Financial Results Material for the First Quarter of the Period Ending March 2027

August 5, 2026

DAI-DAN

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First Quarter Financial Results
for the Period Ending March 2027

Consolidated Performance Summary

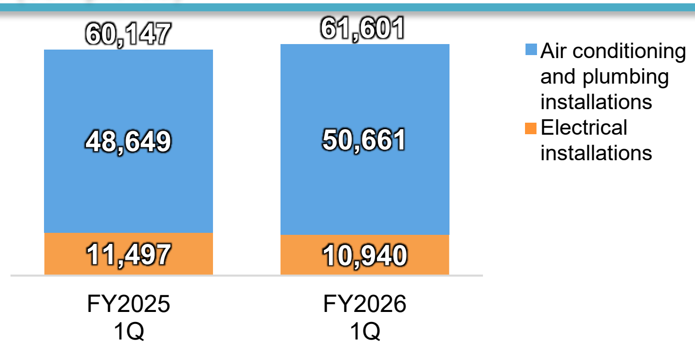
Consolidated Performance Summary

DAI-DAN

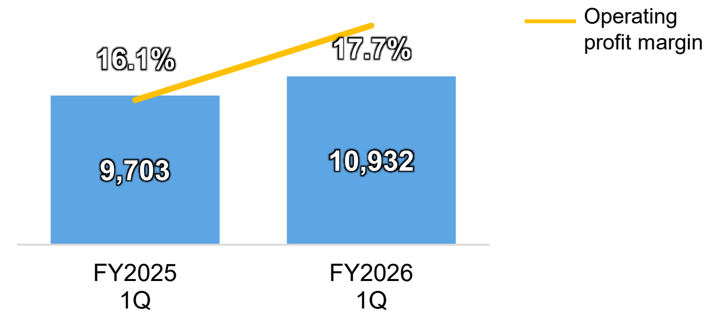
Construction orders received increased significantly due to orders for large-scale projects

Net sales (completed)	**61,601** million yen	YoY change (2.4%)
Operating profit	**10,932** million yen	YoY change (12.7%)
Orders received	**151,176** million yen	YoY change (127.4%)
Period-end net sales (uncompleted)	**444,848** million yen	YoY change (68.0%)

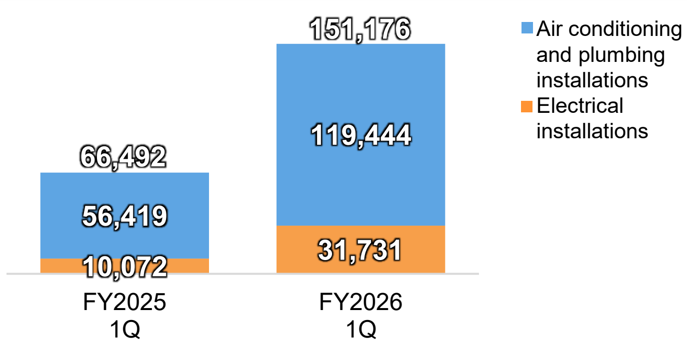
Net sales (completed)



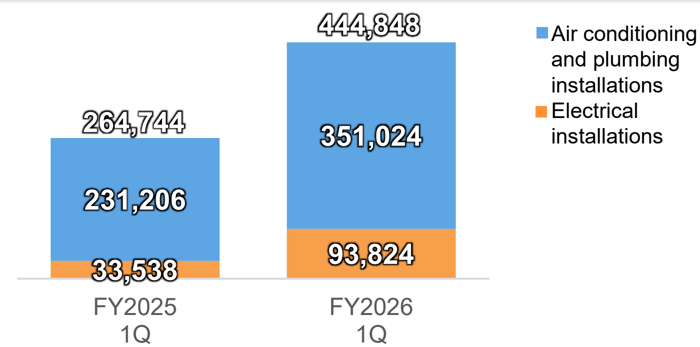
Operating profit



Orders received

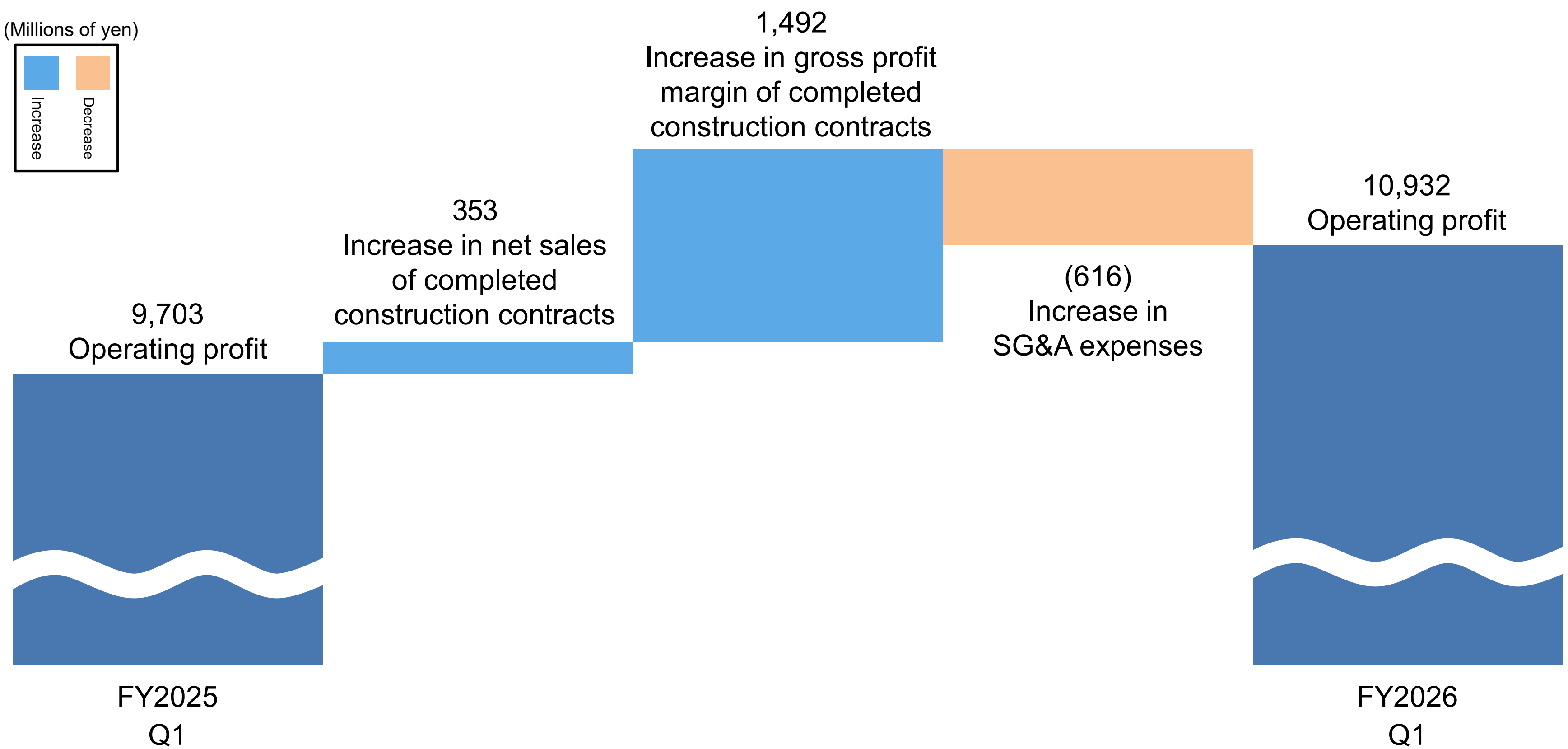


Period-end net sales (uncompleted)



Steady progress in improving the earnings structure drove year-on-year growth

- ✓ The gross profit margin of completed construction contracts rose as profitability improved due to measures to reduce construction costs.
- ✓ SG&A expenses increased due mainly to "employee salaries associated with increased headcount" and "research and development expenses," among other factors.



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Profit margins continue to improve due to measures to reduce construction costs and pass through prices

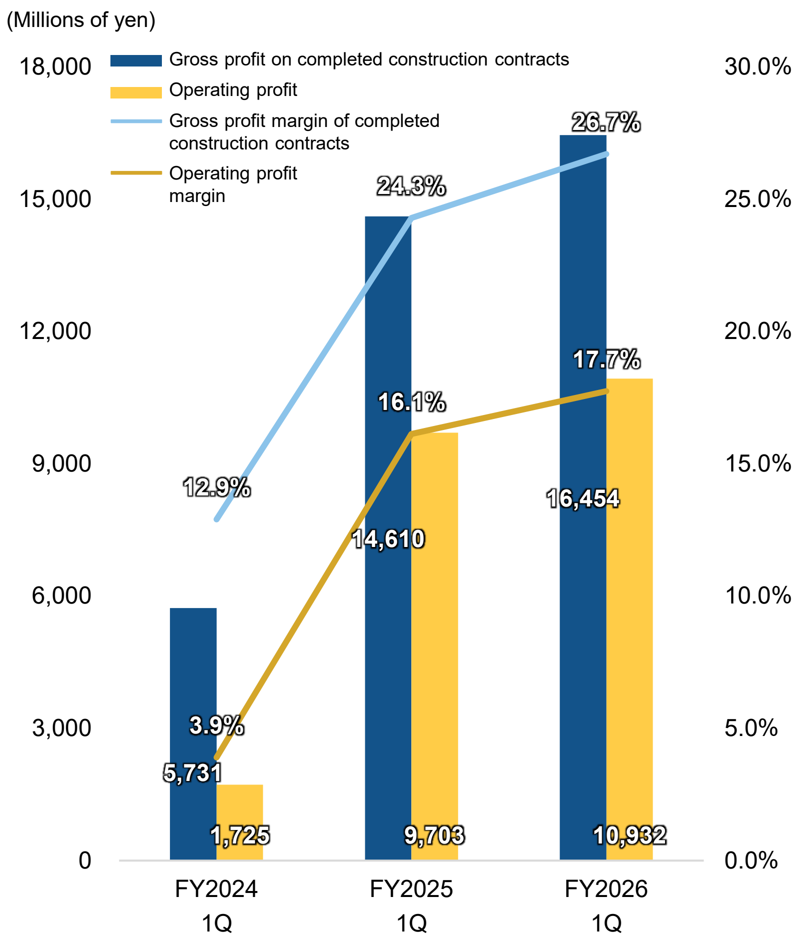
(Millions of yen)

	FY2025 Q1	FY2026 Q1	Increase (Decrease)
Gross profit on completed construction contracts	14,610	16,454	1,844
Gross profit margin of completed construction contracts (%)	24.3%	26.7%	2.4p
Operating profit	9,703	10,932	1,228
Operating profit margin (%)	16.1%	17.7%	1.6p

Various measures

- ✓ During the construction phase, front-loading through the use of offsite facilities for prefabrication and unit fabrication, together with more sophisticated construction processes supported by the back office, is becoming firmly established and contributing to reductions in construction costs.
- ✓ Against the backdrop of the increasing scale of construction projects in recent years, we have built a construction system through flexible personnel allocation among offices and a company-wide backup structure.
- ✓ Pass-through prices in response to rising labor, material, and equipment costs have progressed, contributing to higher profit margins.

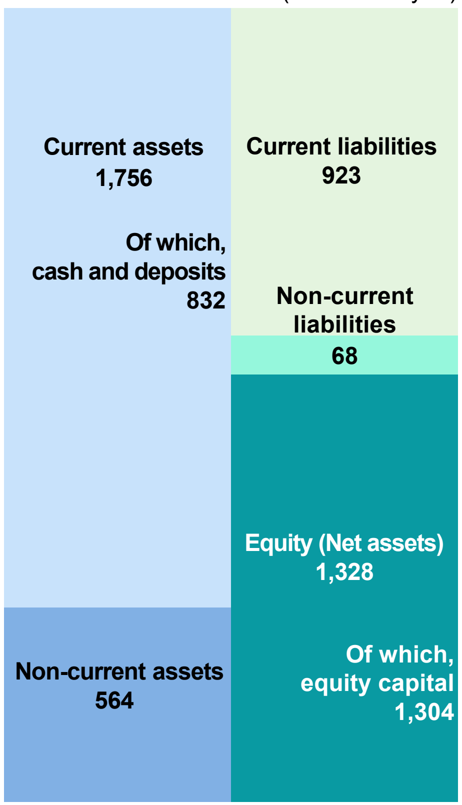
Trends in net sales (completed), operating profit, and profit margins



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

FY2025

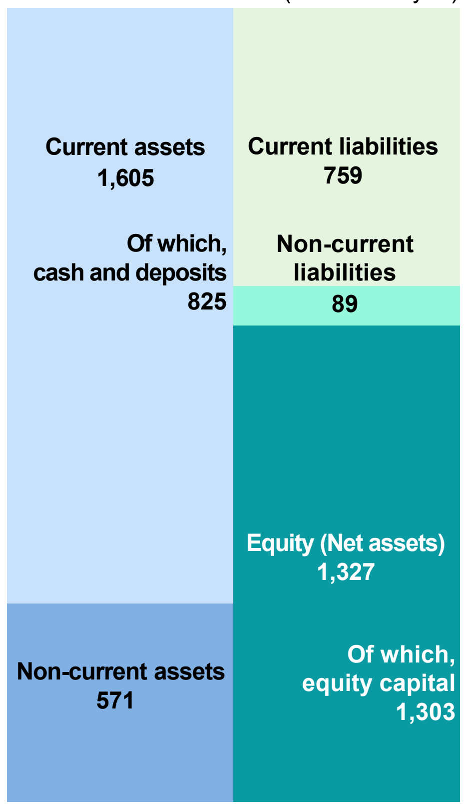
(100 million yen)



Total assets
232.0 billion yen

FY2026 Q1

(100 million yen)



Total assets
217.7 billion yen

Major factors behind increase/decrease

- Current assets: Decreased as the collection of accounts receivable progressed smoothly.
- Current liabilities: Decreased due to payments for construction work and income taxes, etc.
- Net assets: Net assets and equity decreased because dividend payments exceeded the amount added to retained earnings.

Comparison of key financial indicators

	FY2025	FY2026 Q1	Increase (Decrease)
Book value per share (BPS)	1,008.47 yen	1,006.71 yen	(1.76 yen)
Price book-value ratio (PBR)	2.60 times	2.85 times	–
Earnings per share (EPS)	53.51 yen	50.79 yen	(2.72 yen)
Equity capital ratio	56.2%	59.9%	3.6p

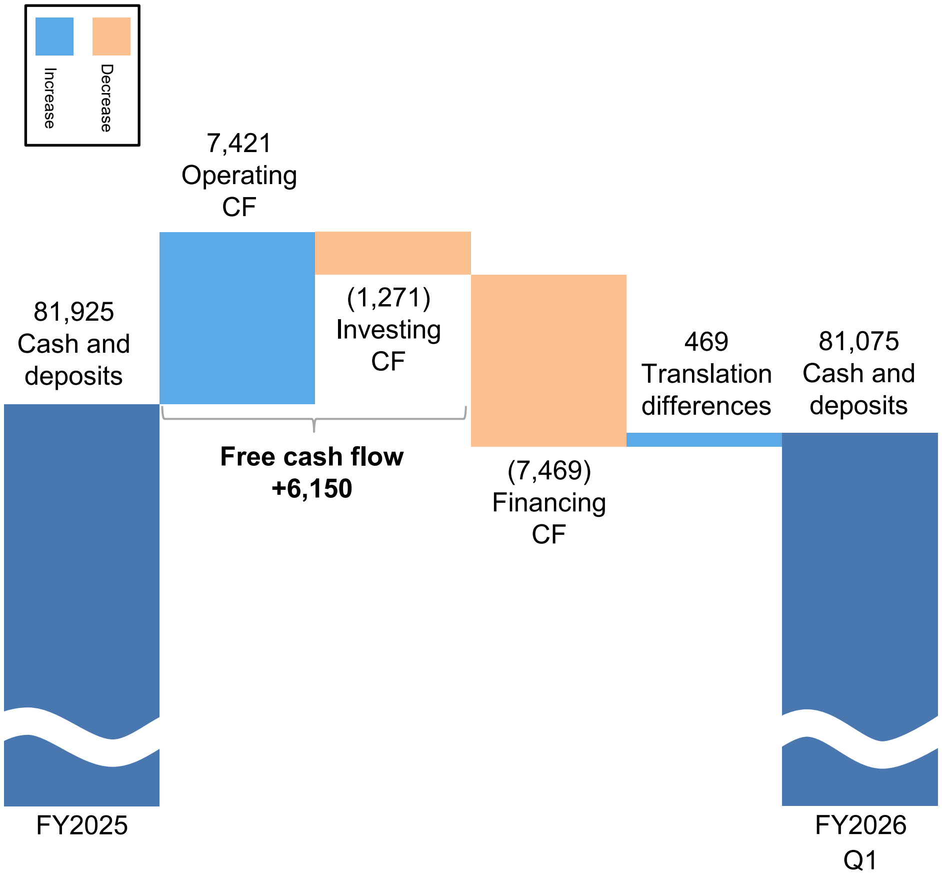
(Reference) Closing stock price as of March 2026: 2,623 yen
Closing stock price as of June 2026: 2,872 yen

* Effective January 1, 2026, the Company conducted a three-for-one stock split of its common share. Book value per share (BPS) and earnings per share (EPS) are calculated assuming that the stock split had occurred at the beginning of the previous consolidated fiscal year.
* The figure shown for "earnings per share (EPS)" is as of FY2025 Q1.

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

✓ Although operating CF increased, cash and deposits decreased slightly because cash outflows from financing activities due to dividend payments exceeded the increase.

(Millions of yen)



Major breakdown of cash flows

■ Cash flows from operating activities	:	**7,421**
Profit before income taxes	:	11,296
Depreciation/amortization of goodwill	:	481
Increase/decrease in accounts receivable/accounts payable	:	7,377
Income taxes	:	(7,593)
■ Cash flows from investing activities	:	**(1,271)**
Capital expenditures	:	(816)
Increase/decrease in investment securities	:	(1)
■ **(Subtotal) Free cash flow**	:	**6,150**
■ Cash flows from financing activities	:	**(7,469)**
Dividends paid	:	(7,290)
■ Net increase/decrease in cash and cash equivalents	:	**(850)**
■ Cash and cash equivalents at end of period	:	**81,075**

Consolidated Performance Summary

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Comparison of domestic and overseas performance

(Millions of yen)

	Orders received				Net sales (completed)				Net sales (uncompleted)			
	FY2025 Q1	FY2026 Q1	Increase (Decrease)	Change rate	FY2025 Q1	FY2026 Q1	Increase (Decrease)	Change rate	FY2025 Q1	FY2026 Q1	Increase (Decrease)	Change rate
Domestic operations	57,927	123,525	65,597	113.2%	54,801	54,764	(37)	(0.1%)	226,833	357,894	131,060	57.8%
Overseas operations	8,564	27,651	19,087	222.9%	5,345	6,837	1,491	27.9%	37,911	86,954	49,043	129.4%
Of which, overseas subsidiaries	5,455	23,497	18,041	330.7%	4,434	5,164	730	16.5%	21,996	46,343	24,346	110.7%
Group total	66,492	151,176	84,684	127.4%	60,147	61,601	1,454	2.4%	264,744	444,848	180,104	68.0%

Regional network (domestic and overseas)

Domestic operations

- East Japan Division
- West Japan Division
- DAI-DAN Service Kanto Co., Ltd.
- DAI-DAN Service Kansai Co., Ltd.
- Cellab Healthcare Service Co., Ltd.

Overseas operations

- Singapore
  - Singapore Branch
  - DAI-DAN INTERNATIONAL ASIA PTE.LTD.
  - Presico Engineering Pte. Ltd.
- DAI-DAN (THAILAND) Co., LTD.

First Quarter Financial Results
for the Period Ending March 2027

First Quarter Financial Closing Highlights

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Significant increase due to orders for large-scale data centers and semiconductor factories

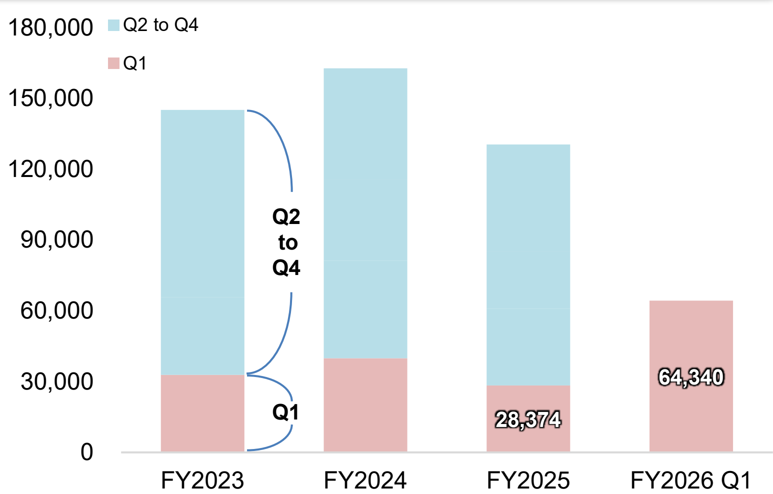
- ✓ Orders received increased significantly from the previous period due to orders for large-scale data centers, semiconductor factories, and other projects whose plans had been postponed.
- ✓ Orders received for data centers increased significantly to 25,759 million yen (previous period: 4,311 million yen).
- ✓ We will continue working to secure stable orders for industrial facility construction.

(Millions of yen)

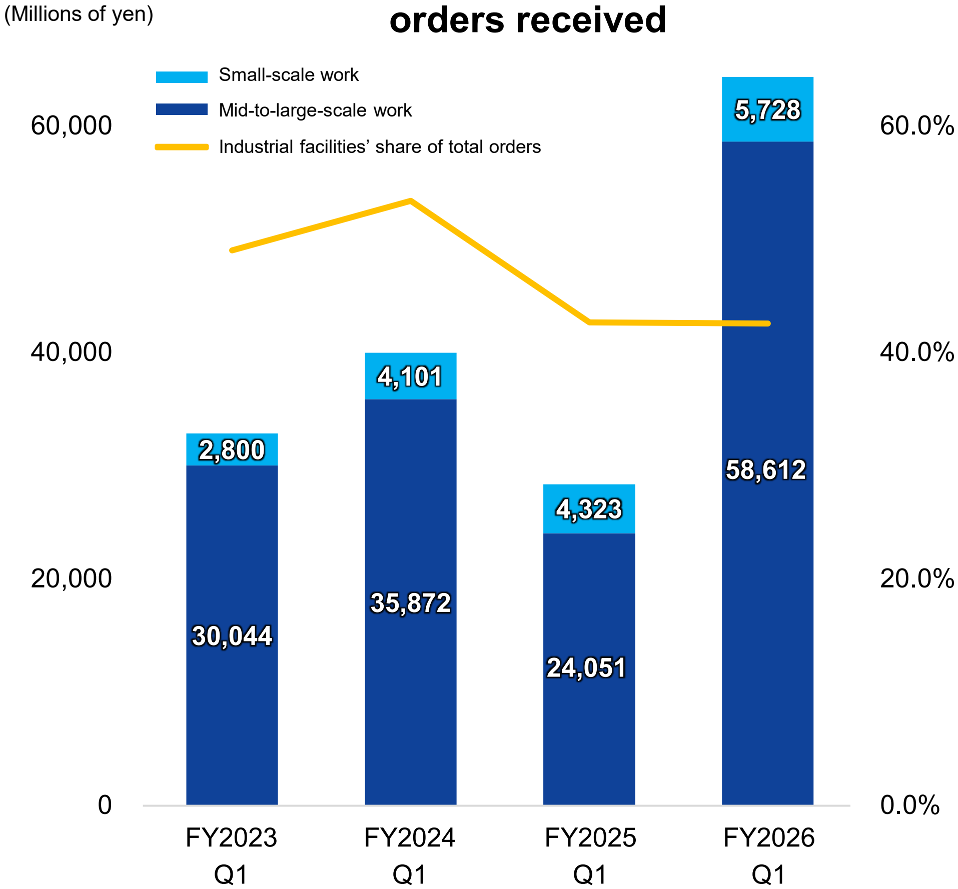
	FY2025 Q1	FY2026 Q1	YoY change
Industrial facilities	28,374	64,340	35,966
(Share of total orders: %)	42.7%	42.6%	(0.1p)
Orders received	66,492	151,176	84,684

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

[Reference] Quarterly trends



Trends in industrial facility orders received



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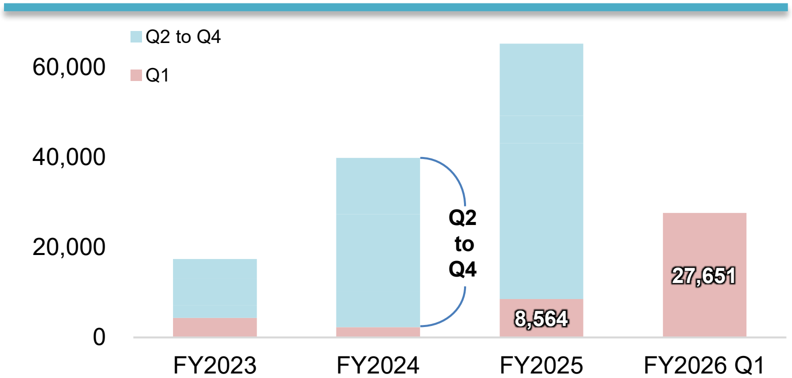
Significant increase due to orders for large-scale facilities and strong order intake at consolidated subsidiaries

✓ Overall orders received increased significantly, driven by orders for large-scale projects in Singapore and strong order intake at consolidated subsidiaries.
* Major large-scale projects (resort facilities, medical facilities, and office buildings)

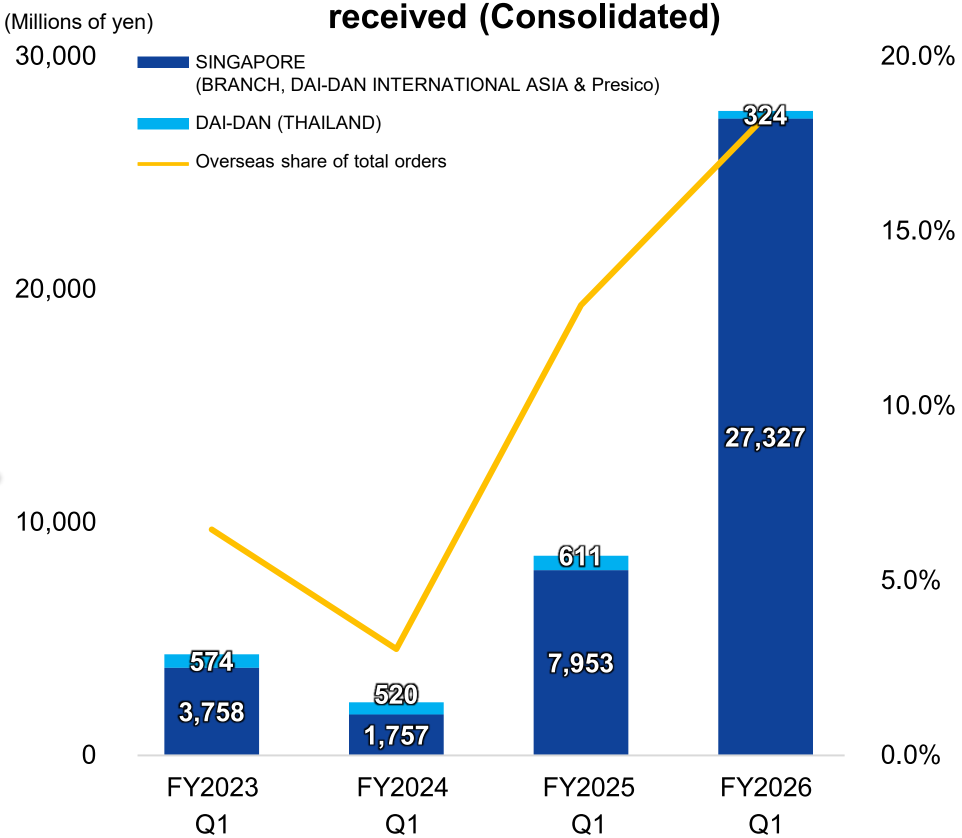
(Millions of yen)

	FY2025 Q1	FY2026 Q1	YoY change
Overseas orders received (Consolidated)	8,564	27,651	19,087
(Share of total orders: %)	12.9%	18.3%	5.4p
Orders received	66,492	151,176	84,684

[Reference] Quarterly trends



Trends in overseas construction orders received (Consolidated)



* Singapore (Branch, DAI-DAN INTERNATIONAL ASIA PTE. LTD., and Presico Engineering Pte. Ltd.), Thailand (DAI-DAN (THAILAND) CO., LTD.), Vietnam (DAI-DAN (VIETNAM) CO., LTD.), and Taiwan (DAI-DAN Taiwan Co., Ltd.) are the bases of our overseas operations.

Status of Consolidated Orders Received: New construction and renovations

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Record-high orders received for both new construction and renovations

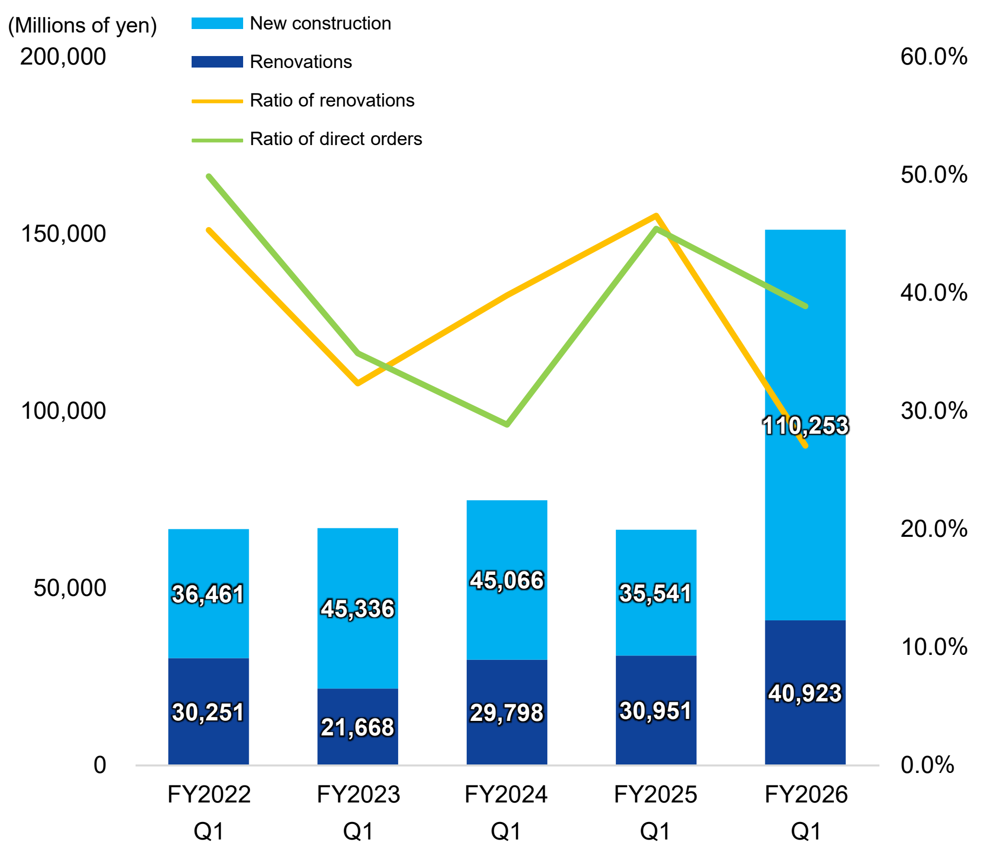
- ✓ New construction orders and direct orders increased significantly due to orders secured in the first quarter for large-scale data centers, semiconductor factories, and other projects.
- ✓ Although renovation orders increased, the ratio of renovations declined due to strong new construction orders.

(Millions of yen)

	FY2025 Q1	FY2026 Q1	YoY change
New construction	35,541	110,253	74,712
Renovations	30,951	40,923	9,972
Ratio of renovations (%)	46.5%	27.1%	(19.5p)
Mid-to-large renovations	15,377	22,777	7,399
Small-scale renovations	15,573	18,145	2,572
Orders received	66,492	151,176	84,684
Of which, direct orders	30,224	58,799	28,575
Ratio of direct orders (%)	45.5%	38.9%	(6.6p)

* The breakdown of orders received between "mid-to-large renovations" and "small-scale renovations" has been revised.

Status of new construction and renovations



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Steady progress in net sales of completed construction contracts

- ✓ Net sales of completed construction contracts increased from the previous period as unfinished construction projects progressed steadily.

(Millions of yen)

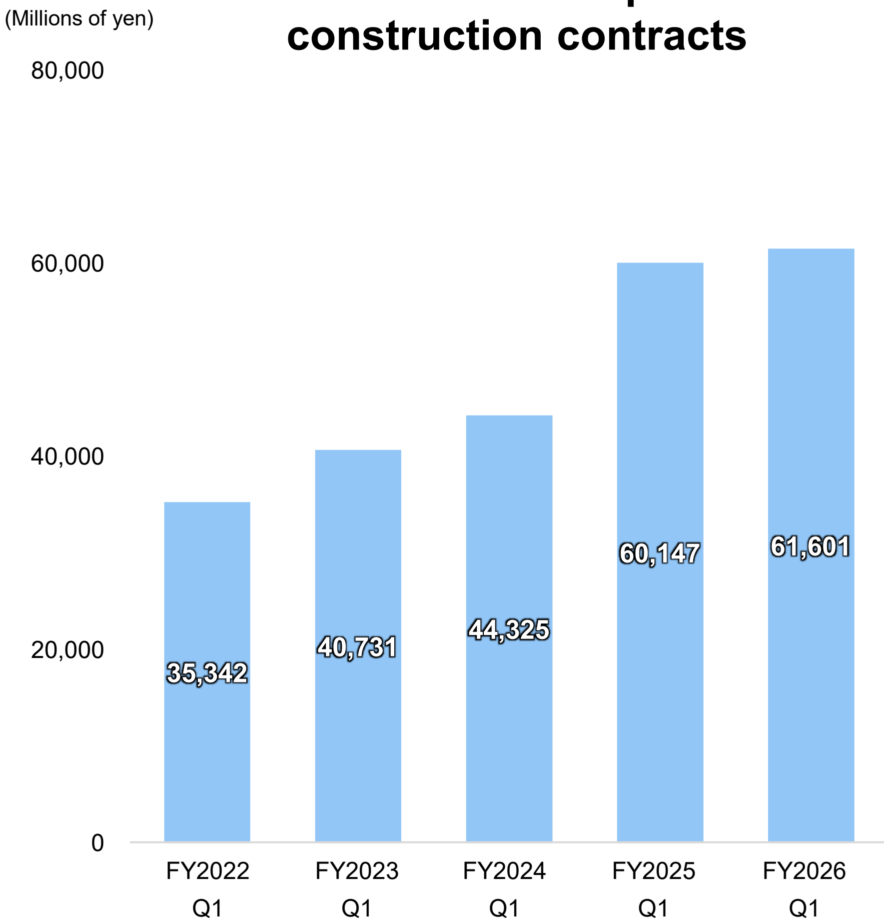
	FY2025 Q1	FY2026 Q1	YoY change
Net sales of completed construction contracts	60,147	61,601	1,454
Industrial facilities	34,242	32,757	(1,484)
(Share of completed construction: %)	56.9%	53.2%	—
Overseas operations	5,345	6,837	1,491
(Share of completed construction: %)	8.9%	11.1%	—
Renovations	16,716	25,365	8,648
(Share of completed construction: %)	27.8%	41.2%	—

<Ratio of direct and indirect orders in completed construction contracts>

(%)

	FY2024 Q1	FY2025 Q1	FY2026 Q1
Direct	48.7	41.7	45.5
Indirect	51.3	58.3	54.5

Net sales of completed construction contracts



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

Status of Net Sales of Uncompleted Construction Contracts at the End of Period

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Net sales of uncompleted construction contracts, which will contribute to net sales of completed construction contracts in the future, reached a record high

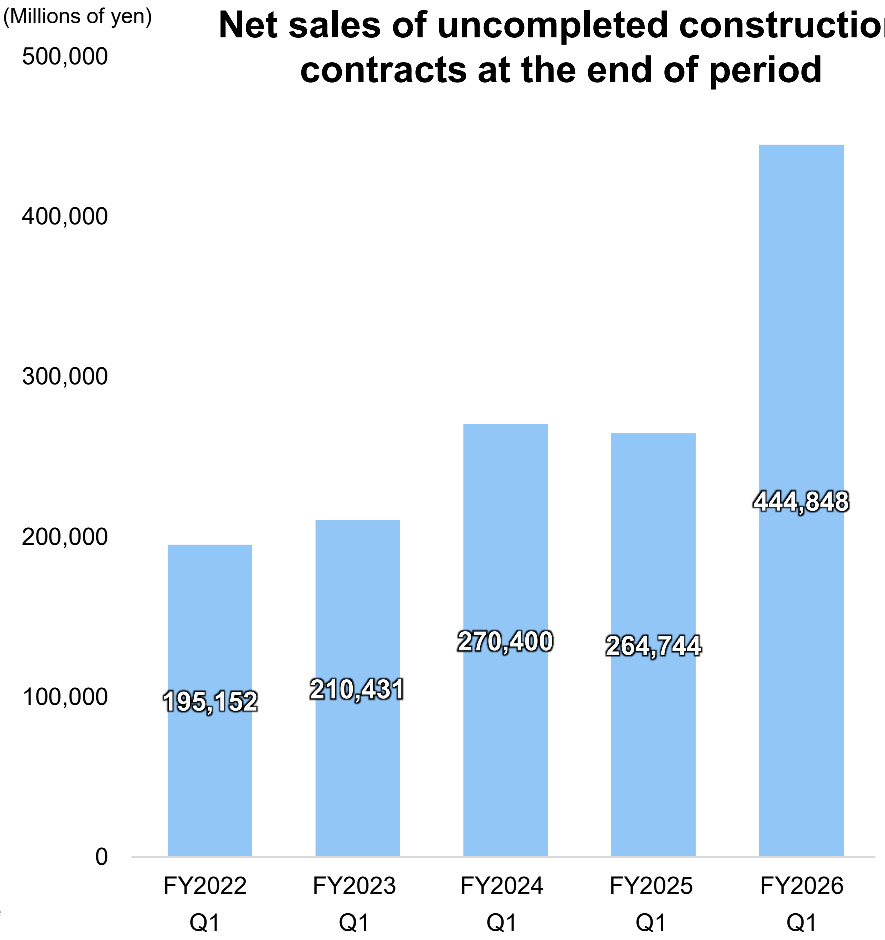
- ✓ Net sales of uncompleted construction contracts at the end of the period reached a record high as orders received increased dramatically against a backdrop of strong construction demand, while net sales of uncompleted construction contracts at the beginning of the period increased.
- ✓ We have a substantial backlog of construction projects, particularly industrial facility and overseas projects, that will contribute to future net sales of completed construction contracts.

(Millions of yen)

	FY2025 Q1	FY2026 Q1	YoY change
Net sales of uncompleted construction contracts at the end of period	264,744	444,848	180,104
Industrial facilities	138,708	171,497	32,788
(Composition ratio: %)	52.4%	38.6%	—
Overseas operations	37,911	86,954	49,043
(Composition ratio: %)	14.3%	19.5%	—
Renovations	77,604	103,542	25,937
(Composition ratio: %)	29.3%	23.3%	—
Net sales of uncompleted construction contracts at the beginning of period	258,400	355,273	96,873
Net sales of construction contract orders received	66,492	151,176	84,684
Net sales of completed construction contracts	60,147	61,601	1,454

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

Net sales of uncompleted construction contracts at the end of period



First Quarter Financial Results
for the Period Ending March 2027

Full-Year Earnings Forecast for the Period Ending March 2027

Consolidated Full-Year Earnings Forecast

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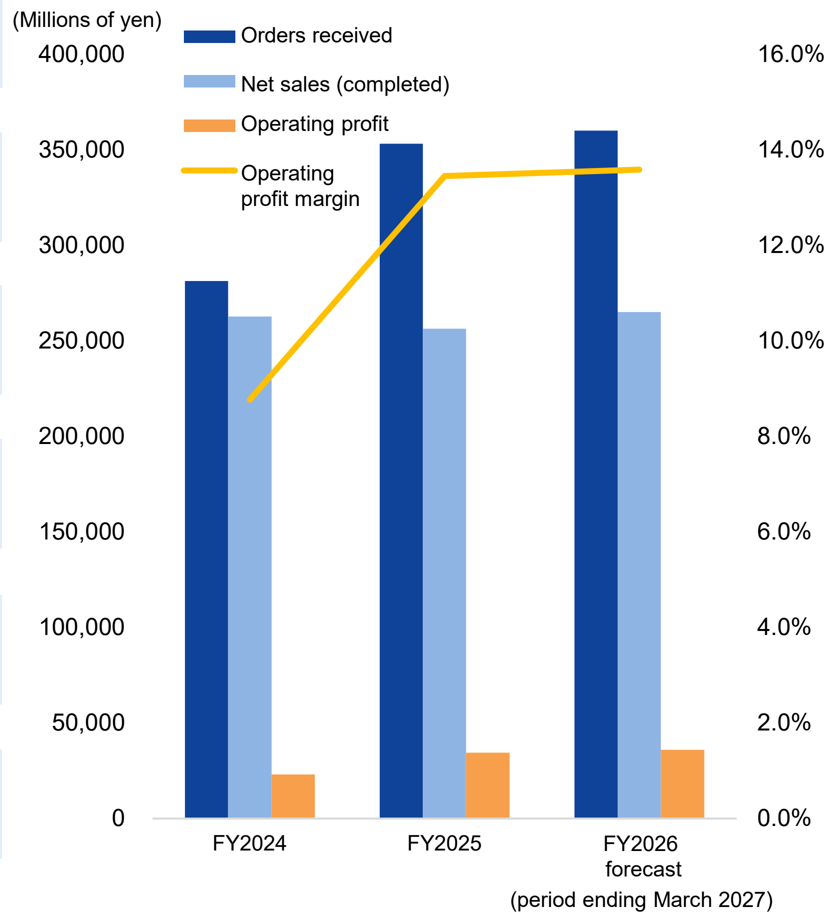
Overview of consolidated full-year earnings forecast for the period ending March 2027 (Unchanged from the forecast announced on May 13, 2026)

- ✓ Based on the business strategies under the Mid-Term Management Plan, "Stage 2030 Phase 2: Refining Stage," orders received and net sales of completed construction contracts are expected to exceed those of the previous fiscal year, which was at a record-high level.
- ✓ Profit at each stage is also expected to increase, driven by higher net sales of completed construction contracts supported by a favorable order environment.
- ✓ As the final year of Phase 2, the "Refining Stage," we will achieve our forecasted earnings and enter Phase 3, the "Excellence Stage."

		YoY change
Net sales (completed)	265,000 million yen	(3.4%)
Operating profit	36,000 million yen	(4.4%)
Ordinary profit	36,500 million yen	(2.0%)
Profit attributable to owners of parent	27,300 million yen	(2.0%)
Orders received	360,000 million yen	(2.0%)
Period-end net sales (uncompleted)	450,273 million yen	(26.7%)

Full-year earnings forecast



Consolidated Full-Year Earnings Forecast

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[Reference] Details of FY2025 results and FY2026 earnings forecast

(Millions of yen)

	FY2025 (period ended March 2026)			FY2026 (period ending March 2027)			YoY change, full year		FY2026 (period ending March 2027)
	Q1	Q2 to Q4	Full year	Q1	Q2 to Q4 (Forecast)	Full-year forecast	Increase (Decrease)	Change rate	Full-year forecast (Non-consolidated)
Net sales of uncompleted construction contracts at the beginning of period	—	—	258,400	—	—	355,273	96,873	37.5%	326,955
Net sales of construction contract orders received	66,492	286,610	353,102	151,176	208,824	360,000	6,898	2.0%	325,000
Net sales of uncompleted construction contracts at the end of period	264,744	348,929	355,273	444,848	360,698	450,273	95,000	26.7%	411,955
Net sales of completed construction contracts	60,147	196,081	256,228	61,601	203,399	265,000	8,772	3.4%	240,000
Gross profit on completed construction contracts	14,610	41,473	56,083	16,454	43,346	59,800	3,717	6.6%	—
Gross profit margin of completed construction contracts (%)	24.3%	21.2%	21.9%	26.7%	21.3%	22.6%	0.7p	—	—
Operating profit	9,703	24,776	34,479	10,932	25,068	36,000	1,521	4.4%	35,500
Operating profit margin (%)	16.1%	12.6%	13.5%	17.7%	12.3%	13.6%	0.1p	—	14.8%
Ordinary profit	10,066	25,704	35,770	11,292	25,208	36,500	730	2.0%	36,000
Profit attributable to owners of parent	6,885	19,887	26,772	6,571	20,729	27,300	528	2.0%	27,000
Return on equity (ROE)	—	—	22.5%	—	—	19.8%	-2.7 p	—	—

Shareholder Returns

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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. Our dividend policy is to have a "**dividend payout ratio of 40% or higher** and a **minimum dividend on equity ratio (DOE) of 4.8%**."
- ✓ Based on the above policy, the forecast annual dividend for the period ending March 2027 is an ordinary dividend of 85 yen per common share.

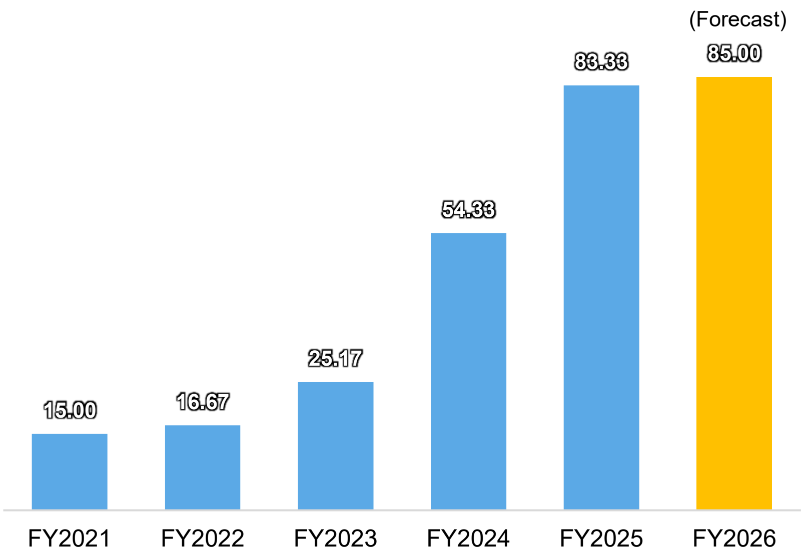
Dividend status

	Full-year dividend		
	Interim	End of period	Total
	Yen	Yen	Yen
Period ended March 2026 [Pre-split equivalent]	82.00	56.00 [168.00]	— [250.00]
Period ending March 2027 (Forecast)	42.00	43.00	85.00

Supplementary information for the period ending March 2027 (Forecast)

Total dividend (Total sum)	Dividend payout ratio (Consolidated)	Dividend on equity ratio: DOE (Consolidated)
Million yen	%	%
11,066	40.2	8.0

Trends in dividend status



* Effective January1, 2026, the Company conducted a three-for-one stock split of its common stock. Amounts adjusted retroactively (pre-split dividend ×1/3) are shown (rounded to two decimal places).

Reference:
DATA FILE
(Full Year)

Consolidated Construction Orders Received by Construction Type (Full Year)

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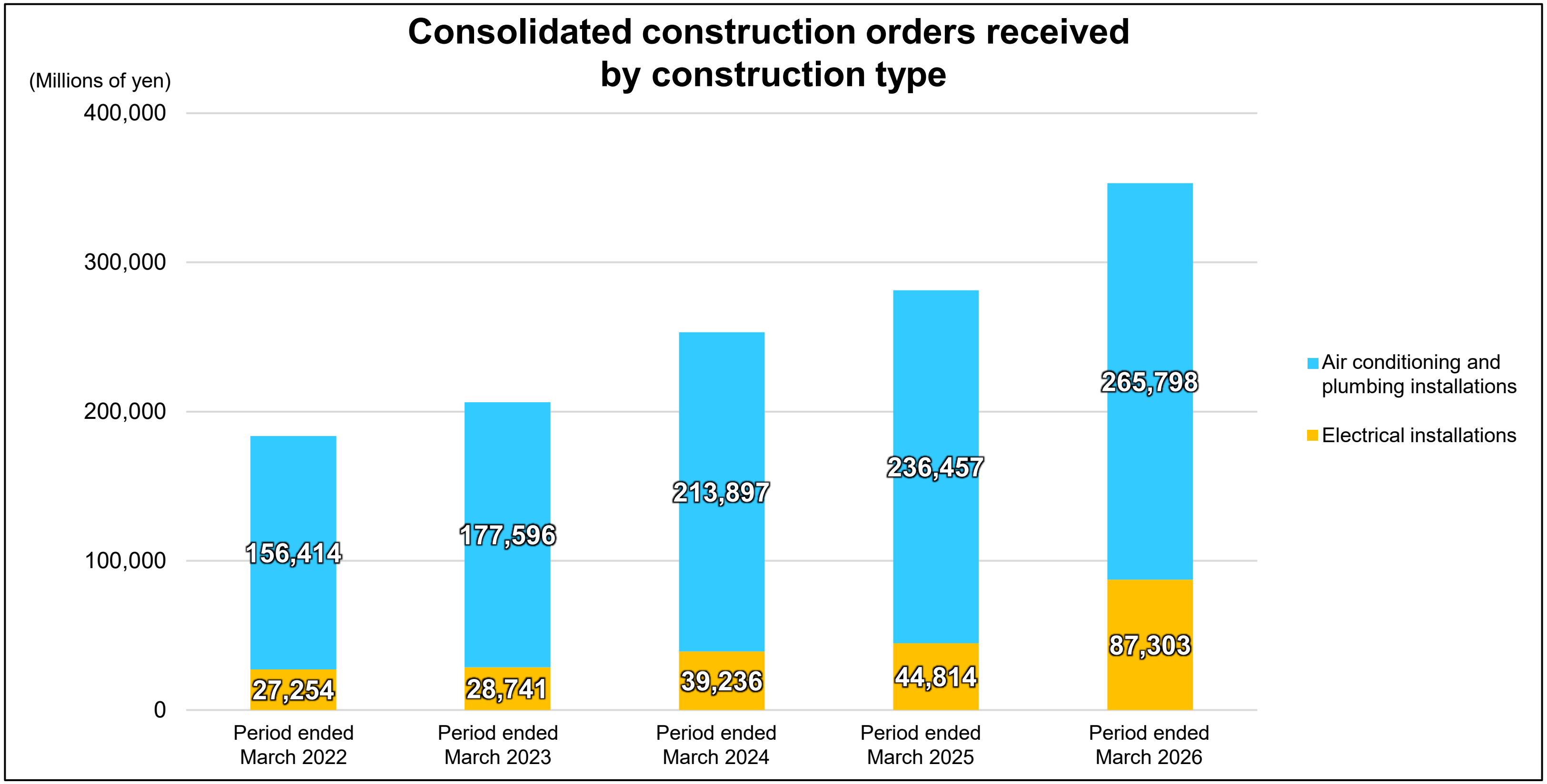
(Millions of yen)

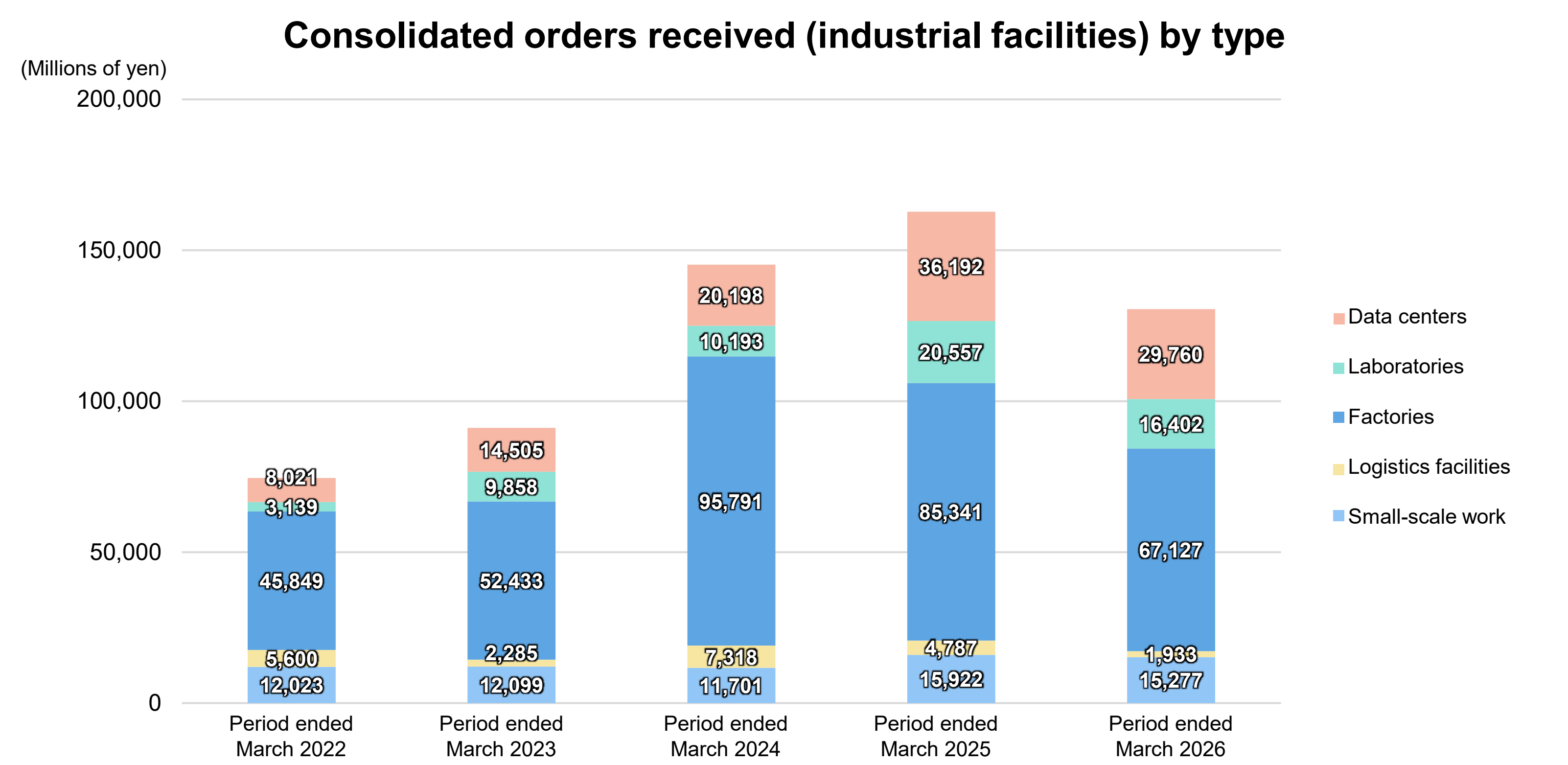
	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
Air conditioning and plumbing installations	156,414	177,596	213,897	236,457	265,798
Electrical installations	27,254	28,741	39,236	44,814	87,303
Total	183,668	206,337	253,134	281,271	353,102



Consolidated Orders Received (Industrial Facilities) by Type (Full Year)

(Millions of yen)

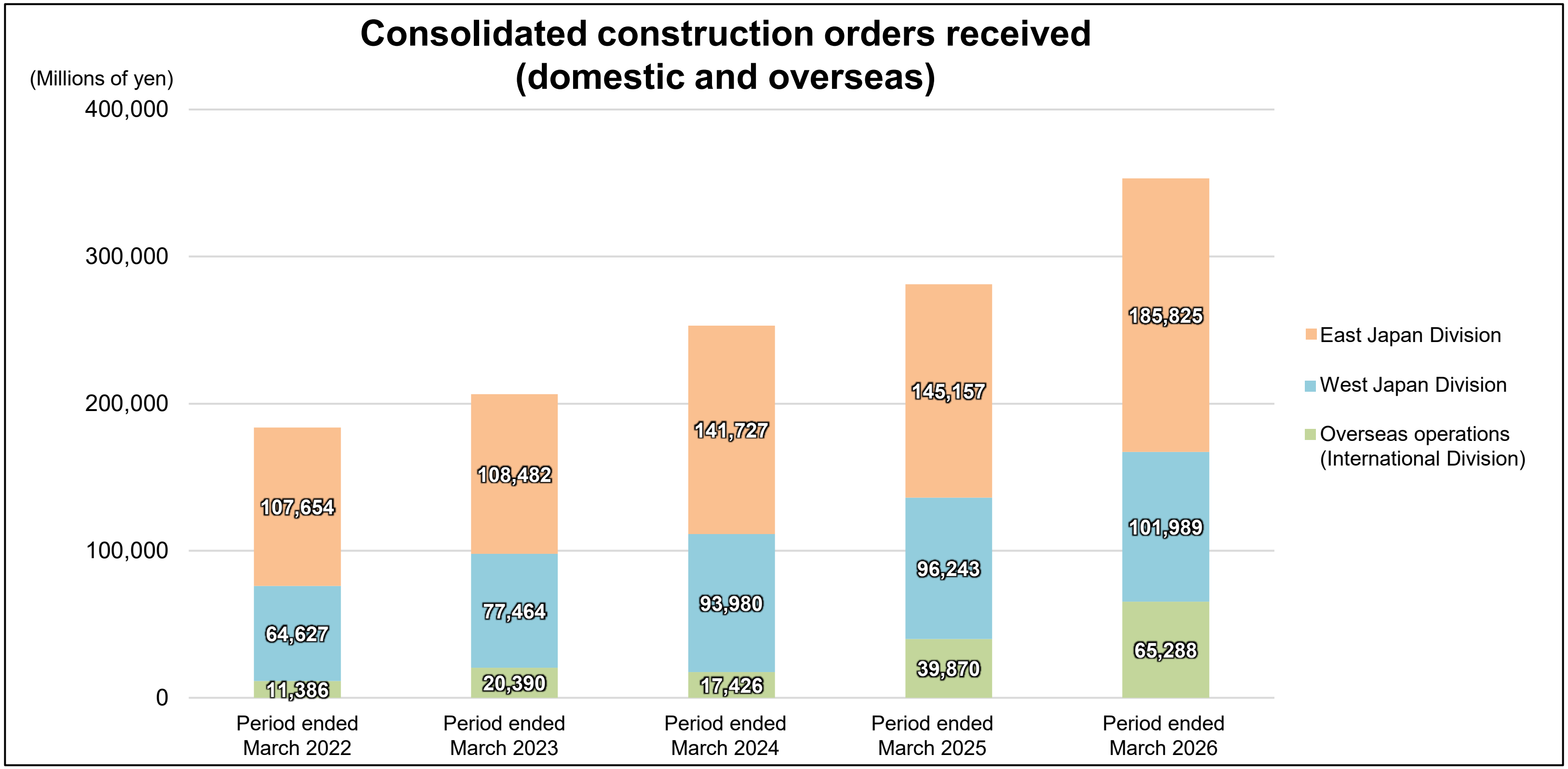
	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
Data centers	8,021	14,505	20,198	36,192	29,760
Laboratories	3,139	9,858	10,193	20,557	16,402
Factories	45,849	52,433	95,791	85,341	67,127
Logistics facilities	5,600	2,285	7,318	4,787	1,933
Small-scale work	12,023	12,099	11,701	15,922	15,277
Total	74,633	91,181	145,203	162,802	130,501



Consolidated Construction Orders Received (Domestic and Overseas) (Full Year)

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
East Japan Division	107,654	108,482	141,727	145,157	185,825
West Japan Division	64,627	77,464	93,980	96,243	101,989
Domestic operations	172,281	185,947	235,707	241,401	287,814
Overseas operations	11,386	20,390	17,426	39,870	65,288
Of which, overseas subsidiaries	237	8,122	9,900	26,693	30,869
Group total	183,668	206,337	253,134	281,271	353,102

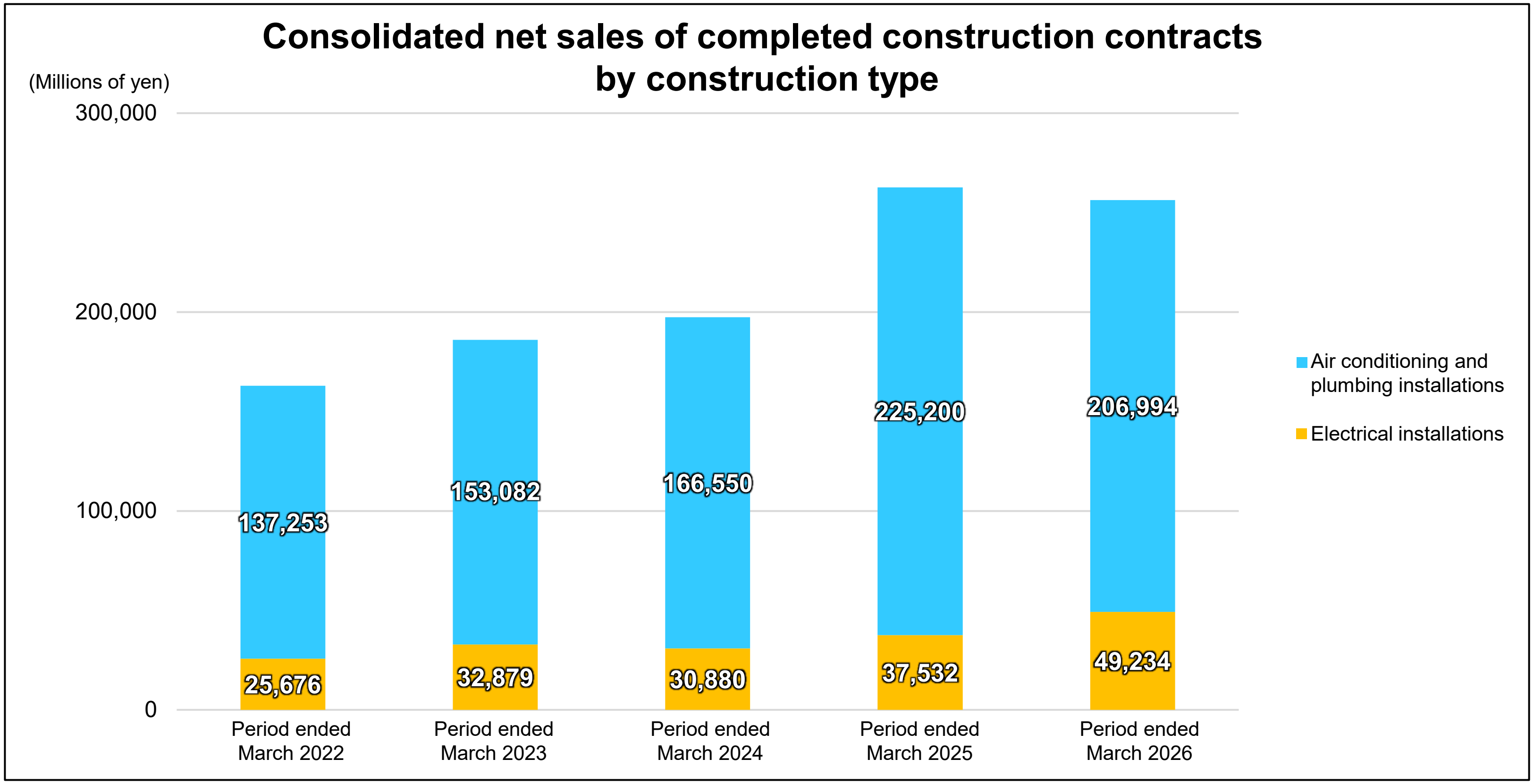


Consolidated Net Sales of Completed Construction Contracts by Construction Type (Full Year)

DAI-DAN

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
Air conditioning and plumbing installations	137,253	153,082	166,550	225,200	206,994
Electrical installations	25,676	32,879	30,880	37,532	49,234
Total	162,929	185,961	197,431	262,732	256,228

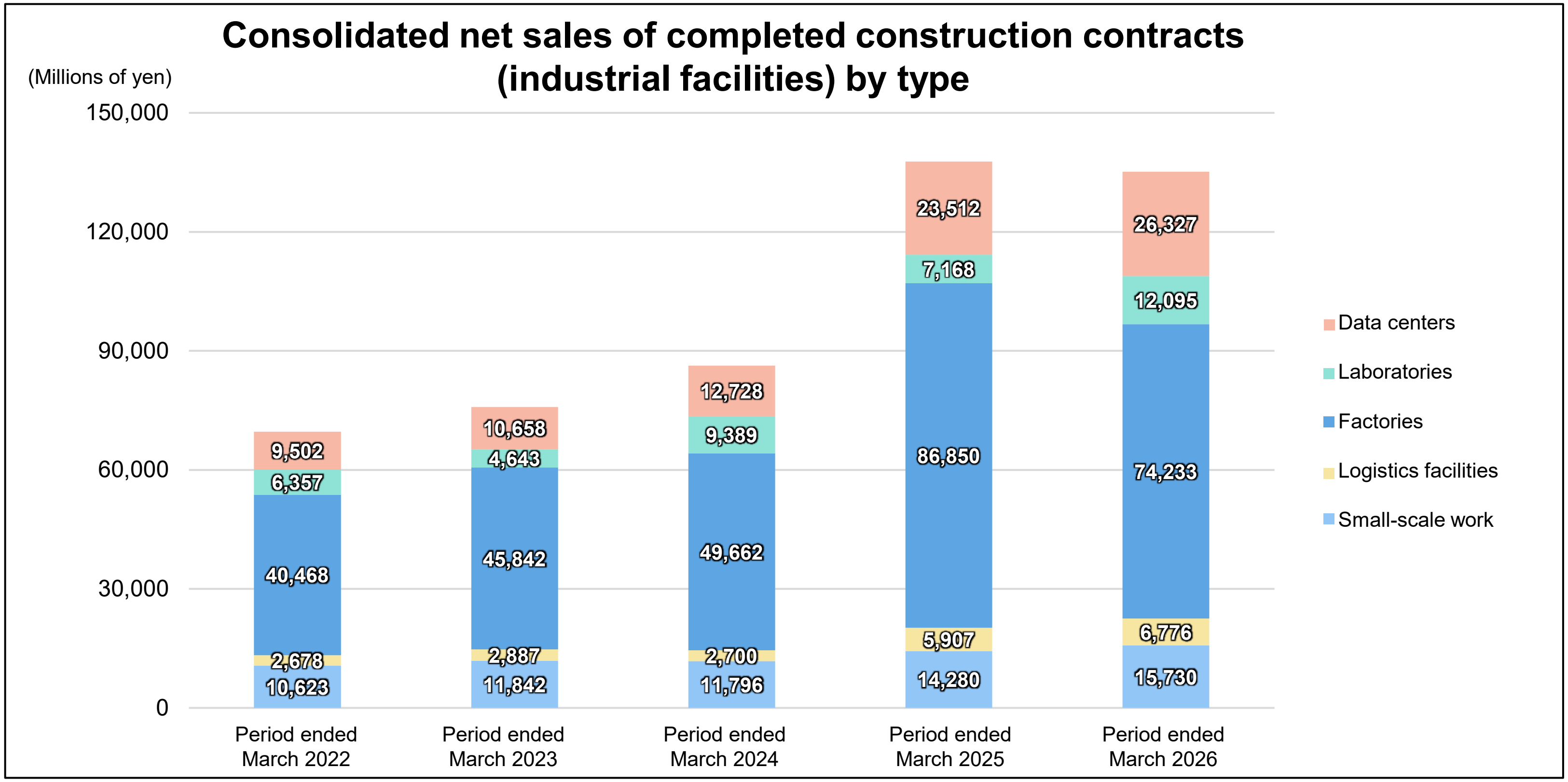


Consolidated Net Sales of Completed Construction Contracts (Industrial Facilities) by Type (Full Year)

DAI-DAN

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
Data centers	9,502	10,658	12,728	23,512	26,327
Laboratories	6,357	4,643	9,389	7,168	12,095
Factories	40,468	45,842	49,662	86,850	74,233
Logistics facilities	2,678	2,887	2,700	5,907	6,776
Small-scale work	10,623	11,842	11,796	14,280	15,730
Total	69,629	75,874	86,277	137,719	135,163

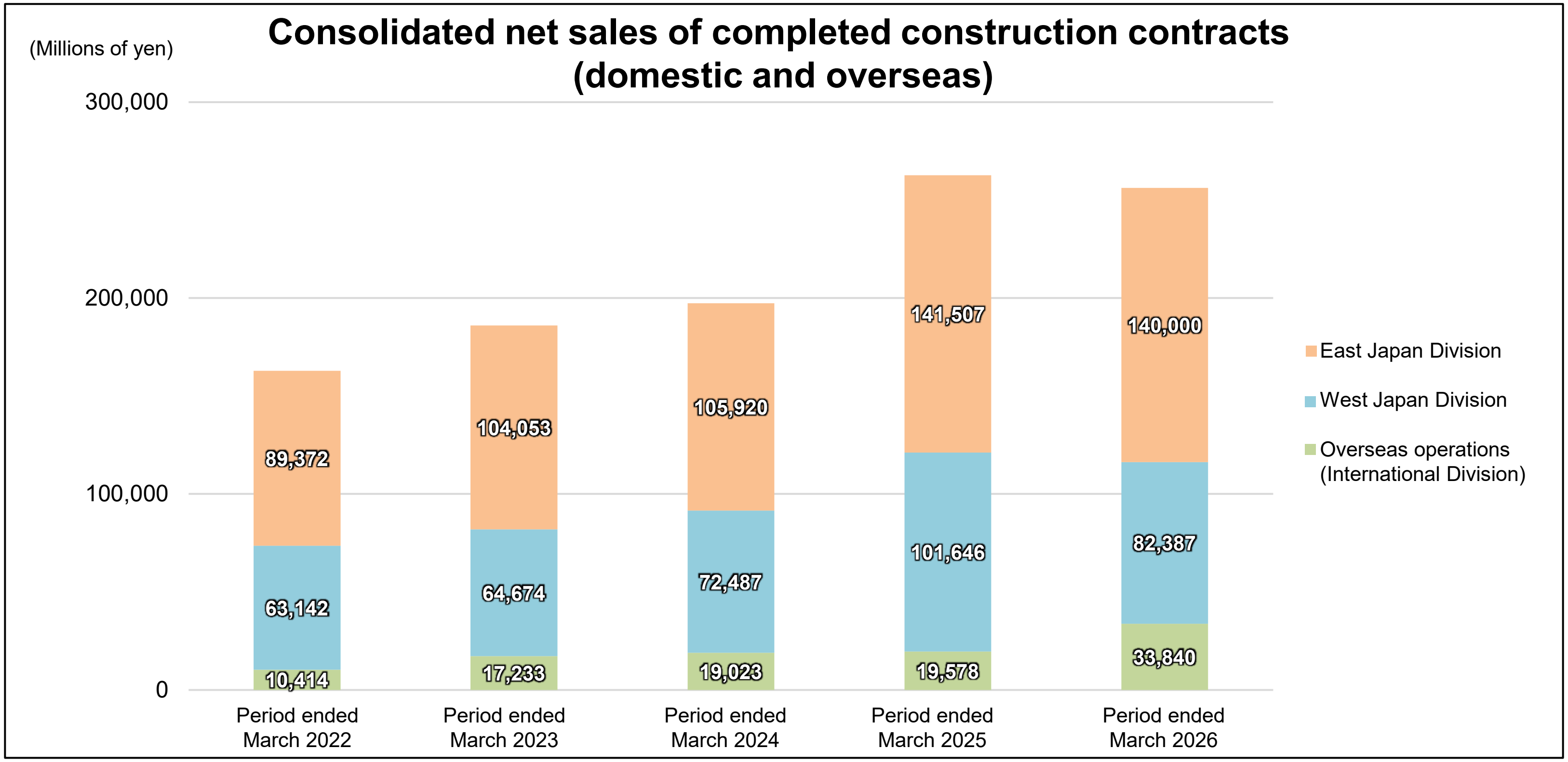


Consolidated Net Sales of Completed Construction Contracts (Domestic and Overseas) (Full Year)

DAI-DAN

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
East Japan Division	89,372	104,053	105,920	141,507	140,000
West Japan Division	63,142	64,674	72,487	101,646	82,387
Domestic operations	152,515	168,728	178,408	243,153	222,388
Overseas operations	10,414	17,233	19,023	19,578	33,840
Of which, overseas subsidiaries	704	4,174	7,584	12,212	23,834
Group total	162,929	185,961	197,431	262,732	256,228

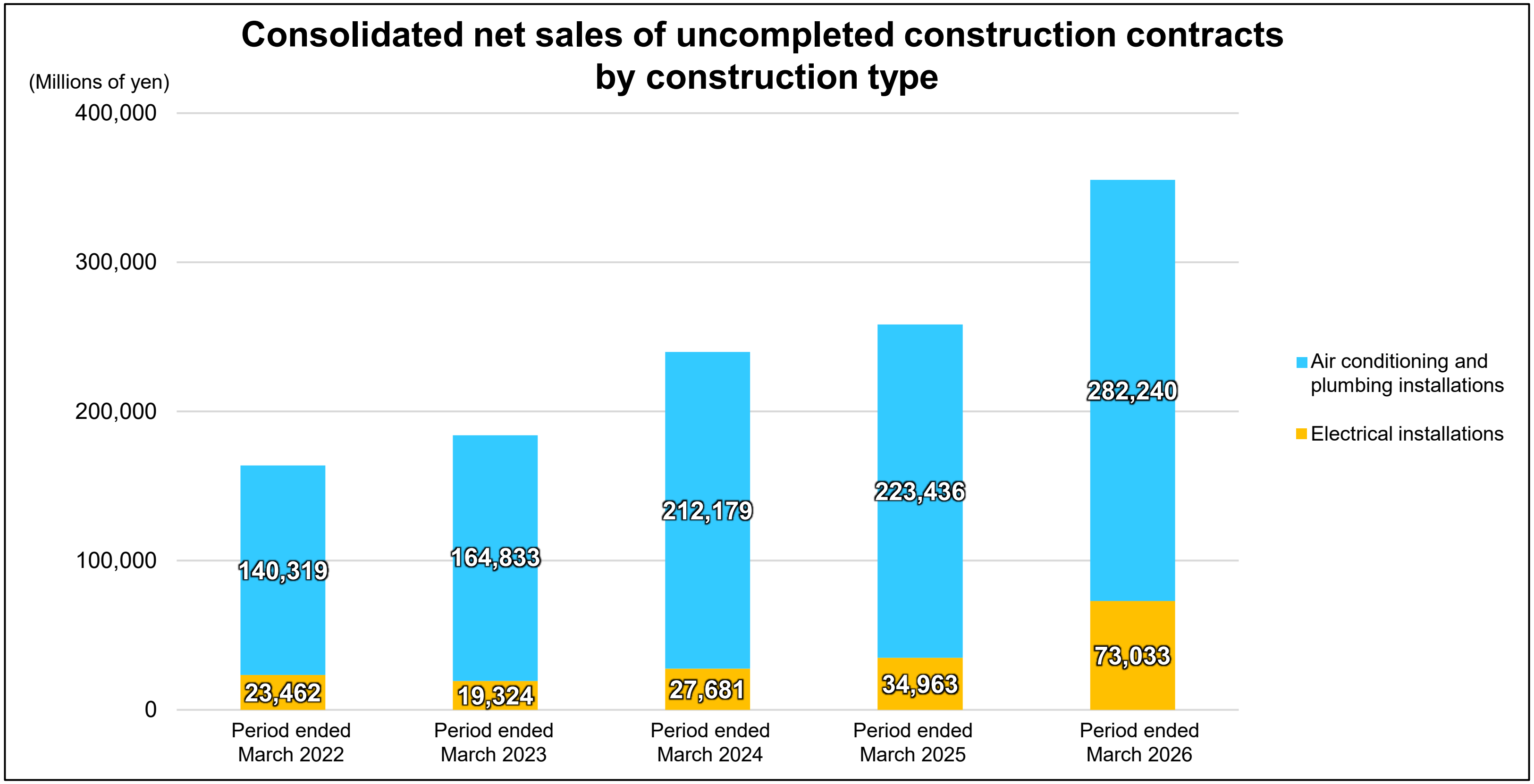


Consolidated Net Sales of Uncompleted Construction Contracts by Construction Type (Full Year)

DAI-DAN

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
Air conditioning and plumbing installations	140,319	164,833	212,179	223,436	282,240
Electrical installations	23,462	19,324	27,681	34,963	73,033
Total	163,782	184,158	239,861	258,400	355,273

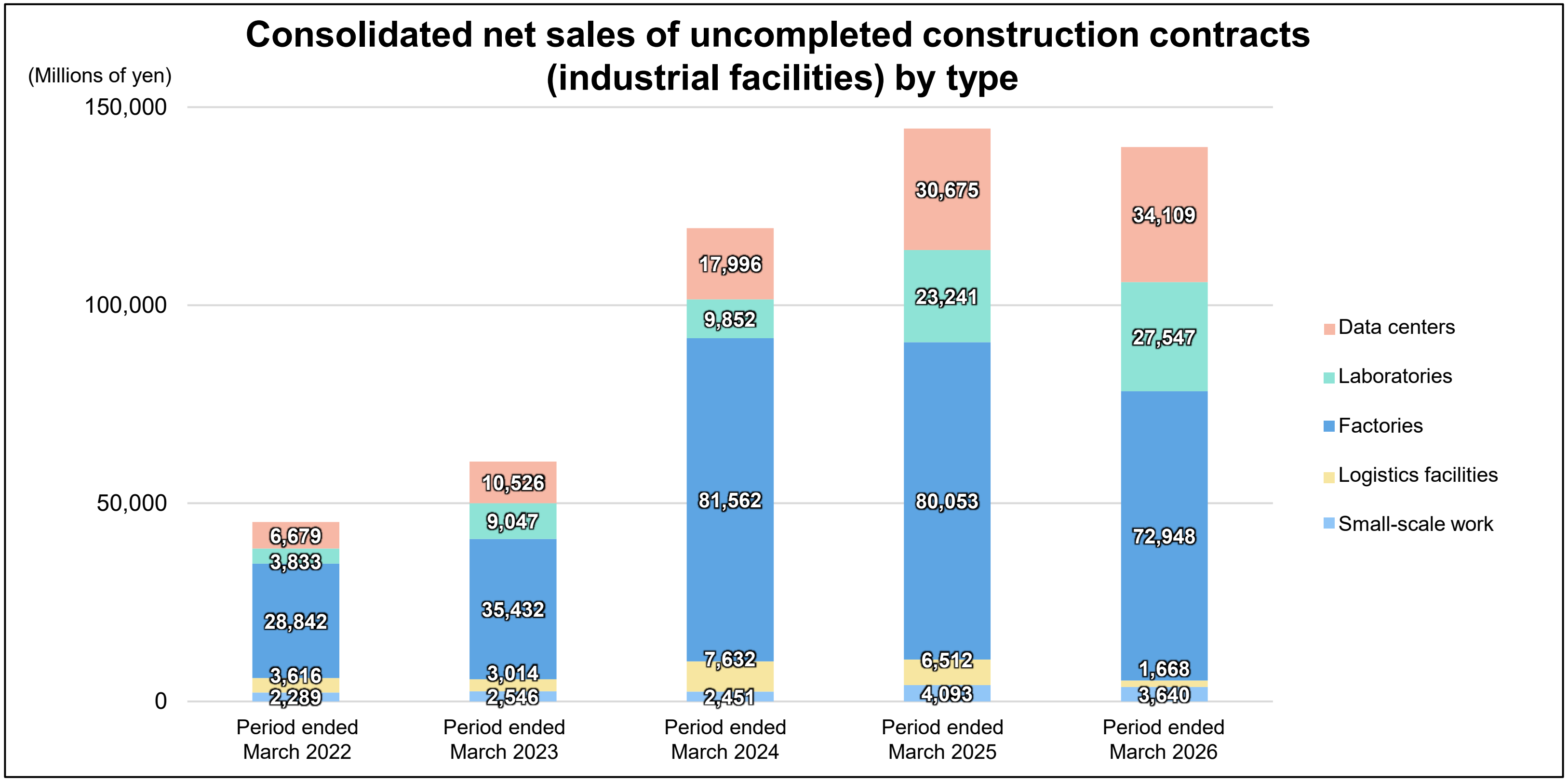


Consolidated Net Sales of Uncompleted Construction Contracts (Industrial Facilities) by Type (Full Year)

DAI-DAN

(Millions of yen)

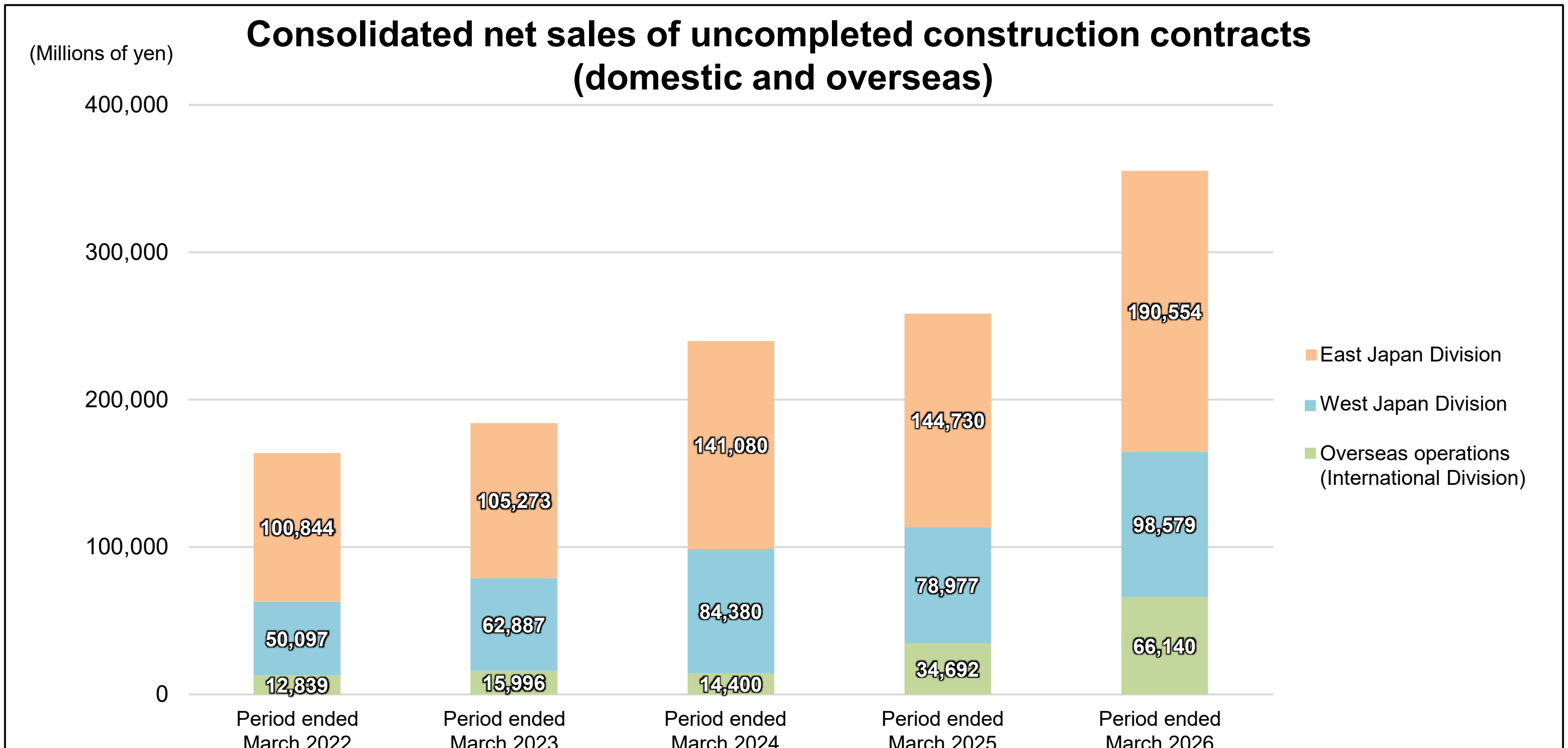
	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
Data centers	6,679	10,526	17,996	30,675	34,109
Laboratories	3,833	9,047	9,852	23,241	27,547
Factories	28,842	35,432	81,562	80,053	72,948
Logistics facilities	3,616	3,014	7,632	6,512	1,668
Small-scale work	2,289	2,546	2,451	4,093	3,640
Total	45,260	60,567	119,493	144,576	139,914



Consolidated Net Sales of Uncompleted Construction Contracts (Domestic and Overseas) (Full Year)

(Millions of yen)

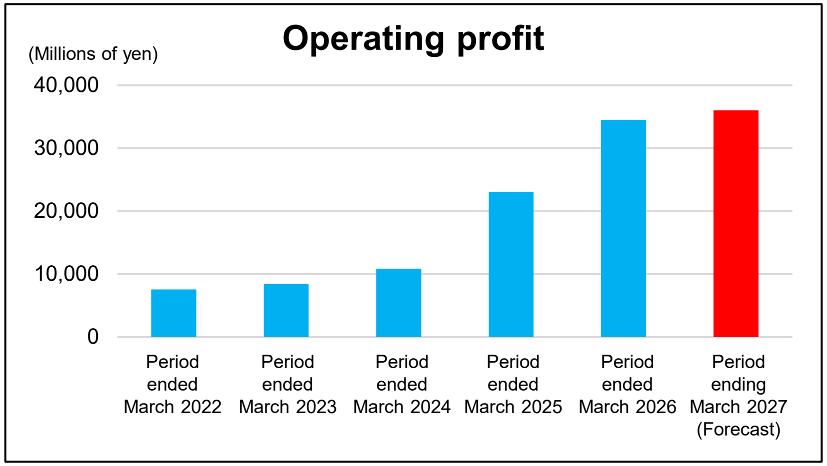
	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
East Japan Division	100,844	105,273	141,080	144,730	190,554
West Japan Division	50,097	62,887	84,380	78,977	98,579
Domestic operations	150,942	168,161	225,460	223,707	289,133
Overseas operations	12,839	15,996	14,400	34,692	66,140
Of which, overseas subsidiaries	230	4,179	6,494	20,975	28,010
Group total	163,782	184,158	239,861	258,400	355,273

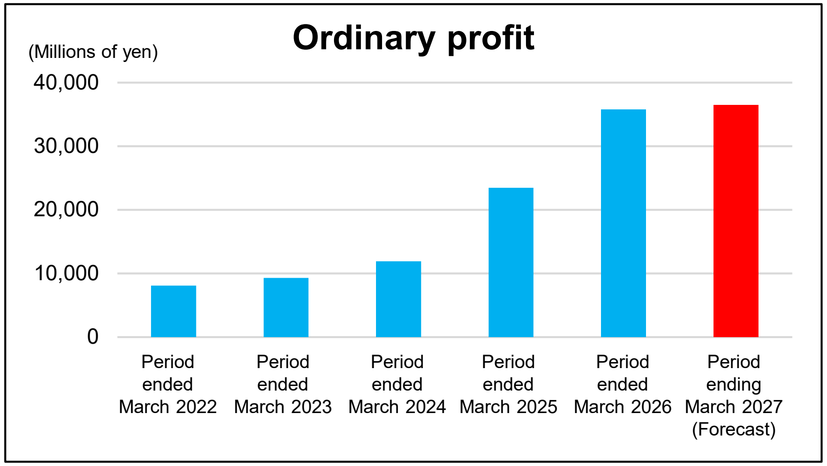


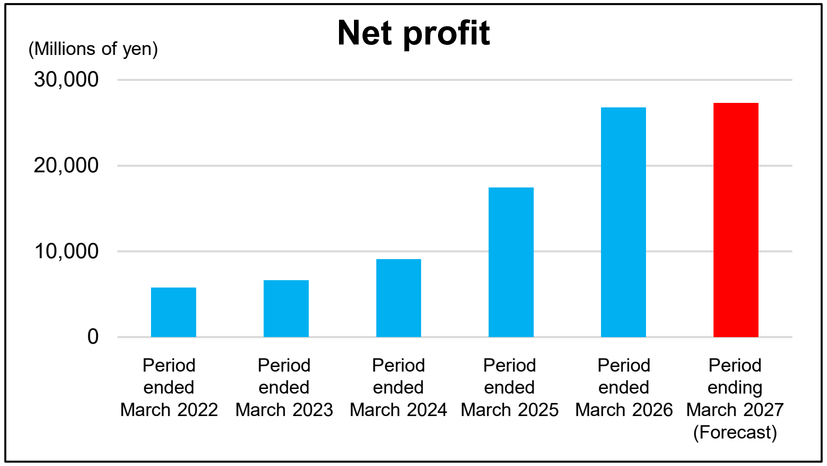
Consolidated Operating/Ordinary/ Net Profits (Full Year)

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026	Period ending March 2027 (Forecast)
Operating profit	7,584	8,428	10,877	23,037	34,479	36,000
Ordinary profit	8,095	9,288	11,918	23,479	35,770	36,500
Net profit	5,778	6,626	9,087	17,443	26,772	27,300







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:

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