

Financial Results Material for the Period Ended March 2025

May 9, 2025



Contents

**Consolidated Performance
Summary**

**Full-Year Financial Closing
Highlights**

**Full-Year Earnings Forecast for the
Period Ending March 2026**

Reference: DATA FILE (Full Year)

**Full-Year Financial Results for
the Period Ended March 2025**

Consolidated Performance Summary

Overview of consolidated management indicators, etc. (operating results)

(Millions of yen)

	Period ended March 2024	Period ended March 2025	Increase (Decrease)	Change rate
Net sales of uncompleted construction contracts at beginning of period	184,158	239,861	55,702	30.2%
Net sales of construction contract orders received	253,134	281,271	28,137	11.1%
Net sales of completed construction contracts	197,431	262,732	65,301	33.1%
Gross profit on completed construction contracts	26,217	41,349	15,131	57.7%
Gross profit margin of completed construction contracts (%)	13.3%	15.7%	2.5p	—
Operating profit	10,877	23,037	12,159	111.8%
Operating profit margin (%)	5.5%	8.8%	3.3p	—
Ordinary profit	11,918	23,479	11,560	97.0%
Ordinary profit margin (%)	6.0%	8.9%	2.9p	—
Net profit attributable to owners of parent	9,087	17,443	8,356	92.0%
Net profit margin (%)	4.6%	6.6%	2.0p	—
Earnings per share (EPS)	212.10 yen	406.82 yen	194.72 yen	91.8%
Price earnings ratio (PER)	11.7 times	9.1 times	-2.6 times	—
Return on equity (ROE)	10.3%	17.4%	7.1p	—

* October–December operating results for the overseas subsidiary acquired on October 1, 2024 are included in the above table.

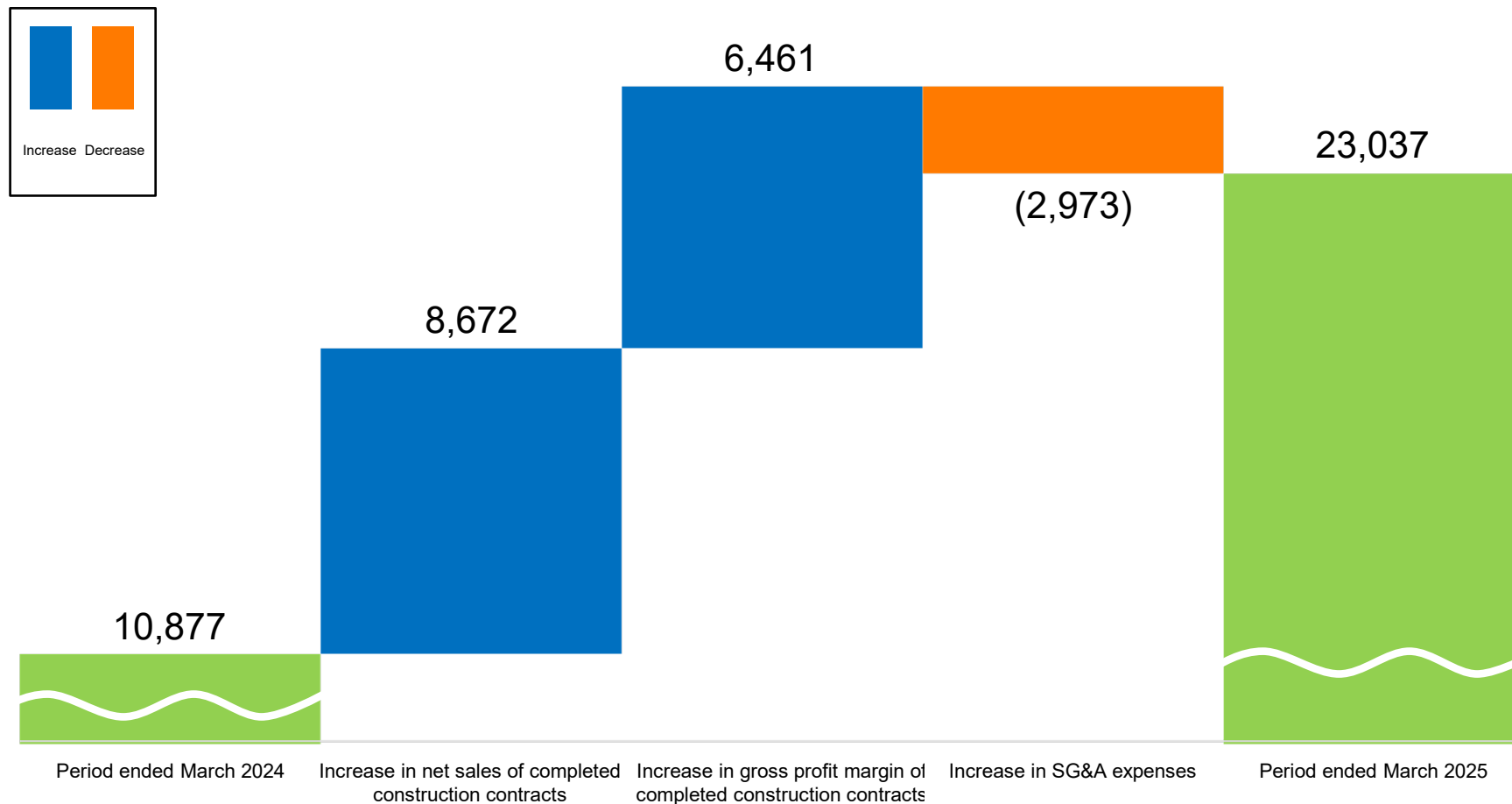
Business environment and the Company's performance summary

- Net sales of construction contract orders received reported an increase supported by continued strong orders for factories, data centers, medical facilities, and other projects.
- Net sales of completed construction contracts increased with progress in uncompleted construction contracts for industrial facilities with relatively short construction periods, large-scale medical facilities, and other projects carried over from the previous period.
- Gross profit on completed construction contracts posted growth backed by higher net sales of completed construction contracts and the steady progress of unfinished construction projects whose profitability improved with a favorable turnaround in the order environment.
- Net profit attributable to owners of parent posted growth backed mainly by higher ordinary profit and tax deductions resulting from the application of the tax system to promote wage increases.

As a result of the above, net sales of construction contract orders received, net sales of completed construction contracts, and all other categories of profit achieved new all-time highs.

Breakdown of increase/decrease in consolidated operating profit

(Millions of yen)



- Net sales of completed construction contracts and gross profit on completed construction contracts increased for the reasons stated on the previous page.
- SG&A expenses increased due mainly to “an increase in employee salaries accompanying base salary increases” and “DX investments, including investment in raising efficiency in field operation and office work.”

Trends in consolidated net sales by construction type

(Millions of yen)

		Period ended March 2024	Period ended March 2025	Increase (Decrease)	Change rate
Orders received	Air conditioning and plumbing installations	213,897	236,457	22,559	10.5%
	Electrical installations	39,236	44,814	5,577	14.2%
	Total	253,134	281,271	28,137	11.1%
Net sales (completed)	Air conditioning and plumbing installations	166,550	225,200	58,649	35.2%
	Electrical installations	30,880	37,532	6,651	21.5%
	Total	197,431	262,732	65,301	33.1%
Net sales (uncompleted)	Air conditioning and plumbing installations	212,179	223,436	11,256	5.3%
	Electrical installations	27,681	34,963	7,282	26.3%
	Total	239,861	258,400	18,539	7.7%

- Air conditioning and plumbing installations

- ✓ Orders received posted growth thanks to orders received for large-scale construction projects such as factories, data centers, and medical facilities.
- ✓ Net sales (completed) increased substantially with steady progress on unfinished construction projects. Orders received also increased significantly, pushing up net sales (uncompleted).

- Electrical installations

- ✓ Orders received increased as a result of effort to increase orders for electrical installation projects positioned as the domain of transforming in the Mid-Term Management Plan.
- ✓ Net sales (completed) increased with steady progress on unfinished construction projects. Net sales (uncompleted) also increased as orders received exceeded net sales (completed).

Overview of consolidated management indicators, etc. (financial position)

(Millions of yen)

	Period ended March 2024	Period ended March 2025	Increase (Decrease)	Change rate	Major factors behind increase/decrease and annotation items
Net assets	93,987	109,206	15,219	16.2%	Retained earnings increased.
Total assets	160,553	215,309	54,755	34.1%	Increase in cash, deposits, and receivables due to higher net sales (completed) from larger construction projects
Book value per share (BPS)	2,187.86 yen	2,495.45 yen	307.59	14.1%	PBR improved as stock price rose.
Price book-value ratio (PBR)	1.14 times	1.49 times	—	—	(Reference) Closing stock price as of end of Mar. 2024: 2,491 yen Closing stock price as of end of Mar. 2025: 3,710 yen
Equity capital ratio	58.4%	49.7%	-8.7p	—	Due to the increase in total assets as stated above

* Net assets and total assets include amounts as of December 31, 2024 for the overseas consolidated subsidiary acquired on October 1, 2024.

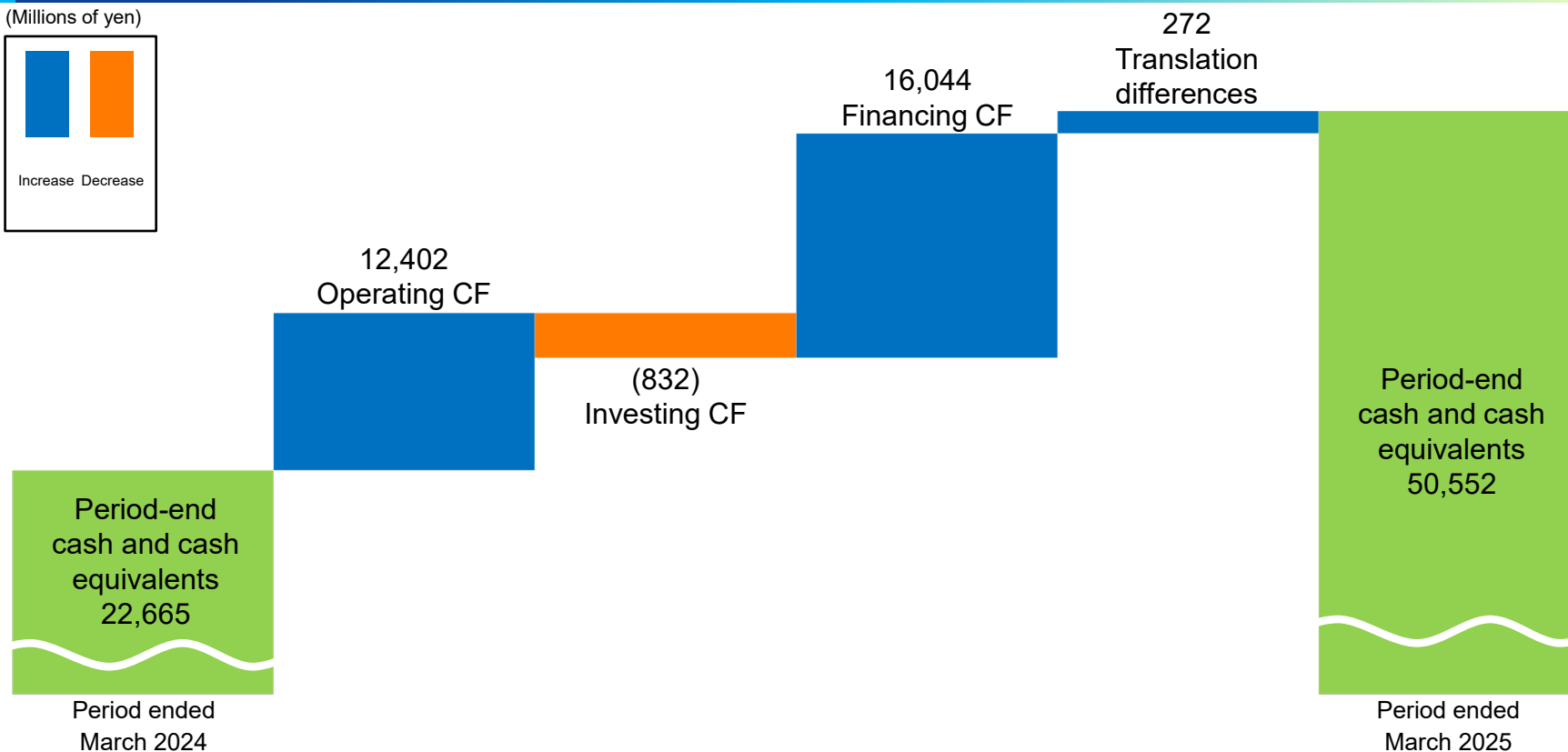
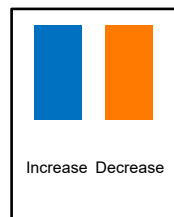
Overview of consolidated management indicators, etc. (cash flows)

(Millions of yen)

	Period ended March 2024	Period ended March 2025	Increase (Decrease)	Change rate	Major factors behind increase/decrease and annotation items
Cash flows from operating activities	596	12,402	11,805	—	Smooth progress in the collection of accounts receivable
Cash flows from investing activities	(603)	(832)	(229)	—	Expenditures for the acquisition of shares in consolidated subsidiaries exceeding proceeds from sales of investment securities.
Cash flows from financing activities	(2,829)	16,044	18,874	—	Changes in payment terms for subcontractors and an increase in borrowing to secure working capital with the increase in large-scale construction projects
Cash and cash equivalents at beginning of period	25,348	22,665	(2,682)	-10.6%	
Increase/decrease in cash and cash equivalents	(2,682)	27,886	30,569	—	
Cash and cash equivalents at end of year	22,665	50,552	27,886	123.0%	

Breakdown of cash flows (Trends in period-end balance of cash and cash equivalents)

(Millions of yen)



- Respective factors contributing to increases and decreases in cash flow in connection to the above are as follows: Operating CF (smooth progress in the collection of accounts receivable), Investing CF (expenditures for the acquisition of shares in consolidated subsidiaries exceeding proceeds from sales of investment securities), and Financing CF (changes in payment terms for subcontractors and an increase in borrowing to secure working capital with the increase in large-scale construction projects).
- The borrowed 20.0 billion yen associated with the above factors has been repaid by the end of April 2025.
- We have announced our Partnership Building Declaration aimed at coexistence and co-prosperity with our business partners and have recently decided to settle payments in cash for some of our subcontractors (effective for payment on June 20, 2024 and beyond) based on criteria in the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises. We will continue to promote various initiatives to strengthen relationships with business partners and fulfill our social responsibilities throughout the supply chain.

**Full-Year Financial Results for
the Period Ended March 2025**

Full-Year Financial Closing Highlights

Renovations and direct orders

(Millions of yen)

	Period ended March 2024			Period ended March 2025			Year-on-year change	
	First half year	Second half year	Full year	First half year	Second half year	Full year	Increase (Decrease)	Change rate
Renovations	41,737	42,259	83,997	51,628	59,372	111,000	27,003	32.1%
Ratio of renovations (%)	32.5%	33.9%	33.2%	37.4%	41.4%	39.5%	6.3p	—
Mid-to-large renovations	18,626	19,286	37,912	25,286	26,478	51,765	13,852	36.5%
Small-scale renovations	23,111	22,972	46,084	26,341	32,894	59,235	13,151	28.5%
New construction	86,785	82,351	169,137	86,238	84,032	170,270	1,133	0.7%
Total orders received	128,523	124,610	253,134	137,866	143,404	281,271	28,137	11.1%
Of which, direct orders	49,358	67,030	116,389	73,259	66,718	139,977	23,588	20.3%
Ratio of direct orders (%)	38.4%	53.8%	46.0%	53.1%	46.5%	49.8%	3.8p	—

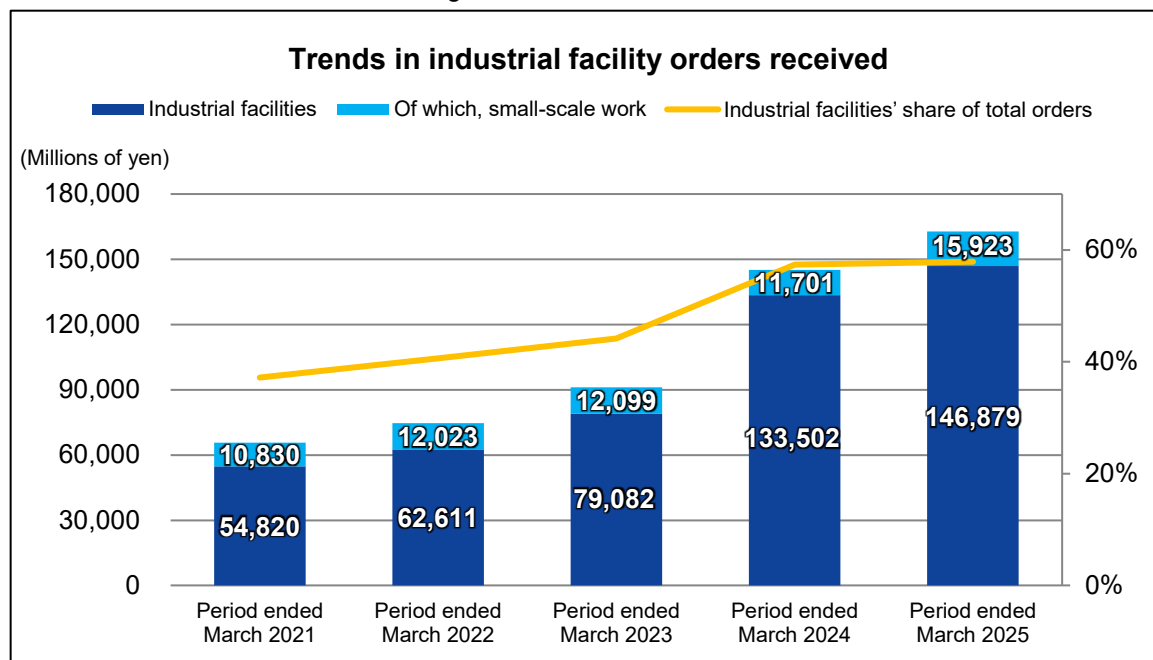
- Orders received for renovations increased from the previous period due to higher unit prices for construction in addition to orders received for large-scale renovation work.
- New construction orders received remained strong at the same level as the previous period when a record high was achieved.
- Direct orders posted growth due to orders for the construction of large-scale industrial facilities and small-scale renovation work, resulting in a direct order ratio of 49.8%.

Industrial facilities

(Millions of yen)

	Period ended March 2024			Period ended March 2025			Year-on-year change	
	First half year	Second half year	Full year	First half year	Second half year	Full year	Increase (Decrease)	Change rate
Total industrial facilities	65,764	79,439	145,203	81,246	81,555	162,802	17,598	12.1%
(Share of total orders: %)	51.2%	63.7%	57.4%	58.9%	56.9%	57.9%	0.5p	—
Total orders received	128,523	124,610	253,134	137,866	143,404	281,271	28,137	11.1%

* Factories, labs, data centers, and logistics facilities are classified as “industrial facilities.”



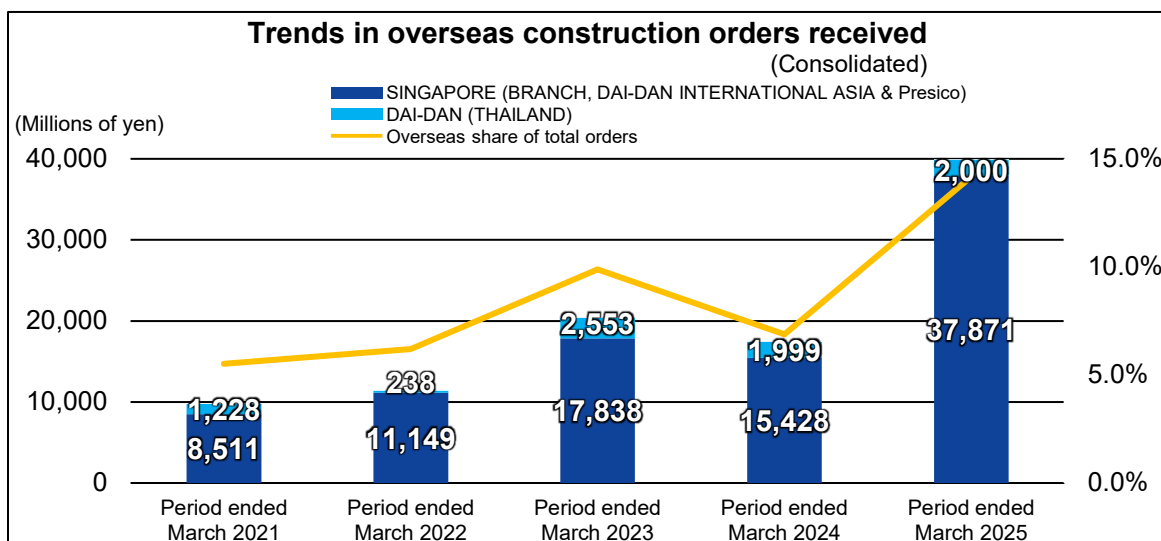
- Orders received for industrial facility construction increased due to continued efforts to strengthen activity to increase orders, which is a goal set in the Mid-Term Management Plan.
- Orders received increased by 12.1% compared to the previous period.

Overseas operations

- Singapore (Branch and DAI-DAN INTERNATIONAL ASIA PTE. LTD.), Thailand (DAI-DAN (THAILAND) CO., LTD.), Vietnam (DAI-DAN (VIETNAM) CO., LTD. (non-consolidated)), and Taiwan (DAI-DAN Taiwan Co., Ltd. (non-consolidated)) are the bases of our overseas operations.
- Presico Engineering Pte. Ltd. of Singapore became our consolidated subsidiary on October 1, 2024, the beginning of the third quarter of the fiscal year under review.

(Millions of yen)

	Period ended March 2024			Period ended March 2025			Year-on-year change	
	First half year	Second half year	Full year	First half year	Second half year	Full year	Increase (Decrease)	Change rate
Total overseas orders received (consolidated)	7,149	10,277	17,426	10,128	29,742	39,870	22,443	128.8%
(Share of total orders: %)	5.6%	8.2%	6.9%	7.3%	20.7%	14.2%	7.3p	—
Total orders received	128,523	124,610	253,134	137,866	143,404	281,271	28,137	11.1%



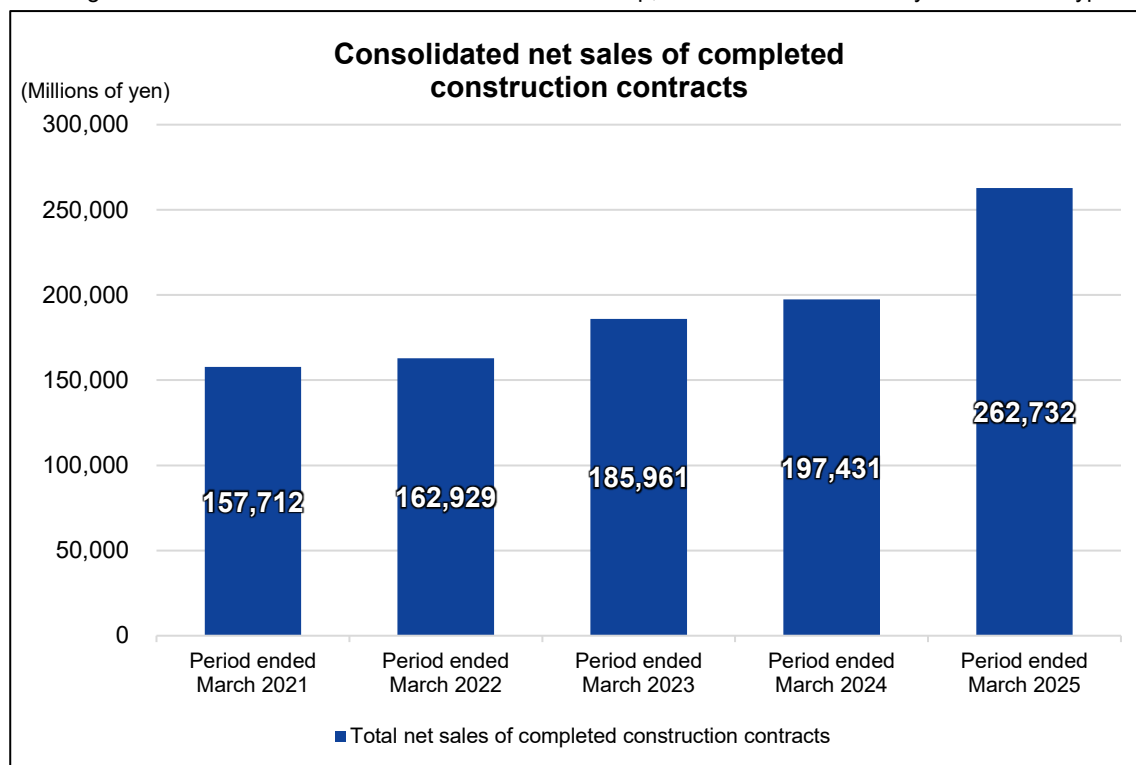
- Singapore saw a significant overall increase due to orders for large-scale research facility projects and the inclusion of Presico as our consolidated subsidiary (Presico's orders received: approx. 15.0 billion yen).
- As a result of the above, orders received increased by 22,443 million yen from the previous period to 39,870 million yen.

Status of completed construction contracts

(Millions of yen)

	Period ended March 2024		Period ended March 2025		Year-on-year change	
	Monetary amount	Composition ratio	Monetary amount	Composition ratio	Monetary amount	Change rate
Total net sales of completed construction contracts	197,431	100.0%	262,732	100.0%	65,301	33.1%
(Renovations)	81,769	41.4%	86,160	32.8%	4,391	5.4%
(Industrial facilities)	86,277	43.7%	137,719	52.4%	51,441	59.6%
(Overseas operations)	19,023	9.6%	19,578	7.5%	555	2.9%

* The figures in the table include a certain amount of overlap, as calculation is done by construction type: renovations, industrial facilities, and overseas operations.



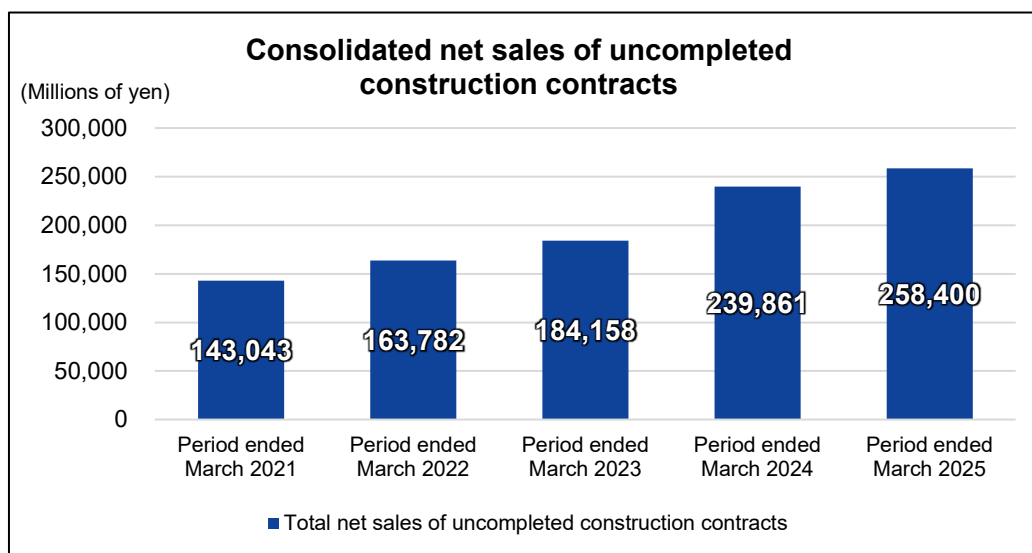
- Net sales of completed construction contracts increased due to progress mainly in construction projects for industrial facilities with relatively short construction periods and large-scale medical facilities, which were carried over from the previous period.

Status of uncompleted construction contracts

(Millions of yen)

	Period ended March 2024		Period ended March 2025		Year-on-year change	
	Monetary amount	Composition ratio	Monetary amount	Composition ratio	Monetary amount	Change rate
Net sales of uncompleted construction contracts at beginning of period	184,158	—	239,861	—	55,702	30.2%
Net sales of construction contract orders received	253,134	—	281,271	—	28,137	11.1%
Net sales of completed construction contracts	197,431	—	262,732	—	65,301	33.1%
Net sales of uncompleted construction contracts	239,861	100.0%	258,400	100.0%	18,539	7.7%
(Renovations)	38,529	16.1%	63,369	24.5%	24,840	64.5%
(Industrial facilities)	119,493	49.8%	144,576	56.0%	25,083	21.0%
(Overseas operations)	14,400	6.0%	34,692	13.4%	20,291	140.9%

* The figures in the table include a certain amount of overlap, as calculation is done by construction type: renovations, industrial facilities, and overseas operations.



- With net sales of uncompleted construction contracts at the beginning of period and net sales of completed construction contracts hitting all-time highs, net sales of construction contract orders received secured orders exceeding net sales of completed construction contracts, resulting in the highest-ever net sales of uncompleted construction contracts at the end of period.
- Net sales of uncompleted construction contracts continue to expand, led by large-scale construction projects such as orders for industrial and medical facilities, as well as contracts in overseas operations.

Quarterly operating results

(Millions of yen)

		Period ended March 2024	Period ended March 2025	Increase (Decrease)	Change rate
Net sales of construction contract orders received	April–June	67,005	74,864	7,859	11.7%
	July–September	61,518	63,001	1,483	2.4%
	October–December	85,924	67,903	(18,020)	-21.0%
	January–March	38,685	75,501	36,815	95.2%
	April–March	253,134	281,271	28,137	11.1%
Net sales of completed construction contracts	April–June	40,731	44,325	3,593	8.8%
	July–September	50,574	61,266	10,691	21.1%
	October–December	48,197	80,258	32,061	66.5%
	January–March	57,927	76,882	18,955	32.7%
	April–March	197,431	262,732	65,301	33.1%
Operating profit	April–June	691	1,725	1,033	149.4%
	July–September	2,340	5,058	2,717	116.2%
	October–December	3,311	9,617	6,305	190.4%
	January–March	4,534	6,637	2,102	46.4%
	April–March	10,878	23,037	12,159	111.8%

**Full-Year Financial Results for
the Period Ended March 2025**

**Full-Year Earnings
Forecast for the
Period Ending
March 2026**

Consolidated full-year earnings forecast

(Millions of yen)

	Period ended March 2025	Period ending March 2026	Year-on-year change, full year	
	Full year	Current forecast [Full year]	Increase (Decrease)	Change rate
Net sales of uncompleted construction contracts at beginning of period	239,861	258,400	18,539	7.7%
Net sales of construction contract orders received	281,271	283,000	1,729	0.6%
Net sales of completed construction contracts	262,732	260,000	(2,732)	-1.0%
Gross profit on completed construction contracts	41,349	45,500	4,151	10.0%
Gross profit margin of completed construction contracts (%)	15.7%	17.5%	1.8p	—
Operating profit	23,037	23,500	463	2.0%
Operating profit margin (%)	8.8%	9.0%	0.3p	—
Ordinary profit	23,479	23,800	321	1.4%
Ordinary profit margin (%)	8.9%	9.2%	0.2p	—
Net profit attributable to owners of parent	17,443	17,600	157	0.9%
Net profit margin (%)	6.6%	6.8%	0.1p	—
Return on equity (ROE)	17.4%	15.9%	-1.5p	—

Preconditions for earnings forecast

- Based on the business strategy according to the Mid-Term Management Plan “Stage 2030 Phase 2: The Refining Stage”, net sales of construction contract orders received and net sales of completed construction contracts are expected to be at the same level as the previous period, which was the highest ever.
- Gross profit on completed construction contracts is expected to rise thanks to a favorable order environment and expected profit improvement, despite the uncertain economic outlook.
- Operating profit is expected to grow with higher gross profit on completed construction contracts, despite an increase in expenses to be incurred mainly by an increase in employee salaries in accordance with base salary increases and DX investments.
- Net profit attributable to owners of parent is expected to be the same level as the previous period, taking into account tax deductions resulting from the application of the tax system to promote wage increases, among other factors.
- In the second year of “Phase 2: The Refining Stage”, we will achieve our earnings forecast, which will lead to meeting of goals set in the forecast for the final year of Phase 2, the period ending March 31, 2027.


Shareholder return policy

- In addition to striving to build a sound financial structure, we are committed to returning profits to shareholders, which is our most important management policy.
- As stated in the Notice Concerning Revision of the Performance Targets and Financial Strategy Indicators of the Mid-Term Management Plan “Refining Stage” announced on May 9, 2025, aiming to further promote profit return to shareholders and implement a more stable dividend policy, we have adopted a new dividend policy of “**Dividend payout ratio of 40% or higher and a minimum DOE of 4.8%** (+0.8 points compared to the previous announcement)” starting from the period ending March 31, 2026.
- Based on the above policy, the annual dividend for the fiscal year ending March 31, 2026 is forecast to be 165 yen per ordinary share.

Dividend status

	Full-year dividend			Total dividend (Total sum)	Dividend ratio (Consolidated)	Dividend on equity ratio (Consolidated)
	End of second quarter (Interim end)	End of period	Total			
	Yen Sen	Yen Sen	Yen Sen	Million yen	%	%
Period ended March 2024	27.50 [*]	48.00	75.50	3,246	35.6%	3.7%
Period ended March 2025	52.00	111.00	163.00	7,032	40.1%	7.0%
Period ending March 2026 (Forecast)	82.00	83.00	165.00	7,130	40.2%	6.4%

^{*} The Company executed a 2-for-1 stock split of its common stock as of October 1, 2023. The dividend at the end of the second quarter of the period ended March 2024 was calculated based on the assumption that the stock split was conducted at the beginning of the previous consolidated fiscal year.

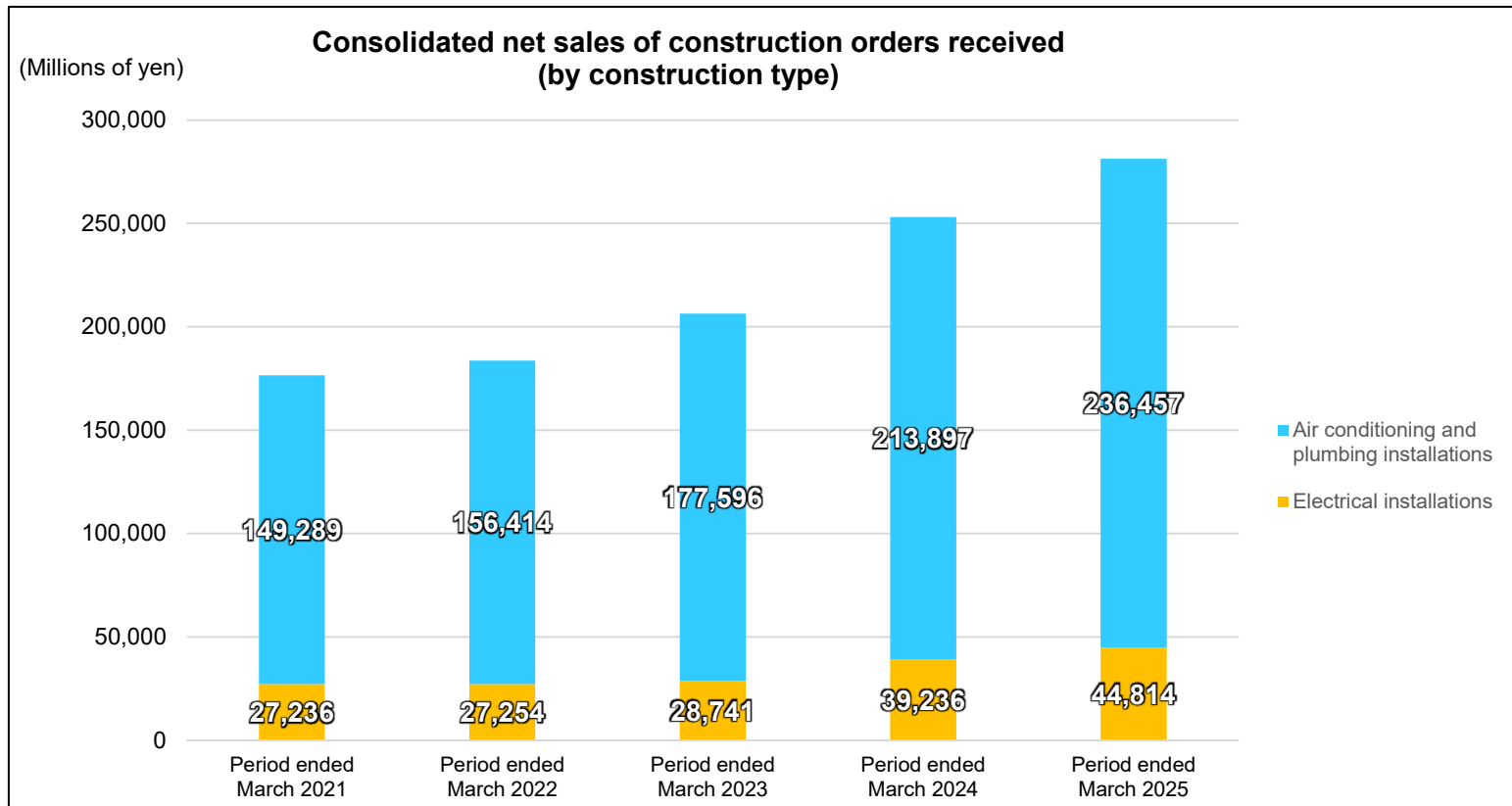


**Reference:
DATA FILE
(Full Year)**

Consolidated net sales of construction orders received by construction type (Full year)

(Millions of yen)

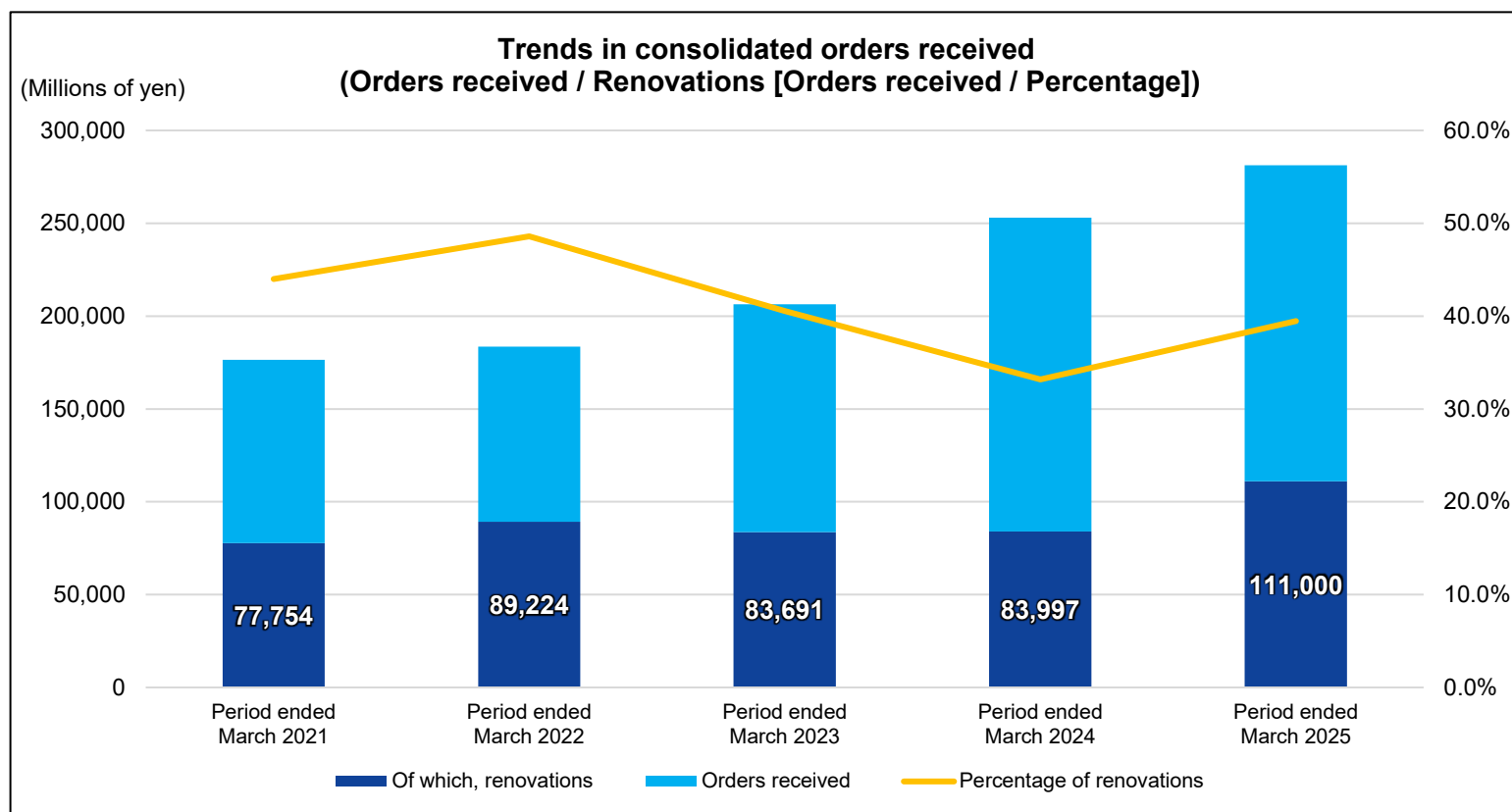
	Period ended March 2021	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025
Air conditioning and plumbing installations	149,289	156,414	177,596	213,897	236,457
Electrical installations	27,236	27,254	28,741	39,236	44,814
Total	176,526	183,668	206,337	253,134	281,271



Trends in consolidated orders received (Orders received / Renovations) (Full year)

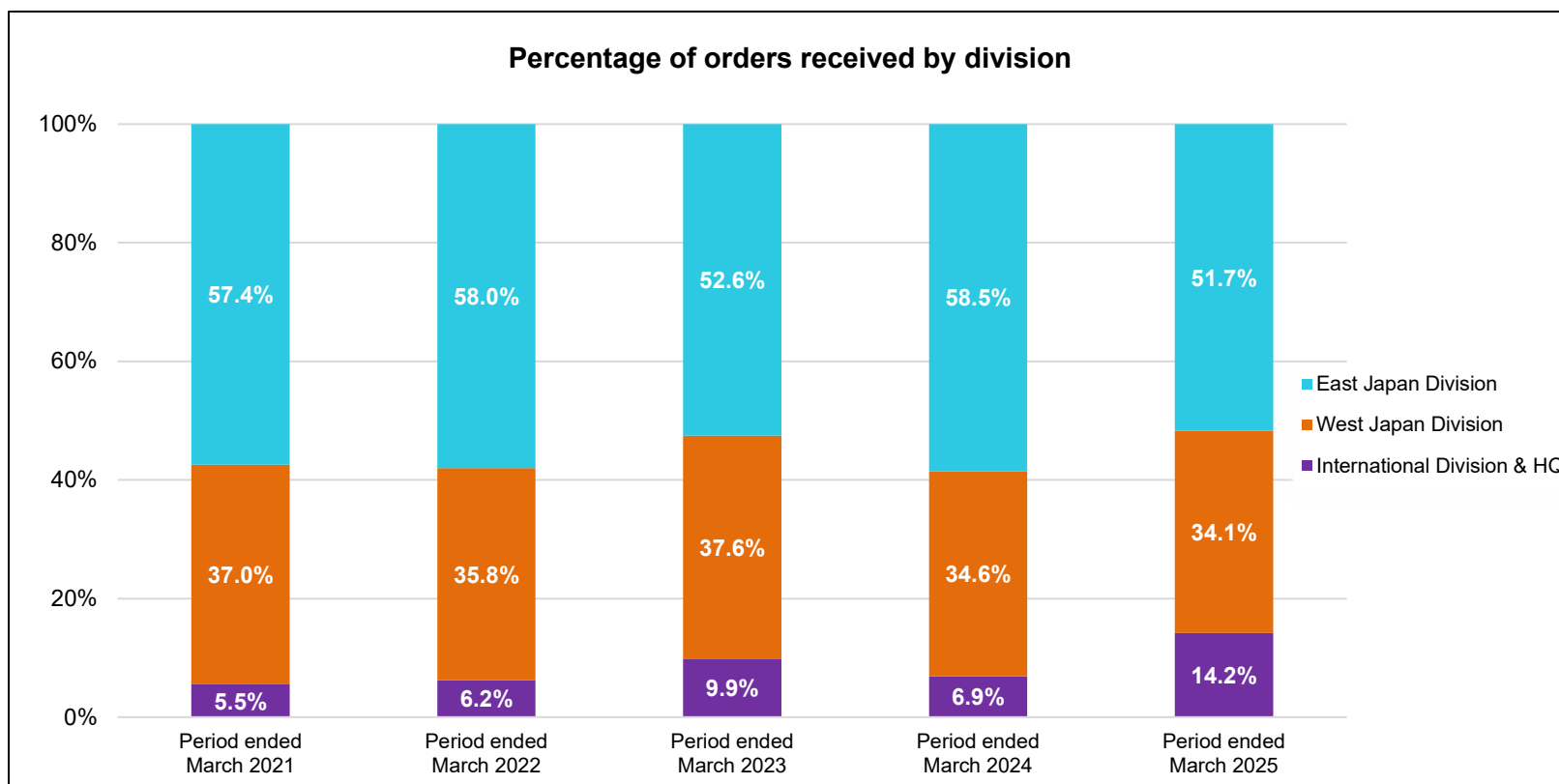
(Millions of yen)

	Period ended March 2021	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025
Net sales of construction contract orders received	176,526	183,668	206,337	253,134	281,271
Renovations	77,754	89,224	83,691	83,997	111,000
Percentage of renovations	44.0%	48.6%	40.6%	33.2%	39.5%



Percentage of consolidated orders received by division (Full year)

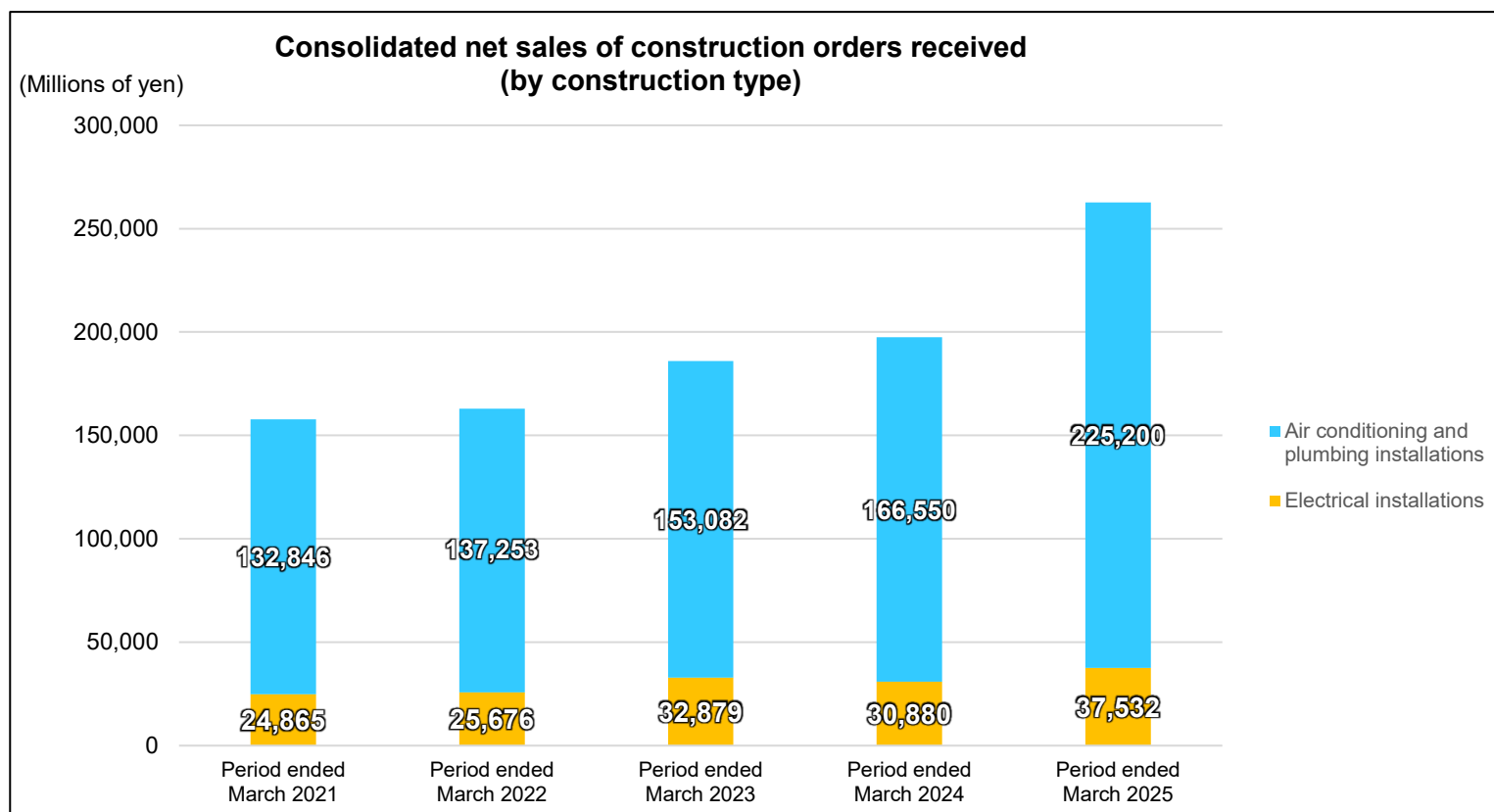
	Period ended March 2021	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025
East Japan Division	57.4%	58.0%	52.6%	58.5%	51.7%
West Japan Division	37.0%	35.8%	37.6%	34.6%	34.1%
International Division & HQ	5.5%	6.2%	9.9%	6.9%	14.2%



Consolidated net sales of completed construction contracts by construction type (Full year)

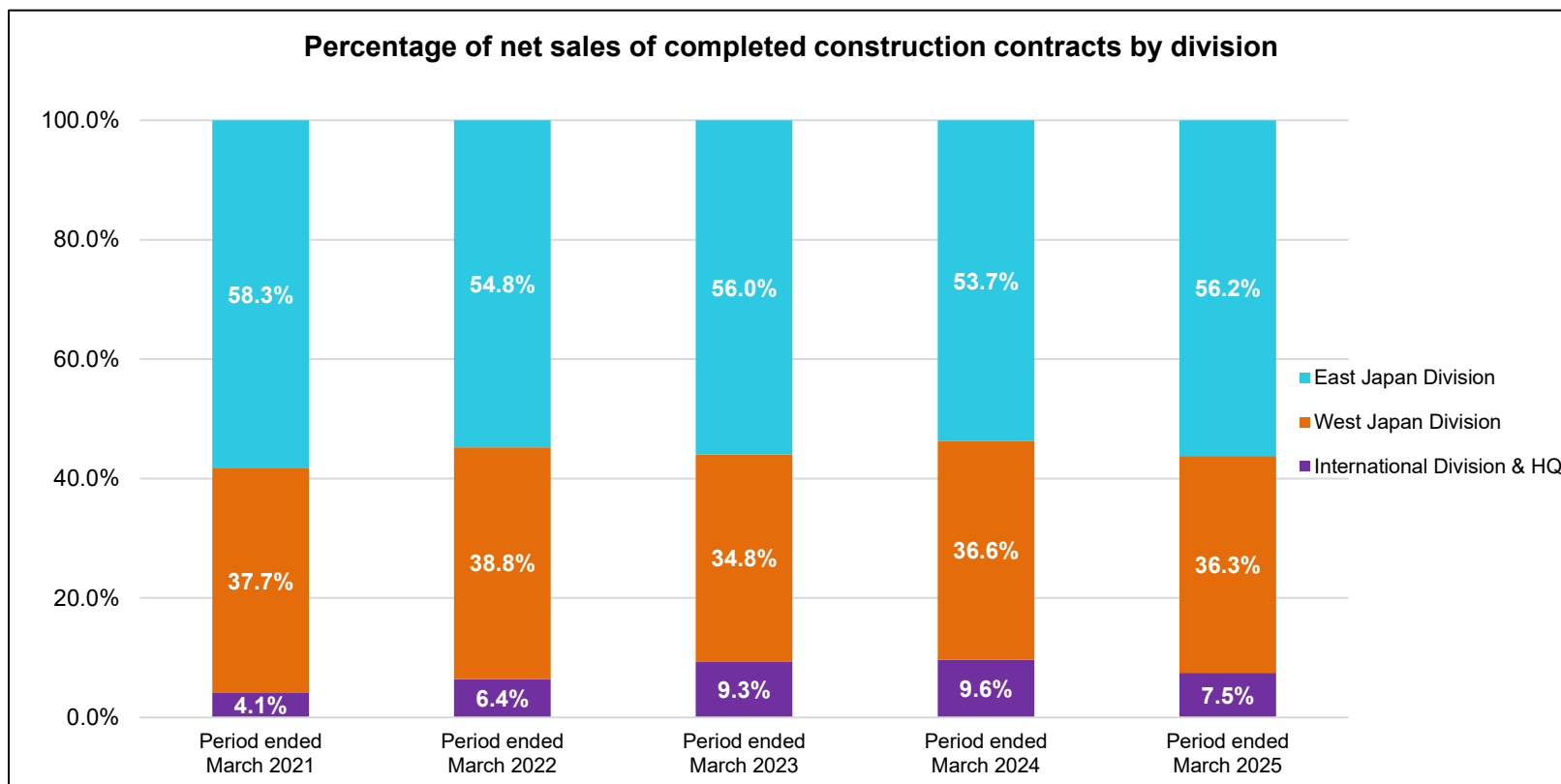
(Millions of yen)

	Period ended March 2021	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025
Air conditioning and plumbing installations	132,846	137,253	153,082	166,550	225,200
Electrical installations	24,865	25,676	32,879	30,880	37,532
Total	157,712	162,929	185,961	197,431	262,732



Percentage of consolidated net sales of completed construction contracts by division (Full year)

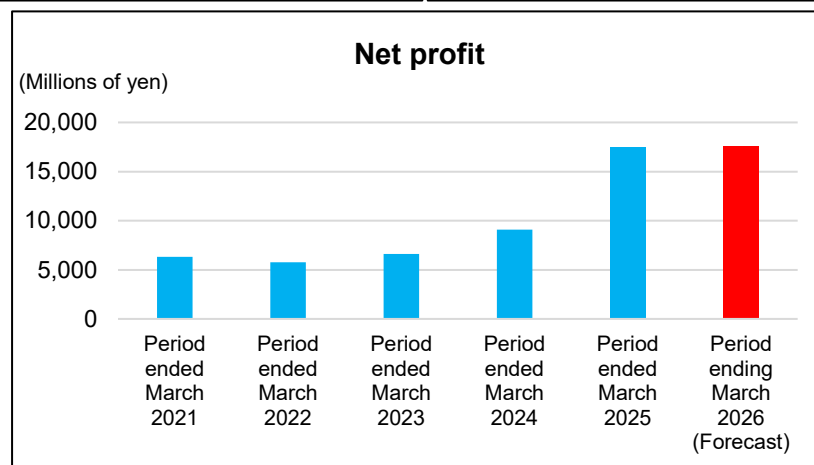
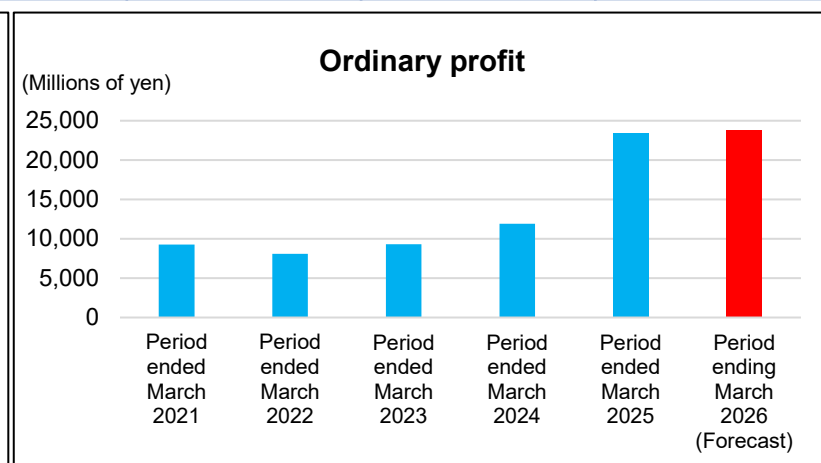
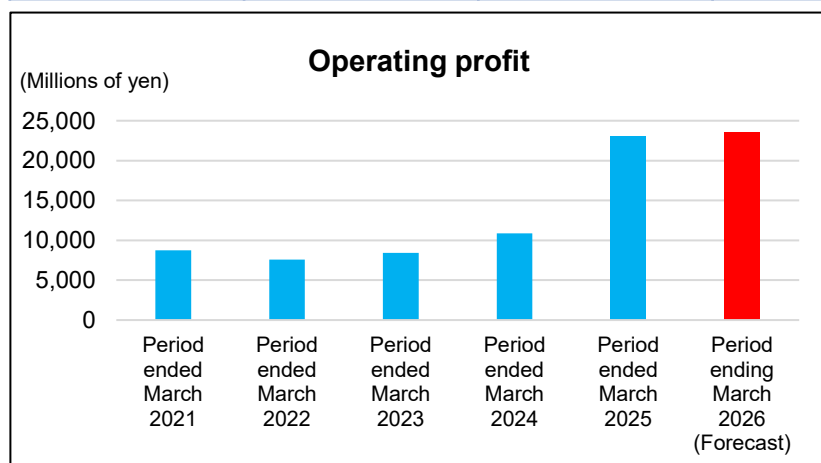
	Period ended March 2021	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025
East Japan Division	58.3%	54.8%	56.0%	53.7%	56.2%
West Japan Division	37.7%	38.8%	34.8%	36.6%	36.3%
International Division & HQ	4.1%	6.4%	9.3%	9.6%	7.5%



Consolidated operating/ordinary/net profits (Full year)

(Millions of yen)

	Period ended March 2021	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ending March 2026 (Forecast)
Operating profit	8,754	7,584	8,428	10,877	23,037	23,500
Ordinary profit	9,262	8,095	9,288	11,918	23,479	23,800
Net profit	6,318	5,778	6,626	9,087	17,443	17,600



Disclaimer

The forecast concerning future business results, including future plans and strategies, disclosed by the Company is based on assumptions deemed reasonable at the time of announcement. Therefore, actual business results may differ from the forecast due to various factors.

IR-related inquiries:

Corporate Communications Dept., President's Office Tel: +81-3-5276-4568

2-15-10 Fujimi, Chiyoda-ku, Tokyo 102-8175