL

Woody fibers

1996
MDF
Started manufacturing MDF that utilized residual wood offcuts as the main material



2018
GRAVIO EDGE
A non-combustible wall material with a deep carved design that produces a high-quality space and offers excellent workability


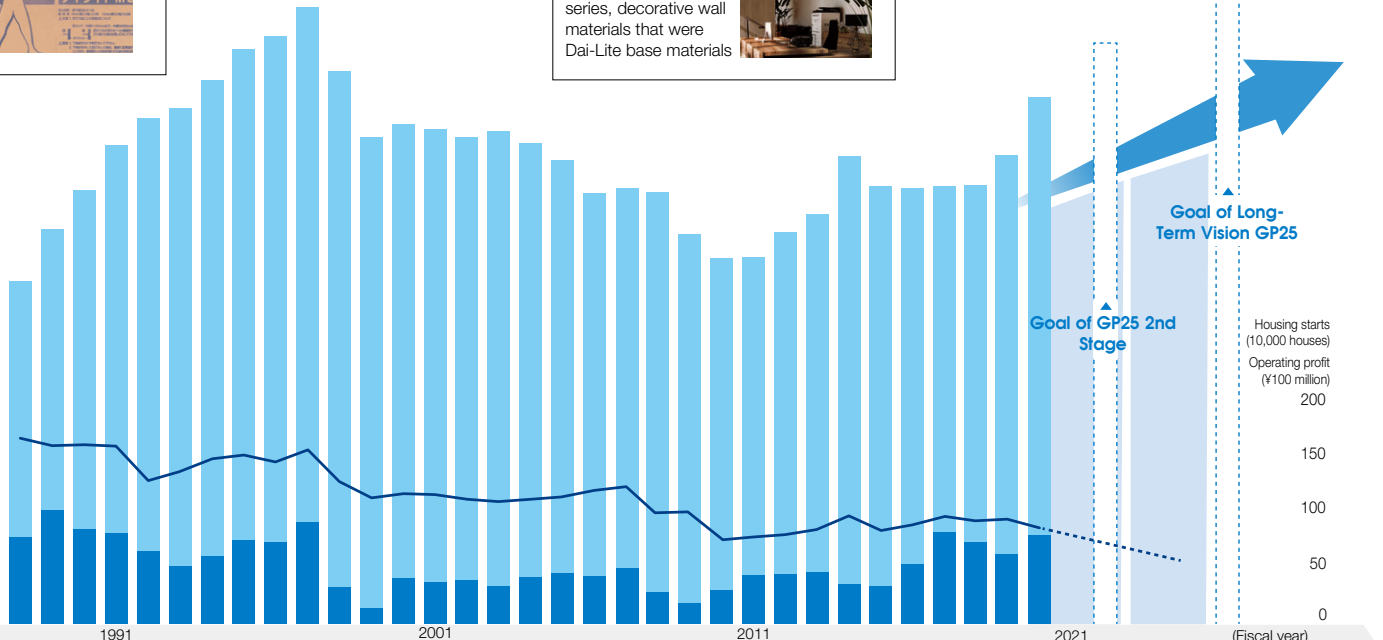


MDF

Dai-Lite

Engineering business
Capabilities to perform installation work by making use of the functions of building materials

2016
GRAVIO
Launched the GRAVIO series, decorative wall materials that were Dai-Lite base materials

Selection and Concentration

New Challenge

Challenge to achieve the Long-Term Vision GP25

- 1996** Implemented Tatami facing and Dai-Lite production lines at the Okayama plant
- 1999** Purchased an interior projects company, Koukou Sangyo Corporation
- 2000** Integrated the interior projects department into DAIKEN ENGINEERING CORPORATION

- 2002** Alliance with TOTO Ltd. and YKK AP Inc. for remodeling business
Established DAIKEN Industries (Ningbo) Corporation
- 2005** Purchased MDF manufacturer in Malaysia
Established DAIKEN MIRI SDN. BHD.
- 2009** Purchased MDF plant in New Zealand and established DAIKEN NEW ZEALAND LIMITED
Integrated flooring business of the Nagoya plant in the Mie plant

- 2010** Alliance with Panasonic Corporation in production and procurement
Purchased an interior projects company, Sankei Corporation
- 2012** Business and capital alliance with HOKUSHIN Co., Ltd., for MDF production and supply
- 2015** Established interior doors manufacturing company PT. DAIKEN DHARMA INDONESIA in Indonesia
- 2016** Purchased an apartment renovation company, PAC SYSTEM Co., Ltd.

- 2018** Purchased MDF manufacturer in New Zealand and established DAIKEN SOUTHLAND LIMITED
Established Daiken R&D center
Capital and business alliance with ITOCHU Corporation
- 2019** Purchased a veneer plant, CIPA Lumber Co., Ltd. in Canada and an LVL plant, PACIFIC WOODTECH CORPORATION in the U.S.A.
Purchased a renovation company ReformQ Co., Ltd.
Purchased T.O FLOORING CO., LTD., that works on solid wood flooring