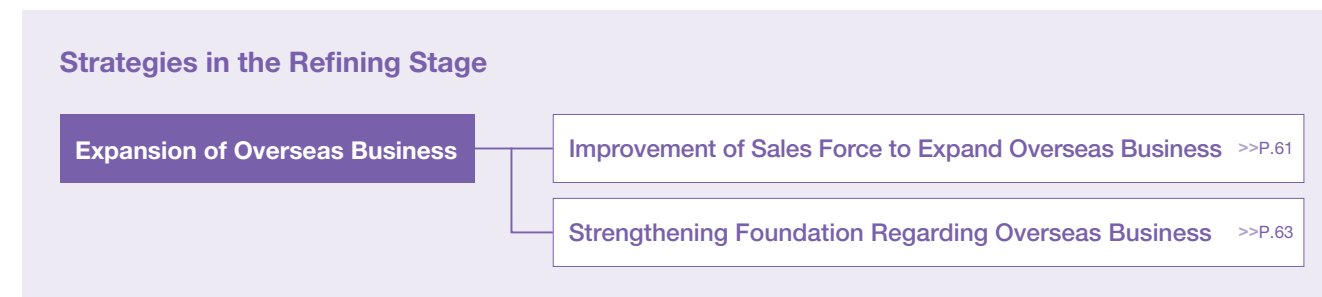


Business Strategy ▶ Expansion of Overseas Business

Dai-Dan Group's overseas business is expanding across four areas: Singapore, Thailand, Vietnam, and Taiwan. Under Phase 1 "Organizing Stage" of the Mid-Term Management Plan for the nine-year Long-Term Vision <Stage 2030> from April 2021 to March 2030, one of our business strategies was "Strengthening Overseas Business." Following this, in Phase 2 "Refining Stage" of the Mid-Term Management Plan, which started last fiscal year, "Expansion of Overseas Business" was set forth, positioning overseas business as "a business driving growth."

In Singapore, the core of our overseas business, we have additionally acquired 30.0% of the outstanding shares of Presico Engineering Pte. Ltd. (hereafter Presico), an equity-method company, in October 2024, thereby making Presico a consolidated subsidiary. We aim to further enhance corporate value by generating greater synergy while continuing to maintain Presico's managerial independence and brand strength.

Strategy Deployment Map



Improvement of Sales Force to Expand Overseas Business

In Singapore, our main overseas business area, we have a proven track record of many construction projects, including Changi International Airport, since our entry in 1977. In addition, by leveraging our human network in the country and top-level licenses in each area—HVAC, electrical, mechanical, and general facilities—we are actively pursuing orders for large-scale government-led projects.

In October 2024, by consolidating Presico, a local company with extensive private construction experience, as a subsidiary, our group as a whole is further committed to project acquisition activities in the Singapore market.

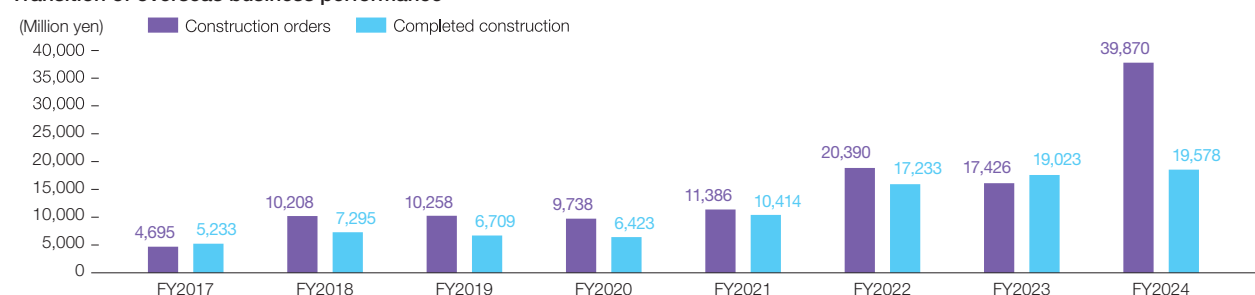
In Thailand, Vietnam, where many Japanese companies have entered, and in Taiwan, where there are many leading semiconductor manufacturers, we have appointed specialized sales staff to connect overseas bases with the domestic sales headquarters through the International

Division. By leveraging relationships cultivated with customers in Japan over many years, our group promptly identifies projects and conducts meticulous sales activities both domestically and overseas as one team.

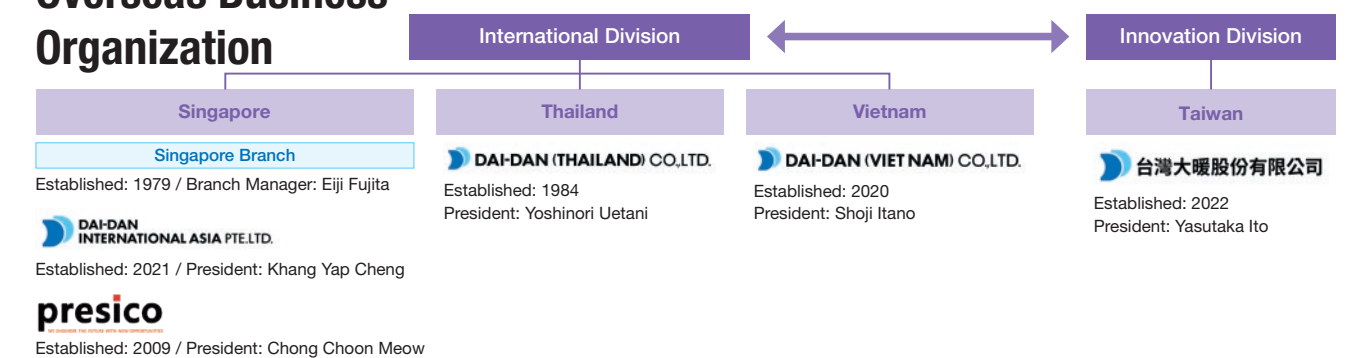
As localization and project scale continue to increase, thorough risk management is also becoming increasingly important. Each headquarters—sales, technical, operations, etc.—works together with overseas bases to build an integrated risk management system from the sales stage through construction.

Through the rotation and training of engineers, and the proactive dispatch of Japanese employees to sites, we foster global talent in each area: sales, technical, and administration. This builds our group's capability to drive business expansion globally, without distinction between inside and outside Japan.

▶ Transition of overseas business performance



Overseas Business Organization



Overseas Offices

Singapore (Branch, local subsidiary Dai-Dan International Asia)

In Singapore, the core of Dai-Dan's Overseas business, there are three bases: the branch and fully owned local subsidiaries Dai-Dan International Asia Pte. Ltd. and Presico Engineering Pte. Ltd. (see below). Currently, at the aforementioned first two bases, we are working with a Japanese general contractor on the construction of Singapore's first high-defense-level biosafety research facility, secured in FY2024.

Also in Singapore, there are many large-scale projects planned, such as hospitals and resort facilities, and we are working to participate continuously by receiving support from Japan.



DAI-DAN INTERNATIONAL ASIA PTE.LTD.

Singapore (Presico)

Presico Engineering was established by Mr. Chong Choon Meow on 10th March 2009.

In February 2023, the Company became an equity method affiliate following the acquisition of 40% of its shares. Subsequently, an additional 30% stake was acquired, making Presico Engineering a consolidated subsidiary.

Presico Engineering boasts a strong track record across a diverse portfolio of projects, notably for the National University of Singapore, major healthcare establishments such as Mount Elizabeth Hospital, and a range of other commercial, residential, educational institutes, industrial and government developments.

In recent years, Presico Engineering has been involved in the construction of large-scale, high-power charging infrastructure for public electric buses commissioned by the Land Transport Authority (LTA), supporting Singapore's nationwide transition to electric public transportation.



presico
WE ENGINEER THE FUTURE WITH NEW OPPORTUNITIES

Thailand (Dai-Dan Thailand)

Established in 1984 and now in its 41st year, Dai-Dan Thailand has been involved in numerous new factory construction projects as an equipment construction company for Japanese factories in Thailand. Currently, our activities extend beyond new and expansion projects for factories to include diagnosis, maintenance, management, renewal of aging equipment, and installation of solar power generation systems, aiming to be "the reliable neighborhood doctor" for factories.

Additionally, Dai-Dan Thailand operates from Bangkok Head Office and has offices in Chon Buri and Lamphun provinces, providing support from three bases in Thailand.



DAI-DAN (THAILAND) CO.,LTD.

Vietnam (Dai-Dan Vietnam)

Now in its fifth year, Dai-Dan Vietnam is establishing its construction system in northern, central, and southern Vietnam alike with the aim of expand its performance. As in Thailand, we focus on securing orders mainly from Japanese customers. There are many hurdles to executing construction projects in Vietnam, such as delays in approval applications, but we address these issues under the guidance of Japanese general contractors.



DAI-DAN (VIET NAM) CO.,LTD.

Taiwan (Dai-Dan Taiwan)

At Dai-Dan Taiwan, a local subsidiary established in March 2022, we are expanding the “supercritical CO₂ filter and adsorbent regeneration service” proven in Japan, in Taiwan, where some of the world’s leading semiconductor manufacturers are located.

In Taiwan, there is a strong awareness and demand for these types of environmental services, so we will work to promote them in collaboration with our partner companies.



台灣大暖股份有限公司

Strengthening Foundation Regarding Overseas Business

Development of Global Employees

We believe that one of the most important factors in strengthening the foundation of overseas business is employee development on a global scale. Our company regularly conducts on-site training on a project basis.



Castem Vietnam precision mechanical factory (Vietnam)
HVAC, plumbing & sanitary, and electrical equipment work



Haruki Sato
(Training:
October 2023 -
April 2025)

Voices of Trainee

I participated in the CASTEM project in Vietnam as a trainee. It was my first overseas assignment, but with support from those around me, I was able to complete the project on schedule with zero workplace accidents. Although I faced many challenges during this training, such as differences in communication and living habits, it became a valuable experience in my career.



Mitsuru Takahira
Managing Corporate Officer
Manager of International Division

Message from the Manager of International Division

Our company aims to expand the scale of our overseas business every year, and with this comes increasing importance of risk management. For example, risks with a high possibility to materialize include non-payment or late payment for contracted work, bankruptcy of partner companies, and related litigation risks. Therefore, from April 2025, we have strengthened our overseas business department in Japan and established a system that can objectively identify risks. In addition, each domestic divisions regularly visits local sites to strengthen collaboration between domestic and overseas operations.

For overseas businesses, in addition to the above, there are many issues including a shortage of global employees, but we will continue to work steadily for further expansion and sound business operations.