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(Securities code: 1980; Prime Market of the
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(URL: <https://www.daidan.co.jp/> (in Japanese))

Notice Concerning Revision of the Performance Targets and Financial Strategy Indicators of the Mid-Term Management Plan “Refining Stage”

DAI-DAN CO., LTD. (the “Company”) hereby announces that, at the Board of Directors meeting held today, the Company decided to revise the performance targets and financial strategy indicators of the Mid-Term Management Plan “Refining Stage.”

1. Revision of the Mid-Term Management Plan indicators

Performance targets

Item	Actual results for the first year (FY2024)	Initial target (FY2026)	Revised target (FY2026)
Consolidated net sales	262.7 billion yen	260.0 billion yen	270.0 billion yen (+10.0 billion yen)
Consolidated OP	23.0 billion yen	16.0 billion yen	24.0 billion yen (+8.0 billion yen)
ROE	17.4%	10% or more	12% or more (+2 points)

Financial strategy indicators

Revised item	Initial indicator	Revised indicator
Capital Efficiency	ROE Target: Over 10%	ROE Target: Over 12%
Investment for Growth	Amount of growth investments: Accumulated total of 30.0 billion yen over a period of 3 years.	Amount of growth investments: Accumulated total of 43.0 billion yen over a period of 3 years
Shareholder Returns	Dividend Policy: Dividend payout ratio of 40% or higher and a minimum DOE of 4.0%	Dividend Policy: Dividend payout ratio of 40% or higher and a minimum DOE of 4.8%

2. Revisions for the revision

The Company formulated the Mid-Term Management Plan “Refining Stage” as Phase 2 of “moving from building services engineering and installation to creating value in spaces” in the long-term vision <Stage 2030> that the Company aims to achieve by 2030, and has implemented strategies and measures in line with the basic policies of the long-term vision: “Comfortable, optimal spaces,” “Richer, more sustainable society” and “Trustworthiness and outstanding organization.”

The business results in the first year (FY2024) of the Mid-Term Management Plan exceeded the targets due to the favorable turnaround in the order environment, steady progress in large-scale construction projects, and the effects of measures of the Mid-Term Management Plan.

Based on these results, the Company will revise the performance targets and financial strategy indicators, in comprehensive consideration of factors such as the recent order trends, the uncertain outlook for capital investment in Japan and overseas due to the U.S. tariff policy, and the continued challenging situation concerning construction capacity. For details, please refer to the attached materials.

(Note) The information regarding future forecasts has been prepared by the Company based on certain assumptions considered as reasonable at this time. Actual results may differ materially from the forecasts due to various factors and are subject to change without prior notice.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

The Mid-Term Management Plan “Refining Stage”

**Revision of the Performance Targets
and Financial Strategy**

May 9, 2025



The Performance Targets



- The business results in the first year (FY2024) of the Mid-Term Management Plan exceeded the targets due to the favorable turnaround in the order environment, steady progress in large-scale construction projects, and the effects of measures of the Mid-Term Management Plan.
- Based on these results, the Company will revise the performance targets, in comprehensive consideration of factors such as the recent order trends, the uncertain outlook for capital investment in Japan and overseas due to the U.S. tariff policy, and the continued challenging situation concerning construction capacity.

	FY2024	FY2026	
	Actual results for the first year	Initial target	Revised target
Consolidated net sales	262.7 billion yen	260.0 billion yen +10.0 billion yen	270.0 billion yen
Consolidated OP	23.0 billion yen	16.0 billion yen +7.0 billion yen	24.0 billion yen
ROE	17.4 %	10% or more +2 points	12% or more