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

November 11, 2026

DAI-DAN

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Reference: DATA FILE

Second Quarter Financial Results
for the Period Ending March 2027

Consolidated Performance Summary

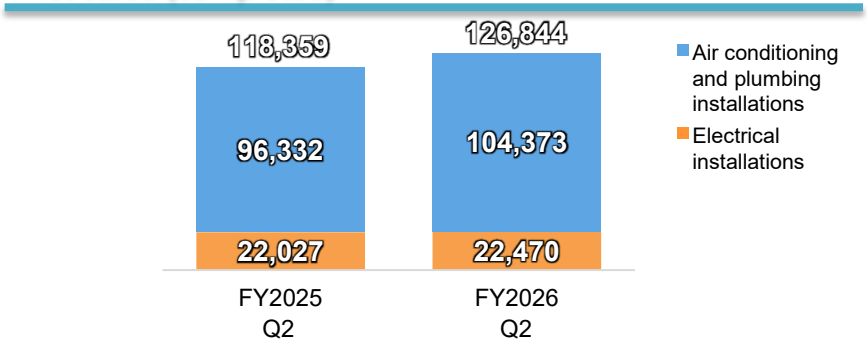
Consolidated Performance Summary

Sales and profits increased, and a significant rise in orders received also resulted in an increase in period-end net sales (uncompleted)

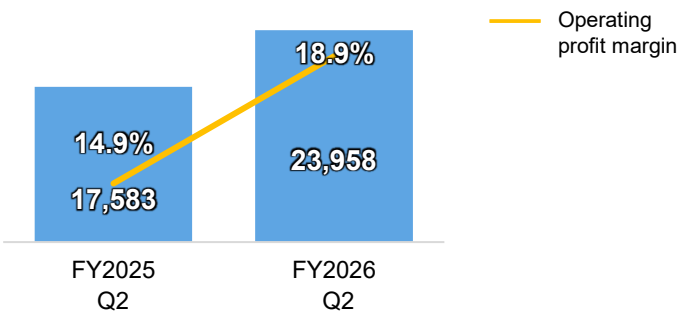
Net sales (completed)	**126,844** million yen	YoY change (7.2%)
Operating profit	**23,958** million yen	YoY change (36.3%)
Orders received	**252,685** million yen	YoY change (38.2%)
Period-end net sales (uncompleted)	**481,114** million yen	YoY change (49.0%)

In the second quarter, all items reached record highs.

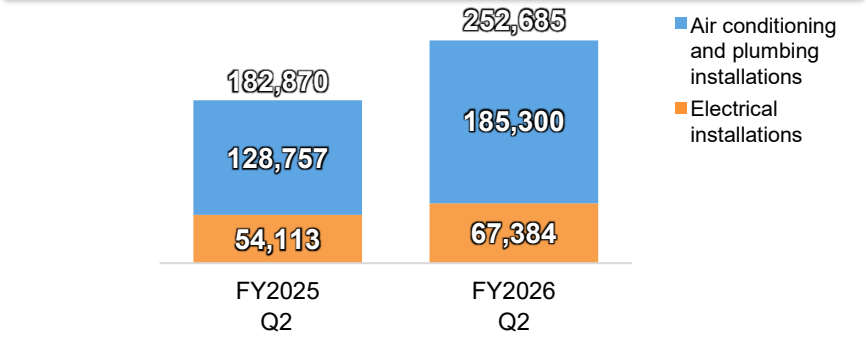
Net sales (completed)



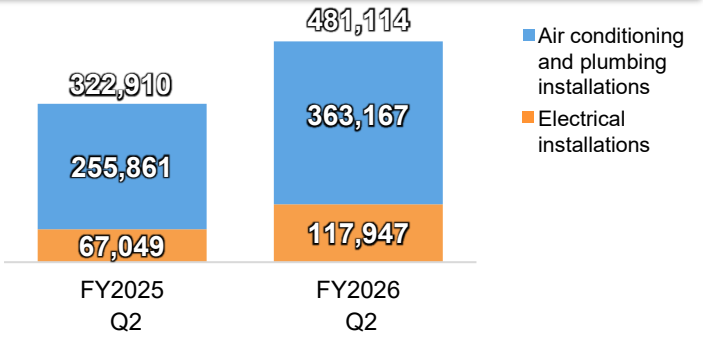
Operating profit



Orders received



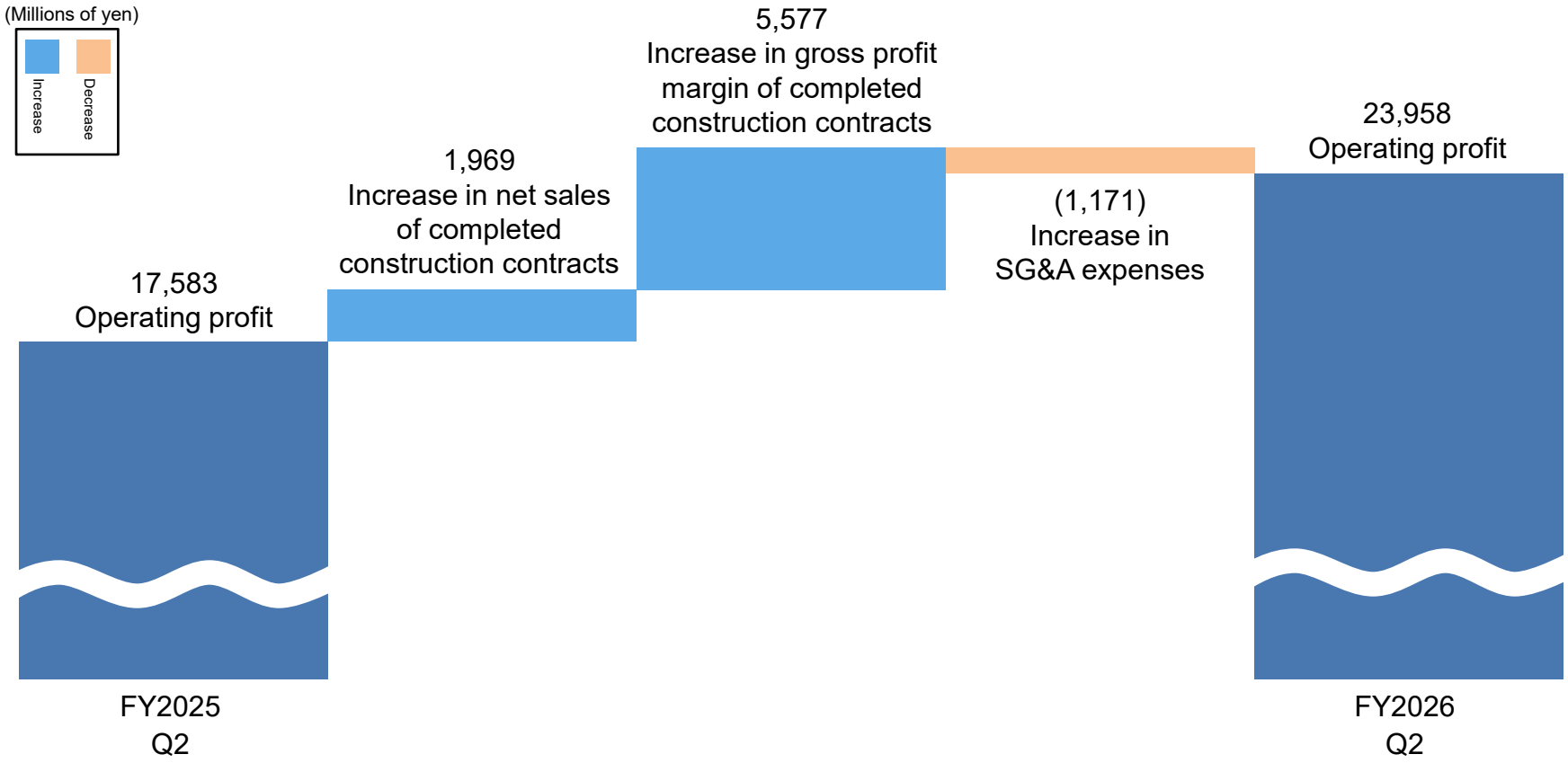
Period-end net sales (uncompleted)



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Increased year-on-year amid continued favorable conditions for orders

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



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Profit margins improved due to measures to reduce construction costs and price pass-through

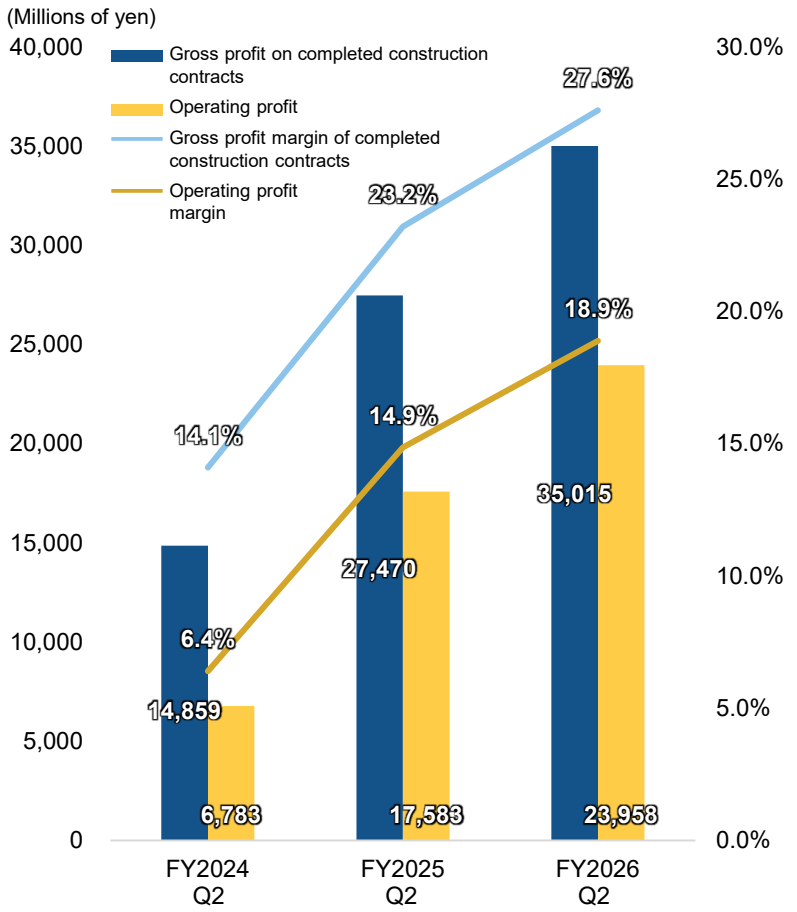
(Millions of yen)

	FY2025 Q2	FY2026 Q2	Increase (Decrease)
Gross profit on completed construction contracts	27,470	35,015	7,545
Gross profit margin of completed construction contracts (%)	23.2%	27.6%	4.4p
Operating profit	17,583	23,958	6,374
Operating profit margin (%)	14.9%	18.9%	4.0p

Various measures

- ✓ During the construction phase, BIM use, front-loading through offsite facilities for prefabrication and unit fabrication, and more sophisticated construction processes supported by the back office have become firmly established, and we will continue to reduce construction costs by further expanding and deepening these initiatives.
- ✓ 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 gross profit on completed construction contracts and operating profit



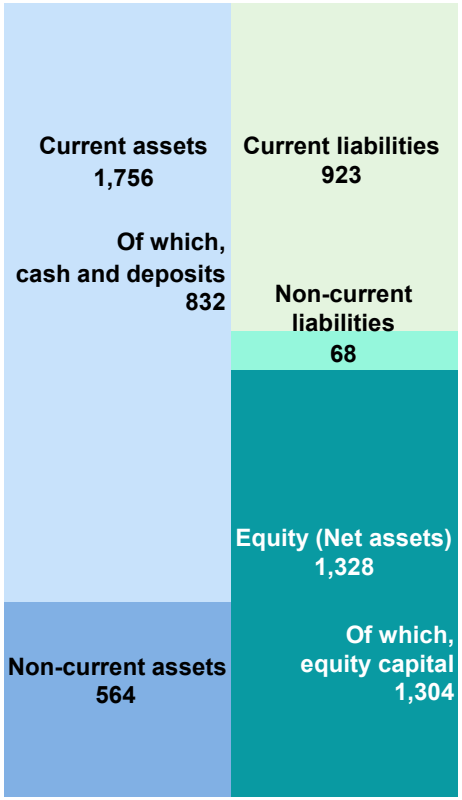
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Consolidated Performance Summary

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

FY2025

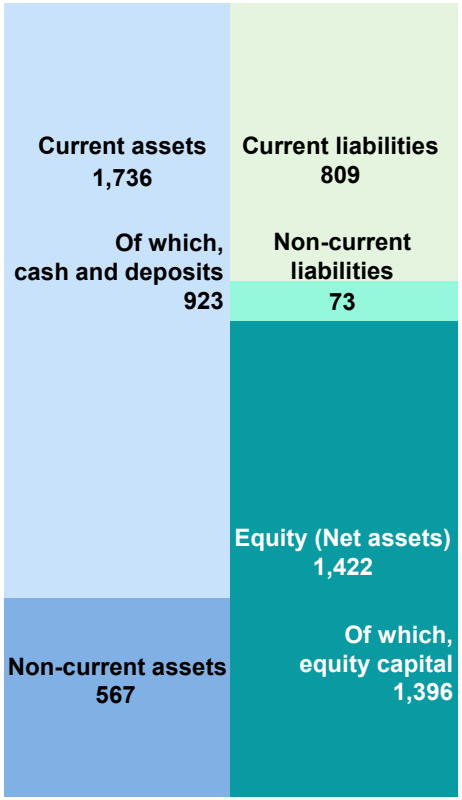
(100 million yen)



Total assets
232.0 billion yen

FY2026 Q2

(100 million yen)



Total assets
230.4 billion yen

Major factors behind increase/decrease

- Current assets: Cash and deposits increased in part due to smooth collection of accounts receivable, and current assets remained at the same level as at the end of the previous period.
- Current liabilities: Decreased due to payments for construction work and income taxes, etc.
- Net assets: Net assets and equity increased due to higher retained earnings.

Comparison of key financial indicators

	FY2025	FY2026 Q2	Increase (Decrease)
Book value per share (BPS)	1,008.47 yen	1,078.28 yen	69.81 yen
Price book-value ratio (PBR)	2.60 times	2.74 times	–
Earnings per share (EPS)	97.15 yen	126.39 yen	29.24 yen
Equity capital ratio	56.2%	60.6%	4.4p

(Reference) Closing stock price as of March 2026: 2,623 yen
Closing stock price as of September 2026: 2,959 yen

* Effective January 1, 2026, the Company conducted a three-for-one stock split of its common stock. 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 Q2.

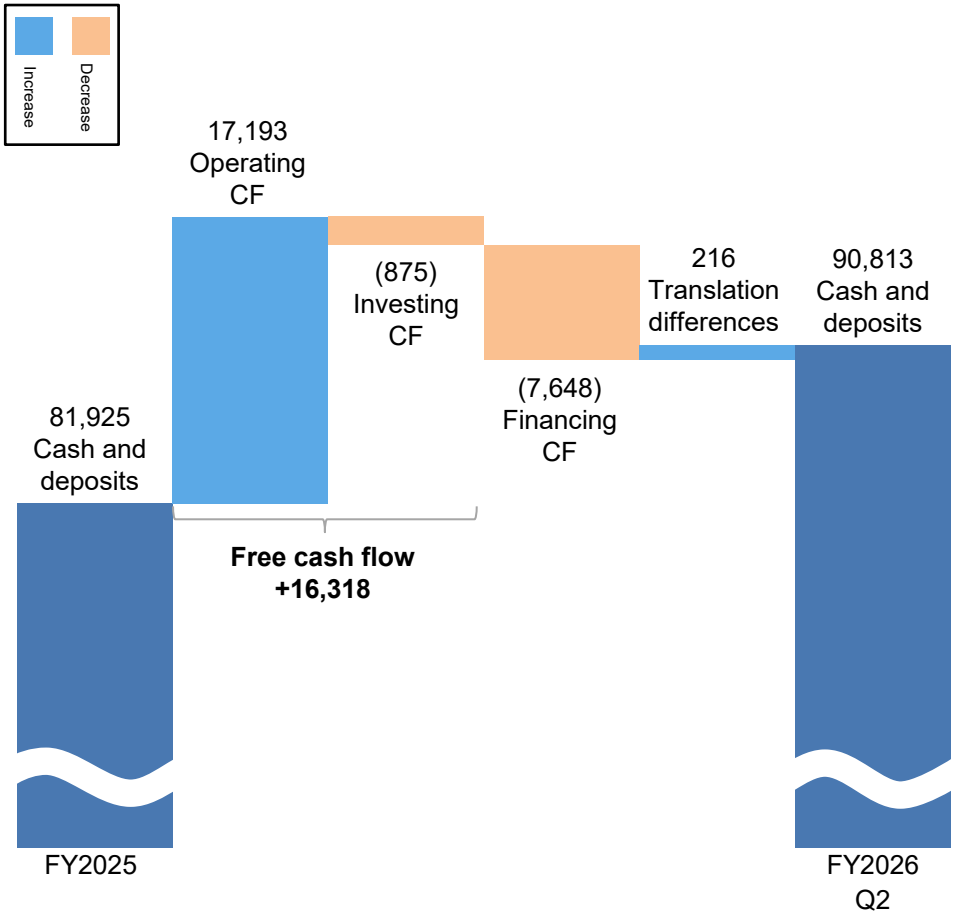
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Consolidated Performance Summary

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

✓ Cash and cash equivalents increased because the increase in cash flows from operating activities exceeded the decreases in cash flows from investing and financing activities.

(Millions of yen)



Major breakdown of cash flows

■ Cash flows from operating activities	:	**17,193**
Profit before income taxes	:	25,447
Depreciation/amortization of goodwill	:	978
Increase/decrease in accounts receivable/accounts payable	:	6,957
Income taxes	:	(8,815)
■ Cash flows from investing activities	:	**(875)**
Capital expenditures	:	(1,121)
Increase/decrease in investment securities	:	825
■ **(Subtotal) Free cash flow**	:	**16,318**
■ Cash flows from financing activities	:	**(7,648)**
Dividends paid	:	(7,290)
■ Net increase/decrease in cash and cash equivalents	:	**8,887**
■ Cash and cash equivalents at end of period	:	**90,813**

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Consolidated Performance Summary

Status of domestic and overseas performance

(Millions of yen)

	Orders received				Net sales (completed)				Net sales (uncompleted)			
	FY2025 Q2	FY2026 Q2	Increase (Decrease)	Change rate	FY2025 Q2	FY2026 Q2	Increase (Decrease)	Change rate	FY2025 Q2	FY2026 Q2	Increase (Decrease)	Change rate
Domestic operations	139,694	211,662	71,967	51.5%	104,677	111,381	6,704	6.4%	258,725	389,414	130,689	50.5%
Overseas operations	43,175	41,022	(2,153)	(5.0%)	13,682	15,463	1,780	13.0%	64,185	91,699	27,514	42.9%
Of which, overseas subsidiaries	15,761	36,942	21,180	134.4%	11,328	9,978	(1,350)	(11.9%)	25,408	54,974	29,565	116.4%
Group total	182,870	252,685	69,814	38.2%	118,359	126,844	8,484	7.2%	322,910	481,114	158,203	49.0%

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.

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Second Quarter Financial Results
for the Period Ending March 2027

Second Quarter Financial Closing Highlights

Status of Consolidated Orders Received: Industrial facilities

Industrial facilities increased significantly due to orders for large-scale data centers and semiconductor factories

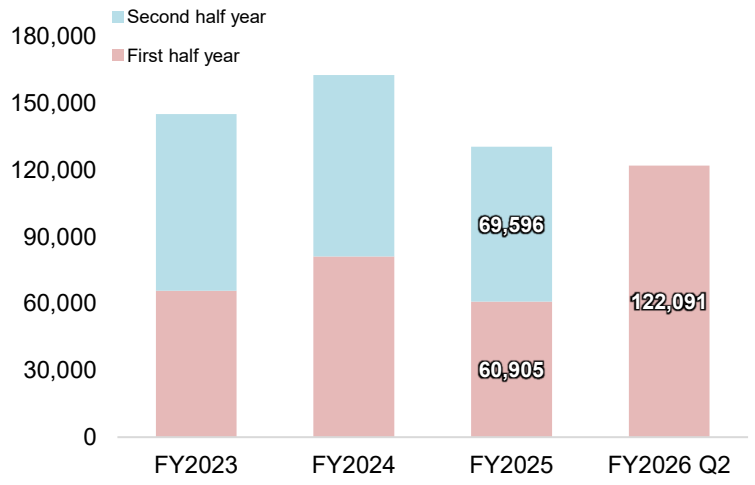
- ✓ Orders received increased significantly from the previous period due to orders for large-scale data centers, semiconductor factories, and other projects.
- ✓ Orders received for data centers increased significantly to 55,806 million yen (previous period: 5,763 million yen).
- ✓ We will continue working to secure stable orders for industrial facility construction.

(Millions of yen)

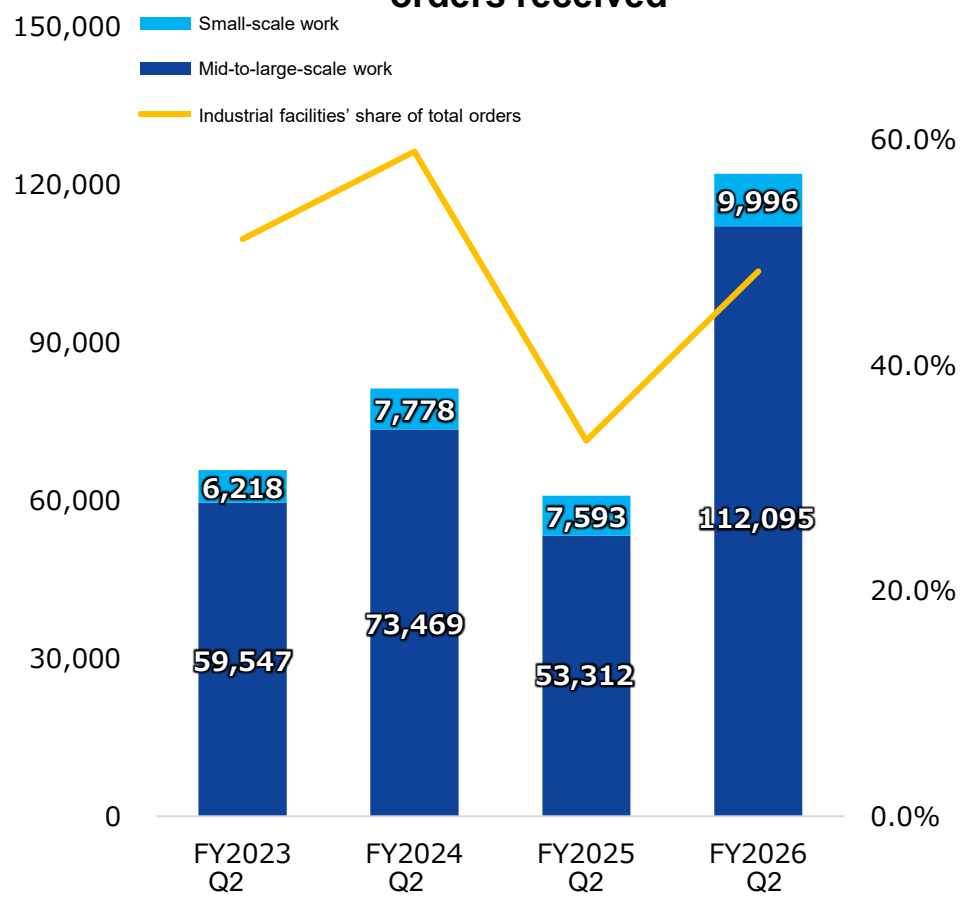
	FY2025 Q2	FY2026 Q2	YoY change
Industrial facilities	60,905	122,091	61,186
(Share of total orders: %)	33.3%	48.3%	15.0p
Orders received	182,870	252,685	69,814

* 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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Status of Consolidated Orders Received: Overseas operations

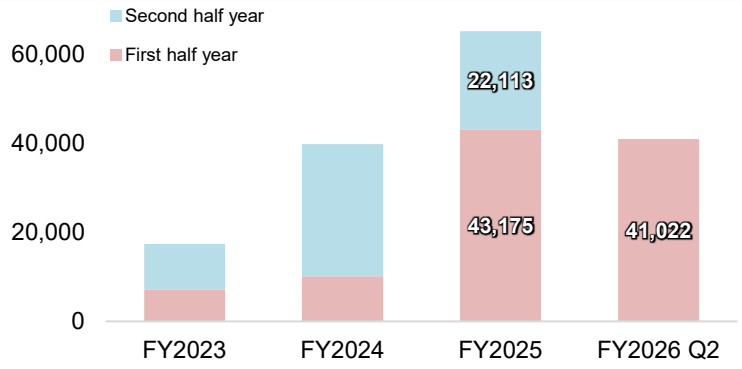
Overseas construction orders remained at a high level due to strong orders received by consolidated subsidiaries

✓ Orders decreased due to the reactionary decline following large-scale projects received in the previous period, but we will continue to maintain a high level of orders.
* Major large-scale projects this period (resort facilities, medical facilities, and office buildings)

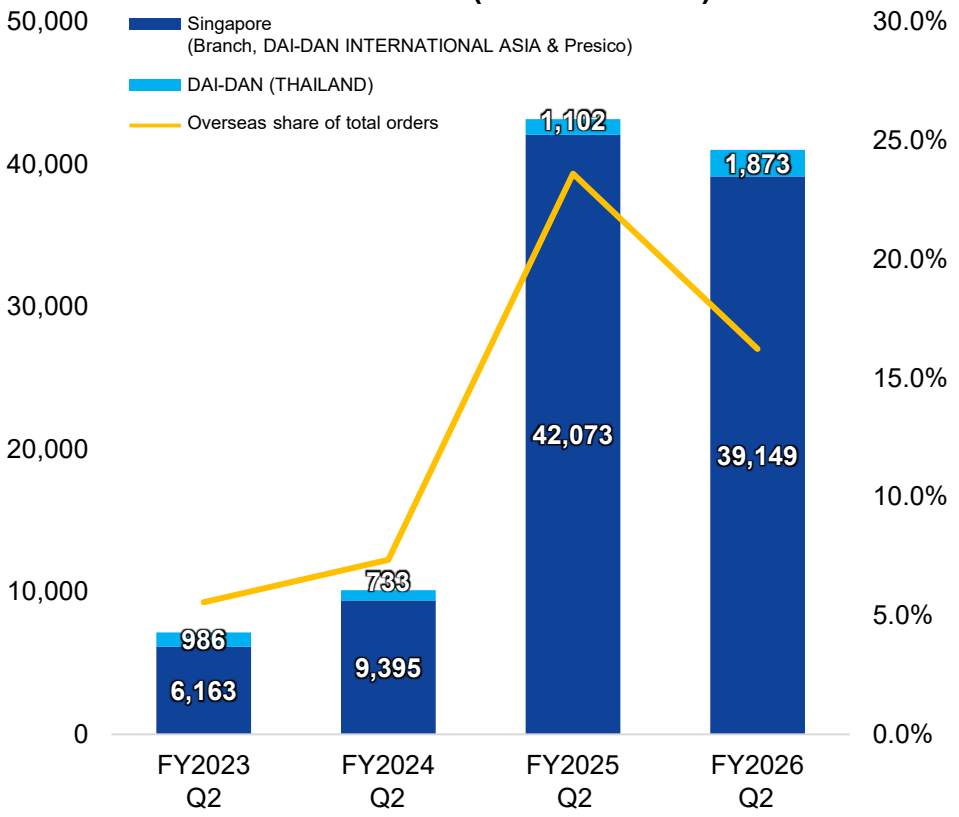
(Millions of yen)

	FY2025 Q2	FY2026 Q2	YoY change
Overseas orders received (Consolidated)	43,175	41,022	(2,153)
(Share of total orders: %)	23.6%	16.2%	(7.4p)
Orders received	182,870	252,685	69,814

[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.

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Status of Consolidated Orders Received: New construction and renovations

Total orders received reached a new record high

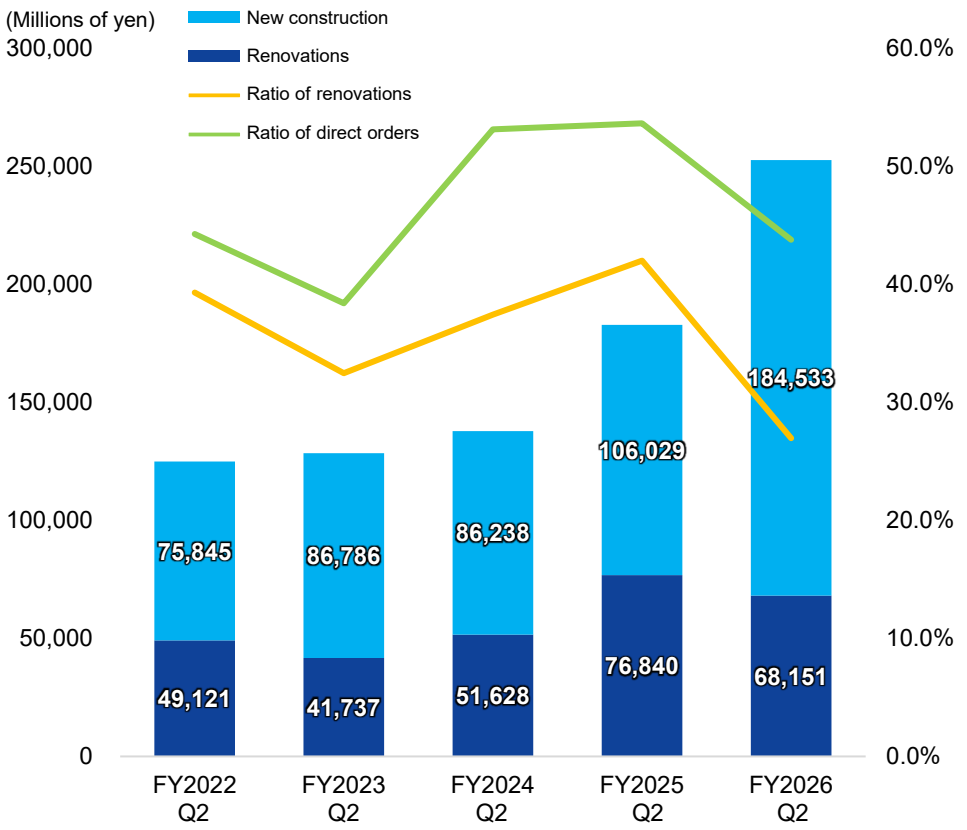
- ✓ New construction orders increased significantly due to orders secured for large-scale data centers, semiconductor factories, and other projects.
- ✓ Renovations remained at a high level.
- ✓ The ratio of renovations decreased due to strong new construction orders.

(Millions of yen)

	FY2025 Q2	FY2026 Q2	YoY change
New construction	106,029	184,533	78,504
Renovations	76,840	68,151	(8,689)
Ratio of renovations (%)	42.0%	27.0%	(15.0p)
Mid-to-large renovations	50,266	35,309	(14,957)
Small-scale renovations	26,574	32,841	6,267
Orders received	182,870	252,685	69,814
Of which, direct orders	98,122	110,618	12,495
Ratio of direct orders (%)	53.7%	43.8%	(9.9p)

* 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)

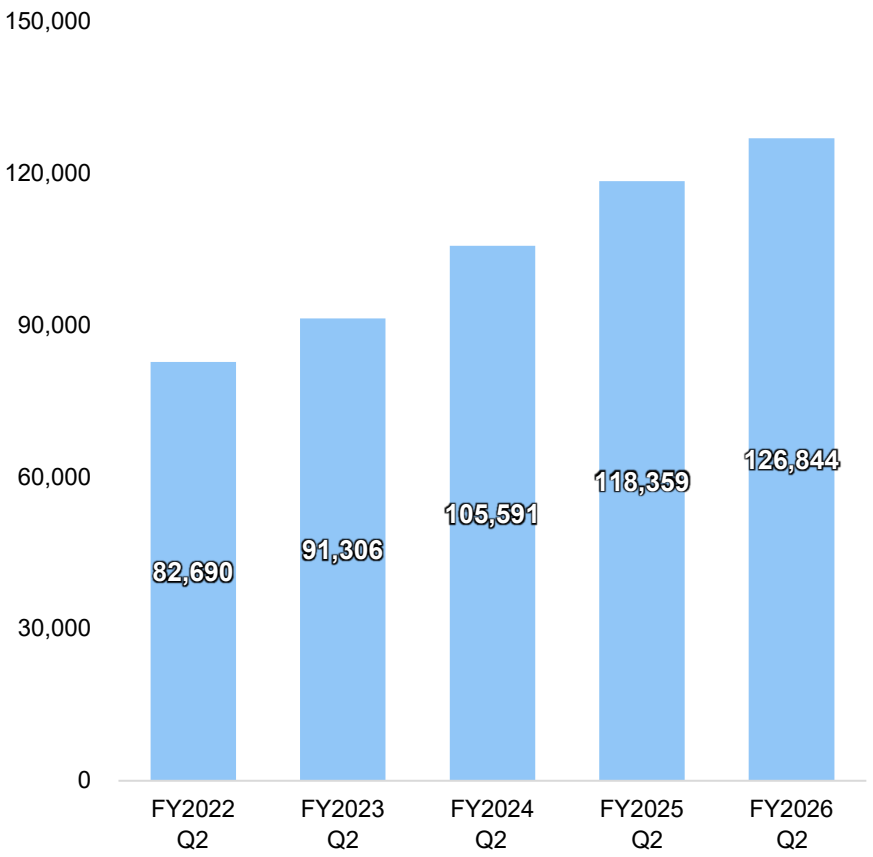
	FY2025 Q2	FY2026 Q2	YoY change
Net sales of completed construction contracts	118,359	126,844	8,484
Industrial facilities	66,728	65,436	(1,291)
(Share of completed construction: %)	56.4%	51.6%	—
Overseas operations	13,682	15,463	1,780
(Share of completed construction: %)	11.6%	12.2%	—
Renovations	37,879	53,737	15,858
(Share of completed construction: %)	32.0%	42.4%	—

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

(%)

	FY2024 Q2	FY2025 Q2	FY2026 Q2
Direct	48.7	44.8	48.7
Indirect	51.3	55.2	51.3

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.

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

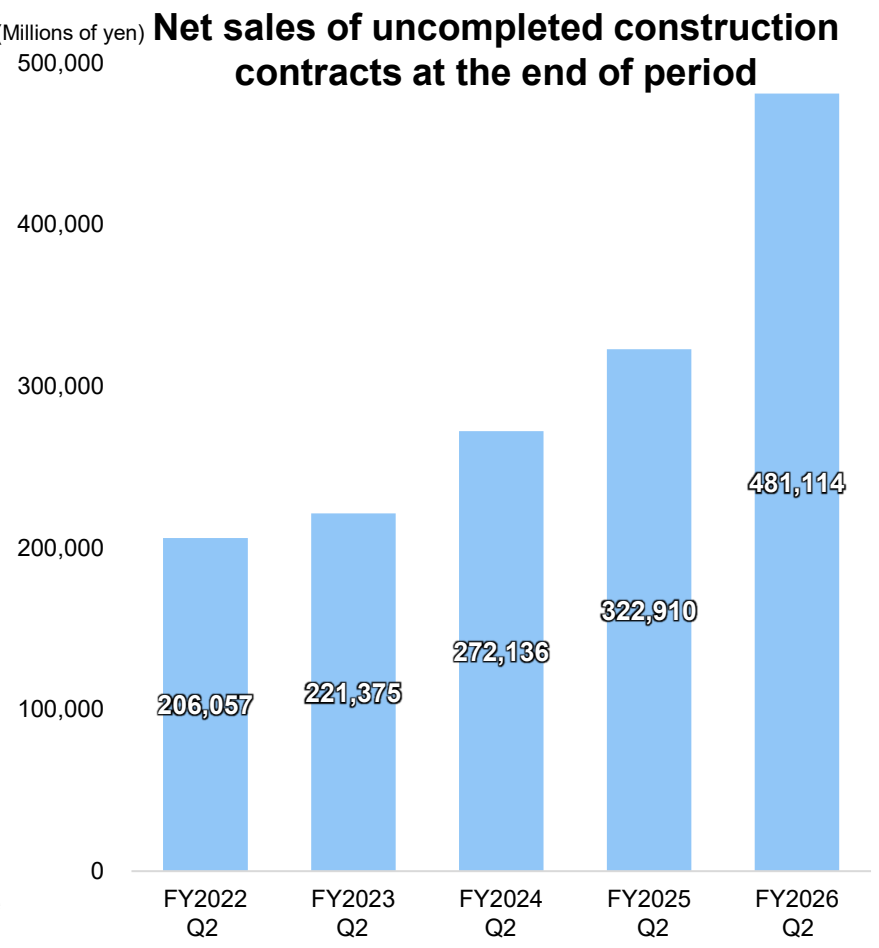
Net sales of uncompleted construction contracts, which will contribute to net sales of completed construction contracts in the future, reached a record high

- ✓ 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 Q2	FY2026 Q2	YoY change
Net sales of uncompleted construction contracts at the end of period	322,910	481,114	158,203
Industrial facilities	138,754	196,570	57,816
(Composition ratio: %)	43.0%	40.9%	—
Overseas operations	64,185	91,699	27,514
(Composition ratio: %)	19.9%	19.1%	—
Renovations	102,331	102,397	66
(Composition ratio: %)	31.7%	21.3%	—
Net sales of uncompleted construction contracts at the beginning of period	258,400	355,273	96,873
Net sales of construction contract orders received	182,870	252,685	69,814
Net sales of completed construction contracts	118,359	126,844	8,484

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



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Second Quarter Financial Results
for the Period Ending March 2027

Full-Year Earnings Forecast for the Period Ending March 2027

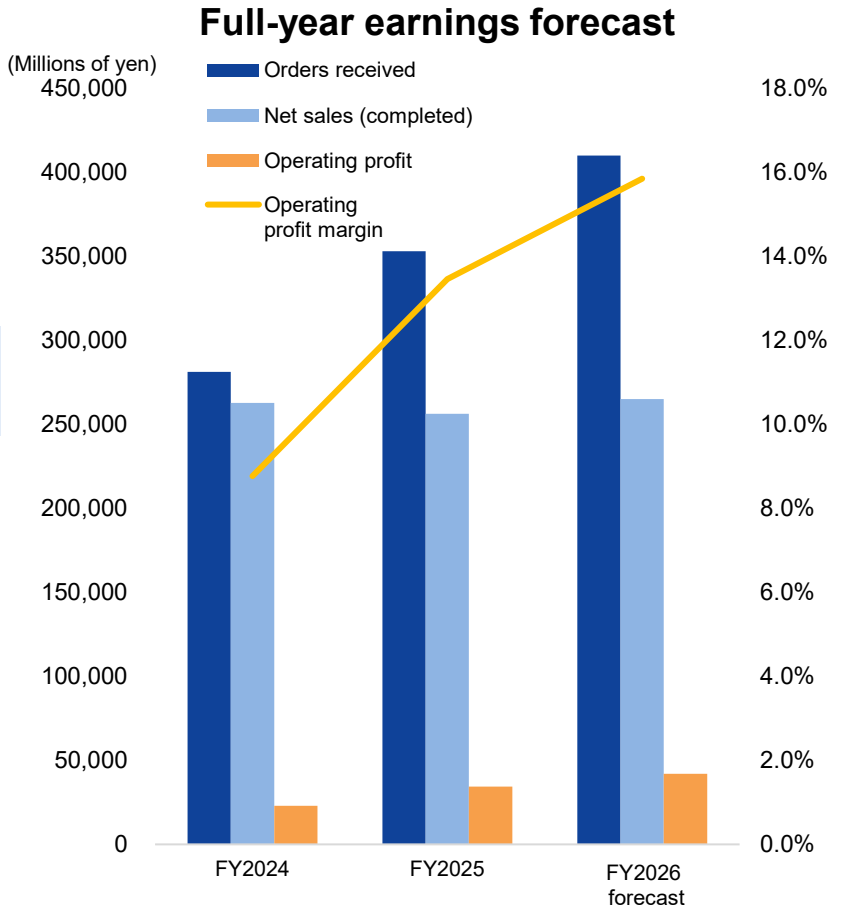
Consolidated Full-Year Earnings Forecast

Revision to consolidated full-year earnings forecast for the period ending March 2027

- ✓ Orders received are expected to increase by 50,000 million yen to 410,000 million yen, supported by continued strong order activity in Japan. Please note that the increase in orders received will progress in the following fiscal year and beyond, and there is no change to the net sales of completed construction contracts for the current fiscal year.
- ✓ Operating profit is expected to increase by 6,000 million yen to 42,000 million yen, mainly because improvement in profits from unfinished construction work is likely to be above our forecast made at the beginning of the fiscal year.
- ✓ Consequently, all items are expected to reach record-high levels.

* For details, see “Notice Concerning Revision to Earnings Forecast and Dividend Forecast (Dividend Increase) for the Fiscal Year Ended March 31, 2027” announced on November 11, 2026.

Orders received	**410,000** million yen	YoY change (16.1%)
Previous forecast	(360,000)	
Period-end net sales (uncompleted)	**500,273** million yen	YoY change (40.8%)
	(450,273)	
Net sales (completed)	**265,000** million yen	YoY change (3.4%)
	(265,000)	
Operating profit	**42,000** million yen	YoY change (21.8%)
	(36,000)	
Ordinary profit	**42,500** million yen	YoY change (18.8%)
	(36,500)	
Profit attributable to owners of parent	**30,000** million yen	YoY change (12.1%)
	(27,300)	



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Consolidated Full-Year Earnings Forecast

[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)
	First half year	Second half year	Full year	Full year (Previous forecast)	First half year	Second half year (Forecast)	Full year (Current 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	—	—	355,273	96,873	37.5%	326,955
Net sales of construction contract orders received	182,870	170,232	353,102	360,000	252,685	157,315	410,000	56,898	16.1%	375,000
Net sales of uncompleted construction contracts at the end of period	322,910	290,763	355,273	450,273	481,114	374,432	500,273	145,000	40.8%	461,955
Net sales of completed construction contracts	118,359	137,869	256,228	265,000	126,844	138,156	265,000	8,772	3.4%	240,000
Gross profit on completed construction contracts	27,470	28,613	56,083	59,800	35,015	30,985	66,000	9,917	17.7%	—
Gross profit margin of completed construction contracts (%)	23.2%	20.8%	21.9%	22.6%	27.6%	22.4%	24.9%	3.0p	—	—
Operating profit	17,583	16,896	34,479	36,000	23,958	18,042	42,000	7,521	21.8%	41,500
Operating profit margin (%)	14.9%	12.3%	13.5%	13.6%	18.9%	13.1%	15.8%	2.4p	—	17.3%
Ordinary profit	18,137	17,633	35,770	36,500	24,384	18,116	42,500	6,730	18.8%	42,000
Profit attributable to owners of parent	12,520	14,252	26,772	27,300	16,362	13,638	30,000	3,228	12.1%	29,700
Return on equity (ROE)	—	—	22.5%	19.8%	—	—	21.6%	-0.9p	—	—

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Shareholder Returns

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, and given that the performance outlook for the fiscal year ending March 31, 2027 exceeds the forecast value at the time of the most recent dividend forecast announcement, the year-end dividend per share will be raised by 8 yen, from the earlier forecast of 43 yen to 51 yen. Consequently, the annual dividend will be revised to 93 yen, up from 85 yen per share.

* In addition, as shown on the following page, we have announced that we will purchase treasury shares during the current fiscal year as part of our shareholder returns.

Dividend status

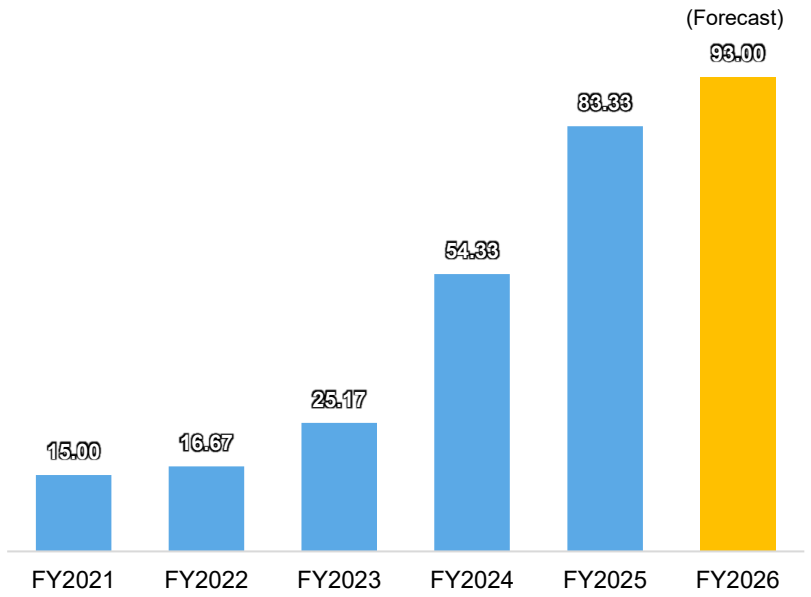
	Full-year dividend		
	Interim	End of period	Total
	Yen	Yen	Yen
Period ended March 2026 [Pre-split equivalent]	82.00	56.00 [168.00]	— [250.00]
Period ending March 2027 (Forecast)	42.00	51.00	93.00

Previous forecast: 85.00 yen

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	%	%
12,107	40.2	8.7

Trends in dividend status



* Effective January 1, 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).

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Notice concerning decision on acquisition of treasury shares and cancellation of treasury shares

The Company hereby announces that at its Board of Directors meeting held on November 11, 2026, the Company resolved on matters relating to the acquisition of treasury shares pursuant to Article 156 of the Companies Act of Japan, as applied mutatis mutandis pursuant to Article 165, paragraph (3) of the same Act, and to cancel treasury shares pursuant to Article 178 of the Companies Act.

1. Reasons for acquisition and cancellation of treasury shares
   To further enhance shareholder returns and improve capital efficiency

2. Details of matters pertaining to acquisition

(1)	Class of shares to be acquired	The Company's common stock
(2)	Total number of shares to be acquired	Up to 6,000,000 shares (4.63% of total shares outstanding (excluding treasury shares))
(3)	Total amount of acquisition cost	Up to 10,000 million yen
(4)	Acquisition period	November 12, 2026 to February 19, 2027
(5)	Acquisition method	Market purchase on the Tokyo Stock Exchange

3. Details of cancellation

(1)	Class of shares to be cancelled	The Company's common stock
(2)	Number of shares to be cancelled	Total number of treasury shares acquired pursuant to 2.
(3)	Scheduled date of cancellation	February 26, 2027

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Second Quarter Financial Results
for the Period Ending March 2027

Progress Status of Mid-Term Management Plan

"Refining Stage" FY2024–FY2026

Numerical Targets for the Mid-Term Management Plan “Refining Stage”

- For the period ending March 2027, the final year of the Mid-Term Management Plan, we aim to achieve the earnings forecasts announced at the beginning of the fiscal year and expect to achieve our targets for consolidated net sales, consolidated operating profit, and ROE.

	“Preparation Stage”	“Refining Stage”		
	Period ended March 2024	Period ended March 2025	Period ended March 2026	Period ending March 2027
Consolidated net sales	197.4 billion yen	Target 250.0 billion yen Result **262.7 billion yen**	Target* 260.0 billion yen Result **256.2 billion yen**	Target 265.0 billion yen Forecast **265.0 billion yen**
Consolidated operating profit	10.8 billion yen	Target 15.0 billion yen Result **23.0 billion yen**	Target* 23.5 billion yen Result **34.4 billion yen**	Target 36.0 billion yen Forecast **42.0 billion yen**
ROE	10.3%	Target 10% or more Result **17.4%**	Target* 12% or more Result **22.5%**	Target 19.8% Forecast **21.6%**

* Target figures for the period ended March 2026 are based on “Notice Concerning Revision of the Performance Targets and Financial Strategy Indicators of the Mid-Term Management Plan ‘Refining Stage’” announced on May 9, 2025.

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Mid-Term Management Plan “Refining Stage”

- A “Refining Stage” to reinforce the group’s overall strength toward the Long-term Vision 2030
- Aiming to become a “company that creates value in spaces,” we deliver value to a wide range of customers.

“Refining Stage” Management policy

Enhancing Corporate Value by Developing Our People Through Our Human Resource Strategy

Business Domains

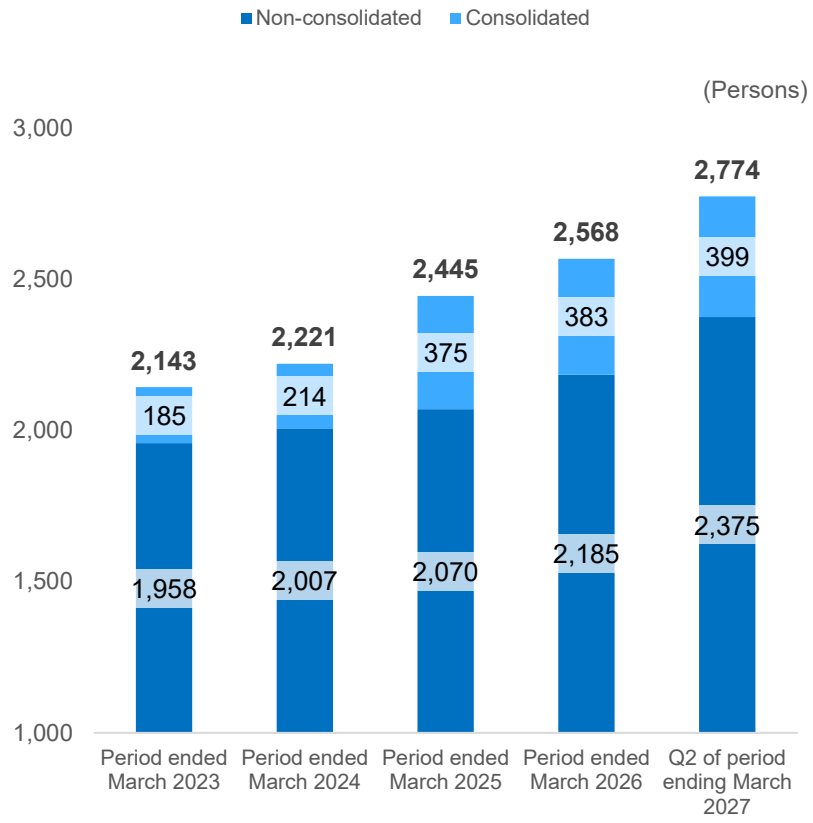
Air Conditioning and Plumbing Installation	Electrical Installation	Overseas Business	Regenerative Medicine Business
↓	↓	↓	↓
Core revenue-generating business	Evolving business	Business driving growth	Business aiming for new sources of revenue

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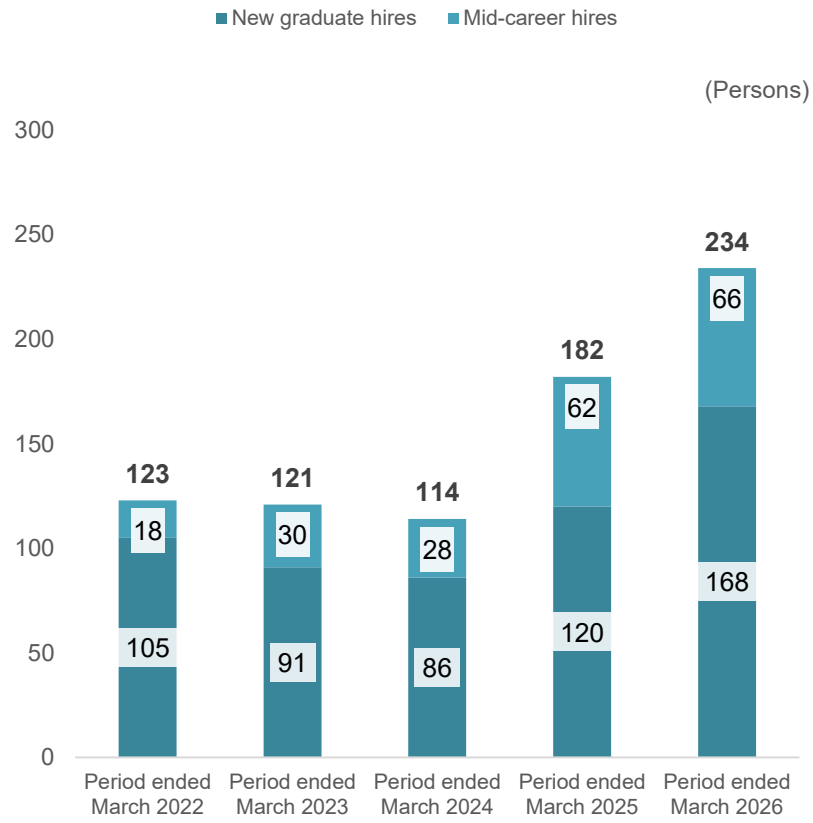
Initiatives to Strengthen Human Capital

- We continue to strengthen both the quantity and quality of human capital that supports sustainable growth.
- To achieve sustainable growth even amid labor shortages, we continue proactive hiring of both new graduates and experienced hires, steadily securing and enhancing our human resources.

Trends in number of consolidated employees (end of period)



Trends in annual non-consolidated hires



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Initiatives for Air Conditioning and Plumbing Installations

- Air conditioning and plumbing installations are the largest pillar supporting the Group's business operations, and we provide value particularly in the data center sector, which is a priority area.

Development of digital twins for data centers

Collaboration launched with construction technology startup ONESTRUCTION to develop digital twins*1 for data centers

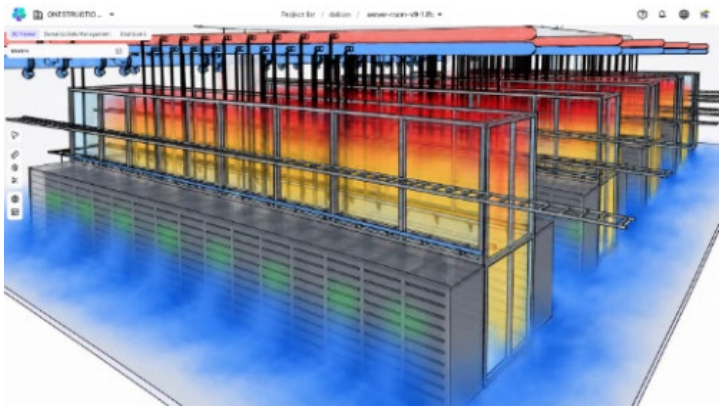
DAI-DAN × ONESTRUCTION

■ Visualization of heat, airflow, and power usage effectiveness (PUE)

- Developing a proprietary simulation environment using the NVIDIA Omniverse Libraries*2 provided by NVIDIA
- By visualizing and evaluating heat, airflow, and PUE in hybrid liquid-cooled/air-cooled data centers in real time, **we will support our customers in building consensus and facilitate smooth data center construction**.

■ Expanding the scope of digital twin applications

- Going beyond the design stage to eventually expand applications to construction planning, construction management, and operational improvements
- **Contributing to solving customer challenges** through improved construction efficiency and optimized operations



Concept image of a digital twin

*1 Digital twin:
Technology that reproduces real-world objects and systems in a virtual space in real time

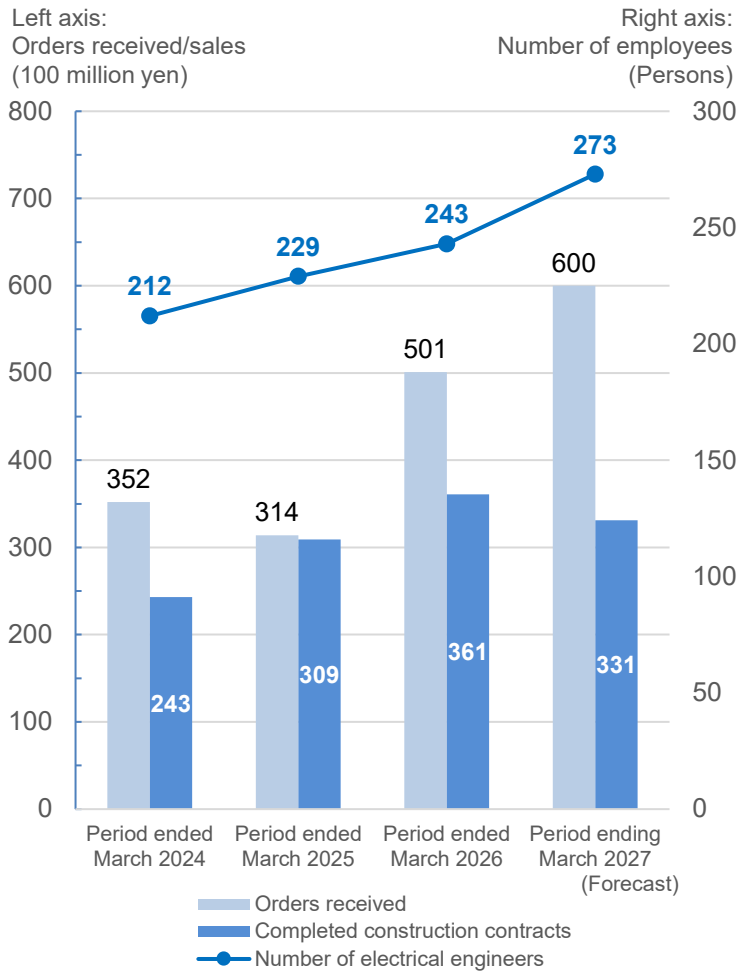
*2 NVIDIA Omniverse Libraries:
A collection of software components provided by NVIDIA for developing applications that handle 3D simulations and digital twins. In this collaboration, they serve as a platform for data center simulation and design within the same 3D space.

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Initiatives for Electrical Business

- The electrical business is steadily expanding its scale by proactively securing large-scale project orders.
- We continue to hire more than 30 electrical engineers each year to further expand orders received.

Orders received, net sales, and the number of engineers in domestic electrical construction



Electrical equipment work for a large-scale redevelopment project

- Undertook electrical equipment work for a mixed-use complex centered on commercial facilities that will serve as a new hub for creating vibrancy in the community as part of a large-scale urban redevelopment project.

Property name	Higashi-Kanamachi 1-chome West Area Type 1 Urban Redevelopment Project, Phase I Construction (CROSS KANAMACHI)
Location	Higashi-Kanamachi 1-chome, Katsushika-ku, Tokyo
Purpose	Commercial facilities, driving school, etc.
Facility features	Large-scale redevelopment
Construction period	October 2022 to July 2025 (Phase I)
Number of floors	5 stories above ground, 1 story underground
Total floor area	48,829 m^2
Tenant composition	Restaurants, retail stores, service establishments, etc.
Work undertaken	Lighting, power, power receiving and transforming, and disaster prevention equipment
Contribution to the local community	Improving convenience for local residents





Completed photo
Photograph by Toshinari Soga (Architecture Photography Office Bau Haus)

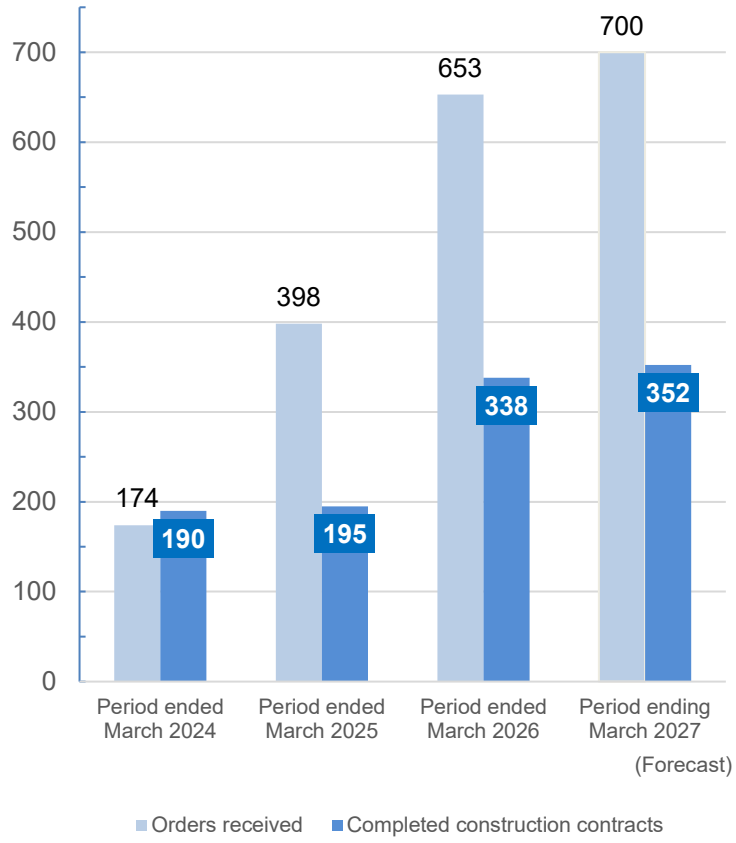
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Initiatives for Overseas Business

- The overseas business is expanding its operations, primarily through orders for large-scale projects in Singapore.
- As a “business driving growth,” we are working to improve profitability and strengthen governance.

Orders received and sales of overseas operations

(100 millions of yen)



Construction underway on Singapore’s first BSL-4* laboratory facility

Property name	DSO Maximum Containment Facility (MCF)
Client/Owner	DSO National Laboratories (Defence Science Organisation)
Contractor	SHIMIZU-DAI-DAN JOINT VENTURE
Contract format	Competitive bidding
Building purpose	Research facility (including BSL-4)
Location	Science Park, southwestern Singapore
Total area	4,800 m²
Number of floors	4 stories above ground
Work category	Building construction, air conditioning, plumbing, and electrical work
Construction period	November 2024 to May 2027

* BSL-4: The highest level of the Biosafety Level classification, a globally recognized standard for handling pathogens. Facilities at this level are authorized to handle extremely dangerous pathogens, such as the Ebola virus.



Completed rendering

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Building a Business Foundation in Regenerative Medicine and Initiatives for Future Monetization

- In addition to our CDMO expertise, we aim to build a new revenue base by leveraging our experience investing in and collaborating with biotech startups.

From clinical trial drug manufacturing to commercial manufacturing and multiple revenue streams

Building a business foundation and generating revenue from investigational drug CDMO operations

Generating continuous revenue through commercial CDMO operations

Aiming to generate revenue through an advanced medical platform business



Results of investments in and collaborations with biotech startups

Cuorips	Investment decision-making capabilities and financial returns
GAIA	CDMO track record and expertise in cell-based pharmaceutical manufacturing
VCCT	Networks with leading researchers

Leveraging the established business foundation for the next phase of growth investment

Acquiring expertise, networks, and investment decision-making capabilities

Building a business foundation through additional CDMO projects and M&A

* CDMO: A contract development and manufacturing organization that undertakes the development and manufacturing of regenerative medicine products, pharmaceuticals, and other products

* The background image is an illustration generated using generative AI

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Sustainability Initiatives

- We are steadily addressing ESG issues, including materiality, the environment (reducing environmental impact, including decarbonization), supply chains (responsible procurement), and human rights (human rights due diligence).
- These initiatives and enhanced information disclosure have been recognized, leading to our selection for external evaluations and ESG indices.

* For details of our sustainability initiatives, please refer to the Company's website (https://www.daidan.co.jp/sustainability/).

Continued inclusion in the FTSE JPX Blossom Japan Index and FTSE JPX Blossom Japan Sector Relative Index

The Company has once again been selected as a constituent of the FTSE JPX Blossom Japan Index and FTSE JPX Blossom Japan Sector Relative Index, two leading ESG investment indices. This marks the third consecutive year of inclusion in the FTSE JPX Blossom Japan Index and the fifth consecutive year in the FTSE JPX Blossom Japan Sector Relative Index.

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

• Reference: **https://www.lseg.com/en/ftse-russell/indices/blossom-japan** (About the FTSE Blossom Japan Index)

Selected as a Supplier Engagement Leader, the highest rating in CDP's Supplier Engagement Assessment

The Company received an "A" rating, the highest rating, in the 2025 Supplier Engagement Assessment conducted by CDP*, an international environmental nonprofit organization, and was selected as a Supplier Engagement Leader.
This recognition reflects the evaluation of our policies, initiatives, and information disclosure aimed at reducing GHG emissions throughout the supply chain.

Supplier Engagement Leader CDP 2025

• Reference: **Supplier Engagement Assessment – CDP** (2025 Supplier Engagement Assessment)

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Reference: DATA FILE

- Quarterly Results
- Second Quarter Results
- Full Year Results

Quarterly Operating Results

(Millions of yen)

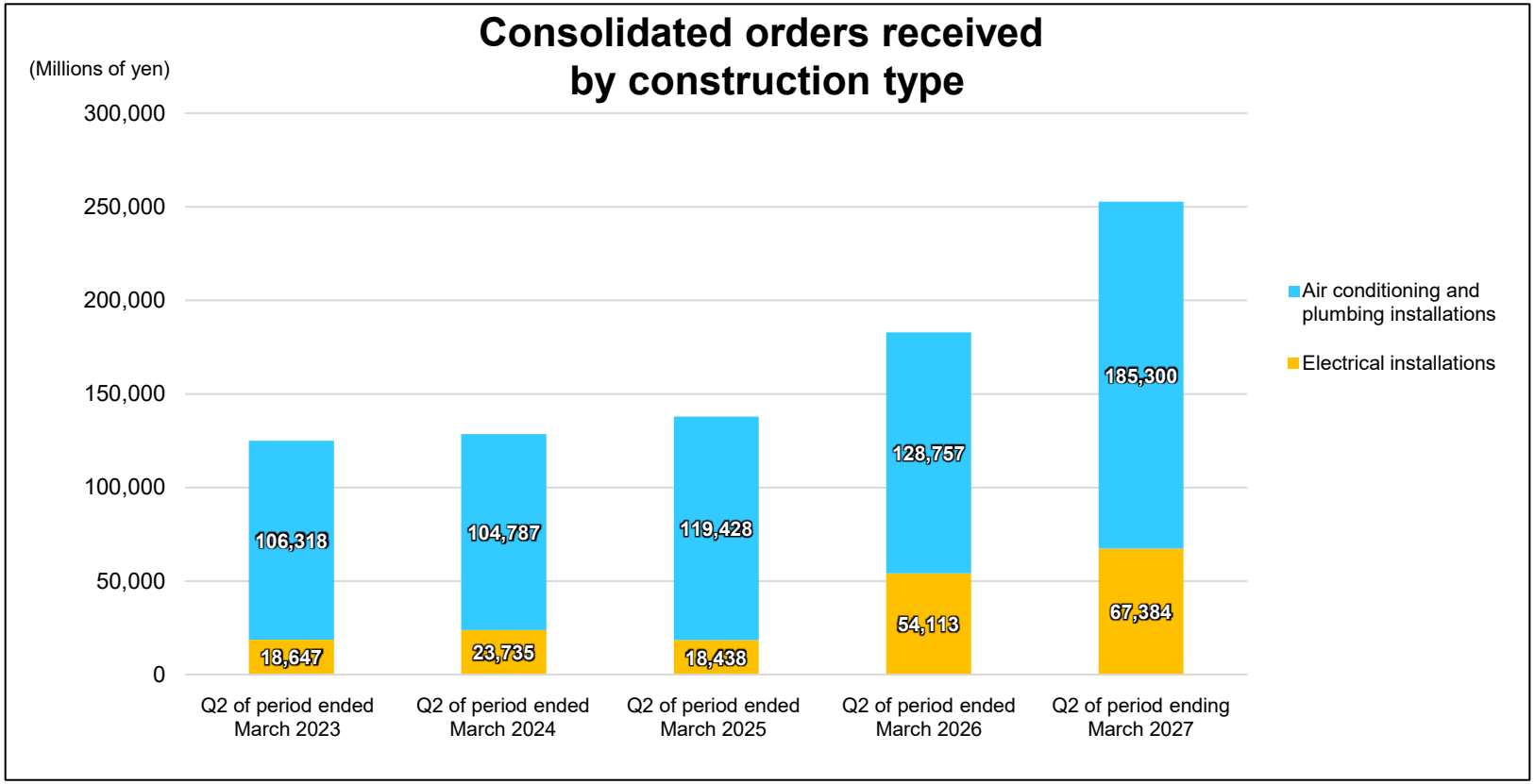
		Period ended March 2026	Period ending March 2027	Increase (Decrease)	Change rate
Net sales of construction contract orders received	April–June	66,492	151,176	84,684	127.4%
	July–September	116,378	101,508	(14,869)	(12.8%)
	October–December	62,089	—	—	—
	January–March	108,142	—	—	—
	April–March	353,102	—	—	—
Net sales of completed construction contracts	April–June	60,147	61,601	1,454	2.4%
	July–September	58,212	65,242	7,030	12.1%
	October–December	61,829	—	—	—
	January–March	76,039	—	—	—
	April–March	256,228	—	—	—
Gross profit margin of completed construction contracts	April–June	24.3%	26.7%	2.4p	—
	July–September	22.1%	28.4%	6.4p	—
	October–December	23.0%	—	—	—
	January–March	19.0%	—	—	—
	April–March	21.9%	—	—	—
Operating profit	April–June	9,703	10,932	1,228	12.7%
	July–September	7,880	13,026	5,145	65.3%
	October–December	8,941	—	—	—
	January–March	7,953	—	—	—
	April–March	34,479	—	—	—

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Consolidated Orders Received by Construction Type (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Air conditioning and plumbing installations	106,318	104,787	119,428	128,757	185,300
Electrical installations	18,647	23,735	18,438	54,113	67,384
Total	124,966	128,523	137,866	182,870	252,685

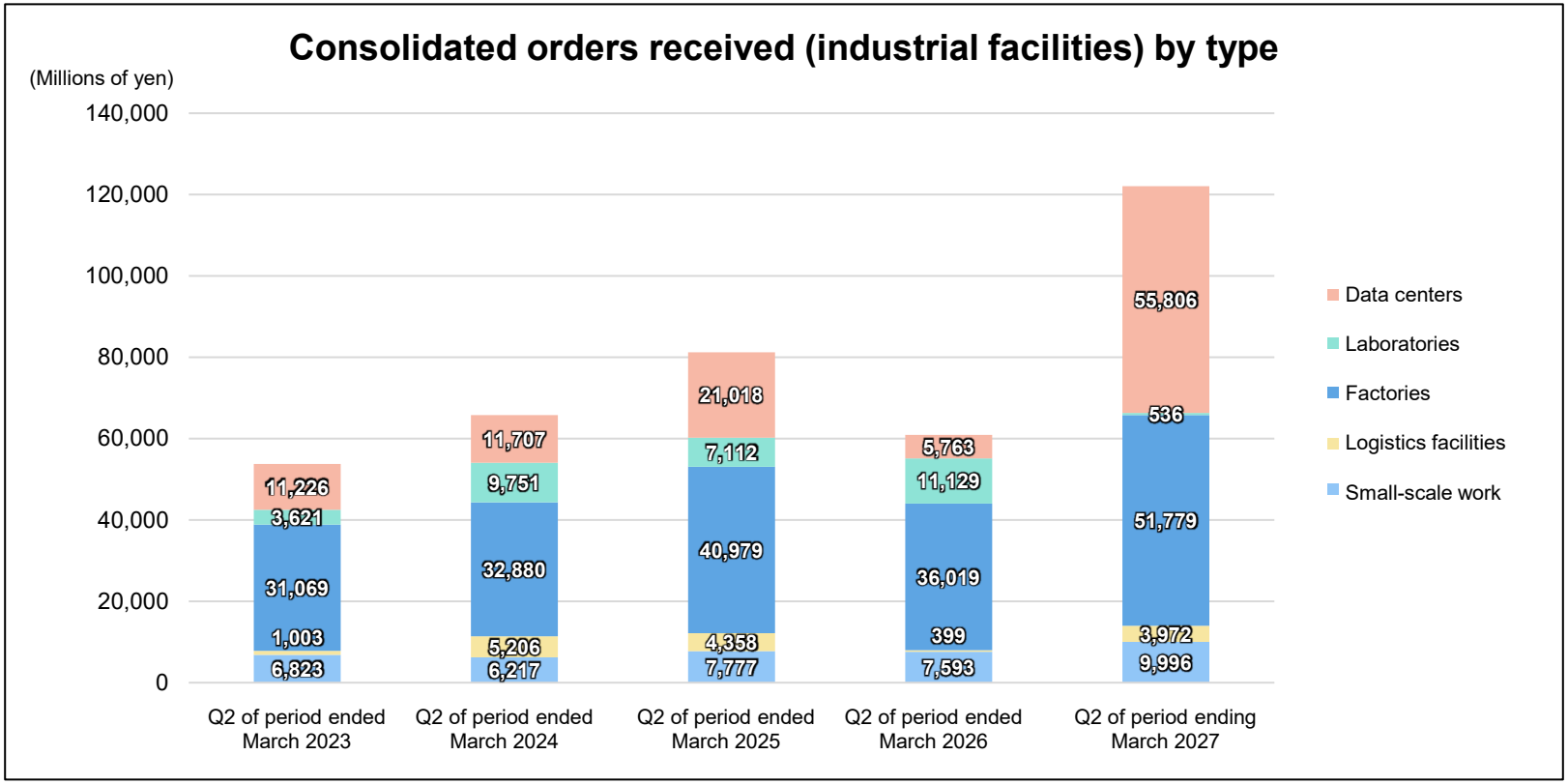


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Consolidated Orders Received (Industrial Facilities) by Type (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Data centers	11,226	11,707	21,018	5,763	55,806
Laboratories	3,621	9,751	7,112	11,129	536
Factories	31,069	32,880	40,979	36,019	51,779
Logistics facilities	1,003	5,206	4,358	399	3,972
Small-scale work	6,823	6,217	7,777	7,593	9,996
Total	53,744	65,764	81,246	60,905	122,091

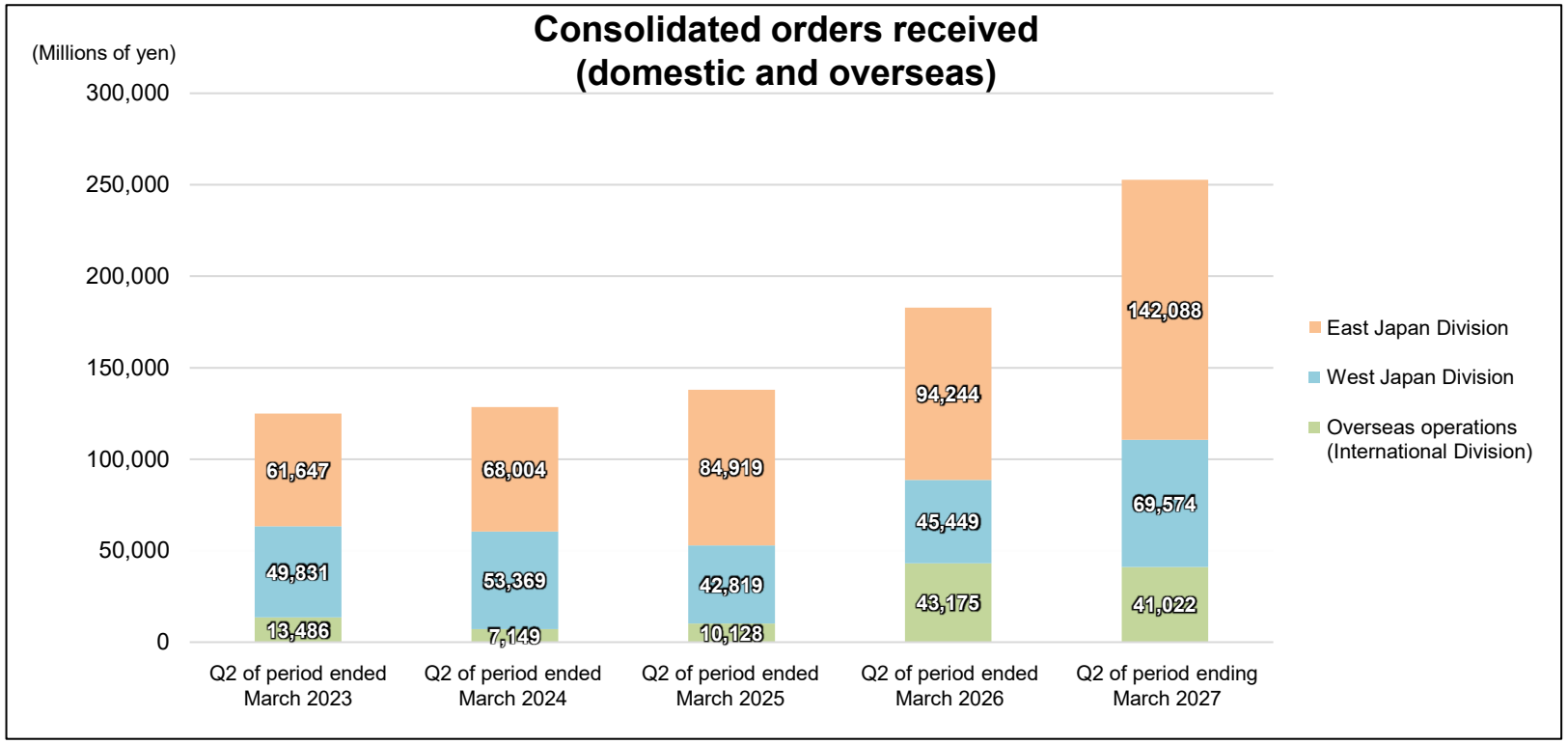


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Consolidated Orders Received (Domestic and Overseas) (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
East Japan Division	61,647	68,004	84,919	94,244	142,088
West Japan Division	49,831	53,369	42,819	45,449	69,574
Domestic operations	111,479	121,374	127,738	139,694	211,662
Overseas operations	13,486	7,149	10,128	43,175	41,022
Of which, overseas subsidiaries	4,586	3,979	2,926	15,761	36,942
Group total	124,966	128,523	137,866	182,870	252,685

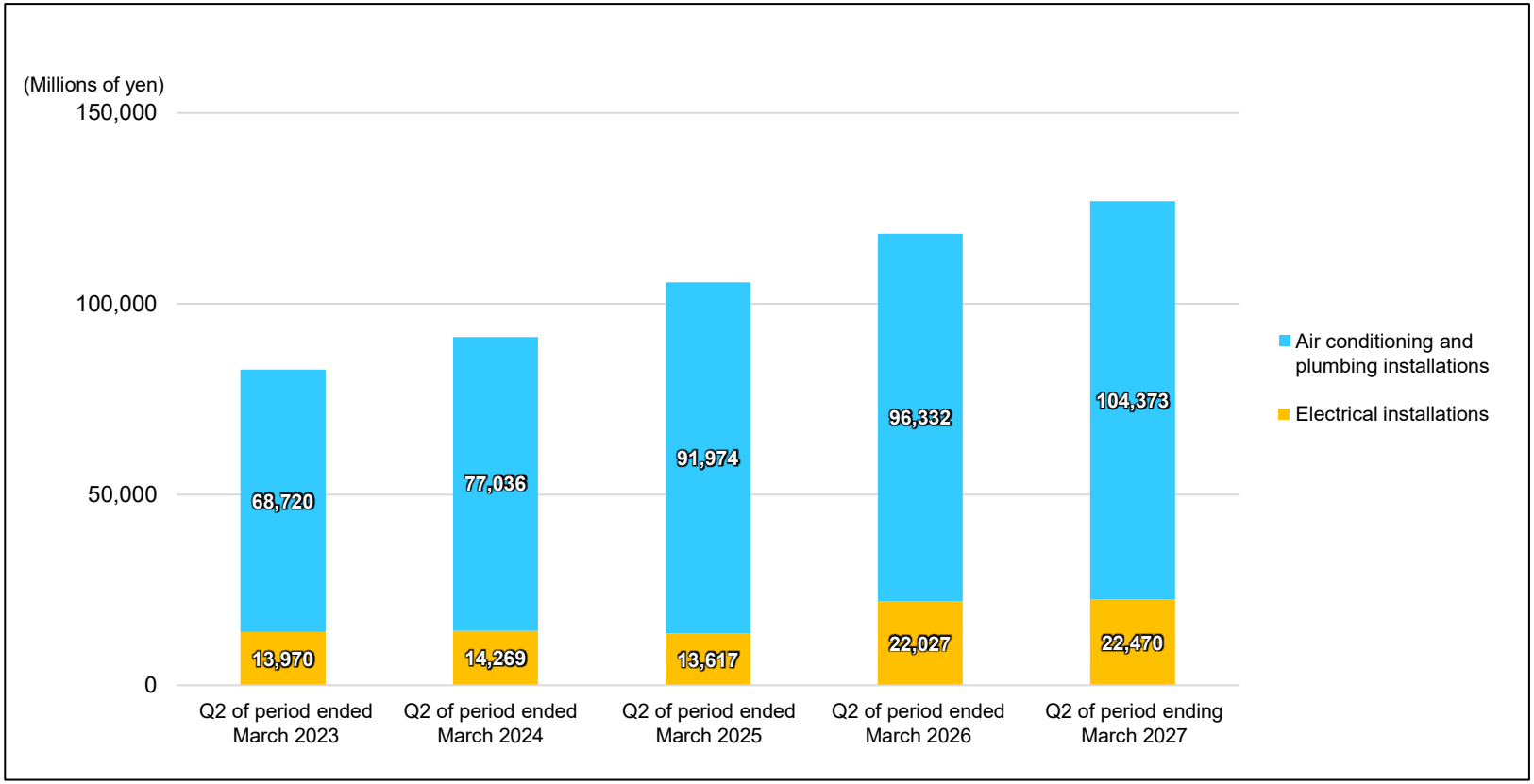


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Consolidated Net Sales of Completed Construction Contracts by Construction Type (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Air conditioning and plumbing installations	68,720	77,036	91,974	96,332	104,373
Electrical installations	13,970	14,269	13,617	22,027	22,470
Total	82,690	91,306	105,591	118,359	126,844

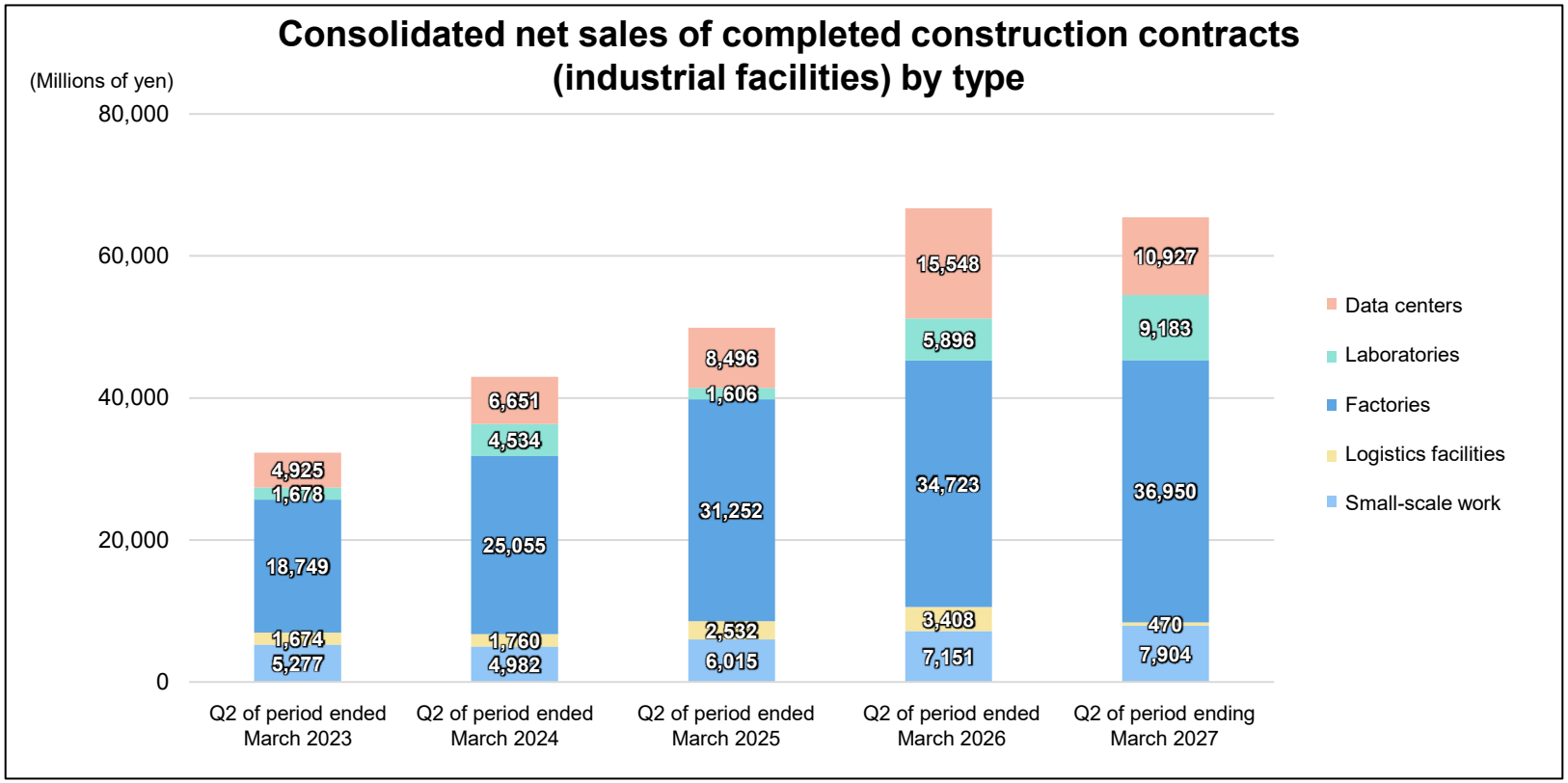


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Consolidated Net Sales of Completed Construction Contracts (Industrial Facilities) by Type (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Data centers	4,925	6,651	8,496	15,548	10,927
Laboratories	1,678	4,534	1,606	5,896	9,183
Factories	18,749	25,055	31,252	34,723	36,950
Logistics facilities	1,674	1,760	2,532	3,408	470
Small-scale work	5,277	4,982	6,015	7,151	7,904
Total	32,305	42,983	49,903	66,728	65,436

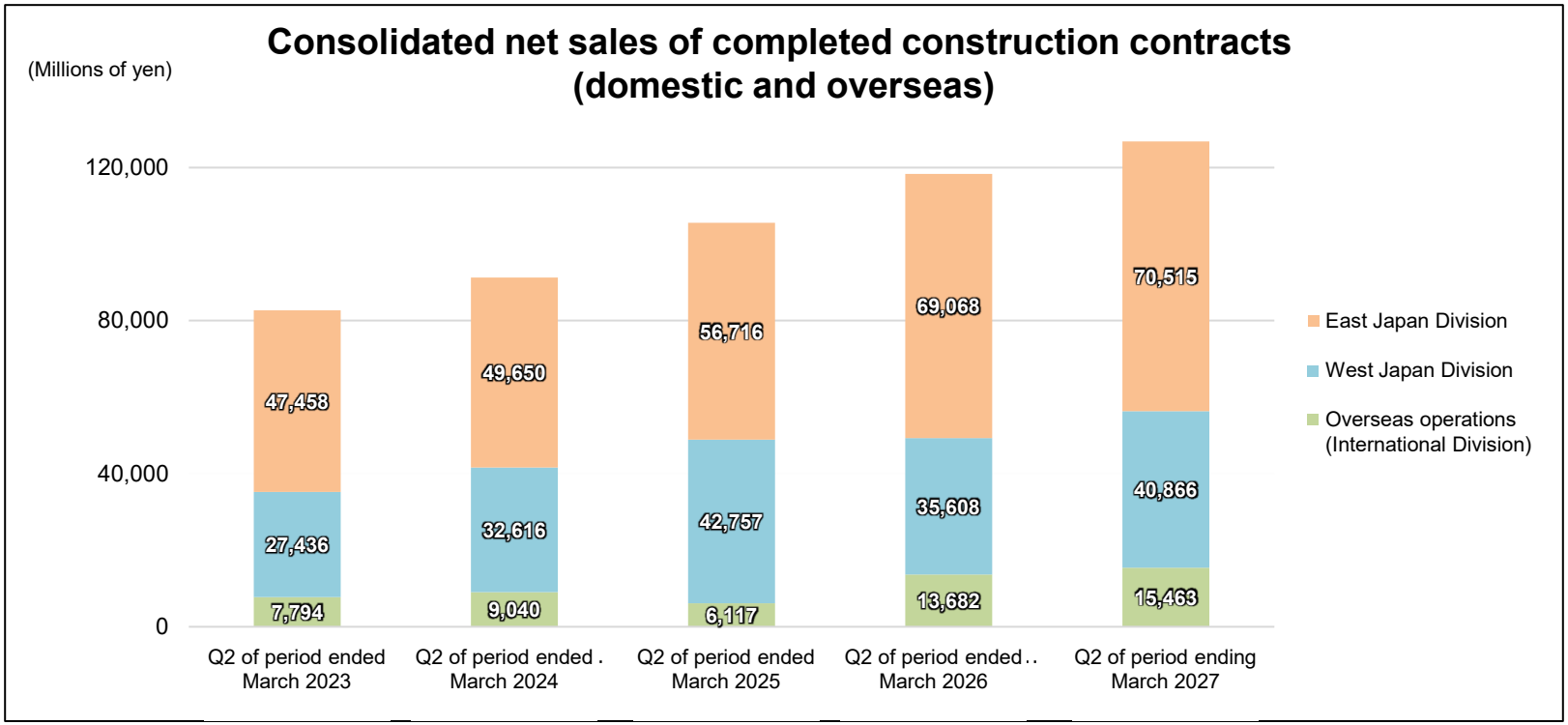


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Consolidated Net Sales of Completed Construction Contracts (Domestic and Overseas) (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
East Japan Division	47,458	49,650	56,716	69,068	70,515
West Japan Division	27,436	32,616	42,757	35,608	40,866
Domestic operations	74,895	82,266	99,473	104,677	111,381
Overseas operations	7,794	9,040	6,117	13,682	15,463
Of which, overseas subsidiaries	1,240	3,229	2,983	11,328	9,978
Group total	82,690	91,306	105,591	118,359	126,844

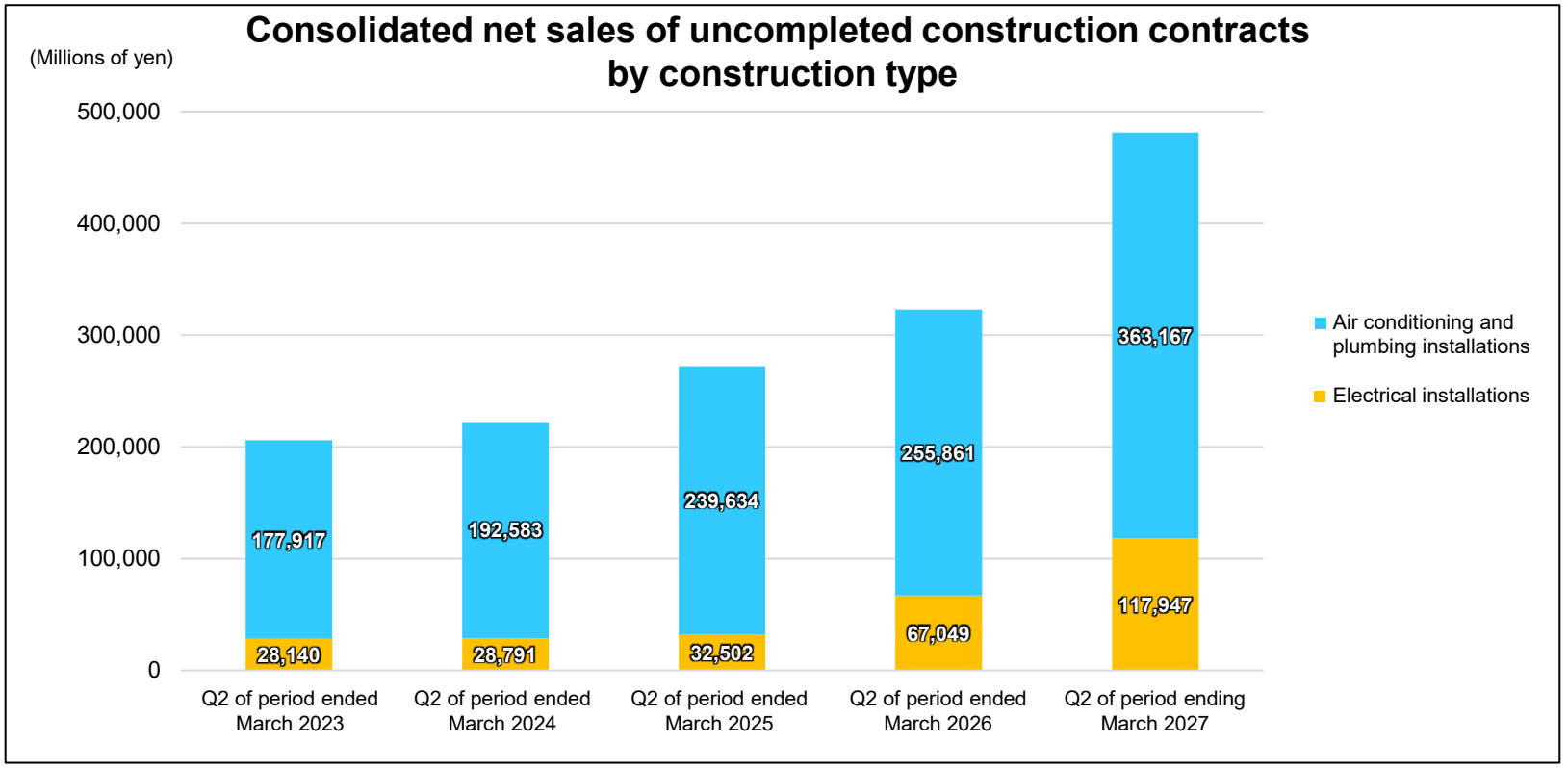


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Consolidated Net Sales of Uncompleted Construction Contracts by Construction Type (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Air conditioning and plumbing installations	177,917	192,583	239,634	255,861	363,167
Electrical installations	28,140	28,791	32,502	67,049	117,947
Total	206,057	221,375	272,136	322,910	481,114

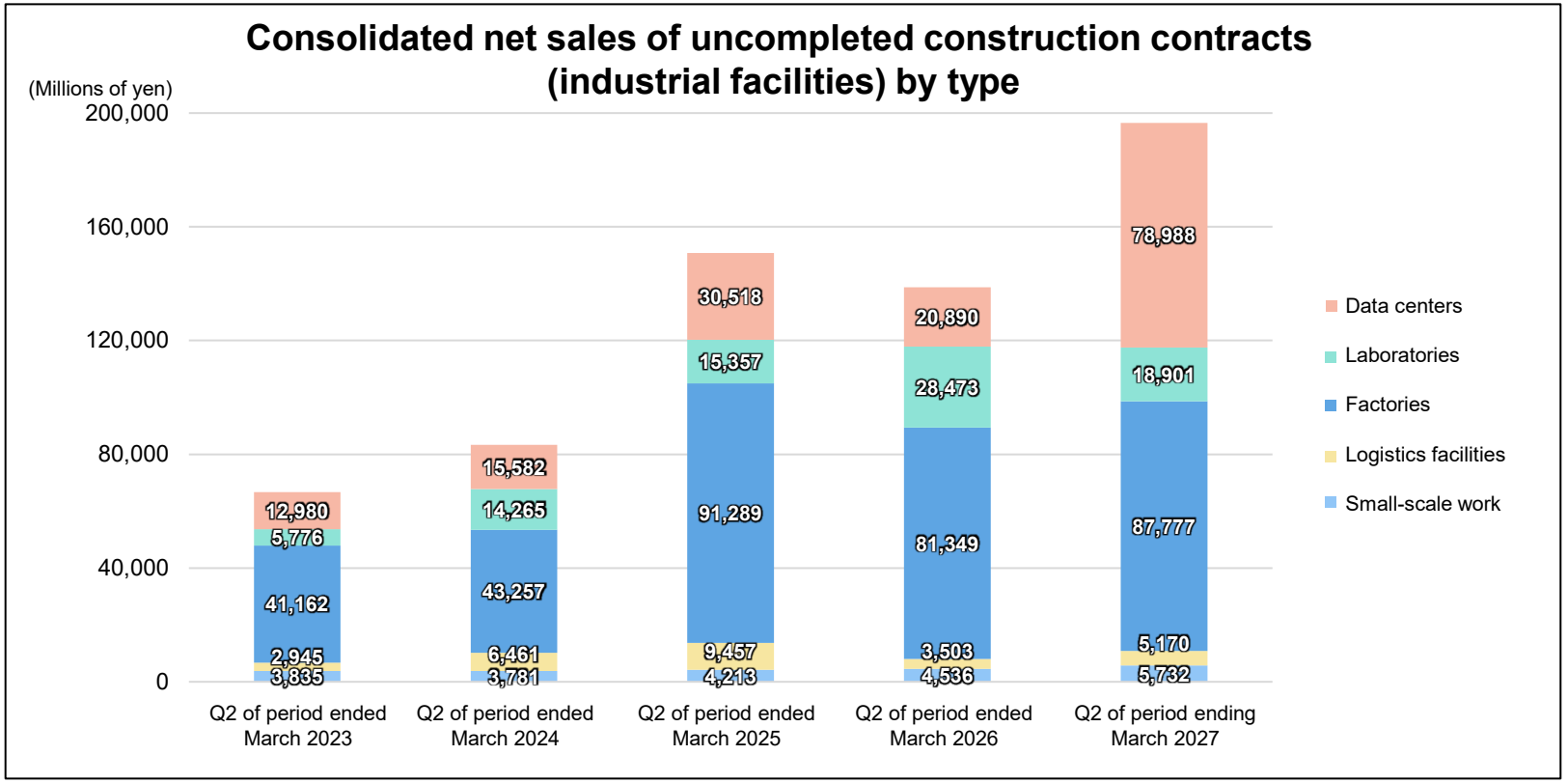


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Consolidated Net Sales of Uncompleted Construction Contracts (Industrial Facilities) by Type (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Data centers	12,980	15,582	30,518	20,890	78,988
Laboratories	5,776	14,265	15,357	28,473	18,901
Factories	41,162	43,257	91,289	81,349	87,777
Logistics facilities	2,945	6,461	9,457	3,503	5,170
Small-scale work	3,835	3,781	4,213	4,536	5,732
Total	66,699	83,348	150,836	138,754	196,570

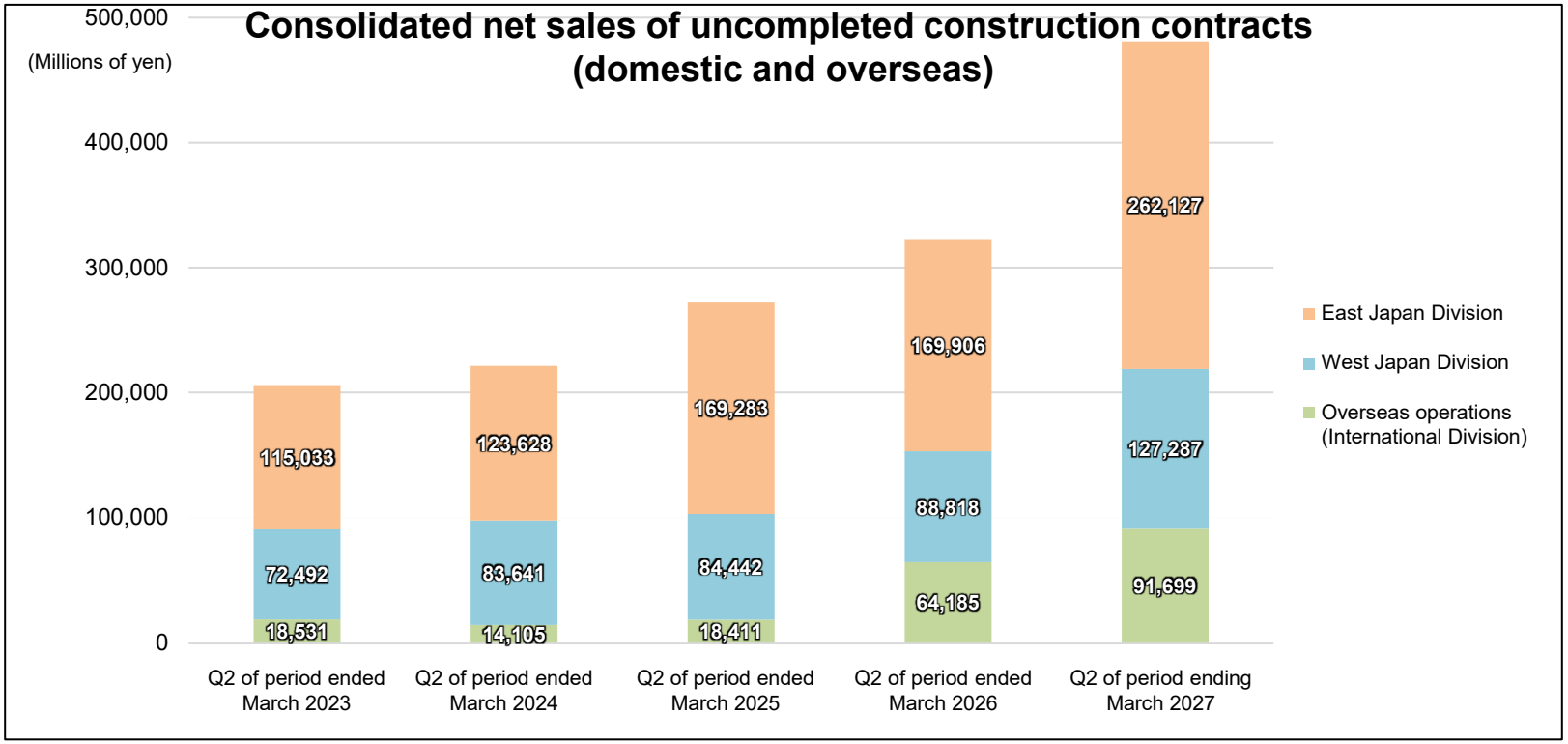


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Consolidated Net Sales of Uncompleted Construction Contracts (Domestic and Overseas) (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
East Japan Division	115,033	123,628	169,283	169,906	262,127
West Japan Division	72,492	83,641	84,442	88,818	127,287
Domestic operations	187,526	207,269	253,725	258,725	389,414
Overseas operations	18,531	14,105	18,411	64,185	91,699
Of which, overseas subsidiaries	3,576	4,929	6,437	25,408	54,974
Group total	206,057	221,375	272,136	322,910	481,114

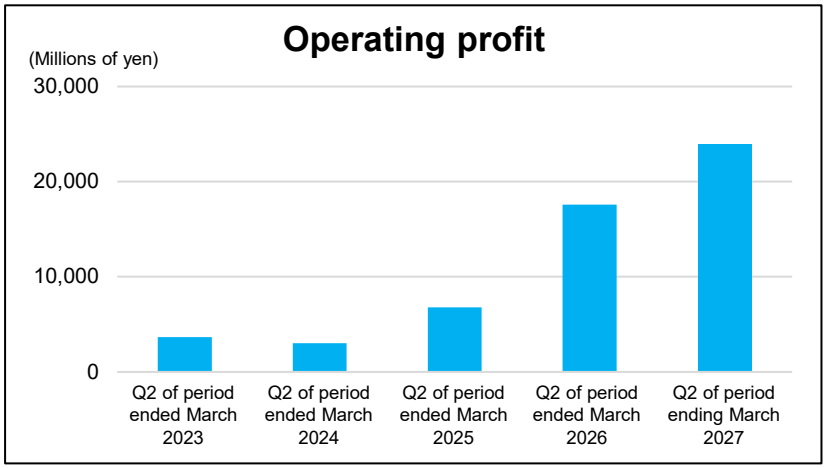


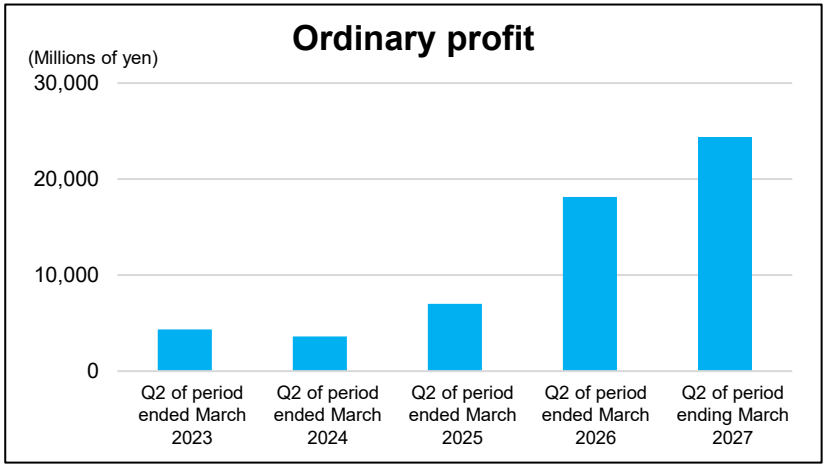
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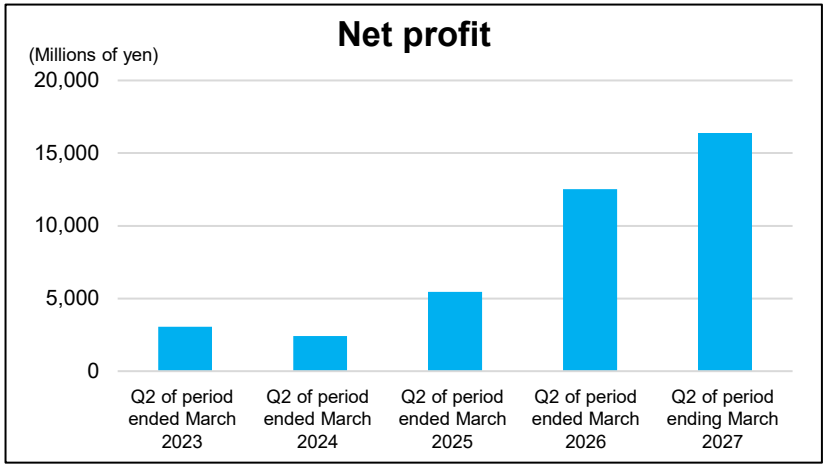
Consolidated Operating/Ordinary/ Net Profits (Second Quarter)

(Millions of yen)

	Q2 of period ended March 2023	Q2 of period ended March 2024	Q2 of period ended March 2025	Q2 of period ended March 2026	Q2 of period ending March 2027
Operating profit	3,650	3,031	6,783	17,583	23,958
Ordinary profit	4,330	3,595	6,999	18,137	24,384
Net profit	3,045	2,411	5,454	12,520	16,362





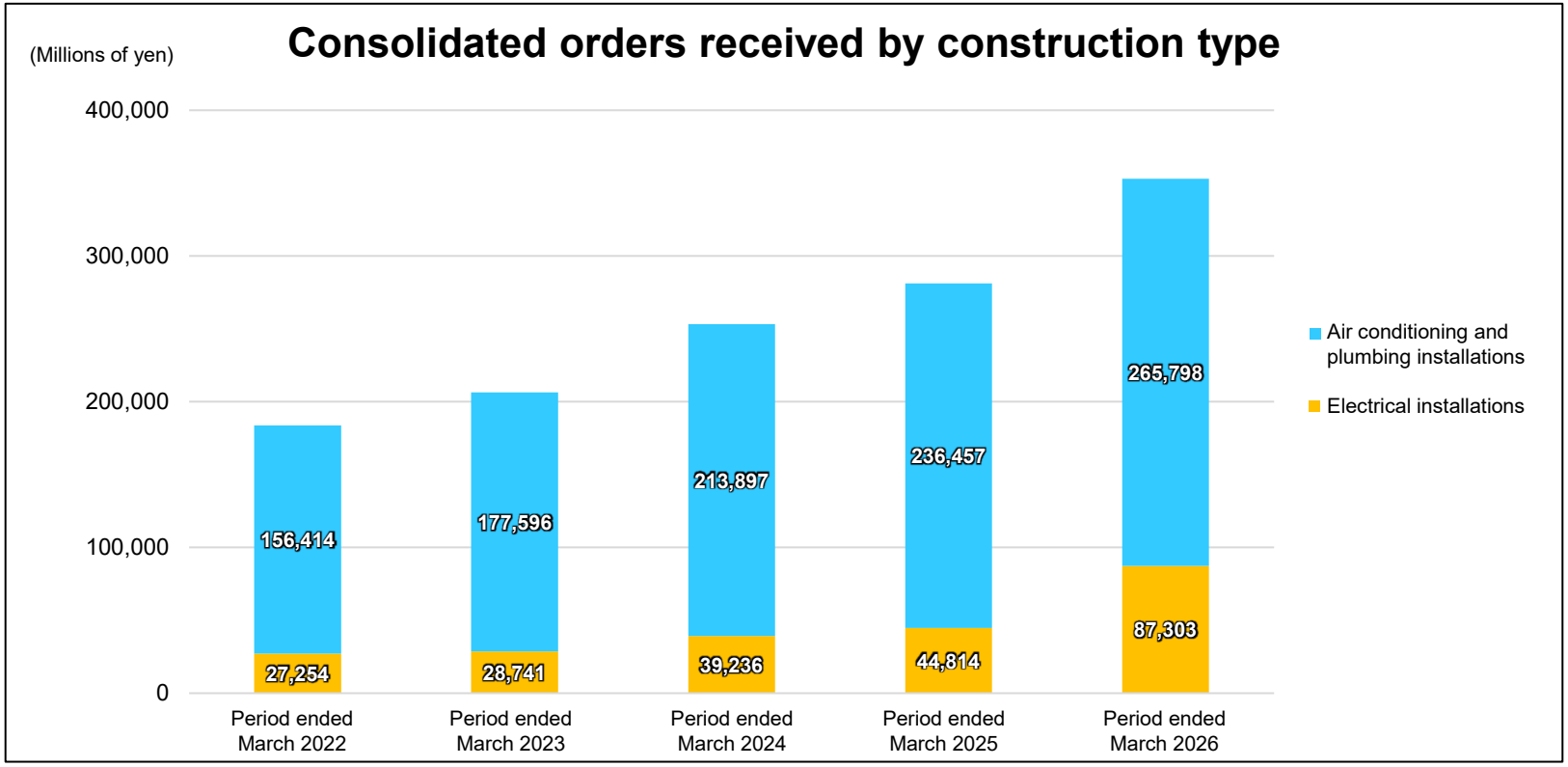


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Consolidated Orders Received by Construction Type (Full Year)

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
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

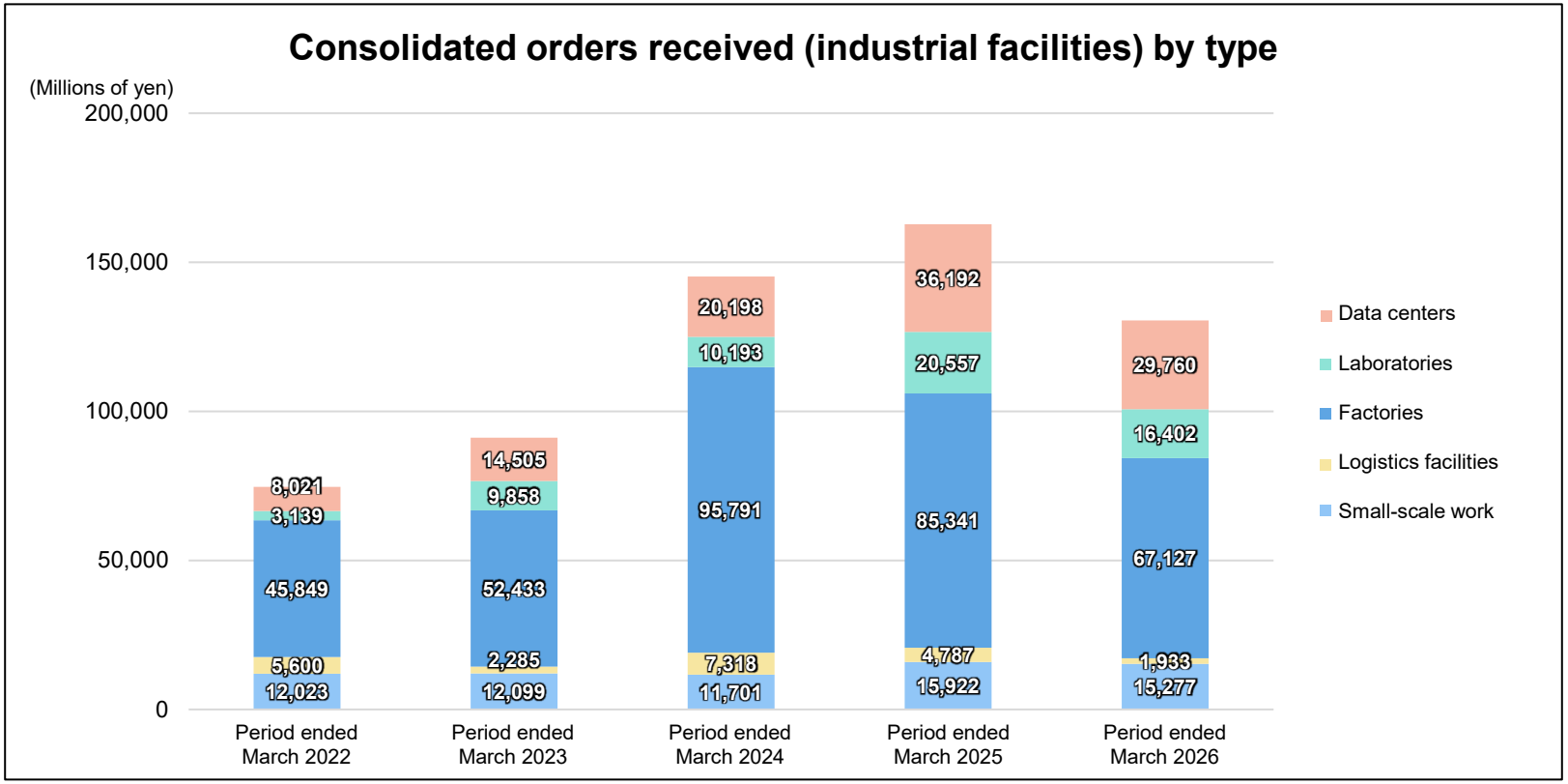


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Consolidated Orders Received (Industrial Facilities) by Type (Full Year)

(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

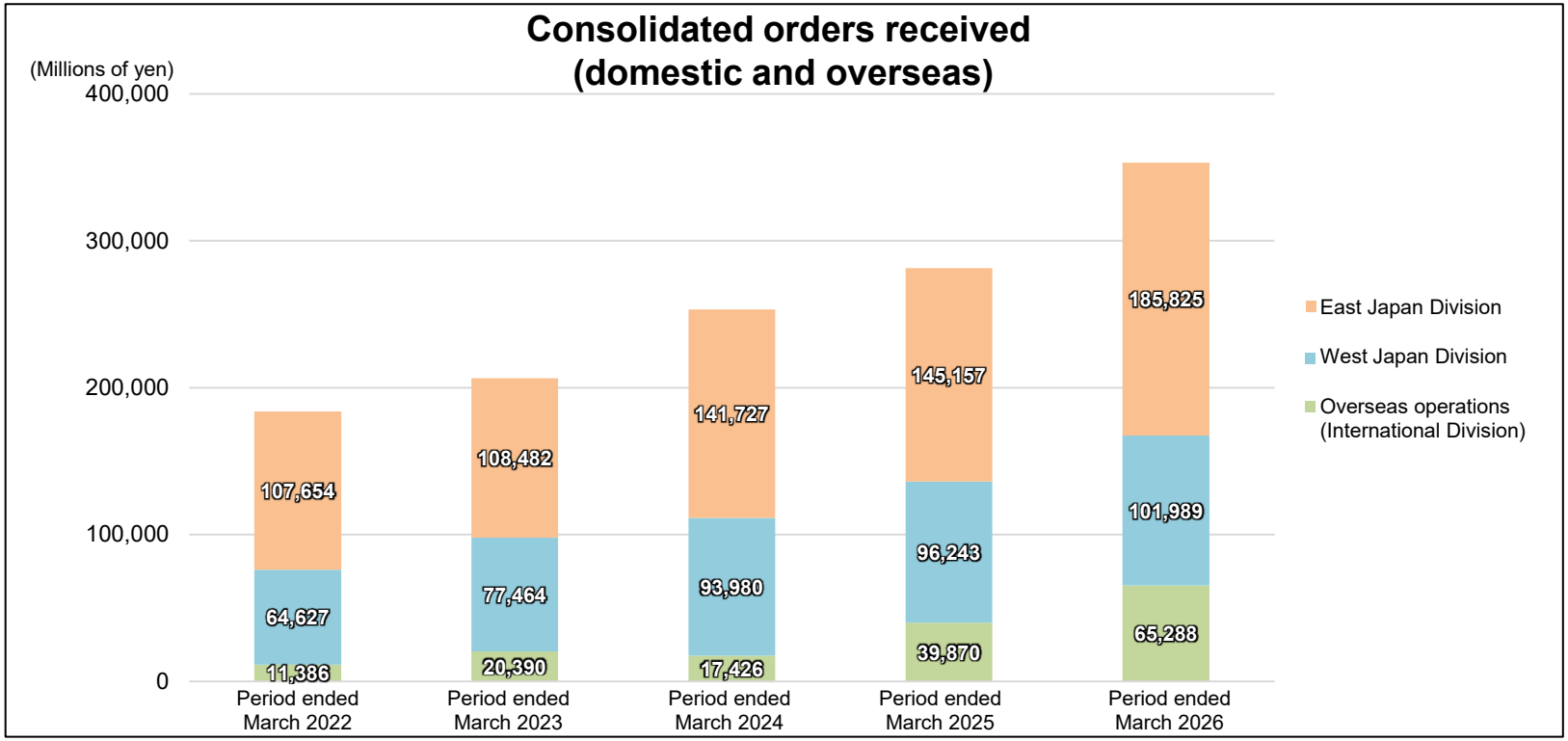


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Consolidated Orders Received (Domestic and Overseas) (Full Year)

(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

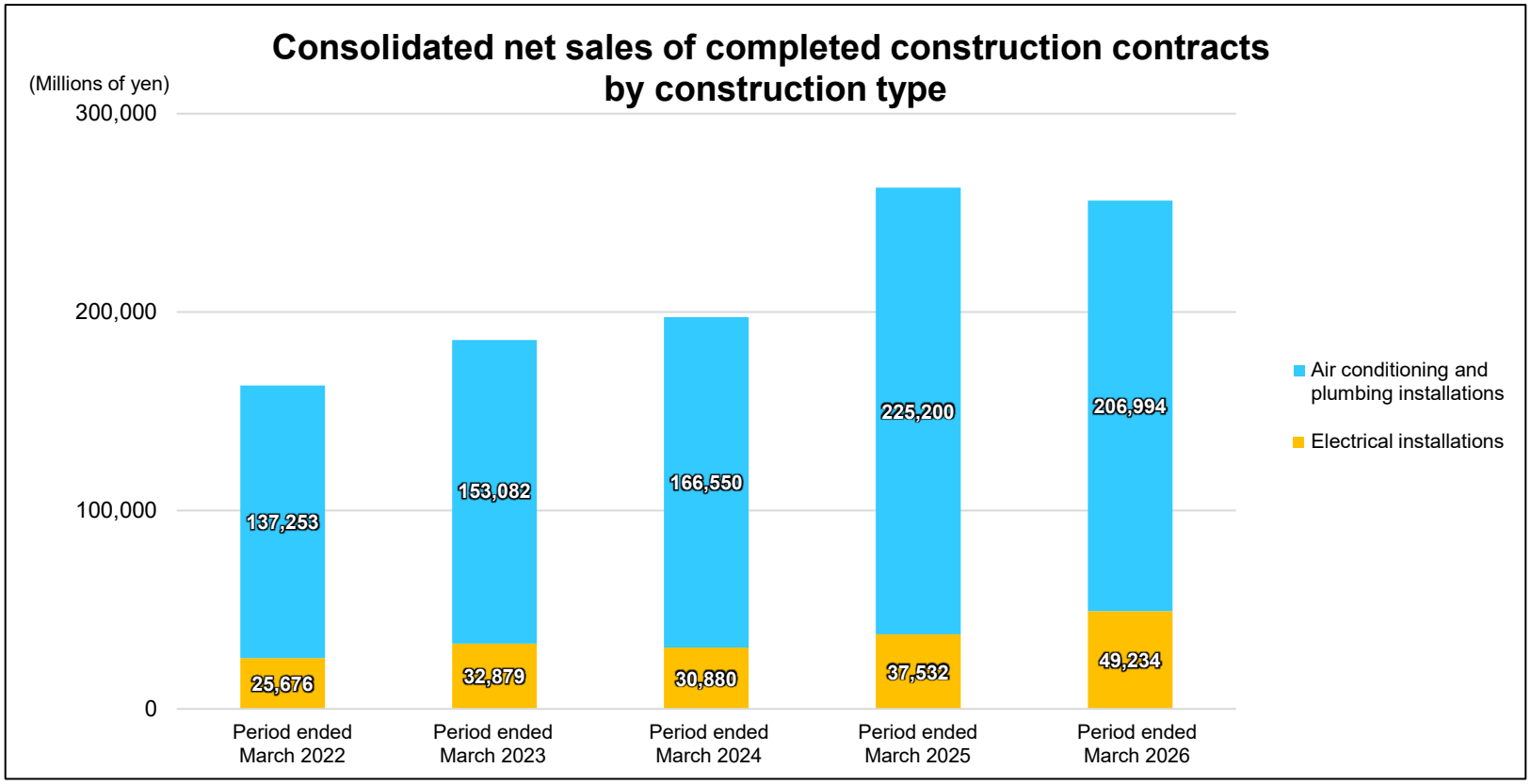


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Consolidated Net Sales of Completed Construction Contracts by Construction Type (Full Year)

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
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

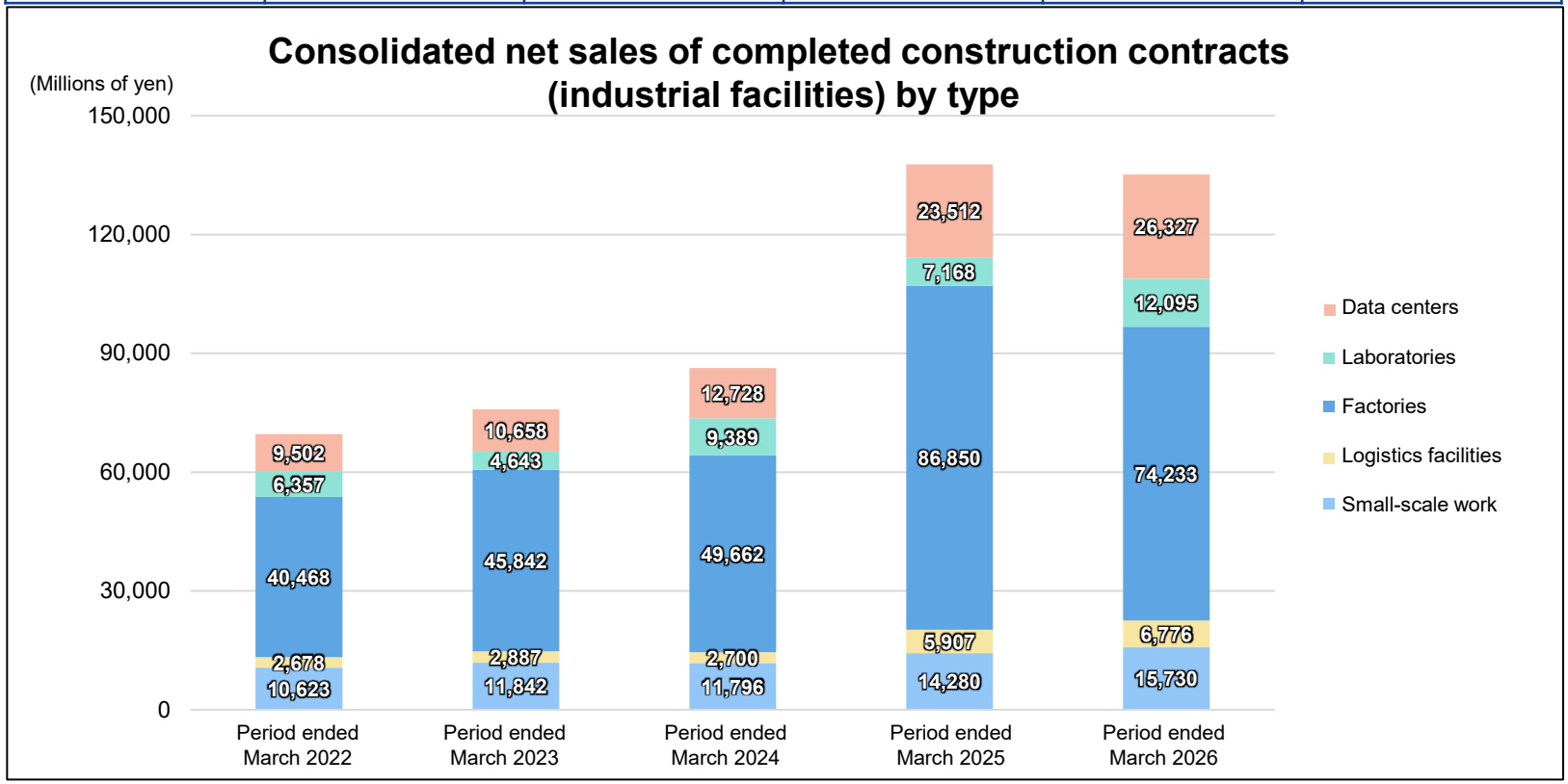


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Consolidated Net Sales of Completed Construction Contracts (Industrial Facilities) by Type (Full Year)

(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	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

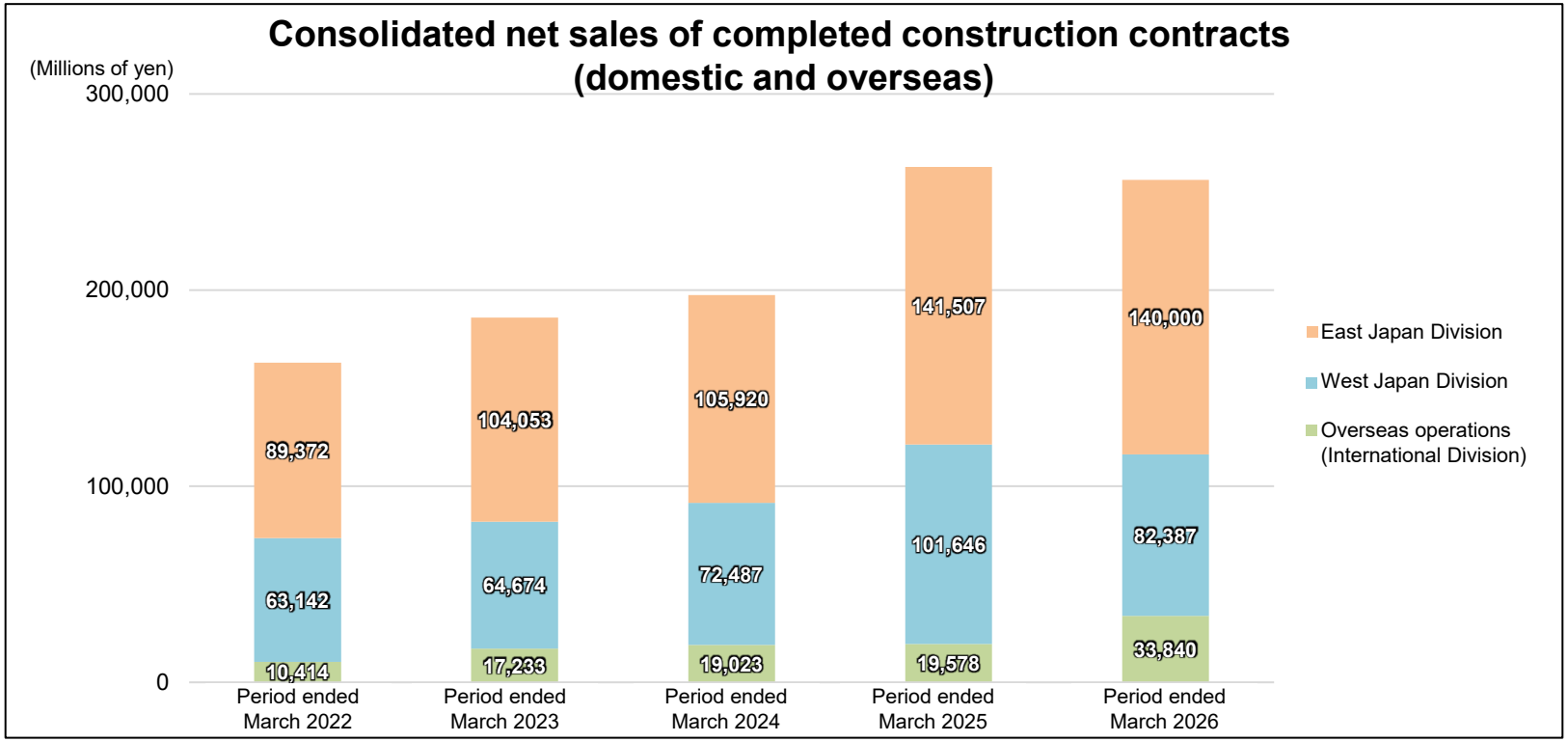


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Consolidated Net Sales of Completed Construction Contracts (Domestic and Overseas) (Full Year)

(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	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

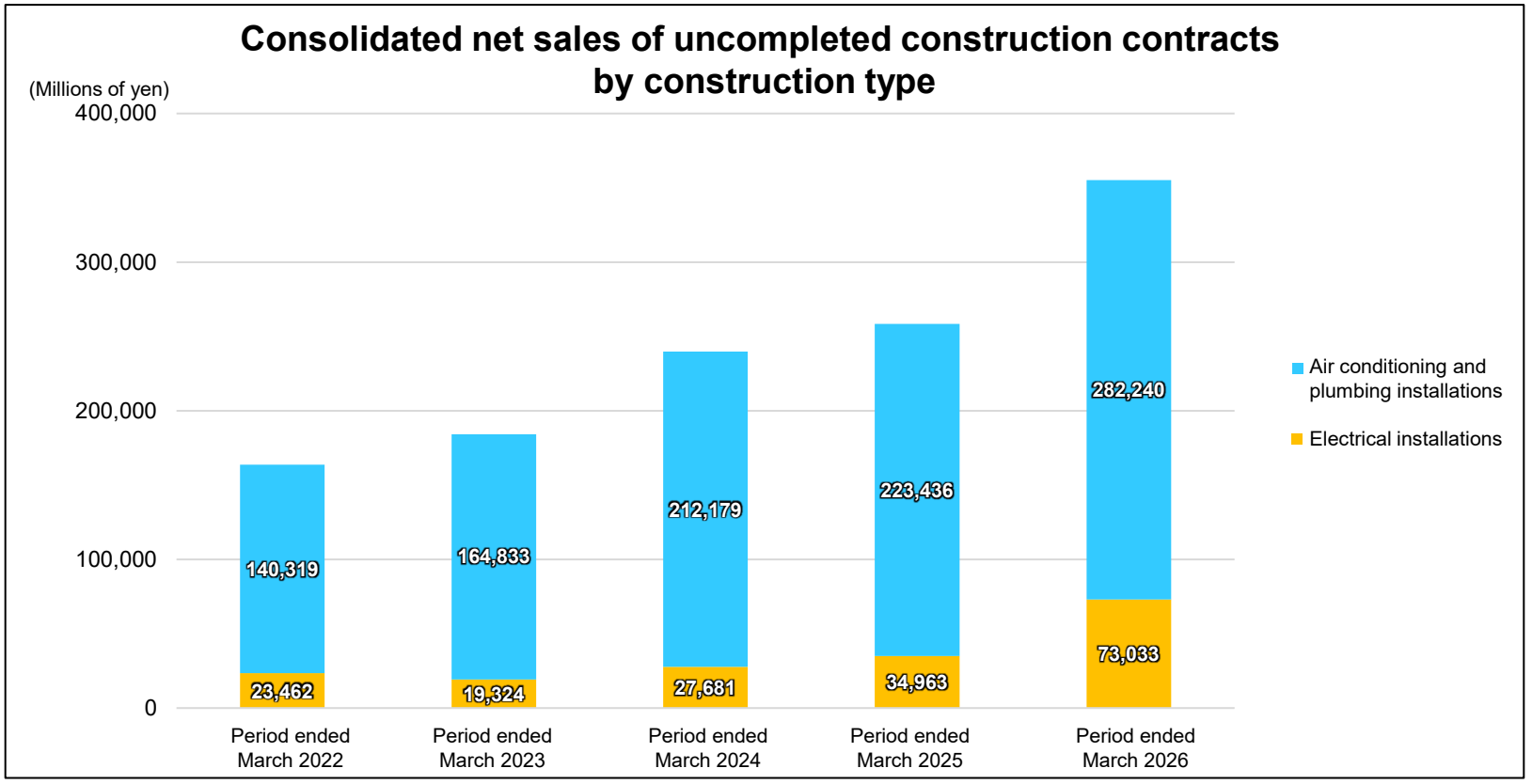


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Consolidated Net Sales of Uncompleted Construction Contracts by Construction Type (Full Year)

(Millions of yen)

	Period ended March 2022	Period ended March 2023	Period ended March 2024	Period ended March 2025	Period ended March 2026
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

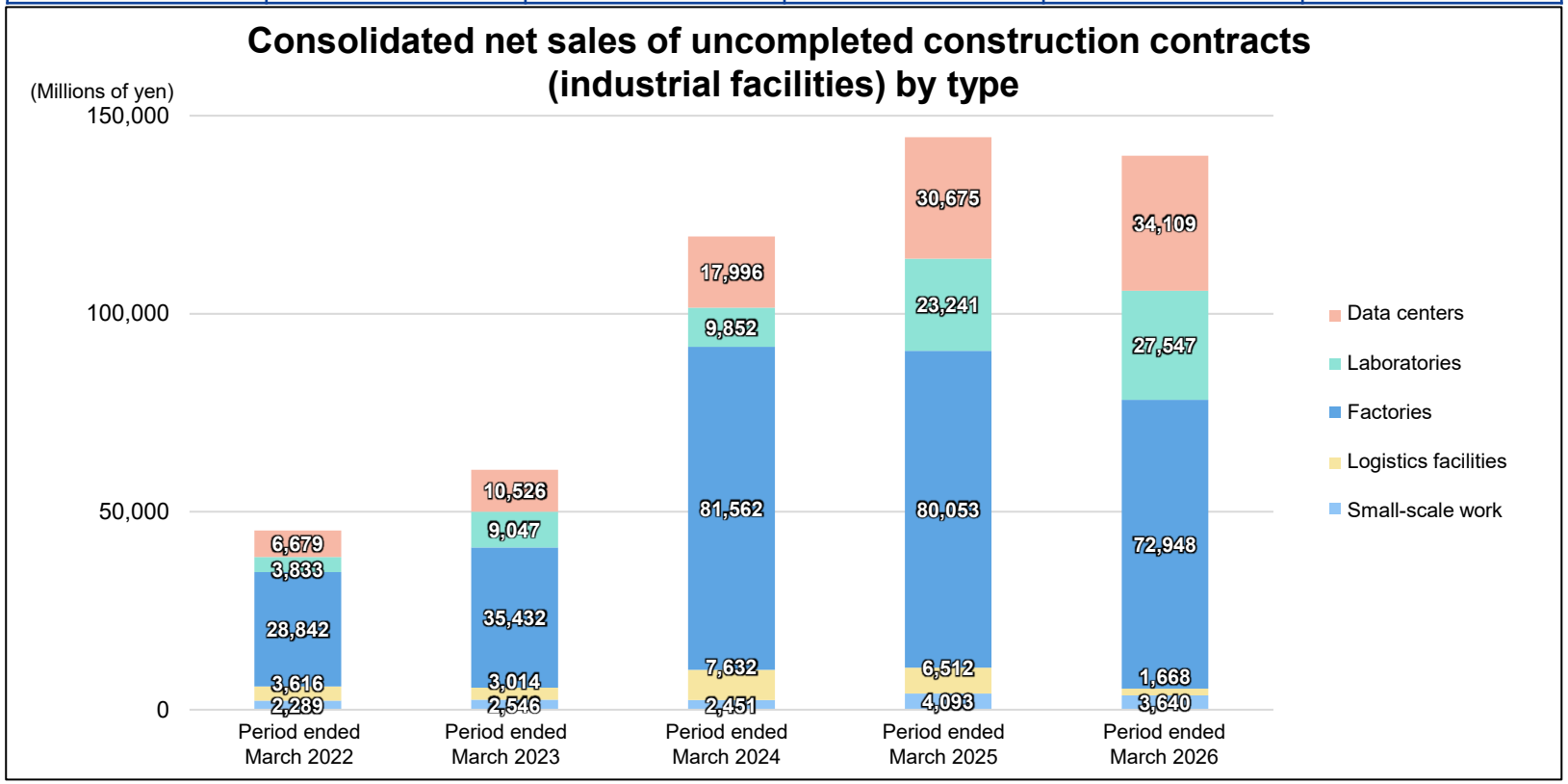


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Consolidated Net Sales of Uncompleted Construction Contracts (Industrial Facilities) by Type (Full Year)

(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	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

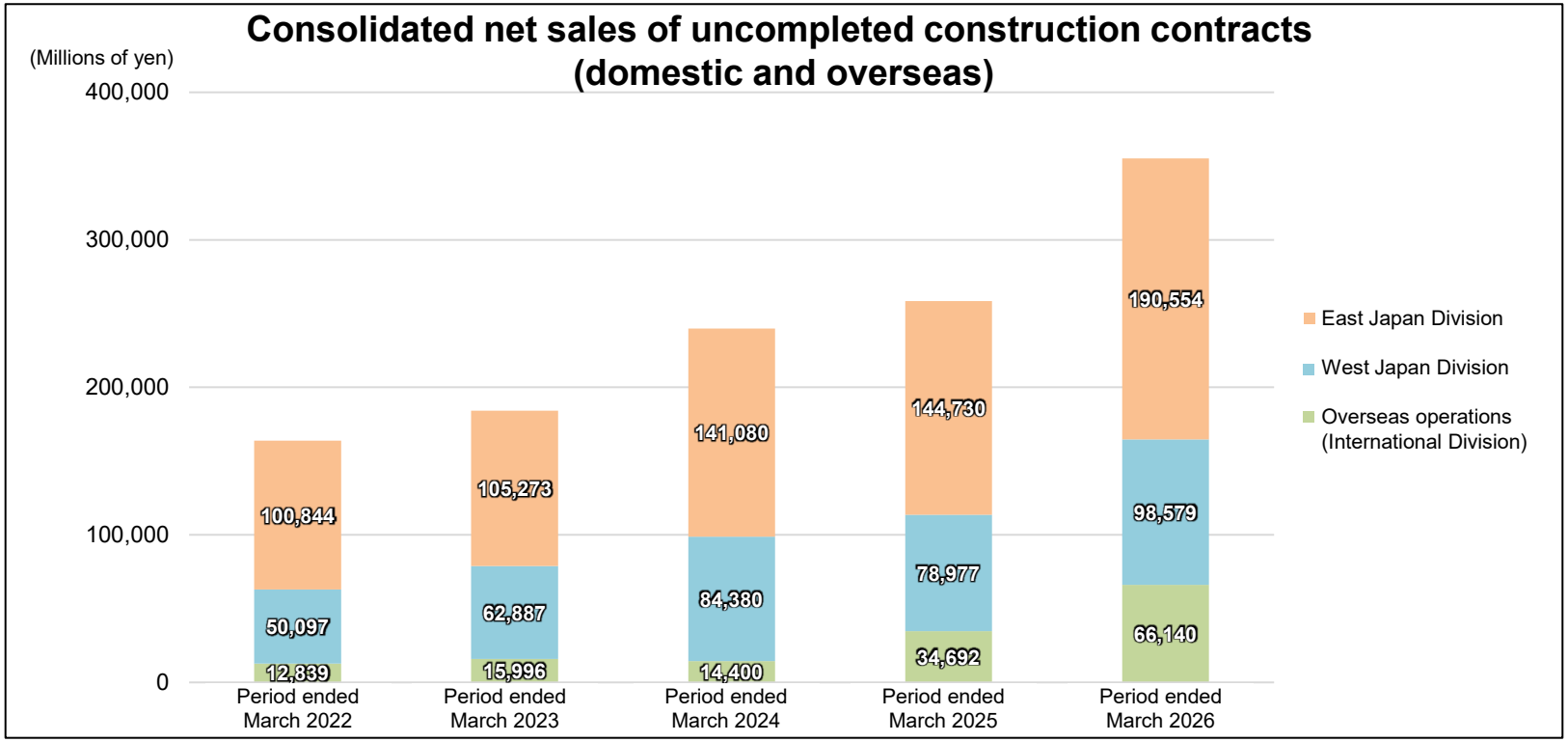


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Consolidated Net Sales of Uncompleted Construction Contracts (Domestic and Overseas) (Full Year)

(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

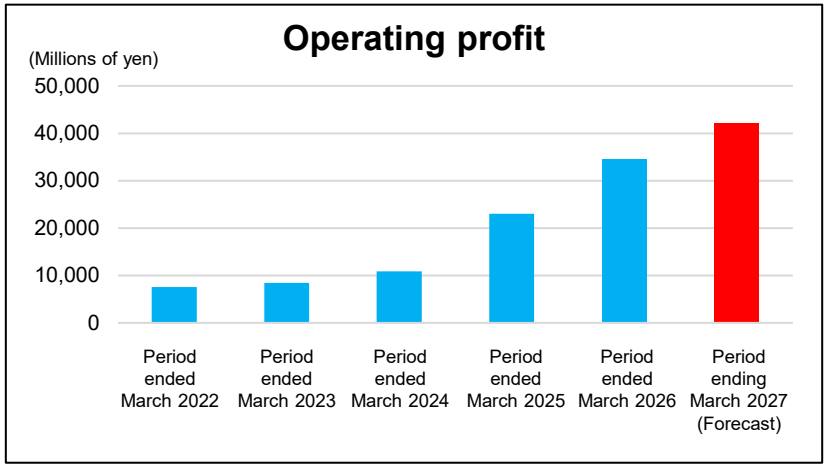


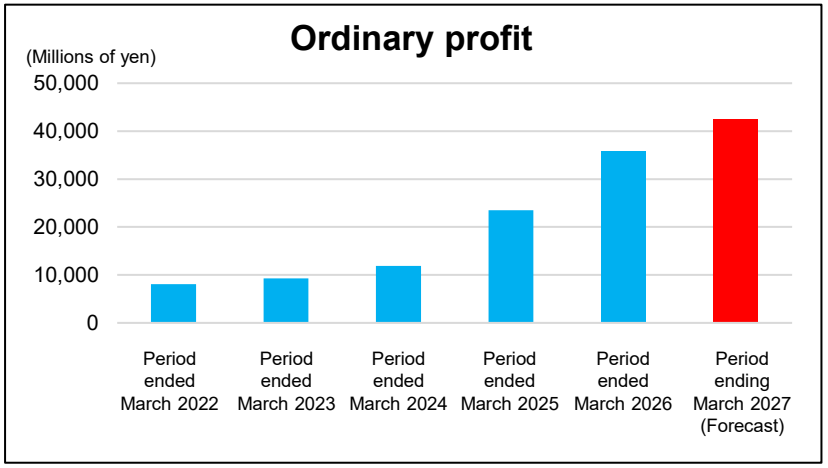
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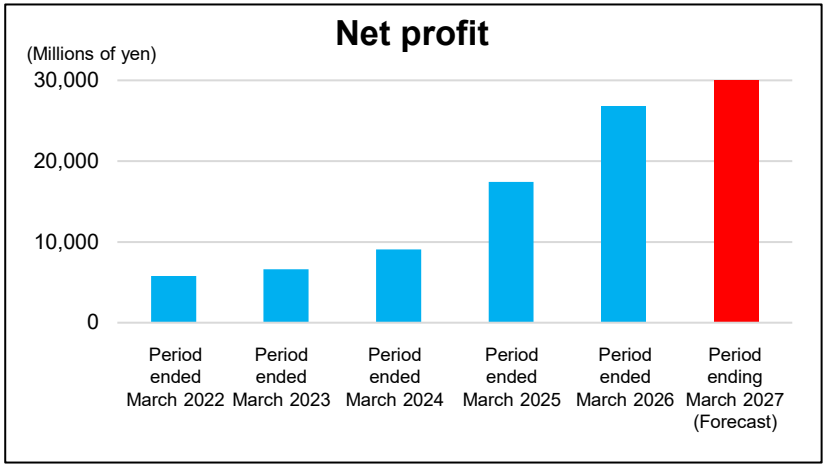
Consolidated Operating/Ordinary/ Net Profits (Full Year)

(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	42,000
Ordinary profit	8,095	9,288	11,918	23,479	35,770	42,500
Net profit	5,778	6,626	9,087	17,443	26,772	30,000







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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 Email: ir@daidan.co.jp

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

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