

Financial Briefing Material for the Second Quarter of the Period Ending March 2022

November 9, 2021

 **DAI-DAN CO., LTD.**

Contents

Consolidated Performance Summary

Second Quarter Financial Closing Highlights

Full-Year Earnings Forecast

Progress Status of the Mid-Term Management Plan

Our Sustainability Initiatives

Reference: DATA FILE



**Second Quarter Financial Results
for the Period Ending March 2022**

Consolidated Performance Summary

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

(Millions of yen)

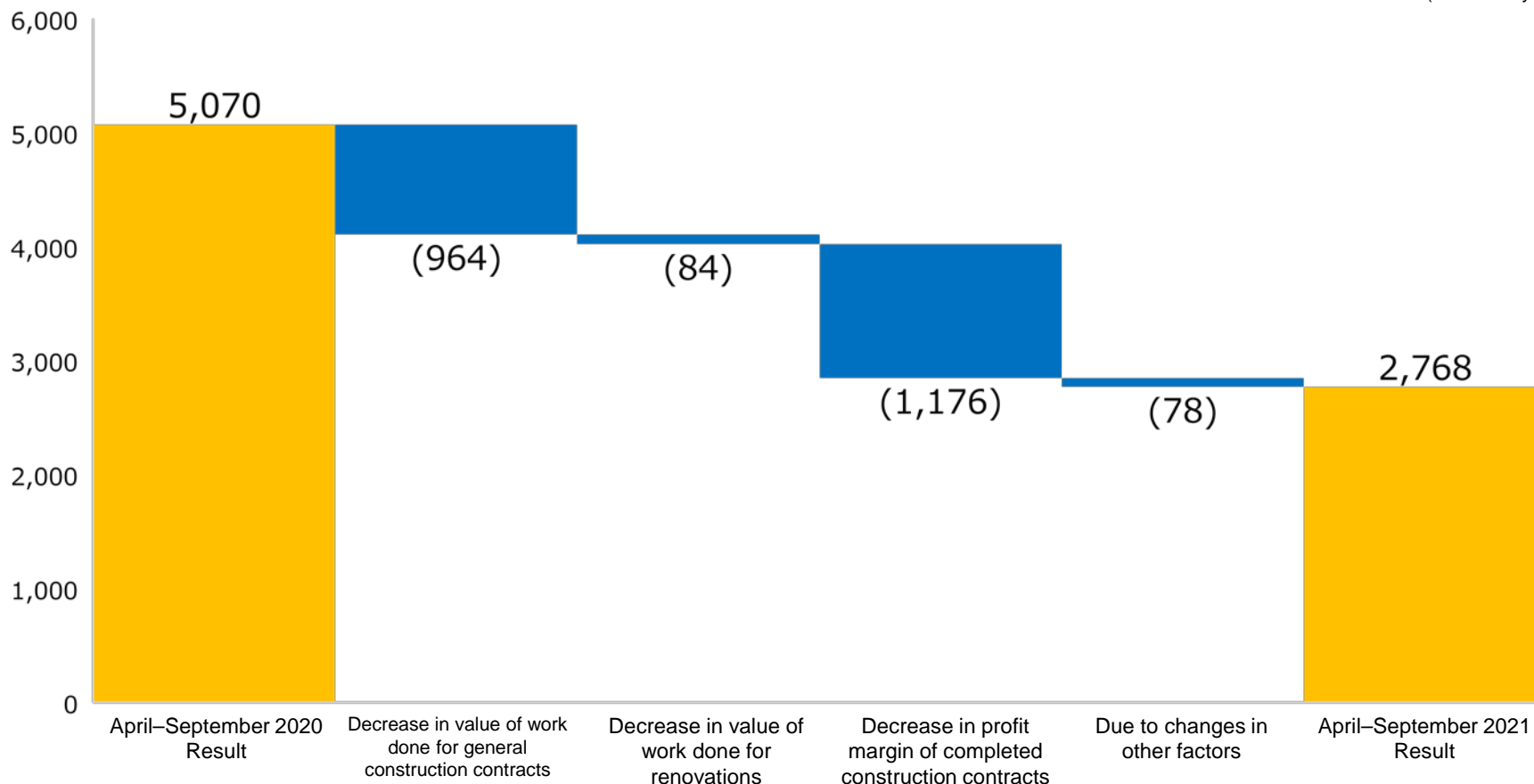
	2nd Quarter of period ended March 2021	2nd Quarter of period ending March 2022	Increase (Decrease)	Change rate	Major factors behind increase/decrease and annotation items
Net sales of uncompleted construction contracts at beginning of period	124,228	143,043	18,814	15.1%	
Net sales of construction contract orders received	84,656	107,423	22,766	26.9%	Recovery mainly in large-scale construction contracts to the pre-pandemic level
Net sales of completed construction contracts	72,734	65,780	(6,953)	-9.6%	Despite a sufficient amount of net sales of uncompleted construction contracts carried forward from the previous period, value of work done was not recorded in the current period because large projects were not fully in progress, resulting in the decrease.
Gross profit on completed construction contracts	11,179	8,857	(2,322)	-20.8%	Decreases in net sales of completed construction contracts and profit ratio
Gross profit margin of completed construction contracts (%)	15.4%	13.5%	-1.9pt	—	
Operating profit	5,070	2,768	(2,301)	-45.4%	Decrease in gross profit on completed construction contracts
Operating profit margin (%)	7.0%	4.2%	-2.8pt	—	
Ordinary profit	5,366	3,044	(2,322)	-43.3%	Decrease in operating profit
Ordinary profit margin (%)	7.4%	4.6%	-2.8pt	—	
Net profit attributable to owners of parent	3,654	2,077	(1,577)	-43.2%	
Net profit margin (%)	5.0%	3.2%	-1.9pt	—	

Business environment

- Orders received decreased for renovations as a whole in the previous fiscal year due mainly to the effects of the Covid-19 pandemic, but increased in the current period mainly because of recovery in orders for large-scale projects to the pre-pandemic level.
- Despite a sufficient amount of net sales of uncompleted construction contracts carried forward from the previous period, large projects were not fully in progress, pushing down gross profit of completed construction contracts.
- Following the drop in gross profit of completed construction contracts, the Company recorded decreased profits.

Breakdown of decrease in consolidated operating profit

(Millions of yen)



- General construction saw a decrease in the value of work as large construction projects were not fully in progress, pushing down return on net sales.
- Profit margin of completed construction contracts decreased mainly due to a decrease in the value of work done for highly profitable industrial facilities, intensifying competition for order acquisition, and soaring prices of materials and equipment.

Trends in consolidated net sales by construction type

(Millions of yen)

		2nd Quarter of period ended March 2021	2nd Quarter of period ending March 2022	Increase (Decrease)	Change rate	Major factors behind increase/decrease and annotation items
Orders received	Electrical installations	15,824	12,340	(3,483)	-22.0%	Reactionary drop after the increase from redevelopment projects in the previous period
	Air conditioning installations	47,510	70,667	23,157	48.7%	Increase in orders received for office, hospital, and industrial facilities
	Plumbing installations	21,322	24,415	3,092	14.5%	
	Total	84,656	107,423	22,766	26.9%	See Page 4 for the factors behind the increase.
Net sales (completed)	Electrical installations	10,400	10,418	18	0.2%	
	Air conditioning installations	43,648	38,630	(5,018)	-11.5%	
	Plumbing installations	18,685	16,732	(1,953)	-10.5%	
	Total	72,734	65,780	(6,953)	-9.6%	See Page 4 for the factors behind the decrease.
Net sales (uncompleted)	Electrical installations	24,937	23,807	(1,130)	-4.5%	
	Air conditioning installations	81,446	117,975	36,528	44.8%	
	Plumbing installations	29,766	42,903	13,137	44.1%	
	Total	136,151	184,685	48,534	35.6%	Increase in net sales of uncompleted construction contracts as at the end of FY2021, as well as an increase in orders received and a decrease in net sales of completed construction contracts for FY2022.

- As described on Page 4, while orders received increased, net sales of completed construction contracts decreased.
- As for the amount of orders received, orders mainly for large-scale construction projects were in recovery. In particular, orders increased for air-conditioning installation at offices, hospitals, and industrial facilities.
- Reflecting increased net sales (uncompleted) as at the end of FY2021, increased orders received and decreased net sales (completed) for FY2022, net sales (uncompleted) increased substantially.

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

(Millions of yen)

	Period ended March 2021	2nd Quarter of period ending March 2022	Increase (Decrease)	Change rate	Major factors behind increase/decrease and annotation items
Net assets	74,837	75,801	963	1.3%	Increase in retained earnings by 1,109 million yen
Total assets	132,210	126,308	(5,901)	-4.5%	A smaller amount of receivables compared to the previous period due to a low value of work done for the current period
Book value per share (BPS)	3,491.84 yen	3,535.17 yen	43.33 yen	1.2%	As per the increase in Net assets stated above
Price book-value ratio (PBR)	0.85 times	0.75 times	-0.10 times	—	(Reference) Closing stock price as of March 31, 2021: 2,963 yen Closing stock price as of Sept. 30, 2021: 2,653 yen
Equity capital ratio	56.4%	59.9%	3.4 p	—	

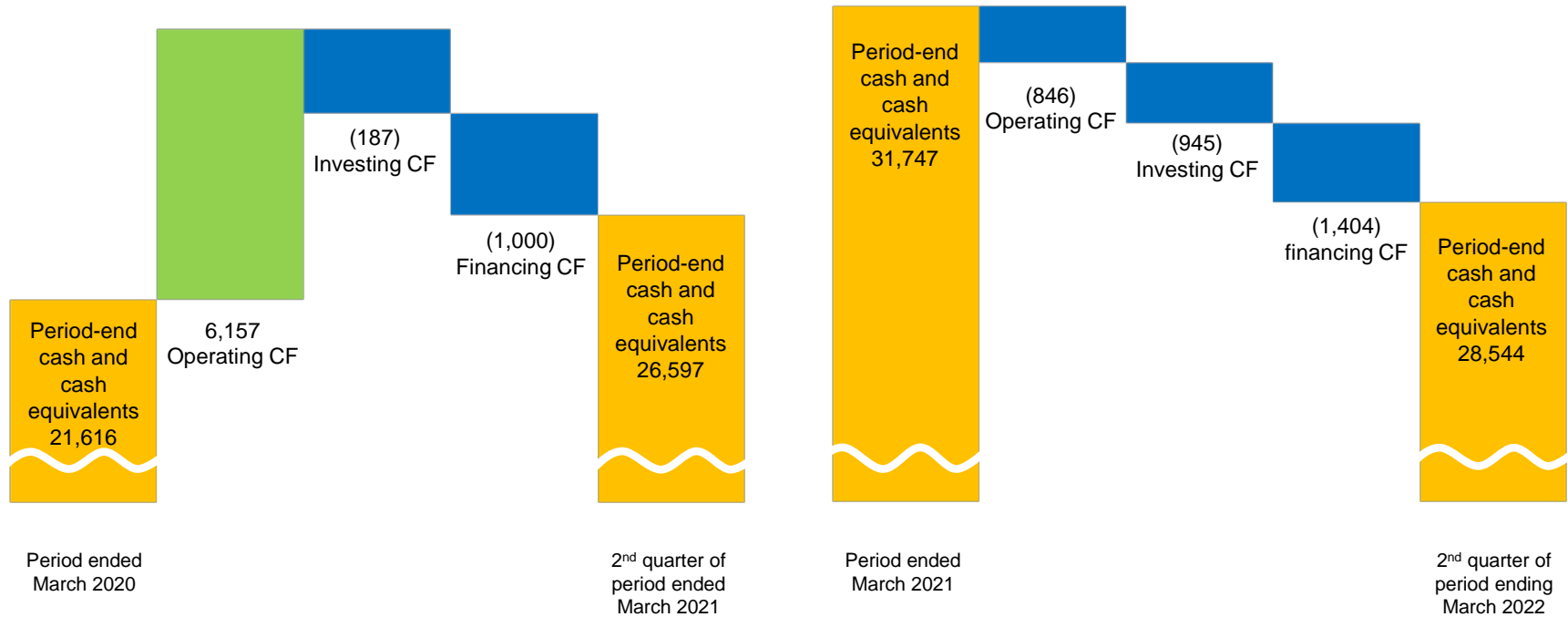
Overview of consolidated management indicators, etc. (cash flows)

(Millions of yen)

	2nd Quarter of period ended March 2021	2nd Quarter of period ending March 2022	Increase (Decrease)	Change rate	Major factors behind increase/decrease and annotation items
Cash flows from operating activities	6,157	(846)	(7,004)	—	Quarterly net profit decreased year-on-year, and the amount of payment of the debt recorded in the previous period exceeded that of trade receivables collected.
Cash flows from investing activities	(187)	(945)	(758)	—	Reconstruction of Hokkaido Branch and Hokuriku Branch Investment in venture companies
Cash flows from financing activities	(1,000)	(1,404)	(403)	—	Dividend payment
Cash and cash equivalents at beginning of period	21,616	31,747	10,131	46.9%	
Increase(decrease) in cash and cash equivalents	4,980	(3,203)	(8,183)	—	
Cash and cash equivalents at end of quarter	26,597	28,544	1,947	7.3%	

Cash flow comparison with the previous period (Trends in period-end balance of cash and cash equivalents)

(Millions of yen)





**Second Quarter Financial Results
for the Period Ending March 2022**

Second Quarter Financial Closing Highlights

Status of construction orders received

(Millions of yen)

	Period ended March 2021			Period ending March 2022	Year-on-year change		Major factors behind increase/decrease and annotation items
	First half year	Second half year	Full year	First half year	Increase (Decrease)	Change rate	
Renovations	39,731	38,022	77,754	49,326	9,594	24.1%	Due mainly to orders for mid-to-large factory projects
Ratio of renovations (%)	46.9%	41.4%	44.0%	45.9%	—	—	
Mid-to-large renovations	23,805	21,830	45,635	33,014	9,208	38.7%	
Small-scale renovations	15,926	16,192	32,118	16,312	385	2.4%	
Other	44,924	53,846	98,711	58,096	13,172	29.3%	
Total orders received	84,656	91,869	176,526	107,423	22,766	26.9%	
Of which, direct orders	30,097	38,639	68,736	50,524	20,472	67.9%	Orders for large-scale hospitals, factories, and data centers
Ratio of direct orders (%)	35.6%	42.1%	38.9%	47.0%	—	—	
Of which, public works	10,590	15,718	26,309	21,127	10,537	99.5%	Orders for the above-mentioned hospital projects
Ratio of public works (%)	12.5%	17.1%	14.9%	19.7%	—	—	

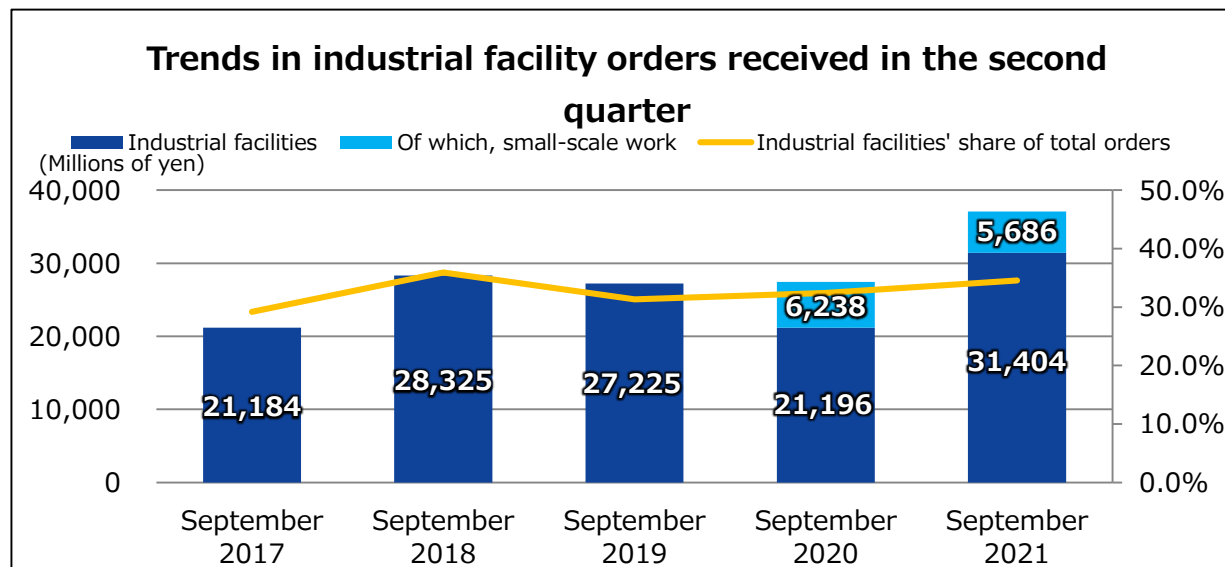
- Renovations decreased in the previous period due primarily to the effects of the Covid-19 pandemic, but recovered to the pre-pandemic level in the current period thanks to orders received for mid-to-large factory projects.
- Direct orders were received for large-scale hospital, factory, and data center projects, and the large-scale hospital projects were public works. Consequently, both direct orders and public works increased remarkably.

Industrial facilities

(Millions of yen)

	Period ended March 2021			Period ending March 2022	Year-on-year change		Major factors behind increase/decrease and annotation items
	First half year	Second half year	Full year	First half year	Increase (Decrease)	Change rate	
Total industrial facilities	27,434	38,215	65,649	37,090	9,655	35.2%	An increase in large-scale factory and data center orders
(Share of total orders: %)	32.4%	41.6%	37.2%	34.5%	–	–	
Total orders received	84,656	91,869	176,526	107,423	22,766	26.9%	

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



- Following the recovery in capital investment, orders received for large-scale factory and datacenter projects, in particular, contributed to the year-on-year increase.

* As a result of reviewing the construction classification from the current period, part of small-scale construction works has been included in "Industrial facilities."

The previous second quarter (September 2020) also indicates the value after retrospectively applying the revision of the construction classification.

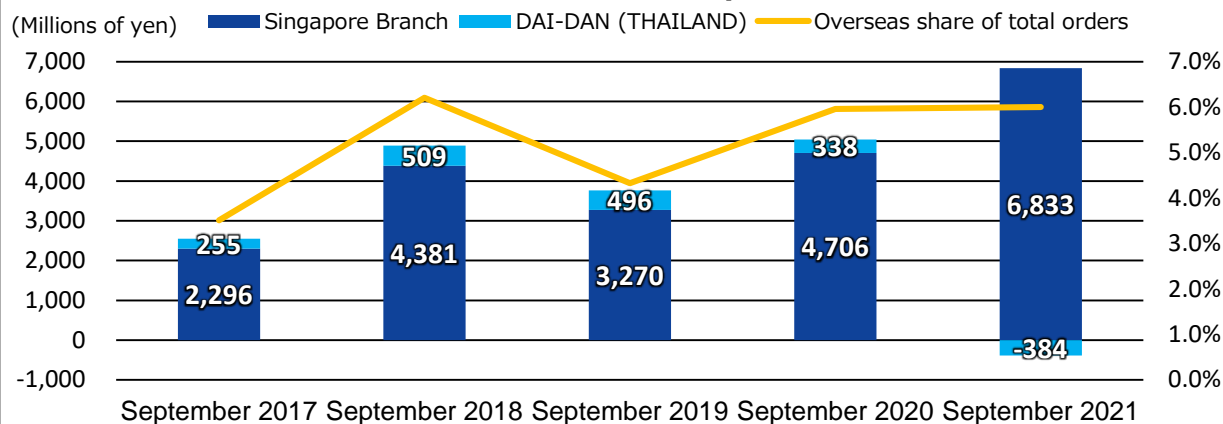
Overseas operations

- Singapore Branch and DAI-DAN (THAILAND) are the pillars of our overseas operation.
- As our new overseas bases, DAI-DAN (VIETNAM) Co., LTD. was established in Hanoi, Vietnam in the previous period, and DAI-DAN INTERNATIONAL ASIA PTE.LTD. in Singapore in the current period.

(Millions of yen)

	Period ended March 2021			Period ending March 2022	Year-on-year change		Major factors behind increase/decrease and annotation items
	First half year	Second half year	Full year	First half year	Increase (Decrease)	Change rate	
Total overseas orders received	5,043	4,695	9,738	6,449	1,405	27.9%	Increasing orders received for overseas industrial facilities
(Share of total orders: %)	6.0%	5.1%	5.5%	6.0%	–	–	
Total orders received	84,656	91,869	176,526	107,423	22,766	26.9%	

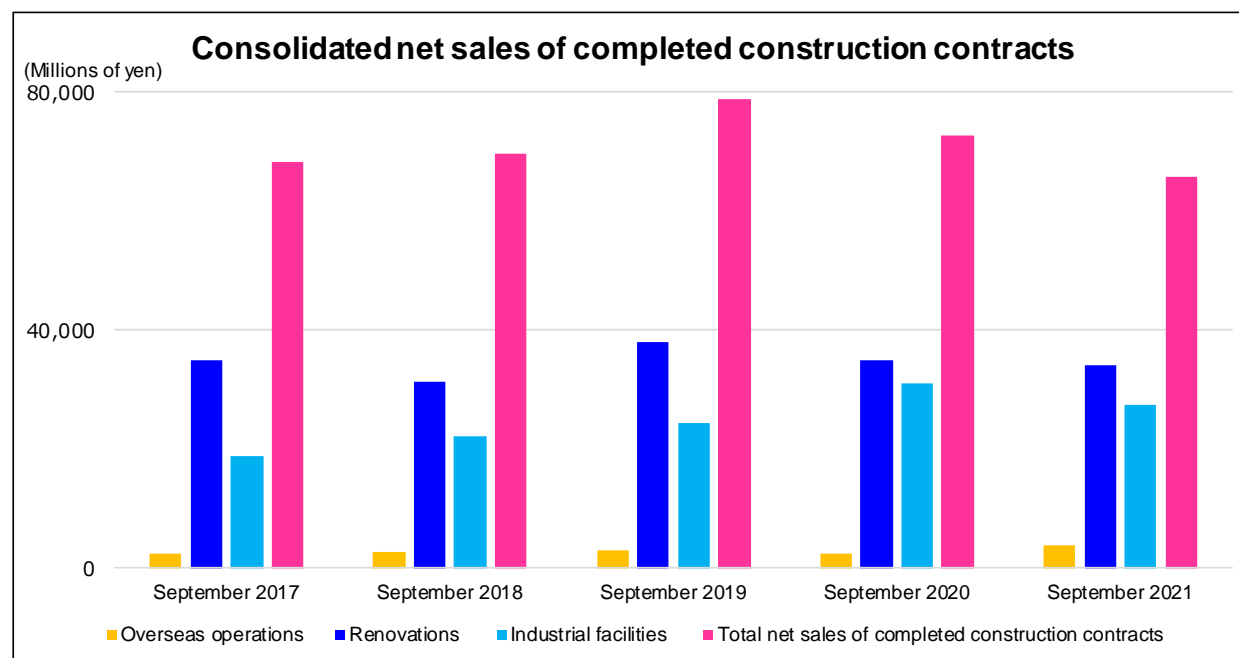
Trends in overseas construction orders received in second quarter



- Continuing from the previous period, movements are restricted in Singapore to prevent the spread of Covid-19, adversely affecting the operation of construction sites. However, the impact on order receiving activities was limited, and we received more orders than last year.
- In Thailand, orders received were in negative territory. The large-scale construction orders received last year were canceled because they were likely to be stopped for the customer's convenience.

(Millions of yen)

	Second quarter of period ended March 2021		Second quarter of period ending March 2022		Year-on-year change	
	Monetary amount	Composition ratio	Monetary amount	Composition ratio	Monetary amount	Composition ratio
Total net sales of completed construction contracts	72,734	100.0%	65,780	100.0%	(6,953)	-9.6%
(Industrial facilities)	30,961	42.6%	27,565	41.9%	(3,396)	-11.0%
(Renovations)	34,856	47.9%	34,125	51.9%	(731)	-2.1%
(Overseas operations)	2,431	3.3%	3,931	6.0%	1,499	61.7%

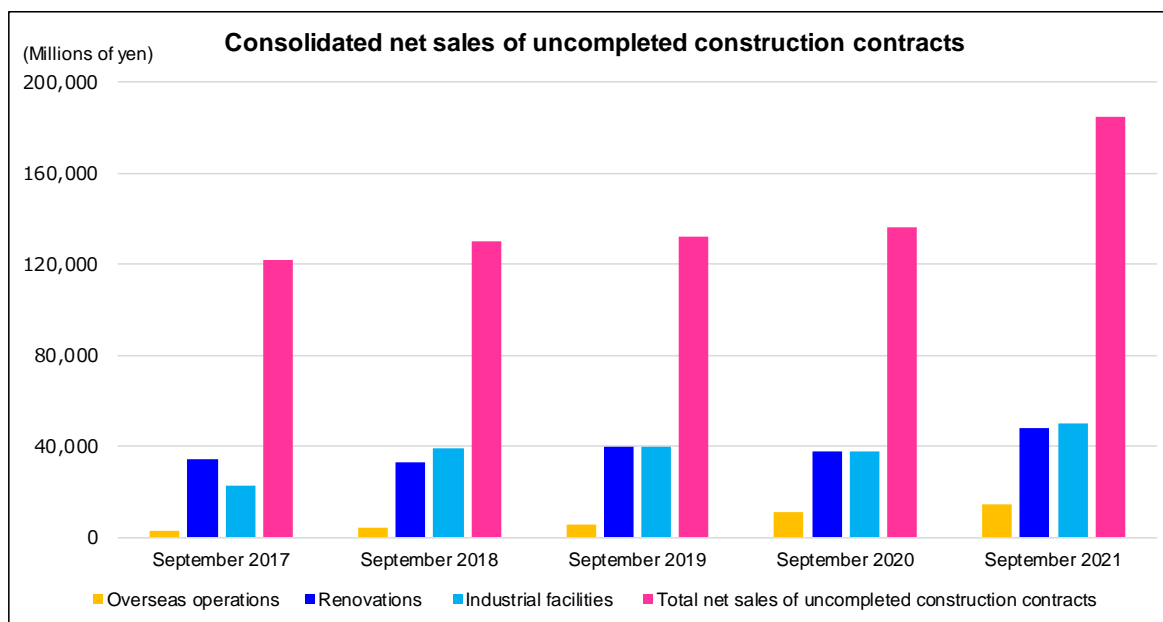


- Looking at net sales of completed construction contracts for the current period, industrial facilities declined compared to the previous period since many of the contracts were large-scale projects, which were not fully in progress, renovations decreased lightly, and overseas operations showed reactionary increase to the sluggish growth posted by Singapore in the previous fiscal year due to movement restrictions to prevent the pandemic.
- Although the current period saw the lowest net sales of completed construction contracts in the last five years, as described on Page 14, a sufficient amount of net sales of uncompleted construction contracts will contribute to the net sales of completed construction contracts for the second half year.

Status of uncompleted construction contracts

(Millions of yen)

	Second quarter of period ended March 2021		Second quarter of period ending March 2022		Year-on-year change	
	Monetary amount	Composition ratio	Monetary amount	Composition ratio	Monetary amount	Composition ratio
Net sales of uncompleted construction contracts at beginning of period	124,228	—	143,043	—	18,814	15.1%
Net sales of construction contract orders received	84,656	—	107,423	—	22,766	26.9%
Net sales of completed construction contracts	72,734	—	65,780	—	(6,953)	-9.6%
Net sales of uncompleted construction contracts	136,151	100.0%	184,685	100.0%	48,534	35.6%
(Industrial facilities)	37,406	27.5%	49,781	27.0%	12,374	33.1%
(Renovations)	37,840	27.8%	48,055	26.0%	10,214	27.0%
(Overseas operations)	11,163	8.2%	14,384	7.8%	3,221	28.9%
Of which, those to be completed in second half of current period	62,793	—	74,743	—	11,950	19.0%



- Both net sales of uncompleted construction contracts at beginning of period and net sales of construction contract orders received increased from the previous period. Meanwhile, net sales of completed construction contracts decreased as large-scale projects were not fully in progress, bringing about a significant increase in net sales of uncompleted construction contracts.
- The highest net sales of uncompleted construction contracts in the last five years were posted in the current period, meaning a sufficient volume of construction work has been secured.
- Of the construction work stated above, those to be completed in the second half of the current period are increasing and expected to contribute to the net sales of completed construction contracts of the second half year.

(Millions of yen)

		Period ended March 2021	Period ending March 2022	Increase (Decrease)	Change rate
Net sales of construction contract orders received	April–June	36,167	44,698	8,531	23.6%
	July–September	48,489	62,725	14,236	29.4%
	April–September	84,656	107,423	22,766	26.9%
Net sales of completed construction contracts	April–June	34,816	27,257	(7,559)	-21.7%
	July–September	37,918	38,523	605	1.6%
	April–September	72,734	65,780	(6,953)	-9.6%
Operating profit	April–June	2,281	528	(1,752)	-76.8%
	July–September	2,789	2,240	(549)	-19.7%
	April–September	5,070	2,768	(2,301)	-45.4%

- Net sales of construction contract orders received from April to June and from July to September increased compared to the previous period.
- Net sales of completed construction contracts decreased from April to June compared to the previous period, but increased by 1.6% from July to September, showing an increasing trend.
- Thanks to the increase in net sales of completed construction contracts, year-on-year decrease rate of operating profit has been decelerating to -19.7% between July and September compared to -76.8% between April and June.



**Second Quarter Financial Results
for the Period Ending March 2022**

**Full-Year Earnings
Forecast**

Consolidated full-year earnings forecast

(Millions of yen)

	Period ended March 2021			Period ending March 2022			Year-on-year change, full year	
	First half year	Second half year	Full year	First half year	Second half year (forecast)	Full year (forecast)	Increase (Decrease)	Change rate
Net sales of construction contract orders received	84,656	91,870	176,526	107,423	75,577	183,000	6,474	3.7%
Net sales of completed construction contracts	72,734	84,978	157,712	65,780	102,220	168,000	10,288	6.5%
(Of which, carried over from first half period)	–	62,793	–	–	74,743	–	11,950	19.0%
Gross profit on completed construction contracts	11,179	10,342	21,521	8,857	13,143	22,000	478	2.2%
Gross profit margin of completed construction contracts (%)	15.4%	12.2%	13.6%	13.5%	12.9%	13.1%	-0.5p	
Operating profit	5,070	3,684	8,754	2,768	4,732	7,500	(1,254)	-14.3%
Operating profit margin (%)	7.0%	4.3%	5.6%	4.2%	4.6%	4.5%	-1.1p	
Ordinary profit	5,366	3,896	9,262	3,044	4,656	7,700	(1,562)	-16.9%
Ordinary profit margin (%)	7.4%	4.6%	5.9%	4.6%	4.6%	4.6%	-1.3p	
Net profit attributable to owners of parent	3,654	2,664	6,318	2,077	3,123	5,200	(1,118)	-17.7%
Net profit margin (%)	5.0%	3.1%	4.0%	3.2%	3.1%	3.1%	-0.9p	

Preconditions for earnings forecast

- There is no change from the brief report on the financial statements announced on May 12, 2021.
- Although growth of net sales of completed construction contracts is expected, operating profit is likely to decrease mainly due to decreasing profit margin because of low profitability of large-scale construction work and increasing SG&A expenses incurred by DX investment.
- In the first half of the period, sales and profits declined compared to the previous accounting period, but as stated in “Of which, carried over from first half period,” there is more work scheduled to be completed in the second half period than the previous period. We therefore expect results in line with our full-year earnings forecast.

Shareholder return policy

- We consider returning profits to our shareholders through profit distribution as the most important management issue and strive to build a sound financial structure.
- We have a dividend policy of striving for a payout ratio of 30% or more as per the numerical targets in our Mid-Term Management Plan.

Dividend status

	Full-year dividend			Total dividend (Total sum)	Dividend ratio (Consolidated)	Dividend on equity ratio (Consolidated)
	End of second quarter	End of period	Total			
	Yen Sen	Yen Sen	Yen Sen	Million yen	%	%
Period ended March 2020	40.00	50.00	90.00	1,975	30.9%	3.0%
Period ended March 2021	45.00	45.00	90.00	1,949	30.8%	2.7%
Period ending March 2022 (Forecast for period-end values)	45.00	45.00	90.00	—	37.0%	—

Purchase of treasury shares

- We will consider it as appropriate aiming for returning profits to our shareholders and improving capital efficiency.



**Second Quarter Financial Results
for the Period Ending March 2022**

Progress Status of Mid-Term Management Plan

“Preparation Stage” FY2021–2023

Strategies and measures for the Mid-Term Management Plan “Preparation Stage”

- A “Preparation Stage” to improve and strengthen our domestic and overseas foundations toward the Long-term Vision 2030.
- Take on the challenges of entering new businesses and establish a group structure to expand consolidated sales.
- Aiming to become a “company that creates space value,” and deliver value to a wide range of customers.

Business strategies	Strategy of “Preparation Stage” FY2021–2023	Implementation status of measures
Expand core businesses	<ul style="list-style-type: none"> • Increase industrial installations • Strengthen businesses of recurring revenue model 	<ul style="list-style-type: none"> • Engineers are appropriately assigned to electronic device, data center, and other large-sized industrial facilities. • Customers are retained through active maintenance order acquisition activities in cooperation with subsidiaries.
Reinforce overseas business	<ul style="list-style-type: none"> • Develop a foundation to control overseas operations • Develop new bases 	<ul style="list-style-type: none"> • Domestic headquarters are supporting sales, technical proposals, and quality control for each project. • Amid the pandemic, remote sales activities have been strengthened in Vietnam, where we started operation last year.
Strengthen technological capabilities	<ul style="list-style-type: none"> • Strengthen on-site capabilities • Expand ZEB & IoT business 	<p>Details are provided in “Our Sustainability Initiatives.”</p>
Find new businesses	<ul style="list-style-type: none"> • Contribute to commercialization of regenerative medicine • Promote business that reduces environmental load 	



**Second Quarter Financial Results
for the Period Ending March 2022**

Our Sustainability Initiatives

Recognizing the importance of sustainable growth together with society, in formulating our Mid-Term Management Plan, we have set “materiality,” or important management issues related to society and the environment that we should give priority to address in the course of business. With KPIs newly set, we will move forward to achieve our goals.

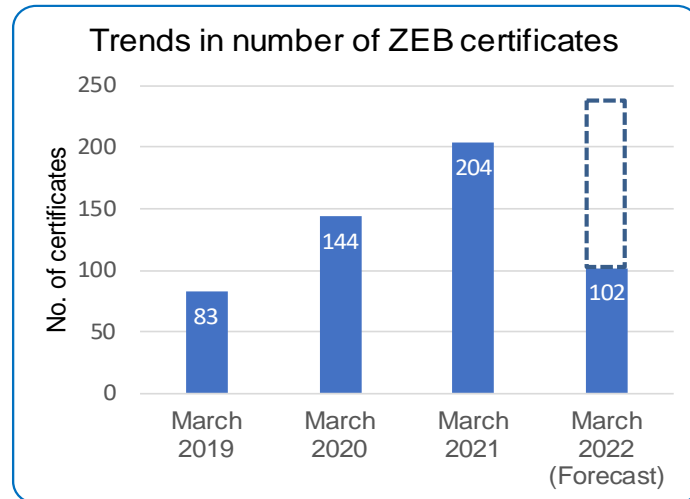
Materiality	KPIs	Goals
Contribute to a decarbonized society	Scope1+2 GHG emission reduction	46% reduction in FY2030
	Dissemination and expansion of ZEB	40 ZEBs in 3 years
Keep up with changes in business environment through DX	Increase in the number of worksites where remote assistance team service is accessible	Monitoring
Realize a high-quality medical environment	Increase the actual number of regenerative medicine-related devices and systems adopted	45 adoptions in 3 years
Achieve innovation and improve productivity through research and fostering of human resources	Sales of completed construction contracts per engineer	Monitoring
Health and safety conscious work environment that makes employees feel their work is rewarding	Improvement of employee satisfaction	2.7 or more (full score: 4)
Partnership with subcontractors and suppliers	Improvement of retention rate of Meisters and excellent foremen	Monitoring

■ Acceleration toward 2050 carbon neutrality

- The 6th Strategic Energy Plan
 - Making renewable energy the main power source
 - Promoting energy-saving buildings by tightening laws and regulations, and **strengthening measures to accelerate ZEB dissemination**
- Increasing need for ZEB and CO₂-saving renovations with an awareness of ESG investment
- **The number of ZEB certificates is increasing year by year,** and some large-scale projects have been certified.

■ ZEB orders actually received

DAI-DAN's efforts toward ZEB, such as the enefice series (own building), are highly evaluated, establishing a corporate image that **ZEB is DAI-DAN's strength**. As a result, orders are increasing year by year at a speed exceeding the growth of the market.



■ Completion of enefice Hokkaido (Hokkaido Branch), and start of rebuilding of Hokuriku branch

- Accumulation of know-how over the **life cycle of ZEB**, from design to operation
- Development of **wellness offices** that promote user health and comfort and contributes to improving intellectual productivity
- Acquisition of CASBEE-Smart Wellness Office S-rank

■ Sales by actively entrusting ZEB planning work

- Promotion of **ZEB renovation** and CO₂ saving proposals **for existing buildings**
- Strengthening of the ability to handle renewable energy equipment, such as solar power generation equipment

■ Proactive introduction proposal of REMOVIS that guarantees ZEB operation

- Scheme construction and operation of REMOVIS introduction services
- Making proposals combined with ZEB and CO₂-saving proposals



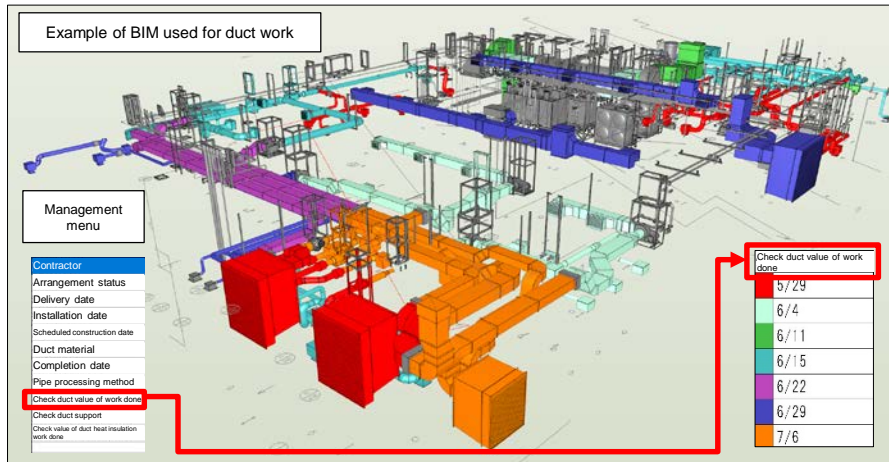
Enefice Hokkaido, completed in June 2021



Hokuriku Branch, scheduled to be completed in May 2022

■ BIM-based construction style reform

Dai-Dan is working on BIM that utilizes 3D shapes as well as BIM models (information) in the production process to **save manpower in the production process and improve the efficiency of construction management.**



BIM function utilization menu

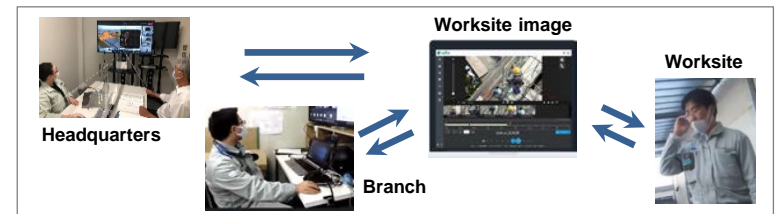
- Order placement by automatically picking up information from the specification data of materials and equipment
- Construction management of processes, value of work done, etc. using 4D (time axis information)
- Budget management with 5D (cost axis information) added

■ Improvement of on-site operational efficiency

Remote worksite patrol with a web camera

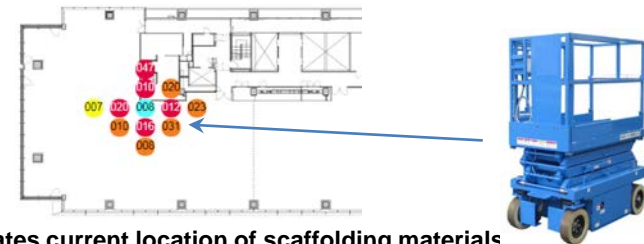
Get closer to worksites, improve quality, and reduce safety risks.

Utilization of remote assistance team: 302 Projects for the first half year (FY2020: 217 projects/year)



Utilization of scaffolding material management system with a beacon (radio wave transmitter)

Significantly improves management work requiring a great deal of effort



Indicates current location of scaffolding materials

[Introduction effects]

Operation of 50 aerial work platforms
 Checking location after work is done *Usable during overtime hours

2 employees (1-2 hours) → "0"

Realization of a high quality medical environment

Regenerative medicine initiatives

We will contribute to industrialization and spread of the increasingly expected regenerative medicine as an accessible medical service.

■ Strategically increase order receipts for CPF*, a new concept that will lower the costs of regenerative medicine

*CPF: Clean room for processing cells for regenerative medicine



Keio University Hospital
(Blood (Kymriah), etc.)



Cuorips
(Cardiac muscle)



Mie University
(Cancer (CAR-T))



Increase of inquiries as users with communicative skills highly evaluate CPF, and also through word-of-mouth

Approach fields where early expansion is expected, such as cancer and retina.

Establish a certain share of CPF in the 1 trillion yen-worth regenerative medicine-related market in 2030.

■ Prepare prominent peripheral services and form an alliance

Make investments in venture companies specializing in cancer, cardiac muscle, and retina.


- Remodel CPF at Cellab Tonomachi into a cell preparation manufacturing facility
- Secure manufacturing staff, prepare for manufacturing license application, etc.
- Expand sales of Air Barrier CPF and all-in-one CP unit



Expand business fields through solid cooperation with venture companies

Enter the field of cell preparation contract manufacturing service for regenerative medicine

Aim to achieve 15.0 billion yen in 2030 with CPF, equipment and service

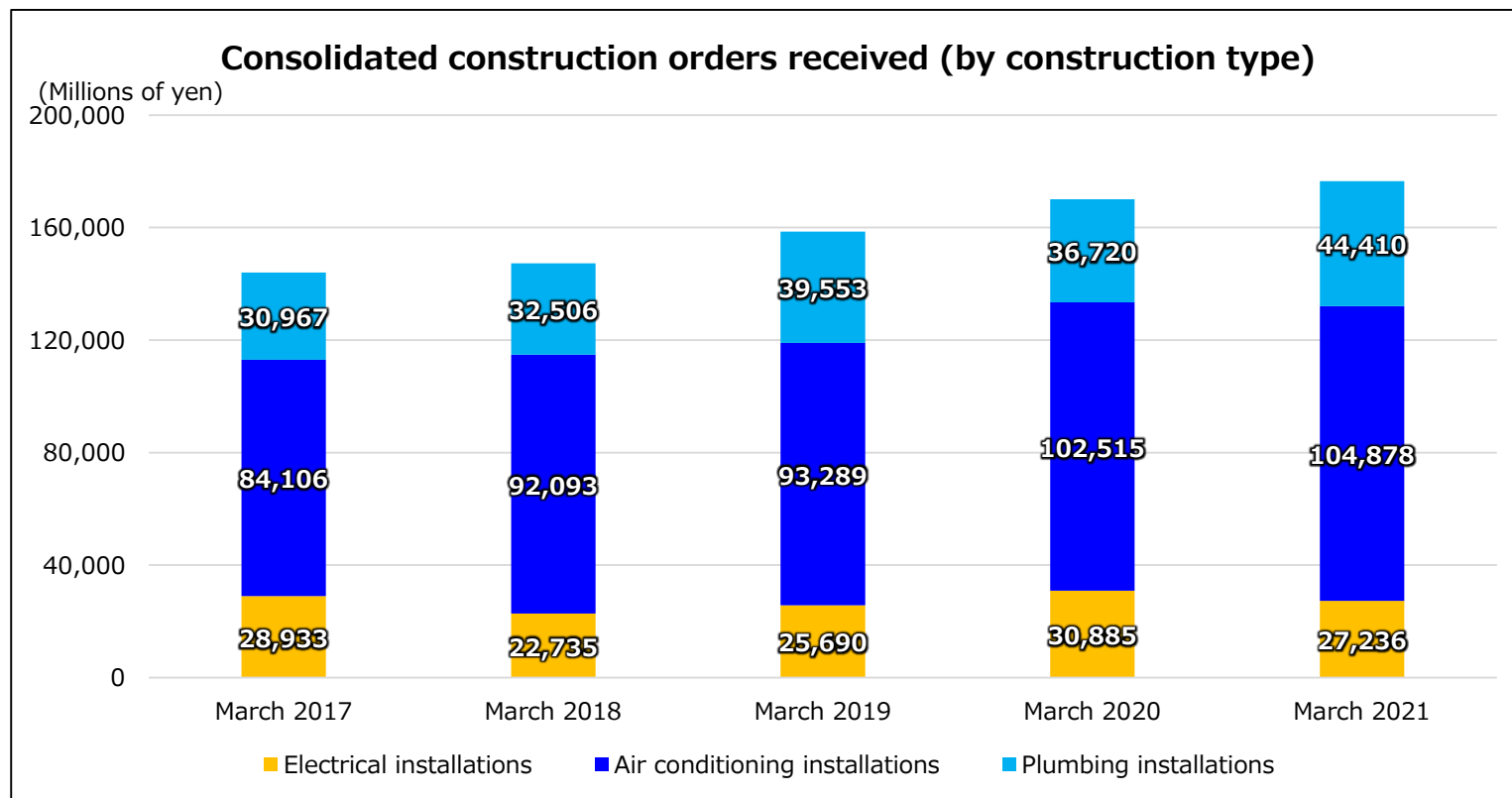


**Reference:
DATA FILE
(Full-Year / Second
Quarter)**

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

(Millions of yen)

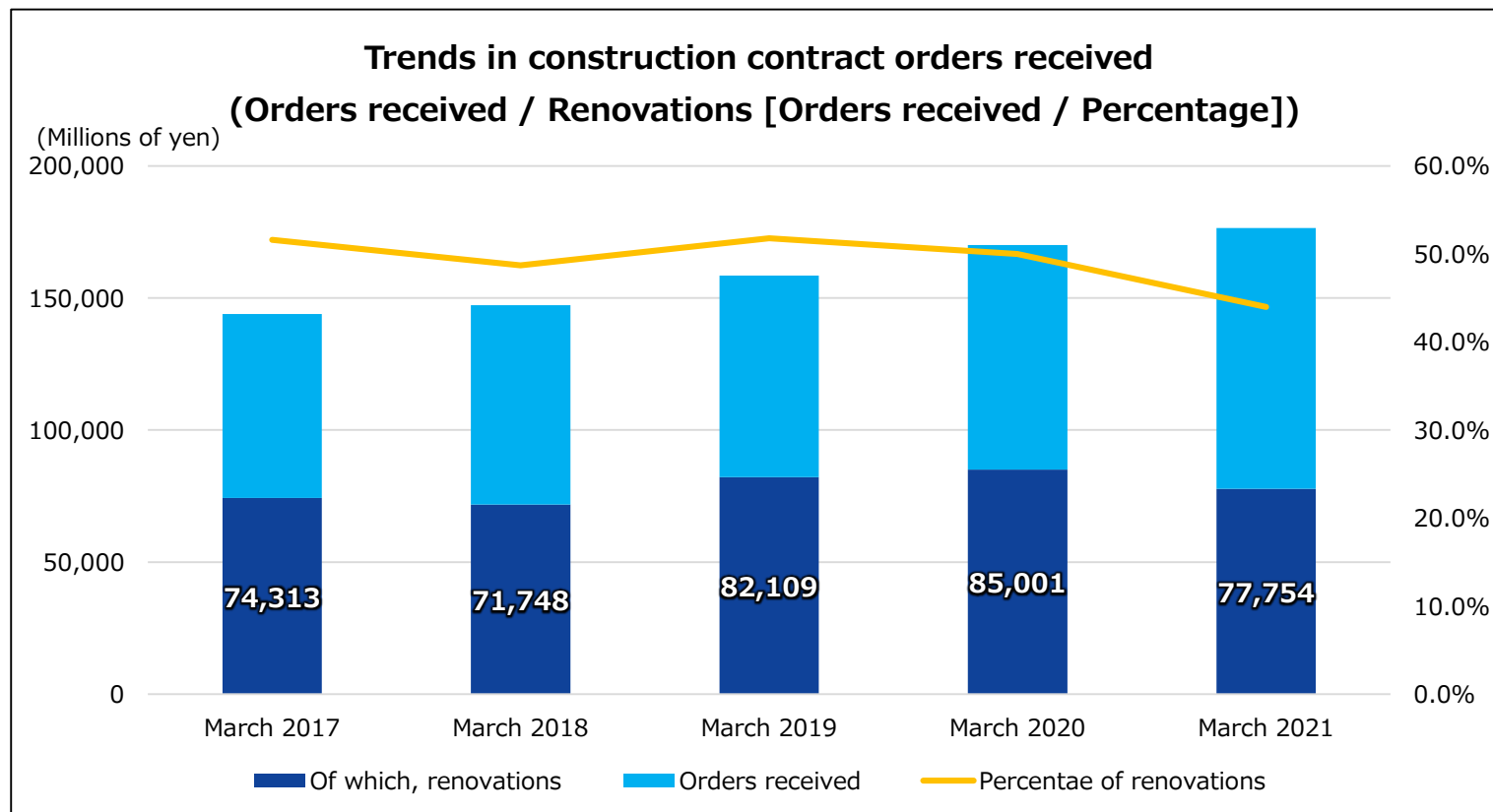
	Period ended March 2017	Period ended March 2018	Period ended March 2019	Period ended March 2020	Period ended March 2021
Electrical installations	28,933	22,735	25,690	30,885	27,236
Air conditioning installations	84,106	92,093	93,289	102,515	104,878
Plumbing installations	30,967	32,506	39,553	36,720	44,410
Total	144,007	147,335	158,533	170,121	176,526



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

(Millions of yen)

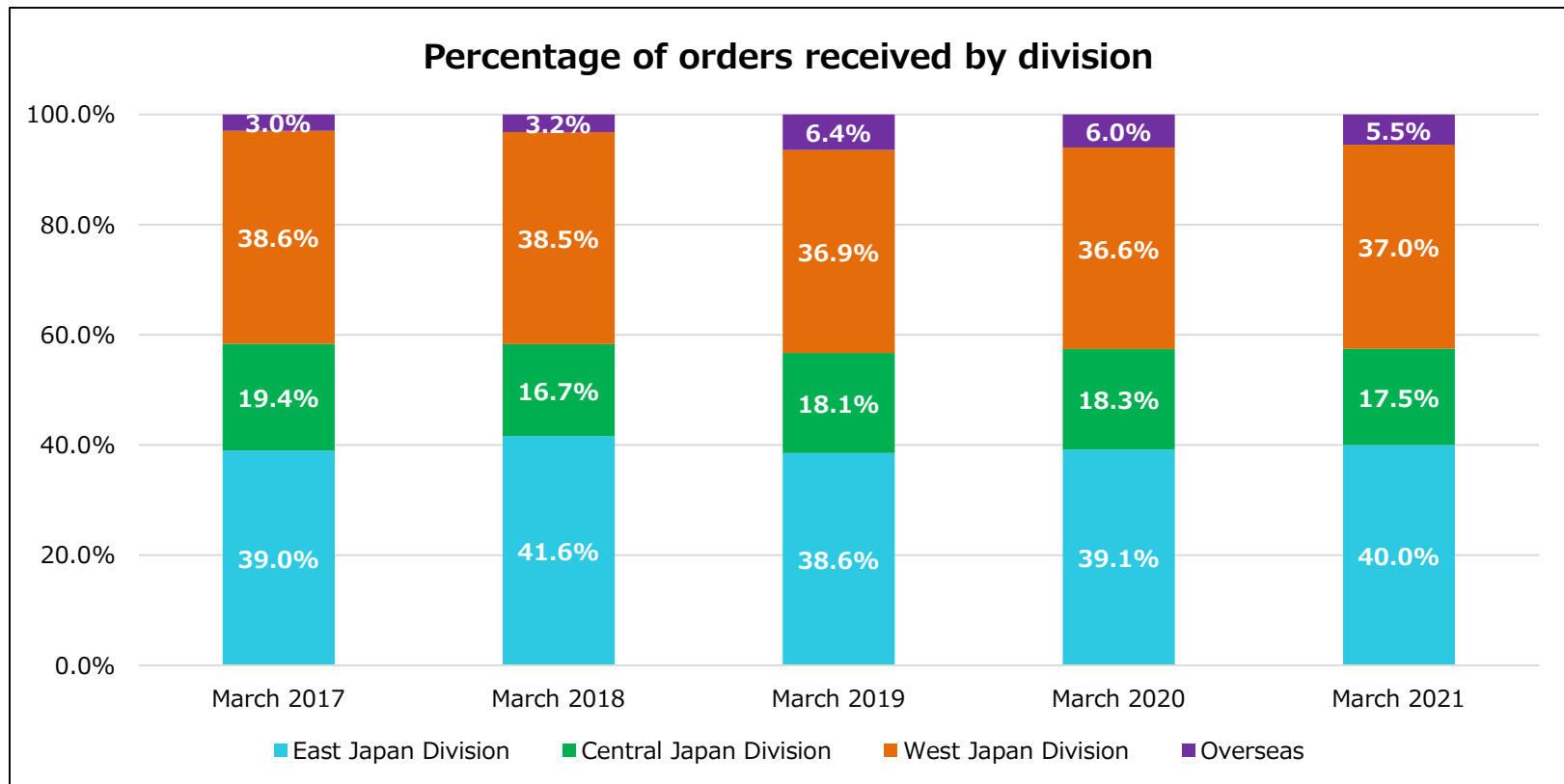
	Period ended March 2017	Period ended March 2018	Period ended March 2019	Period ended March 2020	Period ended March 2021
Orders received	144,007	147,335	158,533	170,121	176,526
Renovations	74,313	71,748	82,109	85,001	77,754
Percentage of renovations	51.6%	48.7%	51.8%	50.0%	44.0%



Percentage of consolidated orders received by division (Full-year)

Percentage of orders received

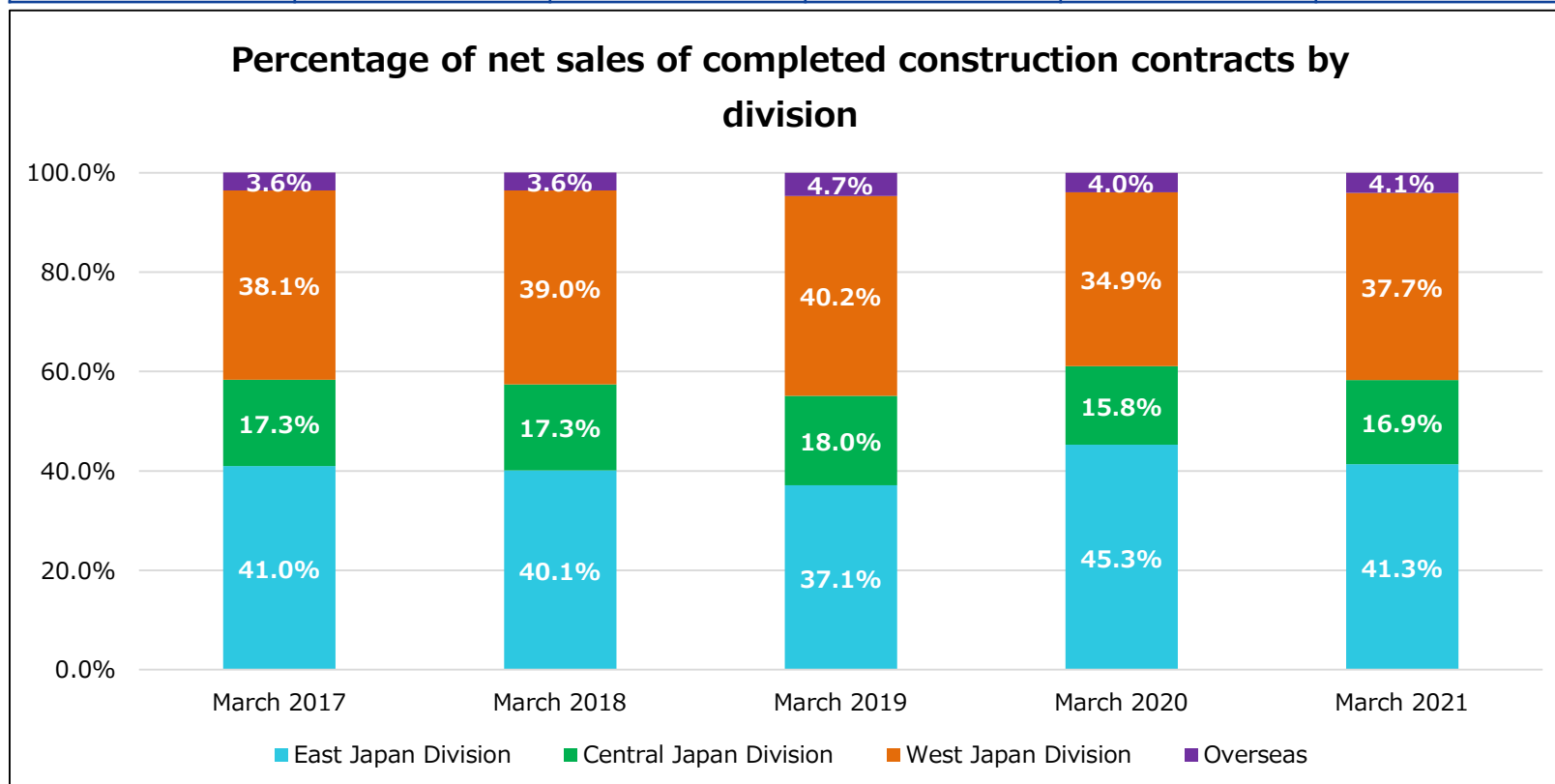
	Period ended March 2017	Period ended March 2018	Period ended March 2019	Period ended March 2020	Period ended March 2021
East Japan Division	39.0%	41.6%	38.6%	39.1%	40.0%
Central Japan Division	19.4%	16.7%	18.1%	18.3%	17.5%
West Japan Division	38.6%	38.5%	36.9%	36.6%	37.0%
Overseas	3.0%	3.2%	6.4%	6.0%	5.5%



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

Percentage of net sales of completed construction contracts

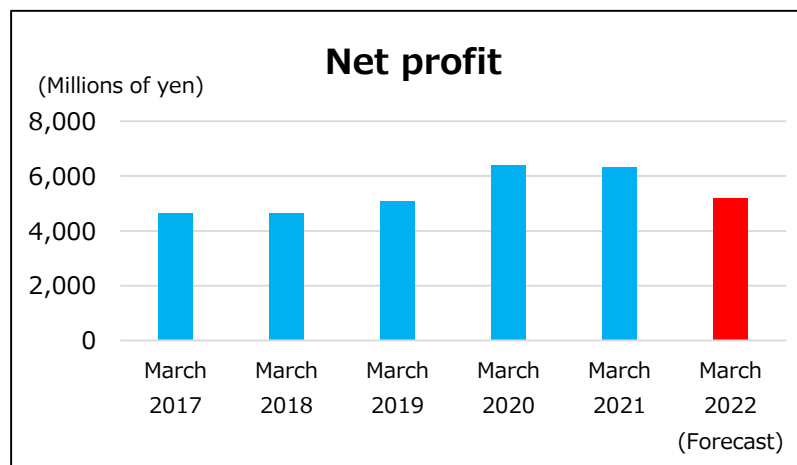
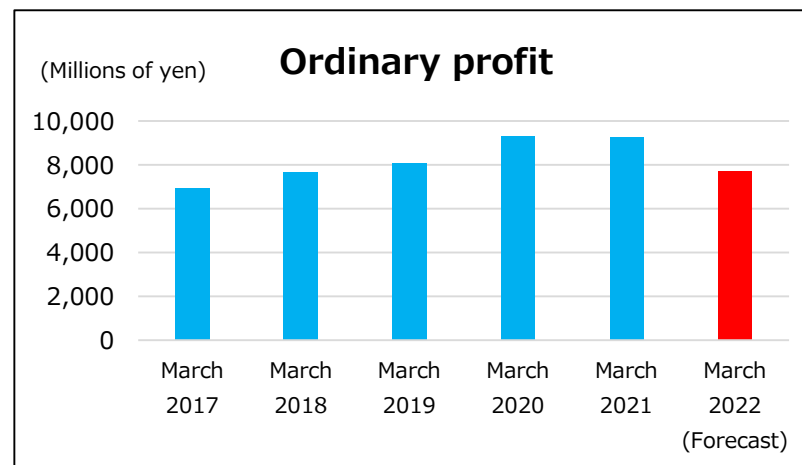
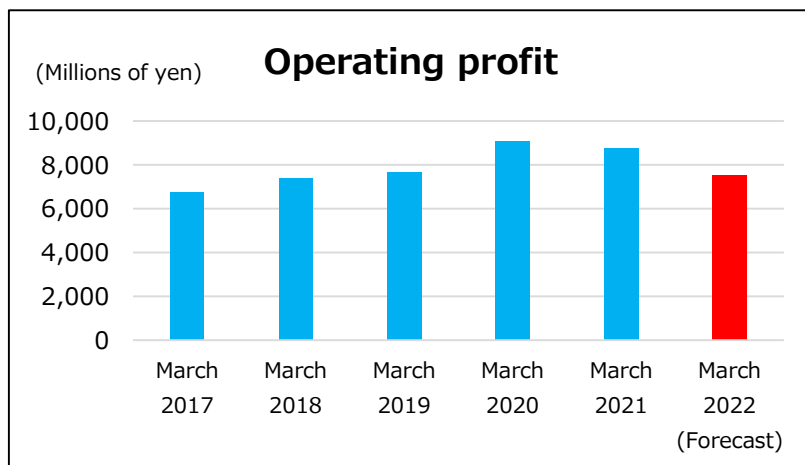
	Period ended March 2017	Period ended March 2018	Period ended March 2019	Period ended March 2020	Period ended March 2021
East Japan Division	41.0%	40.1%	37.1%	45.3%	41.3%
Central Japan Division	17.3%	17.3%	18.0%	15.8%	16.9%
West Japan Division	38.1%	39.0%	40.2%	34.9%	37.7%
Overseas	3.6%	3.6%	4.7%	4.0%	4.1%



Consolidated (operating/ordinary/net) profits (Full-year)

(Millions of yen)

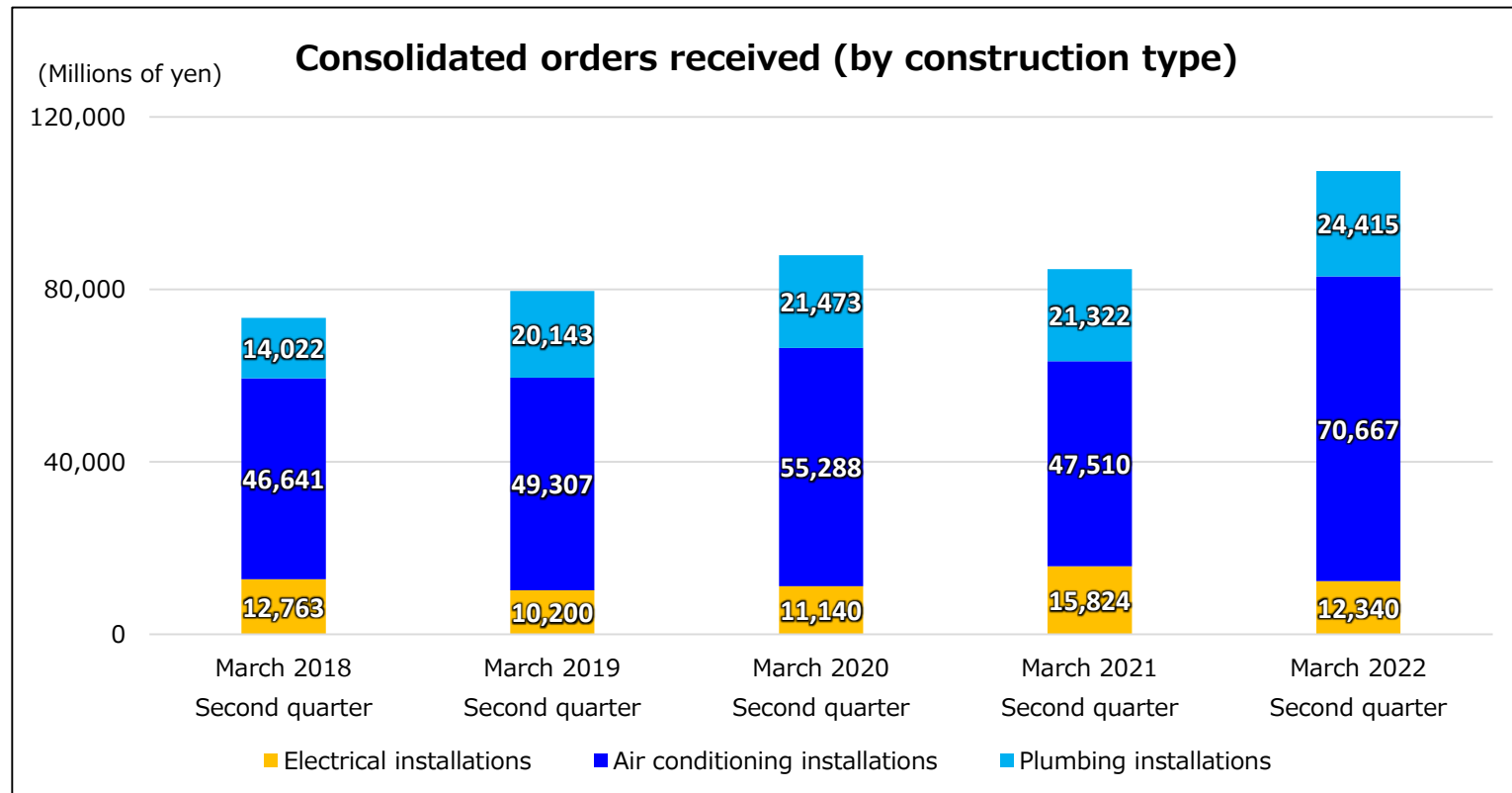
	Period ended March 2017	Period ended March 2018	Period ended March 2019	Period ended March 2020	Period ended March 2021	Period ending March 2022 (Forecast)
Operating profit	6,750	7,385	7,661	9,063	8,754	7,500
Ordinary profit	6,939	7,674	8,057	9,282	9,262	7,700
Net profit	4,638	4,638	5,109	6,399	6,318	5,200



Consolidated net sales of construction orders received (by construction type) (Second quarter)

(Millions of yen)

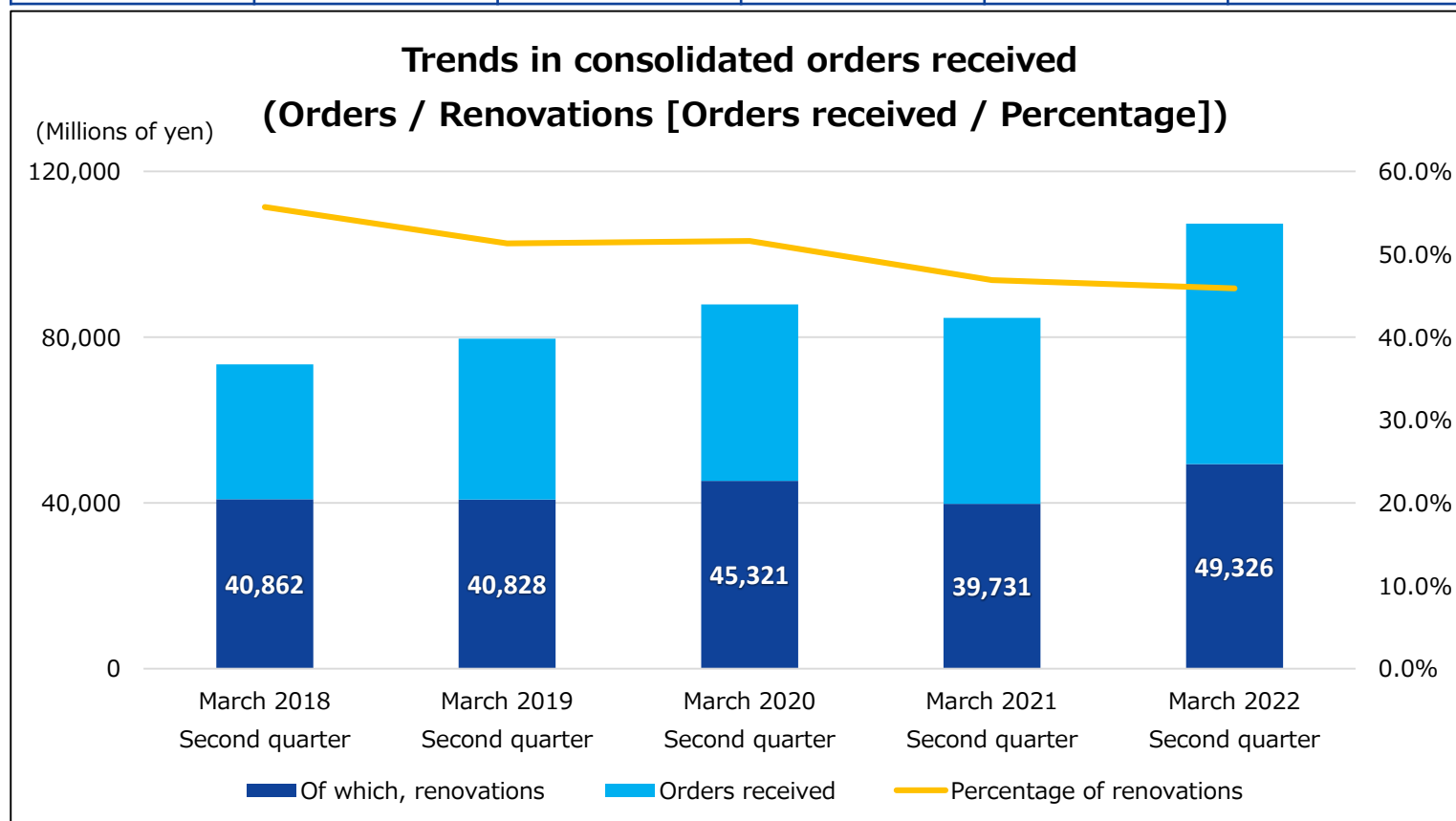
	Period ended March 2018 Second quarter	Period ended March 2019 Second quarter	Period ended March 2020 Second quarter	Period ended March 2021 Second quarter	Period ending March 2022 Second quarter
Electrical installations	12,763	10,200	11,140	15,824	12,340
Air conditioning installations	46,641	49,307	55,288	47,510	70,667
Plumbing installations	14,022	20,143	21,473	21,322	24,415
Total	73,427	79,650	87,902	84,656	107,423



Trends in consolidated construction orders received (Net sales of orders received / renovations) (Second quarter)

(Millions of yen)

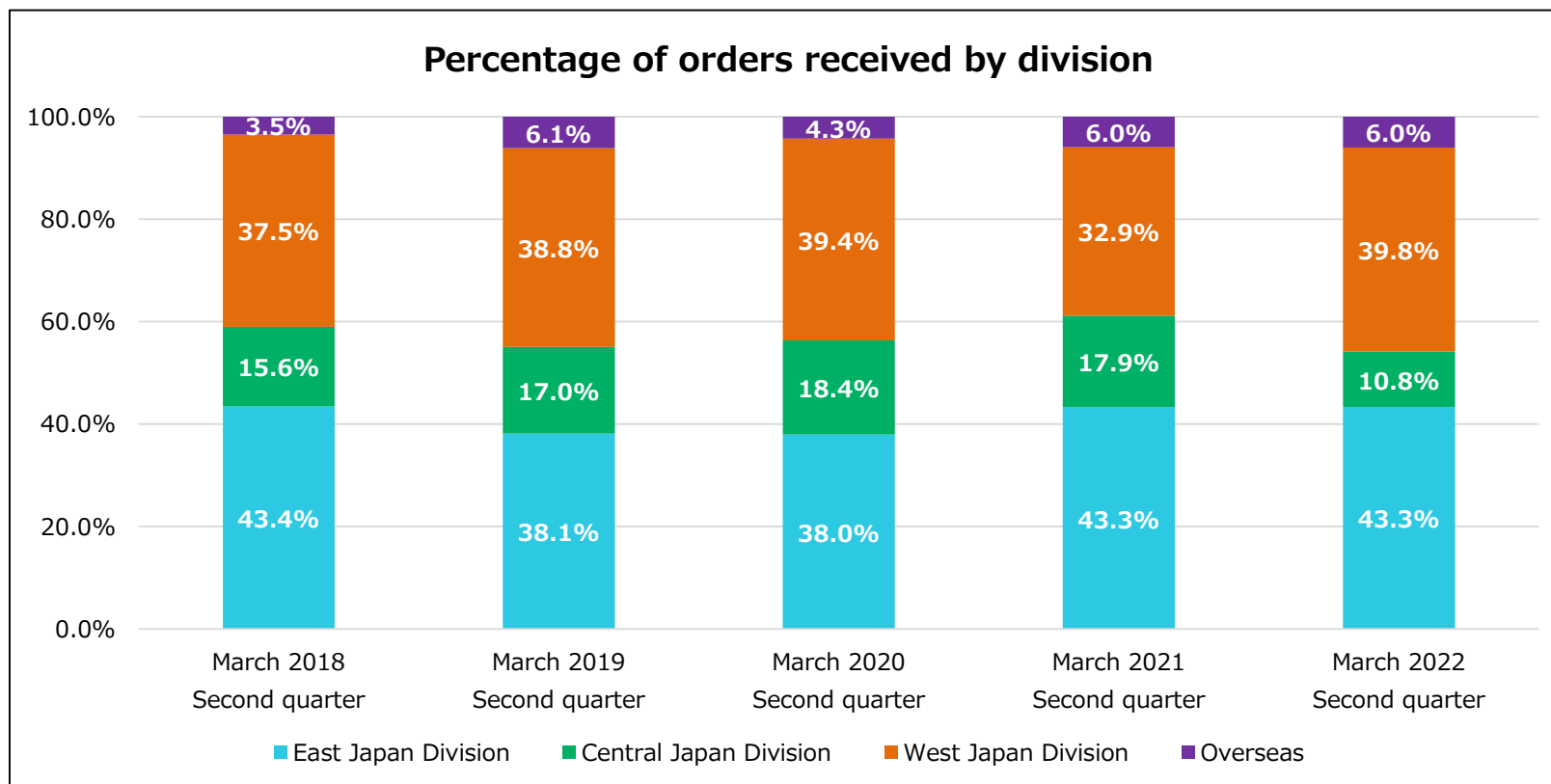
	Period ended March 2018 Second quarter	Period ended March 2019 Second quarter	Period ended March 2020 Second quarter	Period ended March 2021 Second quarter	Period ending March 2022 Second quarter
Orders received	73,427	79,650	87,902	84,656	107,423
Renovations	40,862	40,828	45,321	39,731	49,326
Percentage of renovations	55.7%	51.3%	51.6%	46.9%	45.9%



Percentage of consolidated net sales of construction orders received by division (Second quarter)

Percentage of orders received

	Period ended March 2018 Second quarter	Period ended March 2019 Second quarter	Period ended March 2020 Second quarter	Period ended March 2021 Second quarter	Period ending March 2022 Second quarter
East Japan Division	43.4%	38.1%	38.0%	43.3%	43.3%
Central Japan Division	15.6%	17.0%	18.4%	17.9%	10.8%
West Japan Division	37.5%	38.8%	39.4%	32.9%	39.8%
Overseas	3.5%	6.1%	4.3%	6.0%	6.0%

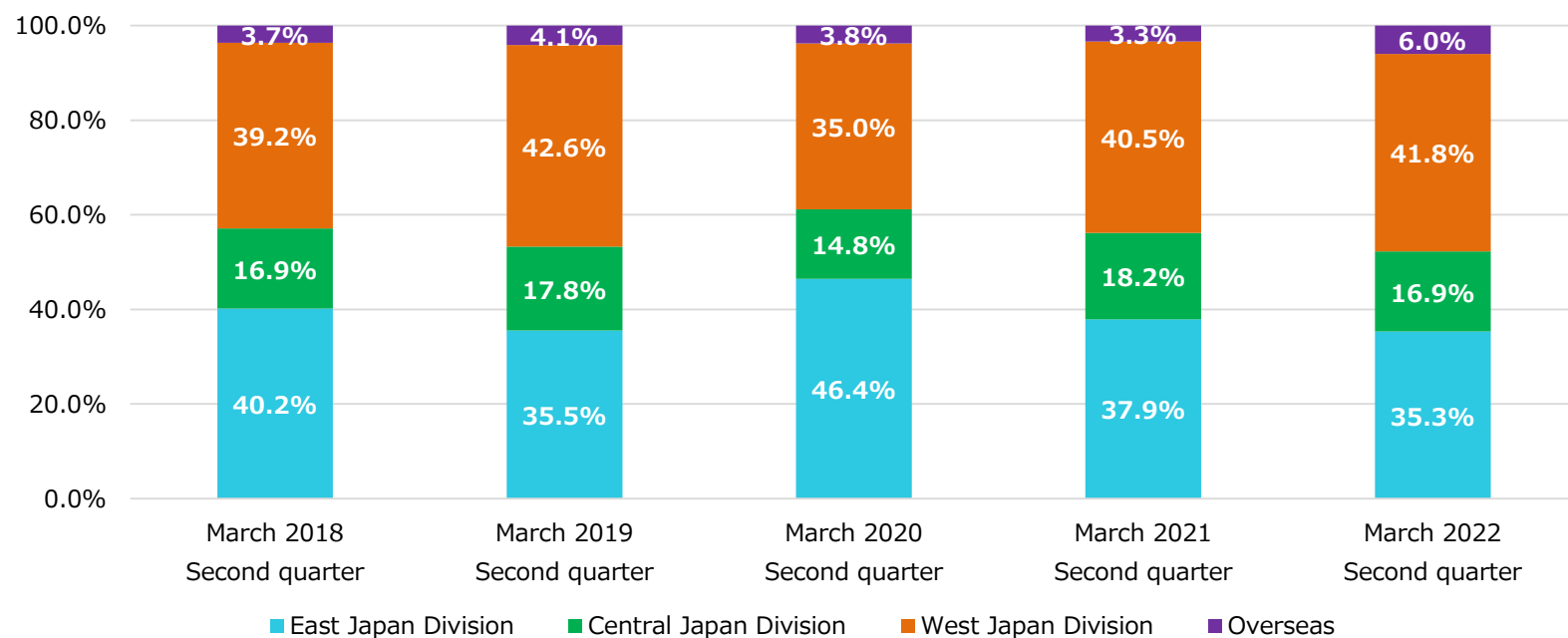


Percentage of consolidated net sales of completed construction contracts by division (Second quarter)

Percentage of net sales of completed construction contracts

	Period ended March 2018 Second quarter	Period ended March 2019 Second quarter	Period ended March 2020 Second quarter	Period ended March 2021 Second quarter	Period ending March 2022 Second quarter
East Japan Division	40.2%	35.5%	46.4%	37.9%	35.3%
Central Japan Division	16.9%	17.8%	14.8%	18.2%	16.9%
West Japan Division	39.2%	42.6%	35.0%	40.5%	41.8%
Overseas	3.7%	4.1%	3.8%	3.3%	6.0%

Percentage of net sales of completed construction contracts by division

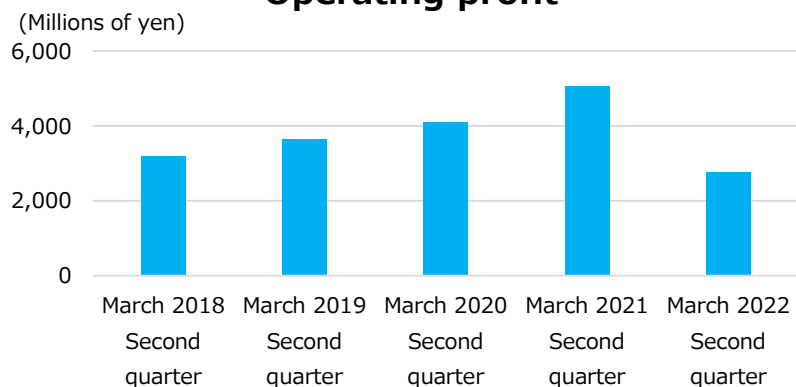


Consolidated (operating/ordinary/net) profits (Second quarter)

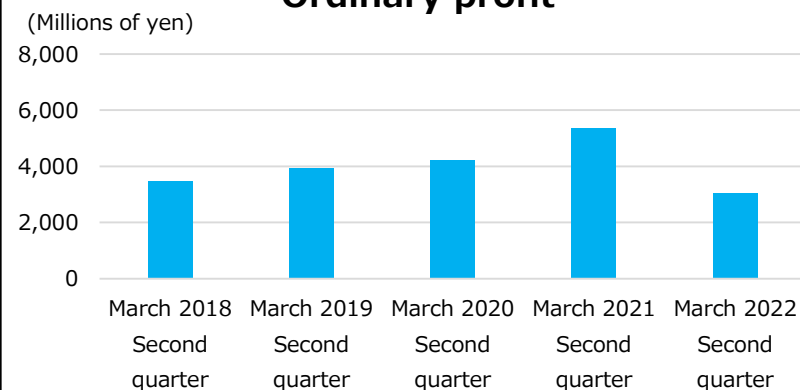
(Millions of yen)

	Period ended March 2018 Second quarter	Period ended March 2019 Second quarter	Period ended March 2020 Second quarter	Period ended March 2021 Second quarter	Period ending March 2022 Second quarter
Operating profit	3,201	3,649	4,091	5,070	2,768
Ordinary profit	3,469	3,939	4,230	5,366	3,044
Net profit	2,297	2,645	2,897	3,654	2,077

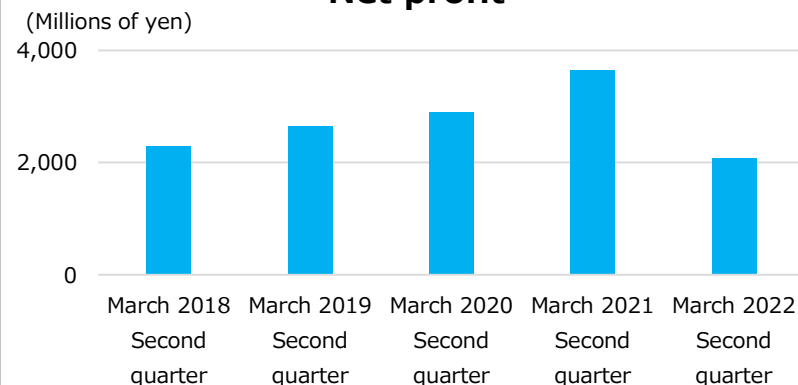
Operating profit



Ordinary profit



Net profit



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:

PR and IR Team, Corporate Planning Office Tel: +81-3-3261-4568

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