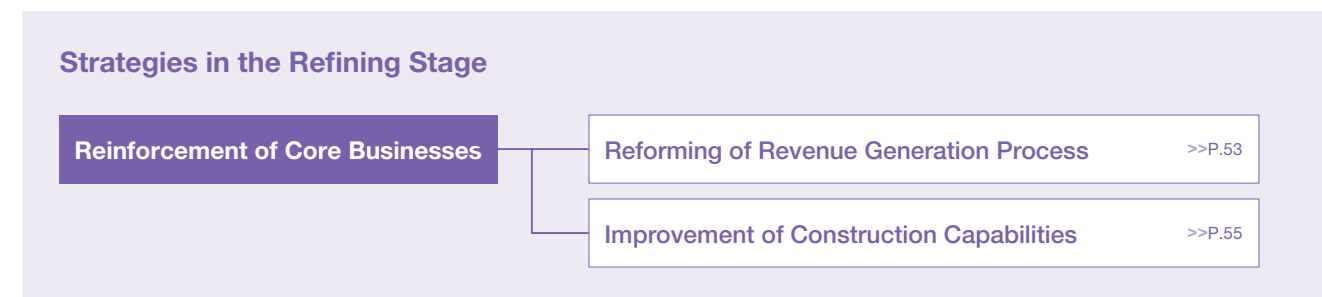


Business Strategy ▶ Reinforcement of Core Businesses

The Dai-Dan Group is advancing the reinforcement of core businesses under the Mid-Term Management Plan Phase 2 “Refining Stage” of the Stage 2030, focusing on transforming the profit creation process and further enhancing construction capabilities. Through optimizing order strategies based on market trend analysis and deepening customer relationships in collaboration with affiliated companies, we will further strengthen our earnings base. In the construction phase, we aim to strengthen group-wide construction capabilities through initiatives such as promoting front-loading with the use of prefabrication and off-site unit processing facilities, enhancing construction processes with on-site support from back office, and advancing equipment technology with innovations such as the “Barrier Smart” series which controls indoor air pressure fluctuations and advanced airflow simulation analytics.

Strategy Deployment Map



Reforming of Revenue Generation Process

Stabilizing Profits Through Order Strategy

We analyze the market and formulate order plans that consider the optimal order balance. In recent years, we have expanded our order activities with a focus on securing profits, recognizing the active capital investment in industrial facility projects such as data centers and semiconductor factories.

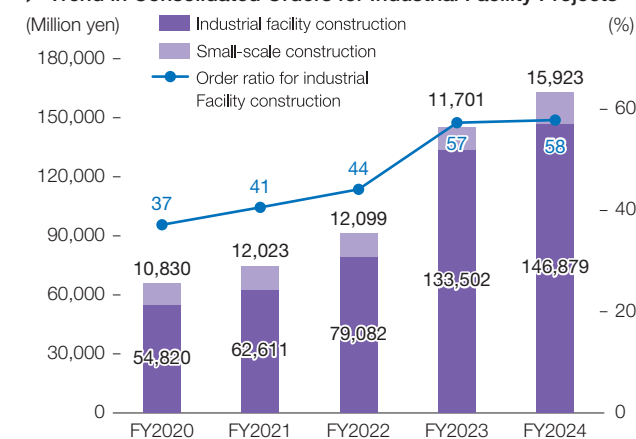
The trend of large-scale construction projects is becoming more pronounced, and we respond by flexibly organizing construction teams across the entire company. We will continue to proactively undertake large-scale projects, and

particularly prioritize large-scale industrial facility projects as important from the perspective of technological succession.

On the other hand, considering the possibility that rising construction costs may shift capital investment from new construction to renovation, we have revised our organizational structure to make optimal proposals.

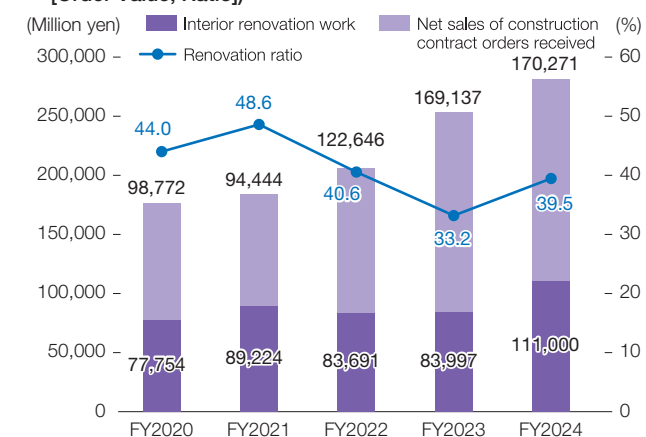
In the future, we will continue to accurately analyze the market, formulate flexible and effective order strategies, and strive to secure orders and profits.

▶ Trend in Consolidated Orders for Industrial Facility Projects



* We categorize factories, laboratories, data centers, and logistics facilities as “industrial facilities.”

▶ Consolidated Order Trends (Order Value / Renewals [Order Value, Ratio])



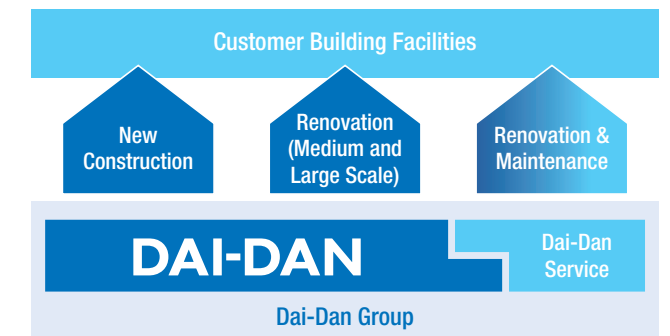
Maintaining Customer Relationships in Collaboration with Affiliated Companies

Group company initiatives

The domestic subsidiaries of the Dai-Dan Group operate in the Kanto and Kansai regions, working to maintain and further strengthen customer relationships as the Dai-Dan Group.

Dai-Dan Service, as a group member, handles renovation work and maintenance for buildings constructed by the group.

By proposing and executing renovations at appropriate times based on building lifecycle, we ensure the maintenance and restoration of original functions.



DAI-DAN Service Kanto Co., Ltd.

Dai-Dan Service Kanto is led by experienced engineers and mainly handles renovations, repairs, and maintenance for projects constructed by Dai-Dan. As a member of the group, we aim to contribute to the entire group by leveraging Dai-Dan’s technological expertise and know-how.



Established: December 1997
President: Yoichiro Arikawa
Number of employees: 19



DAI-DAN Service Kansai Co., Ltd.

Dai-Dan Service Kansai works in partnership with the Osaka Head Office and is responsible for maintenance and small-scale work on Dai-Dan construction projects in the Kansai region. Our primary business goal is to help maintain the relationship between Dai-Dan Group and its customers.



Established: April 2001
President: Hiroshi Hamada
Number of employees: 28



Improvement of Construction Capabilities

Use of Offsite Facilities for Prefabrication and Modular Processing

In the construction industry, amidst ongoing responses to serious labor shortages and work style reforms, there has been an increase in large-scale projects in recent years, further raising the required quality standards. This has led to a need for a fundamental review of construction systems and further strengthening of construction capabilities.

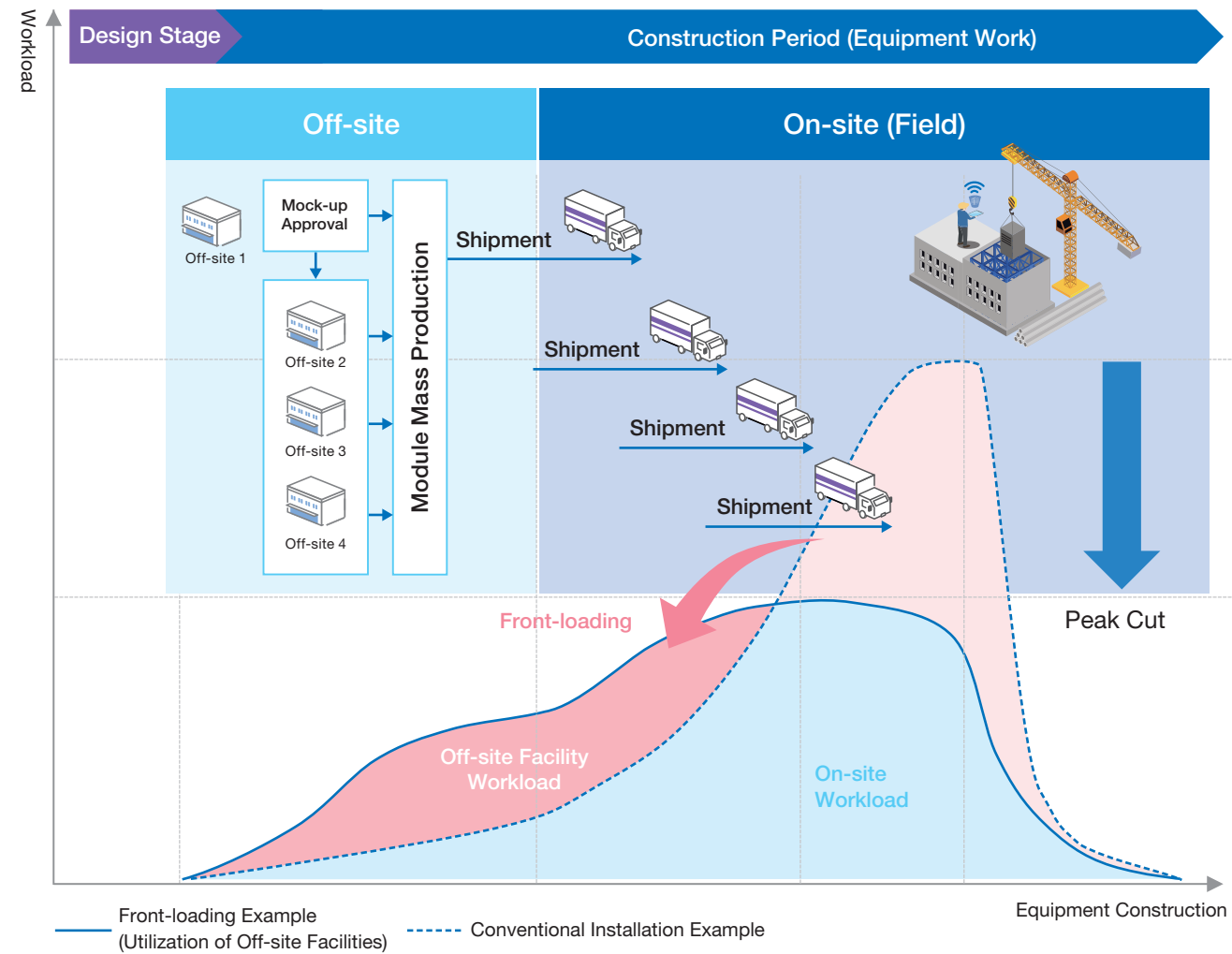
At our company, as part of Phase 2 “Refining Stage” of the Mid-Term Management Plan started in FY2024, we have set “Strengthening support from off-site to on-site” as our human resource strategy to achieve workplace ease.

To address labor shortages caused by the rapid aging of skilled workers and a decrease in new entrants, as well as reductions in on-site work due to work style reforms, we are expanding and enhancing off-site facilities for prefabrication through piping processing and modularization, aiming for labor-saving and improved productivity at construction sites.

Early approval of key equipment, piping, and frame modules enables mass production at multiple off-site facilities, significantly reducing on-site work volume and leveling site processes.

Furthermore, off-site facilities allow for a stable construction system unaffected by weather or site conditions, improving work efficiency and quality. Additionally, by distributing construction workload and implementing flexible work plans, we can secure and strengthen relationships with subcontractors, helping to build stable partnerships.

At construction site of large-scale projects off-site facilities are sometimes used as part of front-loading efforts, where full-scale mock-ups are produced early for consensus-building among building owners, designers, and contractors.



Utilization of Off-site Facilities —Piping and Frame Module Fabrication Process—



<Off-site Facility Benefits>	
Customer Satisfaction	: Improved customer satisfaction through inspections, corrections, and improvements to requirements using mock-ups
Quality	: Ensures construction quality and enhanced reliability through inspection of all modules and products
Construction Period	: Improved schedules and ensures deadlines by reduced on-site work volumes
Safety	: Mitigates accident risk through significantly reduced on-site work

Efforts to Utilize the Meister Program and Strengthen Partnerships with Partner Companies

Providing assured quality through strong partnerships with subcontractors

Dai-Dan Meister Program

Since 2011, we have been conducting fair evaluations and commendations for foremen at subcontractors, aiming to secure outstanding foremen and promote safe, efficient site operations and improved quality.

Apart from recognizing “Meisters” and “Excellent Foremen,” we also support costs for obtaining certifications such as Registered Core Engineer and provide monetary awards to “Meisters” and “Excellent Foremen” working at our sites.

In July 2025, 36 individuals from 26 companies were commended for certification acquisition, and 135 “Meisters” and “Excellent Foremen” were recognized for site contributions.

Additionally, among the subcontractors, those who excel and demonstrate high contributions to our company are selected as “Excellent Subcontractors”—in FY2024, 30 companies were commended.

Meister Certification

In December 2024, 25 foremen who worked at our sites were newly selected as Excellent Foremen, and 8 individuals among them were judged to be the most outstanding and certified as Meisters.

As of April 2025, there are 55 Meister-certified individuals: 17 electric workers, 20 piping workers, 10 duct workers, 4 refrigerant piping workers, and 4 insulation workers.

Partnership Declaration

In July 2025, our company updated our Partnership Building Declaration. You can view the full declaration below.



Partnership Declaration
<https://www.daidan.co.jp/sustainability/pdf/partnership.pdf>



Hiroki Matsushima
MA Engineering LLC.

VOICE Voice of a Meister

Thank you very much for certifying me as a Dai-Dan Meister for FY2024. I would like to express my sincere appreciation to everyone involved.

I am very glad and honored that the skills and experience I have built up over the years have been recognized in this way. However, this work cannot be done alone. I believe that my colleagues and seniors at the site, as well as my family’s support, enabled me to receive this title.

I will not rest on this prestigious title; I will continue striving every day. I am determined to take responsibility and do my best to pass on skills and on-site responses to the younger generation.

Once again, I will remember my original intentions, be careful and prioritize safety, and contribute to fostering successors and improving safety and quality on site.

Continuous Initiatives for Occupational Health and Safety Aimed at Eliminating Industrial Accidents



Health and Safety Policies
<https://www.daidan.co.jp/health-and-safety/>

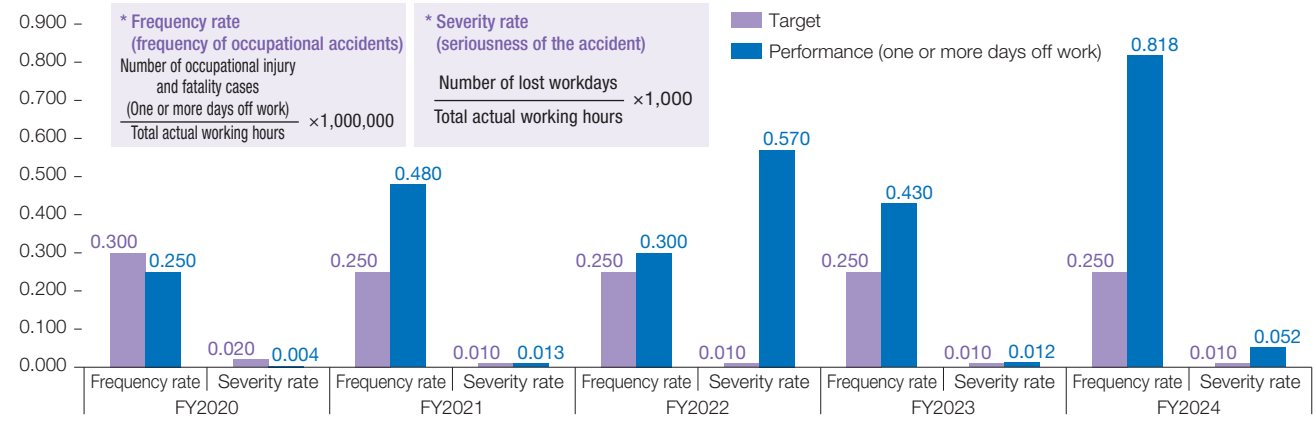
Conducting risk assessments

At all of our sites, we conduct risk assessments before starting work to identify and determine measures to reduce latent hazards in operations, and we review these measures every month according to construction progress.

Occupational health and safety management system

Our company has established a safety and health management system, including the Central Safety and Health Promotion Committee and the Site Safety and Health Promotion Committee. The Site Safety and Health Promotion Committee is organized for each location and includes representatives from both management and labor as members. The Central Safety and Health Promotion Committee, which oversees the entire company, is chaired by the Head of Technical Division under the direction of the President.

Safety performance



FY2024 evaluation

Target	Key item
(1) Three or less lost-time occupational accidents company-wide	(1) Thorough preventive-based safety management
(2) Compliance with the upper limit on overtime hours	(2) Thorough safety management of various minor construction projects
(3) Reduction of health risks	(3) Thorough orientation and new worker safety education
	(4) Thorough labor time management and promotion of measures to prevent excessive work
	(5) Practicing measures for maintaining and improving health

In FY2024, there were 72 labor accident victims (14 with lost workdays, 58 without), an increase of 15 in total and 6 more lost workday accidents compared to the previous fiscal year. By type of accidents, “caught in/between or entangled” incidents decreased, but “falls from heights” due to non-compliance with rules for portable and temporary scaffolding remained at nearly the same number as in FY2023. Analysis shows that, in addition to disasters caused by “lack of hazard awareness” among those with less than five years of experience (including site managers), many incidents were also caused by “complacency” among experienced workers with over ten years in the field. With the goal of reducing

“insufficient hazard prediction,” “non-compliance with rules,” and “carelessness,” we will thoroughly provide daily on-site safety guidance and communication with workers, and repeatedly provide instructions to prevent accidents. When examining the relationship between near-miss reports and labor accidents, it was confirmed that the submission rate of near-miss reports by victims is low. For inexperienced workers, we aim to reduce risks and accidents by promoting “near-miss (activity)” among employees and workers, utilizing past accident cases and safety/health compliance requirements.

For FY2025, we are focusing on the following points, working company-wide toward improvement.

- (1) Thorough preventive-based safety management
- (2) Full compliance with proper rules for using “temporary scaffolding and equipment”
- (3) Implementation of our company’s basic safety and health rule education during orientation and new worker training, and thorough work environment management
- (4) Strict labor time management and promotion of measures to prevent excessive work
- (5) Practicing measures for maintaining and improving health

President Patrol

On October 18, 2024, our President, Mr. Yamanaka, conducted a safety, health, and quality patrol at the “2025 Japan World Exposition Heat Supply Operations” worksite in Konohana-ku, Osaka City, confirming the construction status.

This patrol was conducted by President Yamanaka himself, who visited and instructed on-site, with the themes of “raising awareness of occupational health” and “thorough preventive-based safety management” in line with National Occupational Health Week.

In President Yamanaka’s address, he said, “Although the construction work is mostly finished, some tasks are still ongoing. You never know when or where an accident might happen, so please stay focused and make sure you complete the remaining work carefully. This is a major national project, so I ask everyone to stay vigilant and strive to finish the work accident- and incident-free. Thank you for your efforts today.” to both workers and employees.



President Yamanaka patrolling the site (second from the right)
Project name: 2025 Japan World Exposition Heat Supply Operations
Building purpose: Energy Center
Construction period: April 2023 – September 2026

Use Cases of Research and Development

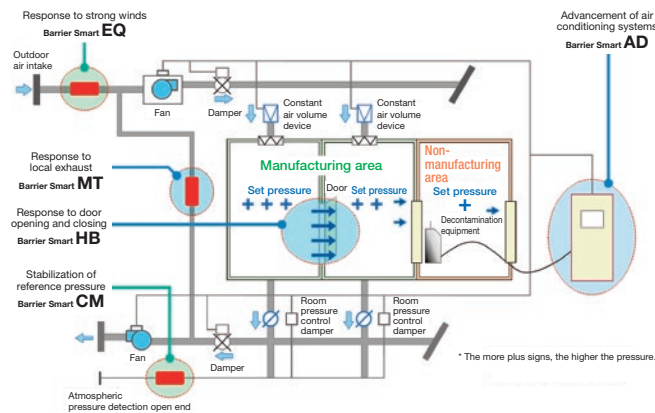
The products developed and technical expertise cultivated based on Dai-Dan’s innovation capabilities are applied to core businesses and provided to customers as advanced technologies that deliver added value.

Providing a stable clean environment

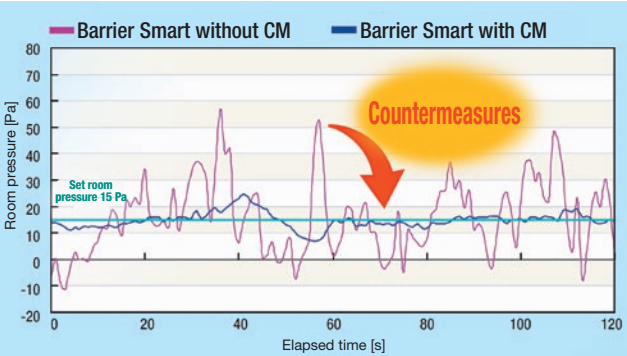
In biological clean rooms, such as those found in pharmaceutical-related facilities or biohazard research sites, room pressure must be stabilized to maintain manufacturing quality. However, room pressure can fluctuate due to opening and closing of doors, changes in air supply/exhaust volume, and outside wind pressure from typhoons and seasonal winds, potentially leading to reduced product

quality. The higher the airtightness of the room, the more difficult it is to control room pressure accurately. To address these challenges, Dai-Dan developed the “Barrier Smart™ Series” to suppress fluctuations in room pressure. With a lineup offering different functional values, we solve customers’ various room pressure fluctuation issues and provide a stable clean environment.

Overview of the Barrier Smart Series



Example of Barrier Smart CM effect



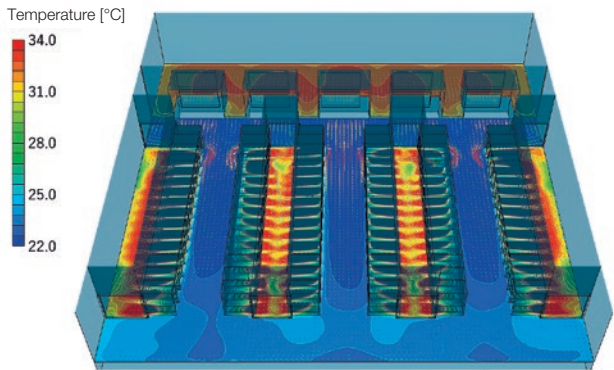
Building highly reliable data centers

With the spread of AI, the demand for building data centers is increasing more and more. One of the main challenges in data centers is high energy consumption, requiring highly energy-efficient designs. However, in such designs, room temperatures in server and electrical rooms often exceed intended levels for various reasons, so constructing reliable data centers while maintaining energy efficiency requires advanced simulation technology.

Dai-Dan uses airflow simulations to create the most effective airflow environments for each data center. By visualizing airflow speed and temperature, we make our proposals visually easy for customers to understand. We also help provide highly reliable data centers through practical competence.

Additionally, based on know-how and insights gained from our many construction achievements, we solve customer issues such as “energy-saving planning tailored to customer needs,” “corrosion of water piping,” “noise and vibration,” and “optimal lighting environments.”

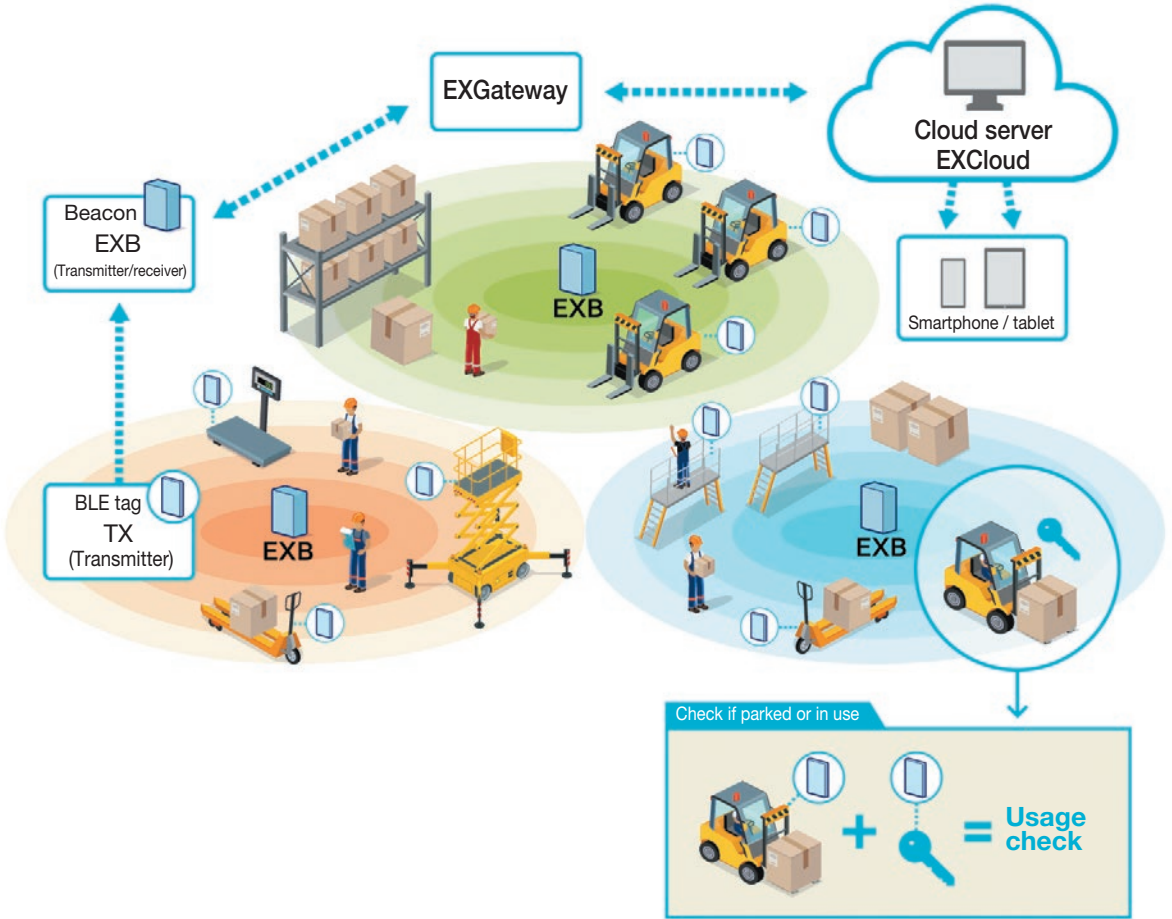
Sample image of simulation inside server room



Development of on-site temporary equipment reservation solution

As part of our DX efforts to improve operational efficiency and productivity of construction sites, we worked with WHERE Co., Ltd., a provider of IoT solutions, to develop “MonoBooker™.” This is a solution system that visualizes the location and usage status of temporary equipment—such as aerial work platforms—at construction sites, enabling reservation adjustments from anywhere, anytime. On large construction sites, confirming the location and users of temporary equipment such as aerial work platforms, as well as adjusting reservations, consumes significant time and effort.

With MonoBooker, transmitters are attached to temporary equipment, and location and usage data are managed in the cloud, enabling real-time tracking and reservations from PCs, tablets, or smartphones—anywhere, anytime. Management departments away from the site can also monitor equipment usage, analyze utilization rates, and provide advice such as to return them. In FY2024, there were 16 adoptions; one of which was utilized by another company, contributing to improved industry productivity.



Publication of Technical Reports

The Technical Report is published with the aim of enhancing the skills of technical employees by focusing on design and construction case studies, accumulating the company’s technology, and horizontally sharing expertise. In the latest issue, we detailed installation case studies related to industrial and medical facilities, and introduce characteristic or technically excellent installation projects. We also featured initiatives that won awards at the Case Study Presentations. In total there were 25 articles. In addition to traditional efforts to improve design and construction and reduce costs through creative ideas, the report provides a wide range of information to all engineers—including

case studies where advanced equipment technologies are utilized and facilities are provided with future maintenance in mind. Since it is viewed via the company portal, conveniences are considered, such as links to each report from the file’s “table of contents” and “bookmarks,” and the ability to freely zoom in and out on detailed flowcharts on PC or iPad screens.

