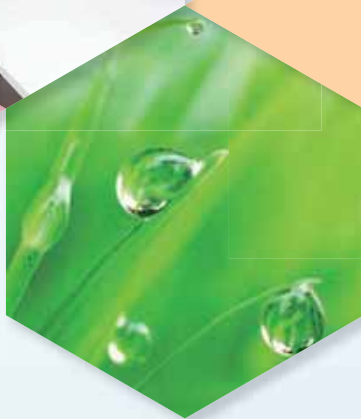


DAI-DAN REPORT

2020–2021



Inspired by Light, Air & Water

At Dai-Dan, we have always thought of it as our duty as a building services engineering and installation provider to provide people with safe pleasant places to live and work, so much so that we have raised the “challenge of creating value for our customers while contributing to the development of a better environment and stronger communities” in the management principles that guide us. By choice, we have chartered our way through a long 117 years of business together with our stakeholders — most notably our customers but to no lesser extent also our shareholders and investors, subcontractors, employees and the many communities that host our sites and operations. This legacy makes it clear to us that meeting our stakeholders’ expectations is a sure path to improving our corporate value. Your continued understanding and support of what we are doing here at Dai-Dan are instrumental for us to move forward. We hope that you will honor us with that.

Shohei Kitano

Representative Director
Chairman
DAI-DAN CO., LTD.



Ichiro Fujisawa

Representative Director
President
DAI-DAN CO., LTD.

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Editorial Policy

Since fiscal 2008, we have been publishing our CSR report as a means of informing our stakeholders of our business operations and CSR initiatives. In fiscal 2014, we renamed this publication the Dai-Dan Report. Compiled as an integrated corporate report, it contains both financial and non-financial data in addition to the conventional content.

Scope of This Report

Target organization

This report covers the operations of DAI-DAN CO., LTD. All financial information is reported on a consolidated basis.

Period

This report covers the fiscal year spanning April 1, 2019, to March 31, 2020. Some data refers to activities after April 1, 2020.

Report Guideline References


ISO 26000


Ministry of the Environment *Environmental Reporting Guidelines* (2018)


GRI *Sustainability Reporting Standards*


Dai-Dan's 117-year History


March 1903	Founded.	January 1979	Singapore Branch is opened.
October 1933	Osaka Denki Shokai/ Osaka Danbo Shokai Co., Ltd. is incorporated.	February 1983	The building of head office is constructed at the current place (Edobori, Nishi-ku, Osaka City).
September 1943	The corporate name is changed to Osaka Denki Tekkan Kogyo Co., Ltd.	October 1984	Technical Research Laboratory is constructed at Miyoshimachi, Iruma-gun, Saitama Prefecture.
December 1946	The corporate name is changed back to Osaka Denki Shokai/ Osaka Danbo Shokai Co., Ltd.	April 1987	The corporate name is changed to DAI-DAN CO., LTD.
January 1965	The corporate name is changed to Osaka Denki Danbo Co., Ltd.	August 1993	The company lists its stock on the first section of Tokyo Stock Exchange.


1907

Sumitomo General Head
Office Building, Osaka


1909

Bank of Japan Building,
Hakodate Branch, Hokkaido

1923

Nagoya City Library, Aichi

1931

Bank of Japan Head Office
Building, Tokyo

1964

Nippon Budokan, Tokyo

1974

Supreme Court Office
Building, Tokyo

1994

Kansai International Airport
Passenger Terminal, Osaka

March 2003	The company celebrates its 100th anniversary.	June 2019	Singapore Branch obtains the certification of ISO 45001.
April 2013	New Research Center is completed in Technical Research Laboratory.	February 2020	Cellab Healthcare Service Co., Ltd. is established.
May 2016	Enefice Kyushu (new Kyushu Branch office building) is completed.	May 2020	Ground is broken on enefice Hokkaido (temporary name of a new Hokkaido Branch office building).
May 2017	The company is registered as a ZEB Planner.		
May 2019	Enefice Shikoku (new Shikoku Branch office building) is completed.		

2011

CREATE, Singapore

2012

JP Tower, Tokyo

2015

New K-1 Building, Nichia
Corporation, Tokushima

1996

M-Wave Nagano Olympic
Memorial Arena, Nagano

2010

Labs and Center Building,
Okinawa Institute of Science
and Technology Graduate
University, Okinawa

2010

Haneda Airport Terminal 2,
Tokyo

2017

GINZA SIX, Tokyo

2018

msb Tamachi Station Tower S /
Pullman Tokyo Tamachi, Tokyo

Our plan is to create more comfortable environments by continuing to provide value inspired by light, air and water.

Outside Auditor Ikumi Sato spoke to President Ichiro Fujisawa about Dai-Dan's present and future. In the interview, President Fujisawa touches upon a wide range of subjects from the achievements of the group's Mid-Term Management Plan and future growth strategies to dealing with Covid-19 and the digital revolution.



Ichiro Fujisawa

Representative Director & President, DAI-DAN CO., LTD.

April 1979 Joined the company.
June 2009 Director, Corporate Officer, Head of Industrial Facilities Division, and Manager of Technical Department
April 2013 Director, Senior Executive Corporate Officer, in charge of East Japan Area, and General Manager of Tokyo Head Office
April 2018 Representative Director and President (currently)

Ikumi Sato

Outside Auditor

April 1990 Licensed as an attorney
April 2017 Vice President, Daini Tokyo Bar Association
April 2018 Executive Governor, Japan Federation of Bar Associations
June 2019 Outside Auditor for Dai-Dan (currently)

Sato: "Dai-Dan achieved the goals it set forth in its 3-year Mid-Term Management Plan in just the second year of the plan."

Fujisawa: "Our fiscal 2019 earnings were the best we've posted in the past 26 years."

Sato: Dai-Dan projected its 3-year Mid-Term Management Plan out through fiscal 2020, but you attained your targets for construction orders and completions a full year ahead of schedule in fiscal 2019.

Fujisawa: Well, for one, orders for big projects were strong in Metropolitan Tokyo as the area prepared to host the 2020 Olympics and Paralympics, but the fact that we completed more jobs than expected owes also to a confluence of actions including the support structure we have in place that draws resources from our regional offices for projects in the capital area. We like to think that the results of those efforts played out in our net sales and operating income. Those efforts proved successful and helped us to reach numerical targets in just the second year of our 3-year plan.

Let me add that our fiscal 2019 earnings were the best we've posted since Japan's real-estate bubble burst 26 years ago.

Sato: I have also heard that, alongside the digitalization push that is racing through society, orders for IT facilities have been up recently as well.

Fujisawa: Demand continues to grow for industrial projects for the electronic device and other sectors, data center construction and smart mobility needs. We also have jobs underway and continue to see new orders coming in for infrastructure projects tied to the 2025 World Expo that will open in Osaka under the concept of the "People's Living Lab."

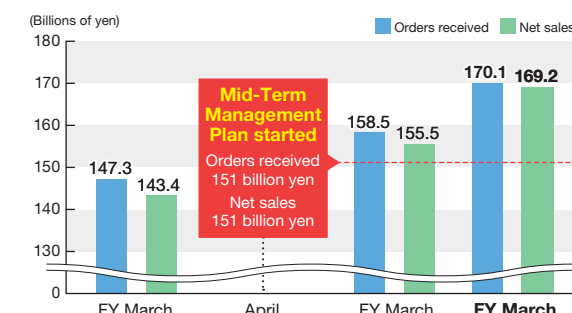
Mid-Term Management Plan Fiscal 2018–2020

Dai-Dan — challenging ourselves and creating the future with our technologies —

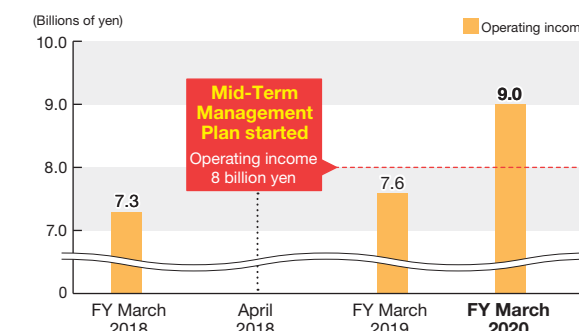
Establish the hopeful and attractive Dai-Dan with "Aggressive Strength" and "Supportive Strength"

Aggressive Strength	Competitive Strength	Strengthening practical competence	Strengthening provision of advanced technology	Strengthening sales force
	Growing Strength	Approach to new business	Expansion of business areas by utilizing the characteristics of building services engineering and installation business	
Supportive Strength	Management Foundation	Establishment of a robust system that is not affected by changes	Improvement in employees' satisfaction	Utilization of capital and financial bases
	Corporate Responsibility	Ongoing promotion of the compliance management and strengthened governance	Approach to environmental and social contribution activities as corporate citizen	Achievement of the sustainable society

Targeted net sales of construction contract orders received and net sales of completed construction contracts achieved 2 years ahead of the Mid-Term Management Plan



Targeted operating income achieved 1 year ahead of the Mid-Term Management Plan



Sato: "The novel coronavirus continues to raise havoc ..."

Fujisawa: "We shut down a fourth of our job sites for anywhere between two weeks and one month."

Sato: The novel coronavirus continues to raise havoc around the world, but tell me what Dai-Dan has done to keep the disease from spreading?

Fujisawa: First of all, we launched a crisis management team as lined out in the BCP protocol that serves us as an emergency response manual. Then, after finding out what our customers intended to do, we shut down as many sites as possible for about a month once the lockdown order was issued. Basically, we shut down a fourth of our job sites for anywhere between two weeks and one month.

Sato: In the business Dai-Dan does, you work with a large number of subcontractors, so how did you deal with them?

Fujisawa: We staunchly believe that it is critical to the business we do that the cooperating companies we work with

prosper as we do. So, since we shut down the worksites, we compensated subcontractors for the wages they paid workers while they were furloughed.

Sato: It sounds like the corona melee reawakened Dai-Dan to the enormity of its social responsibilities.

Fujisawa: During the lockdown, while we were taking precautions to prevent infection, we continued over 100 projects, ranging from simple maintenance work such as to replace a pump to large new builds, at medical sites across the country. Local critical care hospitals accounted for about half of the projects, including over ten that were accepting Covid-19 cases, so we saw for ourselves how our business activities contribute to society.



indoor environment. We have been operating as a general engineering firm for 117 years and I'm proud to say that Dai-Dan is one of the few companies around with know-how of each light, air and water. And, it's because we offer all of these elements that we can create greater spatial comfort. Let me add that, while we explore ways to develop what we have learned, our endgame is also to deliver value to society.

Sato: In the world today, though what constitutes one's "duty" is constantly changing, ESG management seems to explain the roles that should be played in regards to each light, air and water, which, in the end, leads us to corporate contributions to SDGs*.

Fujisawa: Of the various SDGs, we have placed particular importance on efforts that contribute to a carbon-free society. Buildings consume lots of energy because of their lighting and air conditioning, and people need light, air and water to live and work comfortably, so we have to provide systems that can reduce energy consumption to some recognizable degree.

*Sustainable Development Goals advocated by the United Nations

Fujisawa: "We are promoting ZEB and regenerative medicine as SDG initiatives."

Sato: To help realize a carbon-free society, Dai-Dan is developing top-runner technology aimed at cutting building energy consumption to zero and is spreading it as ZEB technology. So, how would you characterize Dai-Dan's efforts?

Fujisawa: In a nut shell, a ZEB (net Zero Energy Building) is a building with a zero energy balance. Full ZEB status means that a building balances out the energy it uses with the energy it produces, but we are also promoting Nearly ZEB, ZEB Ready and other lower level standards than Full ZEB. We have built our own branches and offices on this technology in enefice Kyushu and enefice Shikoku, and have broken ground on enefice Hokkaido. Though enefice Kyushu is ZEB Ready, enefice Shikoku is Full ZEB. And, enefice Hokkaido, which is currently under construction, is being built as a cold weather ZEB. Advanced and moving-forward is how I would characterize what we are doing.

Sato: It will be increasingly more important going forward for you to promote ZEB far and wide, won't it?

Fujisawa: Yes. We want to promote it as an element within

Sato: How are you looking at Dai-Dan's business during and post corona?

Fujisawa: Going forward, businesses are probably going to reexamine themselves in a social context. Business is unpredictable when under precarious conditions, but we believe we can elevate our corporate value further by bearing in mind the social roles we should be fulfilling.

Sato: "You often use the catchphrase 'Inspired by light, air and water.'"

Fujisawa: "We want to share the know-how we have garnered over these 117 years with society."

Sato: Dai-Dan has conducted business for a long time under the catchphrase of "Inspired by light, air and water," so what do those words mean in terms of the value you are seeking to provide society?

Fujisawa: Put simply, "light" represents our electrical installation work, "air" our air conditioning installation work and "water" our plumbing installation work. Together, these elements form an

ZEB projects

Completed May 2016
enefice Kyushu



Completed May 2019
enefice Shikoku



Ground broken May 2020
enefice Hokkaido
(Temporary name of a new office building for the Hokkaido Branch)



our engineering and installation services. Two of our strengths are that we have ZEB projects and that we are learning lots from them. Going forward, we will apply what we learn to projects all across the country to further spread ZEBs.

Sato: Dai-Dan has also gotten into the regenerative medicine field as a new area of business. As I have understood it, you have done a lot of work in the past with hospitals.

Fujisawa: If I might brag a bit, we have a rather impressive record of hospital installations and, parallel to that, have developed and delivered clean booths and bioclean rooms to numerous medical institutions. We have parlayed those experiences and technologies into our involvement with regenerative medicine. In fact, in order to accelerate that initiative, we established Cellab Healthcare Service Co., Ltd. in February 2020 as a subsidiary specialized in the regenerative medicine field.

Sato: Where is the crossover between regenerative medicine and the kind of building engineering and installation work you do?

Fujisawa: Presently, regenerative care is expensive for the patient and, if it is to be accessible by more people, equipment costs will have to come down. To take things in that direction, we built a CPF (Cell Processing Facility) that both meets functional requirements and is low-cost. This is the crossover between regenerative medicine and the building engineering and installation work you spoke of. But,





in the future, we want to get involved in ways other than equipment. We are promoting the regenerative medicine business on the concept of making it “more accessible.”

Fujisawa: “I am thrilled that IT has permeated our job sites much more than I ever imagined it would.”

Sato: What are you doing in regards to work style reform and what issues are there, if any?

Fujisawa: Well, our field personnel are not taking enough time off because of the kind of work they are doing and how instructions are given. This, I see as our biggest issue when it comes to work style reform.

Sato: I imagine as well that Covid-19 has created a situation that requires more flexible work styles than usual.

Fujisawa: Because of the corona fracas, we had most of our headquarters and branch staff telecommute. In fact, during the 1-month lockdown, office attendance was reduced by a little under 70%. However, tablets have been provided to all field personnel as of five years ago, so they are being used to share files and hold webmeetings. I have heard reports from project managers to the effect that, “as long as there is one tablet and one PC, meetings can be held and drawings discussed remotely when conditions don’t consent a visit to

the job site.” I am thrilled that IT has permeated our job sites much more than I ever imagined it would.

Sato: Keidanren raises digitalization and the promotion of AI and IoT in its Society 5.0* vision. Does that imply yet more challenges for you on the work front?

Fujisawa: In the Society 5.0 age, how buildings are valued will change. Remote working will likely increase and buildings that used to hold 100 will be occupied by just 30 to 50 people. If that happens, the way we think about building design from an engineering and installation standpoint will have to change, wouldn’t you say? To ready ourselves for the coming times, we are promoting an IT strategy. This includes sticking with ongoing work style reforms that are compatible with Society 5.0.

* Society 5.0 is a future vision of society in which innovative technologies like AI, IoT, robotics and big data are used widely across industry and lifestyles.

Sato: “As Dai-Dan approaches its 120th anniversary, what is your strategy for growth?”
Fujisawa: “We want to elevate our corporate value by prioritizing ESG perspectives in our business activities.”

Sato: Dai-Dan was founded in March 1903, so soon you will be feting your 120th year of business, which begs the question: What is your strategy for growth in this next leg?

Fujisawa: First and foremost, our plan is to create more comfortable environments by continuing to provide value inspired by light, air and water. Alongside that, we need to make the company stronger in many ways. More specifically, we will develop business on a broader scope rather than limiting ourselves to existing structures and templates, by, for example, increasing maintenance work, gaining more orders for small and intermediate size projects, further developing our overseas business, and expanding the regenerative medicine business.

The relationships we share with stakeholders are already at the heart of our business activities, but, in order to keep growing, we want to continue elevating our corporate value by prioritizing ESG perspectives in our business activities.

Sato: You have talked about Dai-Dan from various angles today, but the points where you spoke of your efforts to elevate the value you provide to persons within and outside the company echo the sentiments of sustainable corporate growth. I encourage you to pursue all of your efforts and to proactively communicate what you are doing to your stakeholders.

Fujisawa: Thank you very much.



Dai-Dan's Commitment to SDGs

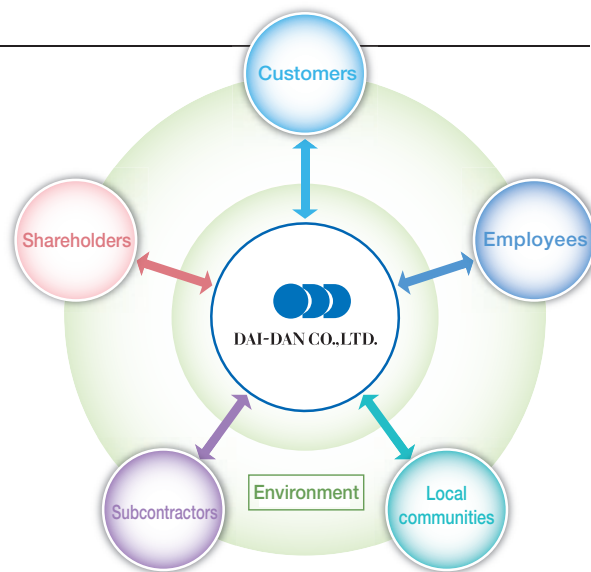
Day after day, Dai-Dan aspires to create value through the work we do.

Our relationships with our stakeholders are an integral part of the business activities we conduct at Dai-Dan. Because ESG (Environment, Society and Governance) concepts and practices underscore the way we go about business, Dai-Dan continues to provide value to all stakeholders and contribute to humankind's efforts to achieve SDGs as a company that is truly committed to making this world a better place.

Stakeholder Relations

Customers, shareholders, employees, subcontractors and local communities — collectively, our stakeholders — are always the focus of any action we take when conducting our corporate activities. We believe that it is imperative that we accurately identify the expectations and requirements of our stakeholders through communication and respond to these needs, in order for us to grow as a company.

We therefore hold semiannual briefings on earnings for analysts in addition to communicating with stakeholders by offering tours of our facilities, issuing press releases, and disseminating information through our corporate website.



SUSTAINABLE DEVELOPMENT GOALS



Dai-Dan is onboard the United Nations Global Compact as a signatory and responsible corporate citizen committed to realizing a sustainable society. The company fully agrees with the Ten Principles espoused in the fundamental areas of "Human Rights," "Labour," "Environment" and "Anti-Corruption," and develops strategies and activities to enact these values with the wholehearted commitment of top management.



Steering Our Way to Sustainable Growth

Important Issues and Progress of Corresponding Efforts

To promote activities aimed at fulfilling our social responsibilities as a building services engineering and installation provider, we have long been guided by the "challenge of creating value for our customers while contributing to the development of a better environment and stronger communities," as set forth in our management principles at Dai-Dan. But, new and more complicated social issues arise all the time and what is demanded of businesses, taking international norms and guidelines as an example, is constantly changing.

Given the circumstances, we have once again selected areas where we are confident of making an effective contribution through our business activities and, because we think that these areas should be addressed as a priority, identified important (materiality) issues to us as a business therein.

As part of that selection process, we looked at SDGs and extracted social issues that were closely related to the business we do and converged with the task we have set forth in our Mid-Term Management Plan to "challenge ourselves and create the future with our technologies." We ultimately chose issues that were important to us as a company, that we could address through our line of work and that we could have a significant impact on.

By addressing these issues, we aim to maximize the value we provide our stakeholders.

Value that Dai-Dan provides to its stakeholders	Related SDG targets	Important issues (materiality) at Dai-Dan
Helping to build a sustainable society	7 AFFORDABLE AND CLEAN ENERGY, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION	Promoting energy efficiency by popularizing the next generation in ZEB
	Feature 1: Our Take on ZEB as a Building Services Engineering and Installation Provider ...P. 11-12	Extending equipment service-life using IoT and AI
		Effective use of resources for business activities
		Contributions via environment-friendly technologies
Creating people-friendly environments	3 GOOD HEALTH AND WELL-BEING, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	Proposing, designing and building environments that meet customer needs
	Feature 2: Helping to Make Regenerative Medicine More Accessible ...P. 13-14	Pursuing the maximum comfort technology can offer
		Realizing comfortable environments at low cost via i-Construction
		Providing high-quality environments for promoting regenerative medicine at low cost
Maintaining solid corporate foundations	5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES	Fair and impartial procurement and coprosperity with subcontractors
	16 PEACE, JUSTICE AND STRONG INSTITUTIONS, 17 PARTNERSHIPS FOR THE GOALS	Promoting workstyle reform and health management
		Promoting diversity
		Stronger governance and risk management
		Promoting local community contribution activities

Our Take on ZEB as a Building Services Engineering and Installation Provider

The office sector accounts for about 20% of all energy consumed in Japan as conservation efforts with office buildings and the like have not kept pace with the more aggressive measures taken by industry. An effective solution to reducing building energy consumption and getting society closer to a strongly desired carbon-free footprint is the ZEB (net Zero Energy Building) concept. Dai-Dan is working to spread ZEBs by demonstrating the related technologies and comfort realized in our newly constructed and renovated research centers, enefice Kyushu and enefice Shikoku.



Ground broken on enefice Hokkaido (temporary name of a new office building for the Hokkaido Branch)



BELS* 5☆ 『ZEB』



* Building-Housing Energy-efficiency Labeling System

On May 30 2020, Dai-Dan broke ground on a next-generation building that is being constructed for “resilience” against natural disasters and “cold weather” using evolved ZEB technologies.

Resilience: Durability and recoverability that consent quick flexible restoration from unexpected events

Redundant power systems are introduced in order to keep the office operational and continue business in the event of a blackout or other calamity. Recyclable storage batteries are used to reduce environmental load.

『ZEB』 performance achieved in cold regions

Enhanced thermal insulation allows building systems to run at a minimum and still achieve 『ZEB』 performance levels despite the brutally cold weather. Taking into consideration the natural environment of Hokkaido, solar panels are mounted on the building’s façade and external walls, and high side lights are installed on the roof to channel in natural light and air for ventilation.

Wellness: Comfortable indoor environment

To ensure comfort over the course of a long heating season, the building has both a floor radiant heating system and a displacement air-conditioning system that blows and intakes air from the floor. Moreover, biophilic design has been introduced via “green” walls, etc.

The designed energy-saving performance without considering the energy produced by the solar system beats the standard primary energy consumption by 63%. The energy balance jumps to 102% when the building’s produced power is counted. Just on its own, curbing consumption at 63% of the standard primary energy supply is an impressive number.

Performance of enefice Shikoku (Shikoku Branch)

Construction was completed in May 2019 on Dai-Dan’s new branch office in Shikoku. The doors were opened for business a month later and the building began generating solar power soon thereafter in October. Nicknamed “enefice Shikoku,” the building was awarded 『ZEB』 certification in the design stage, which then carried over once the systems were turned on. The graph on the right converts energy consumed from June 2019 to April 2020 and similarly the power generated between October 2019 and April 2020 into an annual rate.

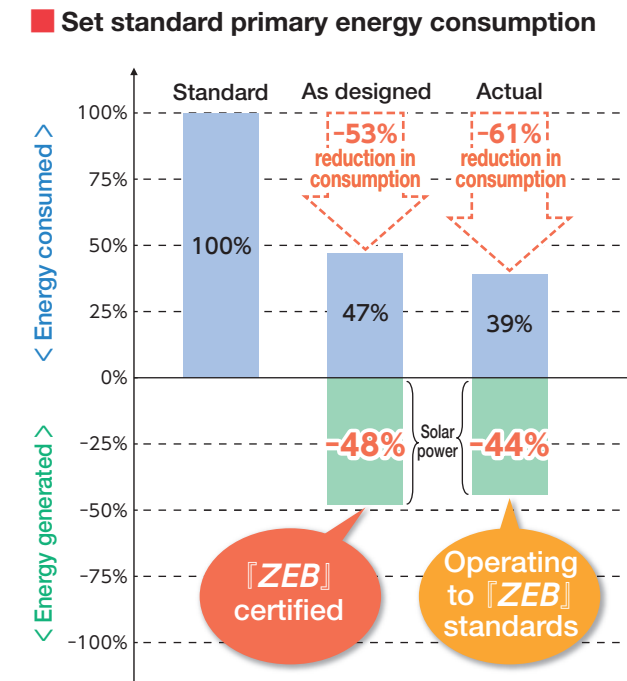


Besides its noteworthy environmental performance, enefice Shikoku earned 4 stars from the Development Bank of Japan’s Green Building certification program* that rates office buildings by the “health and comfort” of those who work there and the “social considerations” of building operation and management.



This is the highest ranking for small buildings and recognizes the “outstanding environmental and social considerations” of the building itself.

* A certification program promoted by the Development Bank of Japan (DBJ) to encourage “environmental and social considerations” in real-estate property.



Newly created Smart Building Solutions Room

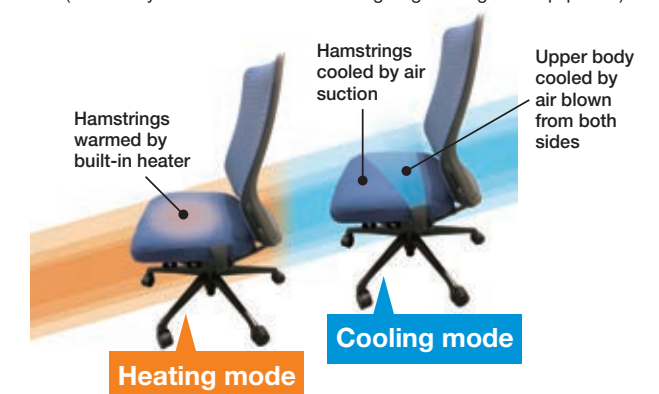
Because of the importance as social stock, buildings must be managed according to ESG concepts across their entire lifecycle. Dai-Dan, therefore, created the Smart Building Solutions Room to promote one-stop-does-all business for solving a plethora of related issues. Business is being developed on the ZEB technologies and management/operation know-how honed in predecessor projects, and utilizes a cloud-based, ICT and IoT-driven automatic control system known as “REMOVIS.”

Business activities

- Design, construction and installation for new and remodeled small ZEBs
- Building operation and management via REMOVIS
- Sale and leasing of ZEB and Wellness-compliant products (i.e., Clima chair)

■ Clima chair

Grand Prize Winner at the Environmental and Equipment Design Award
(Hosted by the Association of Building Engineering and Equipment)



■ ZEB Leading Owner



Dai-Dan has been registered as a ZEB Leading Owner, an advanced building owner that has constructed a net-zero building. We contribute to the adoption of ZEB by disseminating information through tours and by encouraging customers to experience the benefits of net-zero construction.

Construction record
Number of ZEB assets 3 units

■ ZEB Planner



Having been registered as a ZEB Planner, we offer potential customers consulting services such as proposal and planning for ZEB conversions as well as design, installation, and operation services.

Planning record
ZEB 3 units
Others 15 units

Helping to Make Regenerative Medicine More Accessible

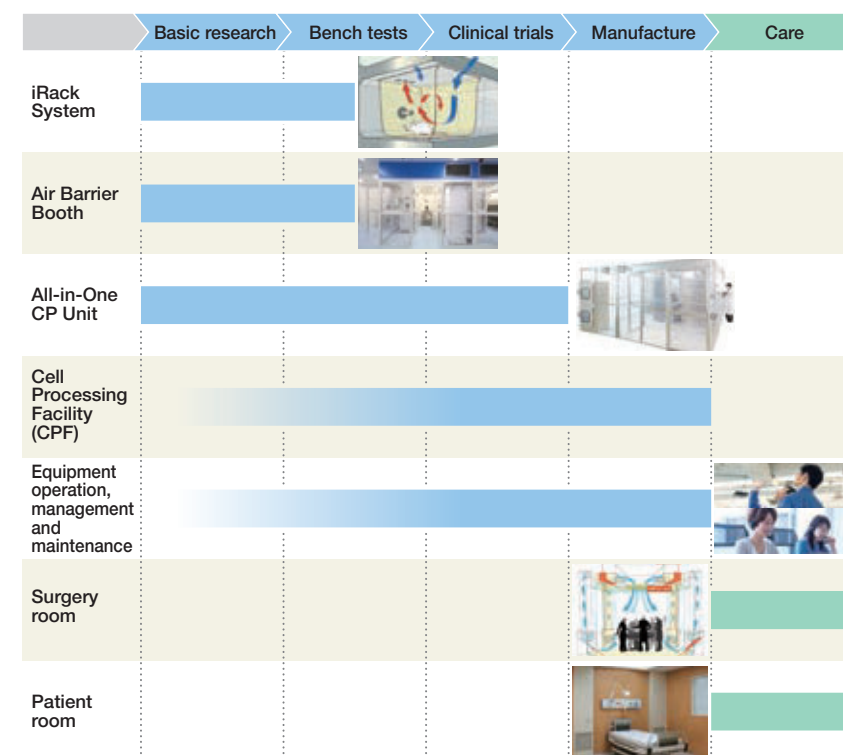
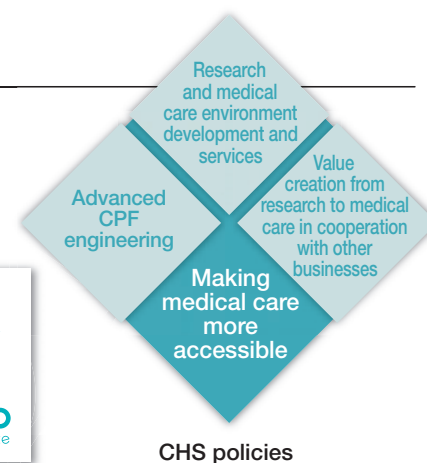
Reaching Farther and Wider

For the anticipated health benefits of regenerative medicine to become widely available to all, supporting industries will have to develop innovative technologies and practical applications thereof. Believing that we could help the cause, we engaged physicians and researchers at the Cellab Tonomachi open innovation lab that we launched in April 2017 and used what we learned to develop Cell Processing Facilities (CPF) and peripheral products that gave a tangible shape to what these users were imagining. To take this business a step further and contribute to society at the same time, we established Cellab Healthcare Service Co., Ltd. (CHS) in February 2020 as a subsidiary specialized in the regenerative medicine field.



Established Cellab Healthcare Service Co., Ltd.

Over the past few years, Dai-Dan has been engineering CPFs for medical institutions and venture businesses, and developing equipment for building the proper environment for culturing and handling cells like our Air Barrier Booth and All-in-One CP Unit. Using the ties to academia and the private sector that have been fostered through these commercial achievements, CHS is ① engineering newer and better CPFs, ② selling equipment and devices for regenerative medicine and ③ offering a wide range of services that include lab rentals and cell production on consignment. Moreover, with medical products like the Karatto-Ope, the company offers consulting on everything from cell production to patient care. CHS's efforts are planned and expected to help make regenerative medicine widely available to all.



From basic research to bench tests

- **iRack System**
Lab animal feeding rack:
Improved feeding environment
- **Air Barrier Booth**
Localized clean booth:
Clean environment around a secured cabinet

From basic research to clinical trials

- **All-in-One CP Unit**
Packaged CPF:
Ductless unit that can be installed in existing sites without extensive renovations, etc.

From clinical trials to commercial production

- **Cell Processing Facility (CPF)**
Turnkey project from customized design to installation and maintenance

Hospital (surgery room)

- **Karatto-Ope**
Improved humidity control of surgery rooms used for sampling and implanting cells
- **Air-conditioning system for hybrid operating room**

Hospital (patient room)

- **Room for compromised patient**
Protective environment for post-surgery patient

Bringing needs to markets: Spreading the All-in-One CP Unit

Born from the needs of physicians and researchers, the All-in-One CP Unit packages everything needed for cell processing from a changing room to a cell preparation room into an easy-to-install retrofittable unit. It offers users a space-saving biolab environment that can be installed in little time and at low cost. Seeing the benefits of an all-in-one package, users have already adopted the unit for small-scale production of cell products for clinical trials and limited market distribution.



All-in-One CP Unit installed at Mie University in September 2019

Giving a tangible shape to user ideas: CPF with Air Barrier Booth

Because it has no door, the Air Barrier Booth has proven its convenience to many users. When Cuorips Inc. was planning a clean booth for their cell processing business, we proposed our large Air Barrier CPF, which they eventually introduced. They plan to use it for trial and commercial production.

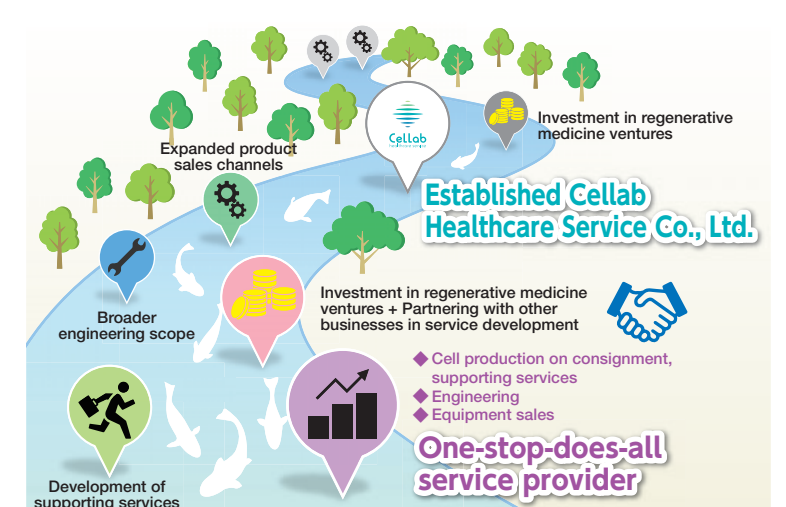


Air Barrier CPF with Air Barrier Booth installed at Cuorips Inc. in July 2020

As a manufacturer and service provider: Expanded services

Dai-Dan invested in Gaia BioMedicine Inc.*, a biotech venture business that develops regenerative medicine products. Our involvement in this venture has taught us how to operate and manage production systems. CHS has taken this knowledge and turned it into broad range of support that goes beyond providing equipment to address services that make regenerative medicine available to a greater number of patients. This is done by counseling customers in the development phase on both hardware and services, and offering them maintenance and improved operation/management services for newly commissioned systems. Through expanded services like CPF rentals, operation/management support and cell production on consignment, we are contributing to the development of regenerative medicine.

*Venture business launched by Kyushu University to develop brand new cell preparations (regenerative medicine products) for treating refractory/advanced-stage cancers.



Recently Completed Noteworthy Projects

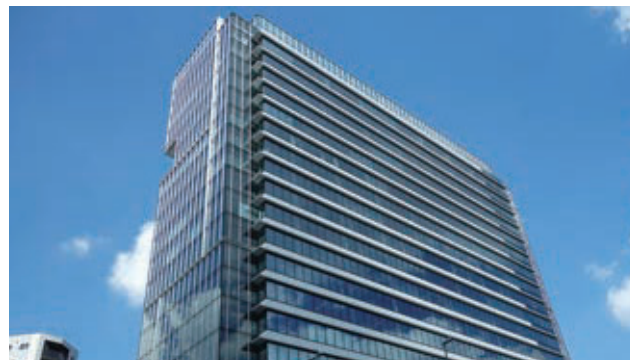
Projects completed in FY2018



msb Tamachi Station Tower S / Pullman Tokyo Tamachi
(air conditioning installation)



Obihiro Kosei Hospital
(plumbing installation)



Shibuya Solasta
(air conditioning and plumbing installations)



**R&D Bldg. and Factory No. 5, Fukushima Plant
Hitachi Automotive Systems**
(air conditioning and plumbing installations)



Namba SkyO
(electrical, air conditioning and plumbing installations)



Takamatsu Municipal Hospital
(air conditioning and plumbing installations)



netXDC Sanda Center No. 2
(air conditioning and plumbing installations)

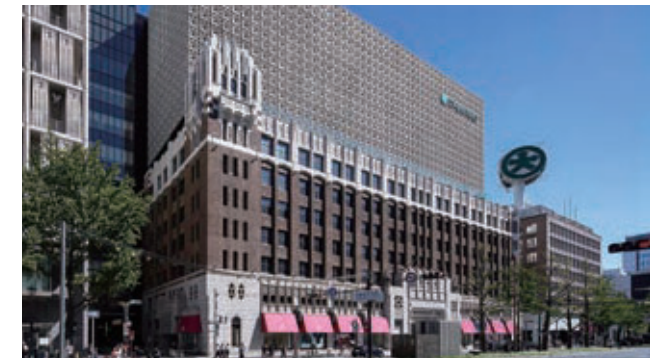


Teral Inc. New ZEB Office
(air conditioning and plumbing installations)

Projects completed in FY2019



GRANODE Hiroshima
(electrical, air conditioning and plumbing installations)



Main Building, Daimaru Shinsaibashi Store
(electrical installation)



Furumachi Refuru
(air conditioning and plumbing installations)



HOSHINOYA Okinawa
(air conditioning and plumbing installations)



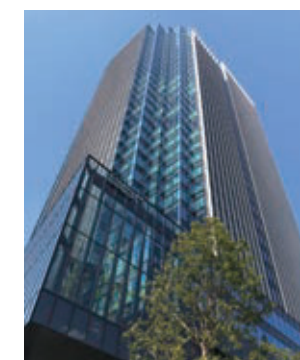
SHIBUYA FUKURAS
(air conditioning and plumbing installations)



Headquarters Plant, Tokai Capsule Co., Ltd.
(air conditioning and plumbing installations)



**Cogeneration System Facility, Toyama Factory
Otsuka Pharmaceutical Factory, Inc.**
(electrical and air conditioning installations)



CO·MO·RE YOTSUYA
(air conditioning installation)



**Nankai Terminal Building
Nankai Electric Railway Co., Ltd.**
(electrical installation)

Our Services

Electrical installations

Electrical systems supply electricity throughout a building to run equipment and support services. Electrical installations install the step-down transformers that receive power from the grid and the panels that distribute power to lighting, outlets, pumps, fans and other loads, and wire all of the connections.

Electrical systems are instrumental in reducing the building's power consumption and carbon footprint, and effectively using renewable energy. They are composed of a variety of equipment, such as high-efficiency transformers, solar power systems for generating electrical power, LED lighting fixtures that help to lower power consumption, storage batteries for optimizing power usage and IoT-driven control systems.

Dai-Dan assembles the various pieces of equipment into electrical systems that serve the intended purpose whether to build or retrofit buildings with ZEB technologies, ready buildings for disasters as part of business continuity planning, or other need.

Air conditioning installations

Air conditioning systems are important towards "comfort" and "human productivity" because they control the temperature, humidity, airflows and cleanliness of the indoor environments of buildings that envelope people. They vary widely in size and performance from typical AC systems for office buildings to precision models required by semiconductor manufacturing plants.

Dai-Dan has advanced technologies and vast experience with planning, designing and installing air conditioning systems. In fact, the large data centers that underscore today's internet society adopt many of our technologies — for example — to introduce cold outdoor air in order to reduce air conditioning load and to effectively direct cooled air towards IT equipment. Moreover, we can tap renewable geothermal energy as a heat source in order to efficiently manage a building's energy balance. We can provide customers with whatever support they need.

Plumbing installations

Water is a precious resource. So much so, the SDGs adopted by the UN include access to safe drinking water and toilets. Plumbing systems serve to supply clean safe-to-drink water and properly drain wastewater.

At Dai-Dan, we believe plumbing systems can fulfill other purposes than just supplying and draining water, such as to use rainwater and recycle wastewater, therefore we have our hands on a lot of equipment that is designed to conserve water resources. Moreover, with piping technology you can rely on, we can design and install utility piping systems for delivering materials critical to production, like chemical solutions or compressed air or gas that is needed to operate factory equipment, to wherever they are needed.

Renovations

The renovation of building systems enhances their functioning in addition to improving performance and upgrading the interior environment. In addition, renovations enhance the value of the customer's asset while extending its service life and improving the building's energy efficiency.

We formulate a renovation plan to meet the various needs of the customer by leveraging our own equipment diagnostic technology developed through the construction expertise we have gained from dealing with building systems through our comprehensive building services business. We provide installations that accommodate existing needs as well as follow-up service to address any issues that might arise.

Overseas operations

In Singapore and Thailand, Dai-Dan has provided equipment for large projects in addition to using our engineering expertise to design and install factory systems, etc. Moreover, besides being directly involved in projects, we have also lent constructive support from Japan by imparting technical training to local staff, in order to provide high-quality equipment in both countries.

Creating the Environments that Meet Customer Requirements with

Dai-Dan Innovation

In order to meet the ever more complicated and diverse needs of our customers and to do our part in helping to shape a sustainable world, at Dai-Dan, we pursue innovation that supports and grows our building services engineering and installation business, and innovation that creates the pillars of new business. The technologies we develop and the businesses we create from those activities offer our customers new value.



The Innovation Division is the operations center for steering innovation at Dai-Dan. Spearheading the underlying research and development, our Technical Research Laboratory is taking the following 3-pronged approach to providing "controlled environments that are friendly to people, things and the planet."

1 Basic research to ensure quality

In our basic research operations, we obviously develop technologies for making buildings comfortable and energy-efficient, but we also research measures against noise, vibrations and pipe corrosion, conduct preinstallation studies using airflow simulations, and perform duct and piping tests using mockups.

2 Technological development that offers customers new value

Our development work is promoted to offer growth areas, such as the pharmaceutical and medical care fields, electronic devices industry, and green products and services market, technologies for reducing environmental load, efficiently controlling indoor spaces and moving their businesses forward in a responsible way, in a timely manner.

3 Innovation that reaches beyond the building systems industry

We collaborate with universities and businesses from other industries to develop and apply new technologies. A good example of a cooperative project that has been loudly applauded both in Japan and abroad is the air filter cleaning business that we created through joint research with academia and government into regeneration technology using supercritical CO₂.

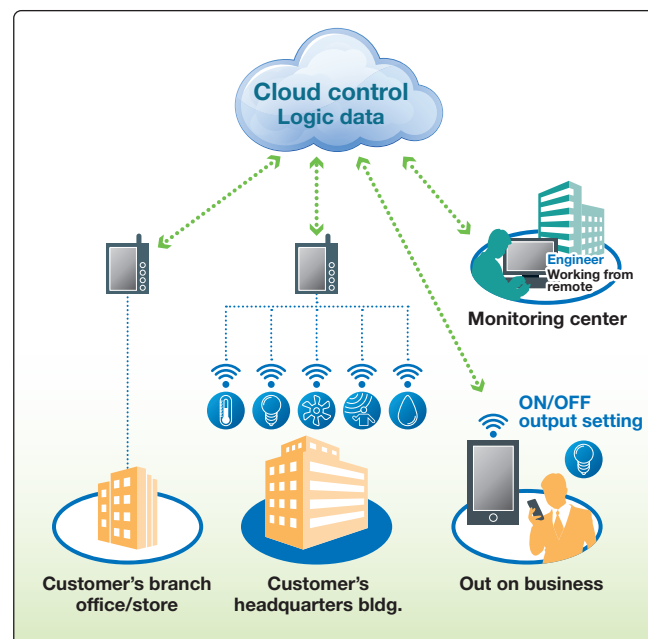


Cloud-based IoT solution for monitoring and managing building systems

REMOVIS is a building systems monitoring and management service that we began offering customers in July 2019. The automatic control system that operates at its core is the first of its kind in the industry to be cloud-based and IoT-driven. It locates control and monitoring panel apps in the cloud to give users an intuitive online platform for collecting readings and setting and operating equipment. Similarly, because it is in the cloud, control improvements like energy-saving tuning can be made without sending an engineer to the site.

Features

- ① IoT technologies allow use of wireless sensors and control terminals.
- ② Building systems can be monitored and managed from mobile devices.
- ③ Equipment settings can be changed to optimize performance from remote.
- ④ Operating data from multiple systems can be logged and managed in the cloud.



Illustrated view of cloud-based automatic control system

REMOVIS, Dai-Dan's smart building solution

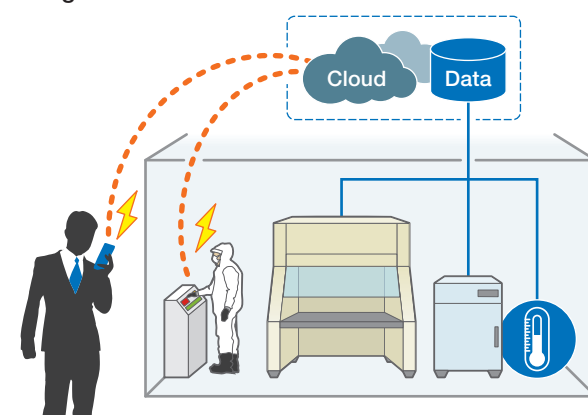
Interest in smart buildings is growing because their use of clean energy and the health benefits they provide add more momentum to the push for sustainable cities. Another emerging trend is the increased use of IoT and cloud computing to manage and maintain building systems and enhance the convenience and health safeguards of the people that work there. Dai-Dan has stepped into this picture with a versatile cloud-based automatic control system of its own — REMOVIS — and continues to expand its reach in order to make more buildings “smart.”

Exhibiting at tradeshows



Together with Information Services International-Dentsu, Ltd., Dai-Dan demonstrated the “Smart Space Platform” office control and management system at the Microsoft booth at CEATEC 2019.

Equipment monitoring and management at regenerative medicine sites

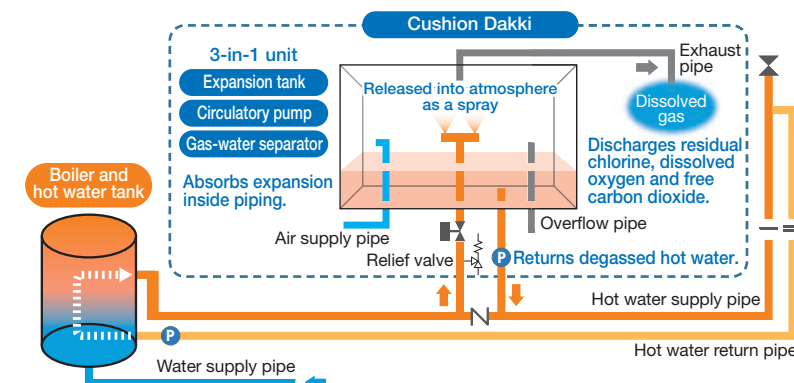


REMOVIS is being used by regenerative medicine sites to monitor and manage equipment. The user can monitor the work environment from both inside and outside the building, while Dai-Dan provides remote support.

Cushion Dakki for longer-lasting equipment

Cushion Dakki, all-in-one unit for centralized hot water systems Includes anti-corrosion expansion tank, circulating pump and gas-water separator

Dai-Dan's Cushion Dakki is essentially an expansion tank that efficiently absorbs the expansion in a hot water system as the water temperature rises. But, it also comes with an anti-corrosion feature that protects copper and stainless steel piping by effectively removing residual chlorine, dissolved oxygen and free carbon dioxide from the hot water. It additionally packages all ancillary equipment into a compact, space-saving unit that both simplifies and extends the life of centralized hot water systems.



More Efficient Curing — Efforts to ensure better quality installation

Protective benefits of curing covers

Dai-Dan has developed a number of tools that are being used on job sites to make installation work more efficient, like curing covers. Curing is a necessary process for ensuring the quality of installation work. It involves protecting installed equipment against dirt and damage until it is officially handed over to the customer. Dai-Dan uses three types of curing covers that make it easy to assuredly protect installed equipment.

SATTO-COVER



Protects indoor ceiling units against airborne dust and salt during work.

Maintenance cover



Makes visible the maintenance point of ceiling-embedded equipment during the construction period.

Fin guard



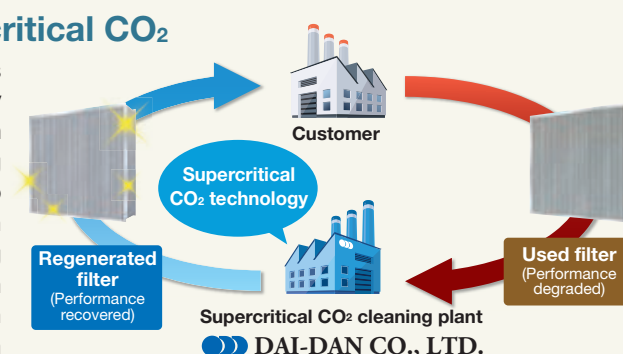
Protects the heat exchanger fins of outdoor AC units against damage caused by inadvertent contact with structures, tools, etc.

Air Filter Regeneration Service — New business for reducing waste from R&D activities

Air filter regeneration using supercritical CO₂

Factories use large quantities of air filters and adsorbents to remove volatile organic compounds (VOC), which they then discard at the end of their service-life. Dai-Dan figured out a way to regenerate these air filters using supercritical CO₂ and started a business with it in order to promote sustainable, material recycling practices in industry. The business-customers Dai-Dan is serving have strongly welcomed the service as it is helping them to reduce waste, contribute to SDGs and invest more in ESG. Since the service was launched in 2014, Dai-Dan has seen many repeat customers and helped them to reduce about 40 tonnes of waste.

* Supercritical CO₂: Fluid CO₂ held at or above its critical temperature and critical pressure where it exhibits both the diffusibility of a gas and the solubility of a liquid.



Helped reduce about **40 tonnes of waste**

Technical Research Laboratory

Dai-Dan's Technical Research Laboratory is a well-equipped facility for basic and advanced research and development. The site is comprised of research labs, testing facilities, a supercritical CO₂ plant and showroom for introducing developed technologies.



Aerial view of Dai-Dan's Technical Research Laboratory in Miyoshimachi, Iruma-gun, Saitama Prefecture

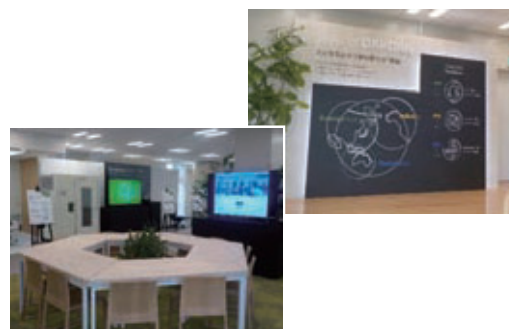
Research Center Sharing ideas at "Idobata"

As one of many efforts to promote workstyle reform, Dai-Dan has turned its tech-heavy crunch center into a more comfortable place to work. This has included creating space on office floors where staff can refresh themselves and share information. Nicknamed "Idobata," it has a café-like atmosphere and a rack of industrial and special interest magazines that, besides giving people a place to relax, stimulate communications that hopefully lead to new ideas.



New Research Center Interactive showroom

In the seven years since the New Research Center was built (2013), the environment surrounding the building systems business has evolved in many ways and Dai-Dan has accordingly kept its technological development in step with, if not ahead of, those changes. To further fuel innovation, Dai-Dan recently created an interactive showroom that lets users discover what can be done with Dai-Dan technology. It was purposefully given a floorplan that would foment discussion so that Dai-Dan could hear what customers are thinking and explore paths to open innovation.



Publication of the DAI-DAN Technical Current News

With the objective of publicizing the technology we develop and our research initiatives, we publish the DAI-DAN Technical Current News every September. The publication gives comprehensive explanations of experiments, assessment methods and analysis results using charts and images.

The 114th edition was published in September 2020. Copies of these publications are donated to the National Diet Library.



Articles

- Use of AI in building systems management
- Operational improvements at enefice Shikoku gained from a new cloud-based automatic control system
- Study of lighting-incorporated biophilic design
- Measuring the scrubbing effect of supercritical CO₂ regeneration systems and more

Giving a Tangible Shape to Customer Ideas

Dai-Dan Engineering

We attentively listen to what customers have to say and then, through a methodical process of design and installation, have our engineers and specialists transform those ideas into something real and tangible.



Industrial Applications

We need to stably control room pressure.

Barrier Smart Series P. 23

We want an air conditioner we can clean.

ARAPAC P. 23

We want to build a clean room at low cost.

Cleanroom system with virtual ducts P. 23

We need countermeasures to heat and oil mist.

Dai-Dan uses airflow simulations to propose the best plan!



ICT Applications

We want to create the best possible environment for our datacenter.

Modeling by airflow simulation and mockup P. 24

We are looking for vapor-free humidification.

WIT WET P. 24



Medical Applications

We want an easy way to depressurize our current facilities.

Air purification and depressurizing unit P. 25

We want to add a sputum collection room without major construction.

Sputum collection booth P. 25

We want an air conditioner for our surgery room that does not make the room dark.

Air-conditioning system for hybrid operating room P. 25

We want to build a compact clean environment.

Air Barrier Booth P. 25

Industrial Applications

Barrier Smart Series — Indoor airflow and pressure control

Engineered for precision indoor pressure control, the Barrier Smart Series is indispensable infrastructure for biological clean rooms. The systems are available in different grades of protection and control ranging from basic models that keep indoor pressure stable and prevent pressure fluctuations caused by outside air intake, to high-end models that interlock air conditioning and indoor pressure control with indoor air filtering systems.

Features

- 1 Failsafe infrastructure for preventing cross-contamination between indoor environments
- 2 Available in 5 grades of protection and control ranging from basic to high-end
- 3 Effective as standalone systems or in combination with other models

ARAPACK

Air conditioner with self-cleaning heat exchanger

These package air conditioners are designed and built for business sites that make sweets, breads, noodles, flour and any other product that requires or generates materials in powdery form. They come with a self-cleaning heat exchanger that keeps the unit running efficiently by preventing clogging and build-up.

Features

- 1 Timer-controlled self-cleaning mode triggers before the heat exchanger clogs.
- 2 Less build-up translates into a longer-lasting heat exchanger.
- 3 Air intakes can be easily cleaned of quickly accumulated dirt and grime on the inside with water.

ARAPACK



Barrier Smart Series

Barrier Smart CM

Stabilizes runaway indoor pressure.

Barrier Smart EQ

Improves operating factor by depressurizing wind gusts in the ducts.

Barrier Smart MT New technology!

Minimizes indoor pressure fluctuations by starting and stopping local venting systems.

Constant exhaust rate!

Barrier Smart HB

Prevents cross-contamination when doors are opened and closed.

Contamination prevention!

Barrier Smart AD/AD-eco Low-priced model

High-precision management and safe indoor air filtration

Indoor pressure kept stable

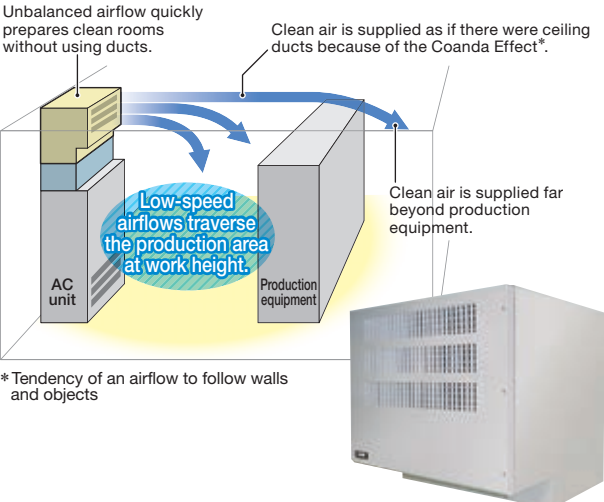
Cleanroom system with virtual ducts (Ductless air conditioning)

This ductless air-conditioning is suited for Class 6 – 8 clean rooms. Using a proprietary discharge unit that emits an unbalanced airflow, it delivers the same level of temperature, humidity and clean factor uniformity as a conventional system built with ceiling ducts and HEPA filters.

Features

- 1 Similar low-cost to direct blow AC systems
- 2 Good temperature, humidity and clean factor uniformity
- 3 No ceiling duct work required. Little time needed to install.
- 4 Easy-to-relocate AC unit

Cleanroom system with virtual ducts — How it works



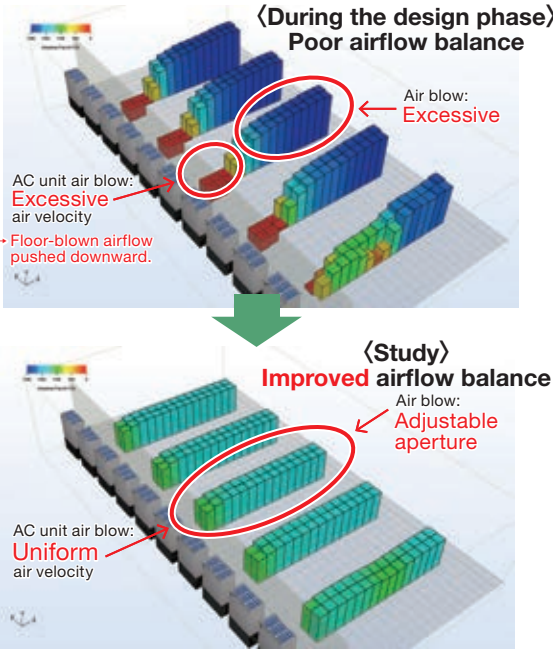
■ Discharge unit: Emits an unbalanced airflow.

ICT Applications

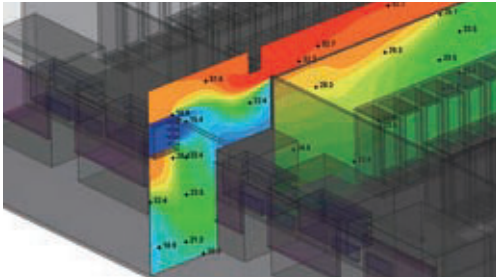
Modeling by airflow simulation and mockup

Dai-Dan has done numerous datacenter installation jobs. Those experiences have led our engineers to using airflow simulations and mockups to identify and solve potential issues in new projects, as well as to develop new technologies.

Simulation of floor-blown airflow distribution



Simulation of temperature distribution of outside and circulating air in outdoor air cooling (Intake side)



Study of outdoor air cooling using a mockup (Mixing of outside and circulating air)

Measurement conditions	Photo of mockup	Temperature distribution on AC intake side
Outside air intake angle	0°	
Airflow ratio (Outside air : Circulating air)	3:1	
Circulating air temperature when blown	33.7°C	
Outside air temperature when blown	11.6°C	
		Max. 18.4°C, Min. 17.5°C Max. ΔT: 0.9°C

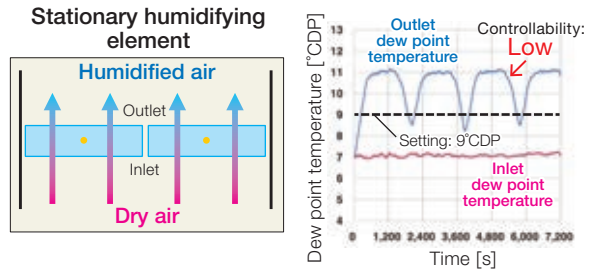
WIT WET Brings accurate humidity control to evaporative humidifiers

Direct outdoor air cooling is a hopeful technological approach to reducing the massive amount of energy consumed by datacenter air conditioning systems. But, the idea is not guaranteed to work every time. One impeding issue is the low accuracy of the all-important humidity control. This is because the accuracy of commonly used evaporative humidifiers has peaked at a low level. To solve this problem, Dai-Dan developed the WIT WET as an evaporative humidifier with the below rotating humidifying element.

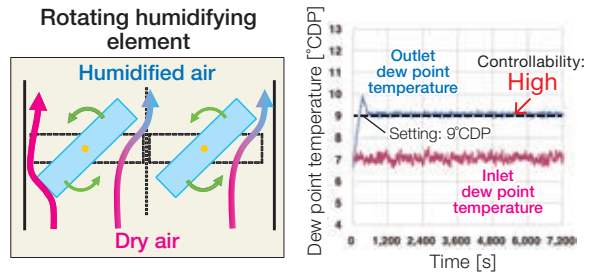
Features

- 1 The humidifying element can be turned to regulate airflow and control humidity.
- 2 Humidity control is highly accurate and features stepless setting, effectively eliminating over-humidification and hunting.
- 3 Reduced pressure loss during seasons that do not require humidification

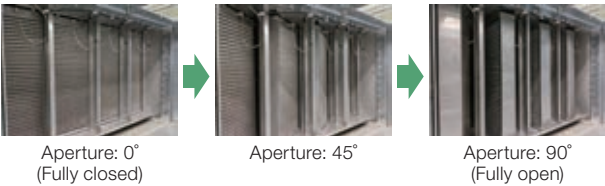
Conventional evaporative humidifier



WIT WET



WIT WET's rotating humidifying element in action



Medical Applications

Air purification and depressurizing unit

To prevent airborne contagion, this unit simultaneously purifies and depressurizes airflow. It is suited for general patient rooms, waiting rooms, examination rooms and other places where simple protections against contagion suffice.

Features

- ① Retrofits existing hospital rooms with air purification and depressurizing capabilities without requiring major remodeling.
- ② Uses HEPA filters to purify circulated and vented air.
- ③ Rooms can be outfitted for depressurizing with simple duct work. (Window units do not require ducting for depressurizing benefits.)



Floor standing type

Air-conditioning system for hybrid operating room

By embedding a dimmable LED light inside of a HEPA filter unit, we were able to locate an air-conditioning blow port on the surgical table inside of the rails. Movements of the camera are detected by sensors and automatically turn the airflow on/off, whereby improving both the clean factor and lighting environment on the surgical table.

■ Air is blown through a screen



Features

- ① Vertical laminar flow is blown downward from a screened vent with a built-in dimmable LED light.
- ② The improved clean factor and lighting environment on the surgical table benefits general surgeries.
- ③ Airflow is automatically turned on/off by detecting camera movements with sensors.

Sputum collection booth

This booth makes it possible to safely collect sputum samples from patients suspected of having tuberculosis or other diseases that are transmittable by exhaled droplets, without posing risks to the surrounding area.

Features

- ① HEPA filters trap airborne germs so that all air exhausted from the booth is clean.
- ② Pressure is kept lower than nearby rooms to prevent germs from floating outside the booth.
- ③ The entire protocol from entry to sampling and exiting is fully automatic and activated from just the "start" switch.



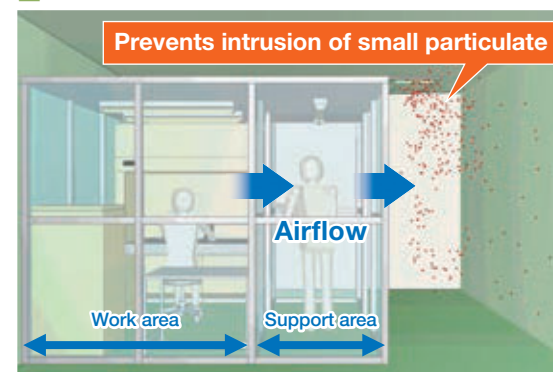
Air Barrier Booth (Semi-open air-controlled booth)

This new concept of clean booth replaces the door with an air curtain. Easy to access and compact, it offers medical and research institutions a quick and simple solution for adding a controlled environment of a high clean factor without taking up a lot of space.

Features

- ① Air is blown in one direction outward from the booth to maintain a localized clean environment even without a door.
- ② Doorless entry and exiting make lines of movement more efficient.
- ③ Can be easily retrofitted to existing facilities in little time.

■ Air Barrier Booth



Exceeding customer expectations with knowledge, experience and action

Dai-Dan's Practical Competence

Every building system we deal with is unique and different, which requires us to employ flexibility and creativity when challenged to accommodate a variety of building structures, usage patterns and customer needs. As a building services engineering and installation provider, we are committed to exceeding the expectations of our customers by applying the knowledge and experience we have gained throughout our history. Moreover, since our establishment, we have exhibited the ability to provide design solutions and installation expertise with inherent skill. This is Dai-Dan's practical competence in the field.

Introducing Our Installations

Installation example ①

Cogeneration System Facility
Toyama Factory
Otsuka Pharmaceutical Factory, Inc.



Installation example ②

CO·MO·RE YOTSUYA



Installation example ③

Nankai Terminal Building
Nankai Electric Railway Co., Ltd.



Topics

What Dai-Dan Is Doing to Improve Productivity in the Field P. 30
Enhancing Our Installation Expertise and Ability to Provide Design Solutions P. 32

Cogeneration System Facility
Toyama Factory
Otsuka Pharmaceutical Factory, Inc.



Otsuka Pharmaceutical Factory, Inc. introduced a cogeneration system to its Toyama Factory to reduce CO₂ emissions and ensure a stable supply of the pharmaceuticals they make. Work was completed in February 2020. Dai-Dan installed the electrical and air-conditioning systems. An overview is given below.

■ Building outline

Location	Imizu City, Toyama Prefecture
Use	Pharmaceutical production facility
Scale	Gross floor area: 16,799 m ² , 2 stories
Construction	Steel
Completed	February 2020

This project involved building a cogeneration system facility on the grounds of Otsuka Pharmaceutical Factory's Toyama Factory. The new facility generates electric power using natural gas as a fuel and uses the heat that is exhausted in the process to make steam and hot water. The introduction of the new system is expected to greatly improve energy efficiency with the potential for reducing CO₂ emissions from the Toyama Factory by about 1,800 tonnes (17%) a year.

■ Overview of the equipment

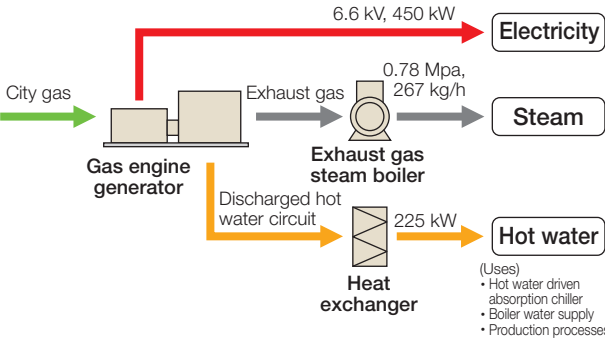
- Gas engine generator** (× 2 units)
- Power output: 6.6 kV, 450 kW
 - Steam generation: 267 kg/h
 - Hot water production: 225 kW
 - Power generation efficiency: 45%
 - Total efficiency: 80.5%

- Exhaust gas steam boiler** (× 2 units)
- Steam generation: 263 kg/h

- Hot water recovery heat exchanger** (× 3 units)

- Hot water driven absorption chiller** (× 2 units)
- Chilling capacity: 50 RT

■ Cogeneration system



Customer review

We introduced the cogeneration system to reduce both our energy consumption and CO₂ emissions. The construction schedule was tight as the entire project from when it was ordered to groundbreaking and ultimately completion had to be done within the fiscal year, but thanks to the arduous efforts of everyone involved, work was finished on time. I am very pleased with how well the project went.

Tomoji Tanaka
Toyama Factory, Otsuka Pharmaceutical Factory, Inc.

VOICE

Straight from the frontline

Because it was a project for fiscal 2019, the hardest part was to solve installation issues, submit the required paperwork to the authorities, order the equipment, prepare installation drawings and a whole lot of other things all at the same time and all within about one month's time after ground was broken. On the work side, we were faced with a nation-wide shortage of instrumentation installers, so we incorporated instrument installation into the electrical work, which enabled us to secure the manpower needed to install the plethora of instruments, standardize the quality of our work and ultimately render a high quality job for the customer. I am deeply grateful to the subcontractors and the people from the manufacturers who collaborated with us on this project.



Mitsuhiro Yamashiro
Project Master
Engineering Section 1, Engineering Department
Hokuriku Branch

CO・MO・RE YOTSUYA

The Urban Renaissance Agency completed the first large-scale redevelopment project it had planned for the Yotsuya area in central Tokyo in January 2020. Dai-Dan installed the air-conditioning system under the supervision of Taisei Corporation. The highlights of the project and equipment are introduced below.



■ Building outline

Location	Shinjuku-ku, Tokyo
Uses	Office, commercial, residential and educational space and public facilities
Scale	Gross floor area: Approx. 139,300 m ² 31 stories aboveground, 3 stories belowground, 1 story penthouse
Construction	Steel, steel reinforced concrete, reinforced concrete
Completed	January 2020

CO・MO・RE YOTSUYA was planned as a Level 1 Urban Redevelopment Project for an area in front of Yotsuya Station where there used to be an elementary school and a dormitory of Japan's Ministry of Finance. It is a multipurpose site consisting of commercial, residential and educational space and public facilities centered around a high-end office building dubbed the "YOTSUYA TOWER." In the commercial zone between the first floor underground and the first two floors above ground, there are a supermarket, convenient store, clinics and restaurants. There are also temporary lodgings for travelers stranded by public emergency, which add to the area's disaster resilience.

Customer review

CO・MO・RE YOTSUYA is a multipurpose site with office, commercial and residential space, and educational and public facilities that was built as an urban redevelopment project. It was a challenging project with many persons involved and a very complicated air-conditioning system. The installation schedule was tight because of a multitude of external pressures including the fact that delays in handing over the finished product to the owners was absolutely out of the questions, but Dai-Dan did their job responsibly.

Shusuke Tomita
Project General Manager
Yotsuya Ekimae Engineering Management Sect., Engineering Management Dept., East Japan Urban Renaissance Branch Office, Urban Renaissance Agency

■ Overview of the equipment

Heat sources	Cold/Hot water maker (× 2 units) in machine room on B3 underground (Genelink × 1 unit) • Turbo chiller × 3 units • Boiler × 3 units • CGS × 2 units • Cold/Hot source storage tank
Air conditioning	• Office space: Outdoor unit + Water heat source water-cooled package (Cooling/Heating-free) • Other: Outdoor unit + FCU • Machine room: Class 1 ventilation • Electrical room: Ventilation + AC • F1 entrance: Floor heating system



VOICE

Straight from the frontline

Because there were so many tenants, everything was divided into sections with each section having private and common areas and numerous circuits, so managing the project was a challenge right from the get-go. Moreover, the project coincided with the peak in construction for the Olympics and Paralympics, which added to the rare shortage of installers seen over recent years and resultingly required us to do finishing work, conduct test-runs and make adjustments all at the same time. There was a lot on our plate everyday for days on end, but the teamwork paid off and we were able to complete the project and hand it over to the owners. The collaboration we got from everyone was much appreciated and I thank those who provided it.



Yu Niikura
Grand Project Master
Engineering Department 3, Tokyo Head Office

Nankai Terminal Building Nankai Electric Railway Co., Ltd.



The Nankai Terminal Building is a huge commercial facility that houses Nankai Electric Railway's Namba Station, Takashimaya's Osaka Department Store, Namba CITY with over 300 shops and restaurants, and the Swissôtel Nankai Osaka. Adjacent to the building are a large shopping mall in Namba Parks and Namba SkyO, a multipurpose high-rise with 31 stories aboveground and 2 below that opened in October 2018. Dai-Dan installed the electrical, air-conditioning and plumbing systems for the Nankai Terminal Building, adjacent facilities and along the railway lines. Currently, we are involved in a project to update the extra-high voltage system under the supervision of Nankai Building Service Co., Ltd. Below is introduced the work we did to update a gas insulated switchgear (GIS).

Building outline

Location	Osaka City, Osaka Prefecture
Uses	Train station, department store, hotel, office space, bank, commercial space
Scale	Gross floor area: 343,622 m ² 36 stories aboveground, 3 stories belowground
Construction	Steel, reinforced concrete, steel reinforced concrete
Main facilities	Nankai Electric Railway Namba Station Takashimaya (Osaka) Department Store Namba CITY (Main & South Bldgs.) Swissôtel Nankai Osaka

This project replaced a GIS that for 38 years distributed extra-high voltage electricity from the power company to various transformers, with a compact C-GIS cubicle that required far less space.

Overview of the electrical equipment

Power receiving method	• EHV 3φ 3 W 77 kV Main and backup lines (× 2) (Main: 200 mm ² CVT, Backup: 325 mm ² CVT)
GIS	• 84 kV 60 Hz 800 A 25 kV × 7 units
EHV transformer	• 3φ 3 W 77,000/6,600 V 10 MVA × 2 units • 3φ 3 W 77,000/6,600 V 12 MVA × 2 units
HV feeder panel	• 17 units
Sub-transformer	• 17 units
Backup generator	• 3φ 3 W 6,600 V 2,000 kVA × 1 unit • 3φ 3 W 6,600 V 1,850 kVA × 1 unit • 3φ 3 W 6,600 V 1,500 kVA × 1 unit
Monitoring system	• EHV room: Dedicated monitoring panel • Control center: Central monitoring panel



Old 77 kV GIS



C-GIS being brought in



New 77 kV C-GIS



C-GIS installed

Customer review

Dai-Dan proved itself to be very knowledgeable and experienced at site and schedule management in replacing extra-high voltage equipment at the Nankai Terminal Building. The project went far better than we would have ever expected.

Yoshitsugu Yoshida
Manager
Section 1, Namba Terminal Department, Nankai Building Service Co., Ltd.

VOICE

Straight from the frontline

In this project, we replaced power receiving equipment at the heart of the electrical system. But, because it affected multiple facilities that operate around the clock, we met with the customer time and time again, planned out the scope and duration that power would have to be shut off and conducted work so as not to accidentally cause an outage. Given the scale of the job, power had to be shut off often, which dragged out the project longer. The project is still ongoing at this moment, but we believe it is important and wise to proceed one step at a time and be constantly vigilant so as not to cause any accidents.

Toru Kakemoto
Engineering Section 3, Engineering Department 1,
Osaka Head Office



Topics

What Dai-Dan Is Doing to Improve Productivity in the Field

1 Promoting i-Construction via Remote Support Teams

Dai-Dan is expanding the use of its Remote Support Teams in order to push workstyle reforms (shorter working hours, taking days-off, etc.) and get onboard the accelerating Digital Transformation (DX)*1. Across our company, we are taking advantage of the latest ICT to build a better field support system and improve productivity. And, the investment is paying off. The results have been visibly beneficial to business flow, so much so that our efforts were recognized for their merits and earned us selection as a DX Stock 2020*2.

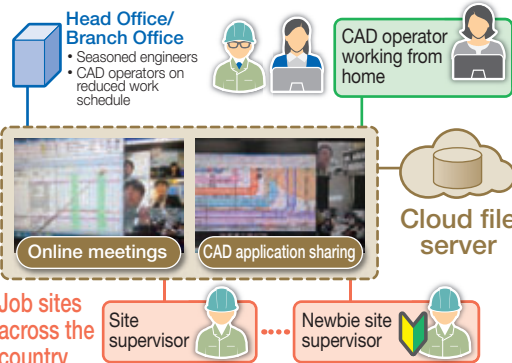
*1 Using data and digital technology to change business model or operations in line with customer or social needs.
*2 DX Stocks 2020 are businesses jointly recognized by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for their strategic use of ICT.



The growing importance of our Remote Support Teams

Online meetings, cloud file servers, CAD application sharing and other ICT are making field support from remote real and efficient. Moreover, remote support lends itself well to different workstyles, so Dai-Dan is building out its network environment to offer its workforce greater flexibility and choices, such as the option to work shorter hours in order to look after one's children. Remote working has also proven to be a useful "ace up the sleeves," as working from home was increased in the early weeks of the Covid-19 pandemic to prevent contagion and was a major reason why productivity was maintained at job sites.

Conceptual view of remote support operations

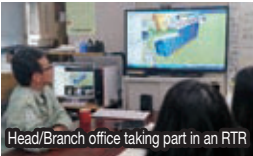


What kind of support is given

Document preparation support by RTR* As the name suggests, our Remote Support Teams handle the scheduling and support operations (making drawings on CAD, organizing project photographs, preparing documents for submittal to authorities, etc.) for project sites. Their work begins before ground is broken and does not end until the job is done. They effectively help improve productivity in the field by preparing documents required to break ground and handling the back-office work for front-loading concerns so that job sites can focus on the job. While installation work is underway, the Remote Support Teams are busy organizing inspection records and drafting documents for closing out projects.

* Remote Team Review

Document review Drawing reviews are done online with tools for projecting CAD data in 3D. From a remote location, seasoned engineers provide support and advice to newbie site supervisors, which both helps them to hone their engineering skills and ensure installation quality.

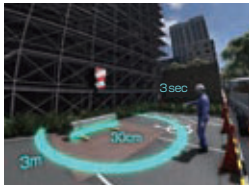


2 ICT utilization in field work

Tablets are being used at job sites to boost the efficiency of quality management operations.

- "Beacon"* for pinpointing the location of aerial work platforms
- 3D recording (3D scanners and point cloud modeling applications)
- Total station marking system (Tablet-linked laser pointer)
- Smart glasses for remote support
- Head-mounted displays for employee/safety training

* Bluetooth device that emits location identifying signals



Head-mounted display for employee/safety training

3 Use of BIM*

Dai-Dan uses BIM in building system design and installation studies to ensure the quality and enhance the efficiency of the work we do. Just to give you a quick example, we did this with reconstruction projects for our own branch offices (enefice Kyushu, Shikoku and Hokkaido) and raised our efficiency in planning, design and installation by doing so. In the design stage, BIM served us in checking piping connections, details and maintenance space in 3D, creating a walk-through movie, and confirming not only outward appearances but also completed views of interiors with equipment installed, all of which we shared with team members on a common platform. Moreover, BIM was used to optimize lighting and ventilation systems and to simulate indoor environments (perceived brightness, etc.) based on architectural features like window sizes, effectively providing us a more efficient approach to rendering a high-quality building.

In other installation projects, we have used BIM to study details and to confirm safety by superimposing 3D images of installed equipment created from photos over equipment models prepared by BIM.



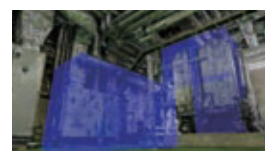
Equipment model of enefice Kyushu prepared by BIM



Equipment model of enefice Shikoku prepared by BIM



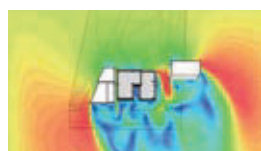
Equipment model of enefice Hokkaido prepared by BIM



Detailed studies with photographic images superimposed on models prepared by BIM



Wind simulation



Indoor environment simulation

*Building Information Modeling

A computer system not only for designing and making structural calculations for a building but also for managing the entire building project including material selection, installation planning, costs, etc. Because all of the building's information is centrally managed, it enhances communications between architects, builders and owners and, by virtue thereof, the efficiency of construction work.

4 Practical application of 3D recording and conversion technology Recognized by the MLIT with the 2020 Excellent Construction Award

Dai-Dan developed technology for converting photographs of actual spaces (sites) taken with a digital camera into 3D data. It allows engineers to record the situation at remodeling sites, take the data back to the office and measure dimensions and investigate tie-ins. Moreover, because project plans and work procedures are drawn up based on 3D data that was directly traced from site images, it is easier to get a consensus from installation crews and customers.

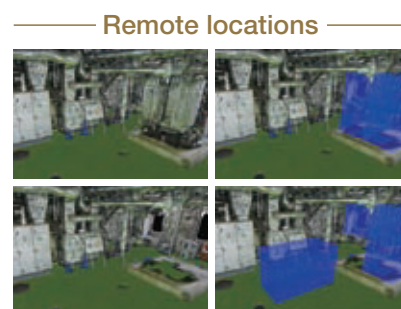
The data we obtain from the 3D recordings of job sites is helping us to reduce workloads, improve the quality of our installation work and increase our productivity to even higher levels. In fact, one particular remodeling project where the 3D data was used to simulate transport of the old and new equipment in and out the site, and to draft plans, caught the attention of Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) and was recognized with their 2020 Excellent Construction Award.



Jobsite



Photographs are taken of the job site with a commercially available digital camera.



Remote locations

The photos are converted into 3D data and superimposed on 3D CAD (BIM). Equipment removal and installation are then simulated and shared as work plans.

Enhancing Our Installation Expertise and Ability to Provide Design Solutions

Sharing and utilizing the enhanced value generated by our on-site expertise

Case study presentations for sharing expertise and integrity throughout Dai-Dan

We held our "12th Case Study Presentations" in November 2019. This event gives our employees an opportunity to present the achievements they have made through expertise and integrity in the course of their day-to-day work. Awards are also presented. A video conferencing system is used so that employees across the country can participate. We also use a web conferencing system to broadcast the presentation live to employees.

By taking lessons and ideas presented through the case studies at the presentations and bringing these remarkable achievements into our offices and jobsites to share and utilize them in in-house education, we are contributing to the further enhancement of Dai-Dan's technical capabilities, safety, and quality.



Award recipients

Technical Reports

Our engineering prowess has been underscored by the various efforts, hardships, failures and successes in our design rooms and jobsites. So that these personal experiences translate into corporate assets and technologies, we report them within the company as essays in our "Technical Reports."

In addition to some of the more impressive examples presented at the Case Study Presentations, the latest edition of Technical Reports includes a few good examples selected from around Japan, promotes i-Construction and introduces a number of actual examples such as the Chairman's Award-winning presentation on the use of a 3D scanner.



VOICE

Comment from the winner of the Chairman's Award

It is a tremendous honor that I will never forget, to be selected for the Chairman's Award from amongst the many merit-worthy design, installation, proposal and improvement examples that were entered from around the country for the 12th Case Study Presentations. The example that landed me the award showed how, despite the severe shortage of labor that has plagued the construction industry, the introduction of i-Construction boosted the efficiency of the site. We used two types of ICT (MR + 3D scanner) specifically to reduce the amount of time our engineers spend at job sites and to increase productivity. I like to believe that the results we achieved are what led to the strong review and eventually our winning the Chairman's Award. The award is all the more incentive to constructively use ICT to grow our business even more.



Yosuke Iwamoto

Chief, Engineering Section 2, Engineering Department, Yokohama Branch

Example use of a 3D scanner



3D scanner setup



Point cloud app launched



Conversion to 3D CAD data

Step Up Training

Step Up Training is a component of our workshops for employees engaged in a technical capacity, though it is open to all in the workforce. It teaches participants fundamental knowledge in the fields of "hospitals," "industrial facilities," "innovation," and "electricity" where Dai-Dan's core technologies play significant roles. For employees who cannot attend workshops because of work constraints, videos are recorded and made available for self-study through the cloud.

Training content over the past year

Hospitals

- Hospital equipment guidelines for test lab departments
- Hospital equipment guidelines for radiology departments

Industrial facilities

- Basic knowledge of pharmaceutical plants, validations and equipment installation
- Basic knowledge of air conditioning and utility systems for electronic devices plants

Innovation

- Basics of cogeneration systems
- Basics of inverter control
- Practice exercises using a program for calculating energy consumption performance

Electricity



- Examples of DC supply systems
- High-voltage transformers
- Everything about high frequency
- Energy-saving comfortable lighting


















FY2019 CSR/ESG Performance and FY2020 Targets

In order to enable continuous improvement of our CSR activities, we set targets for each fiscal year and complete the PDCA cycle accordingly.

In this report, the FY2019 performance and the FY2020 targets are summarized according to the seven core themes of ISO 26000*.

The information is organized into ESG (Environmental, Social and Governance) categories.

Self evaluation  Target achieved  Target not achieved

Theme	Items	Target/Task	FY2019 performance	Self evaluation	FY2020 targets	Core subjects of ISO 26000							Page
						Organizational governance	Human rights	Labor practices	The environment	Fair operating practices	Consumer issues	Community involvement and development	
Environmental (E)	Environmental Contribution	Environmental conservation initiatives <small>* Refer to page 35 for FY2019 environmental targets and results.</small>	Greenhouse gases	Reduced emissions of greenhouse gases. Promoted introduction of environment-friendly vehicles. Reduced CO ₂ emissions through design proposals.		Achieve environmental management system plan targets.							35
			Waste	Reduced industrial waste. Reduced general waste. Promoted sorting of industrial waste.					✓				
			Water resources	Reduced water consumption. Reduced office water consumption. Reduced water consumption (intensity).									
Social (S)	Meeting Customer Expectations	Quality improvement initiatives	Achieve quality management system plan targets.	• Raised level of customer satisfaction. • Reduced quality issues.		Achieve quality management system plan targets.					✓		37
	Initiatives with subcontractors	Activities with subcontractors	Continue the activities of the sectional committee.	Implemented the activities of the sectional committee.		Continue the activities of the previous fiscal year.					✓		38
		Workplace health and safety management system	Achieve workplace health and safety management system plan targets.	• Work-related accidents increased relative to the previous fiscal year • Safety results (frequency and severity rates)		Achieve workplace health and safety management system plan targets.		✓					39
		Partnerships with subcontractors	Ensure the Dai-Dan Meister System is implemented.	Held the 9th annual Dai-Dan Meister Award Ceremony.		Improve and entrench the Dai-Dan Meister System.					✓		40
	Valuing Our Employees	Work-life balance and the work environment	Check and review the effectiveness of the Dai-Dan Mentor System.	Monitored individual circumstances through additional interviews with each mentor.		Continue the activities of the previous fiscal year.			✓				41
			Strengthen technical expertise.	Improved technical expertise through major reviews of training session plans.		Continue to strengthen technical expertise.			✓				
			Continue initiatives to raise awareness of human rights.	Raised awareness through new employee training session.		Continue initiatives to raise awareness of human rights.		✓					
			Work style reformation initiatives	• Conducted mental health seminars. • Conducted stress checks for all employees.		Continue the activities of the previous fiscal year.			✓				
				• Percentage of persons working long hours who saw a physician (69.9%) • Percentage of persons working long hours (2.43%)		Continue the activities of the previous fiscal year.			✓				
	Partnering with Hosting Communities	Dissemination of technical information to external parties	Contribution to the construction industry	• Delivered 1 lecture at the nationwide meeting of the Institute of Electrical Installation Engineers of Japan. • Delivered 8 lectures at meetings of the Society of Heating, Air-Conditioning and Sanitary Engineers of Japan.		Continue the activities of the previous fiscal year.						✓	43
		Social contribution activities	Targeted number of activities: more than 450	Dai-Dan's offices across Japan voluntarily conducted 417 activities		Continue the activities of the previous fiscal year.						✓	44
Governance (G)	Fair and Transparent Business Practices	Corporate governance	Build and maintain a system to ensure ethical execution of operations.	• Management conducted reasonably and efficiently based on Dai-Dan's Corporate Governance Guidelines • Corporate law internal control system functioned appropriately • Proactively disclosed information at the appropriate time.		Strengthen corporate governance to meet changes in social trends.	✓				✓		45
		Compliance	Strengthen the compliance system (compliance with the Antimonopoly Act and other relevant laws and regulations) and promote sound corporate management.	• Group training sessions, briefings, and seminars were held to familiarize attendees with the importance of compliance with laws and regulations. • Published issue No. 23 of Compliance News to raise awareness		Perform ongoing awareness-raising activities regarding compliance and ensure our business activities comply with the Antimonopoly Act and other relevant laws and regulations.	✓	✓		✓			47
		Risk management	Periodically review and revise business continuity plans (BCP).	• Established a policy and rules on risk management, launched a Risk Management Committee and made the system known to all in the company. • Added PDCA cycles to BCP and rebuilt system to function as business continuity management (BCM), in an emergency.		• Newly prepare head office and divisional emergency manuals and timelines for logging responses to an emergency on a timeline as support tools. • Continue to explore unaddressed areas and responses to serious risks in order to make risk management stronger.	✓			✓			48

* A guide on how businesses can operate in a socially responsible way



Environmental Contribution

We believe it is our mission to contribute to the emergence of a society committed to global environmental sustainability.



Environmental Conservation Initiatives

Efforts to reduce the environmental load of our business activities

At Dai-Dan, we view climate change and other environmental issues as important matters that could impact our business and, therefore, divide them into four “Materiality” categories for realizing a sustainable society. Based on this perspective, we seek to reduce the environmental load of our business activities by looking for ways to conserve energy and resources in design, installation and development. Within those efforts, we place particular importance on developing and diffusing technology behind the low-energy-demand building concept, ZEB (net Zero Energy Building), and proposing to building owners to introduce high energy-efficient systems that will help them to reduce their environmental loads over the long-run.

Moreover, we think it is important to continue our ongoing efforts to prevent fluorocarbons from escaping into the atmosphere where they cause global warming, to reduce and sort the industrial waste we generate, and to reduce our water consumption and protect water resources. Dai-Dan also maintains ISO 14001 certification at all business sites in Japan, conducts activities to raise awareness of environmental protection amongst our workforce and cooperating companies, and contributes to greater efforts to achieve SDGs and preserve biodiversity.

Our Environmental Management System: FY2019 environmental targets and results

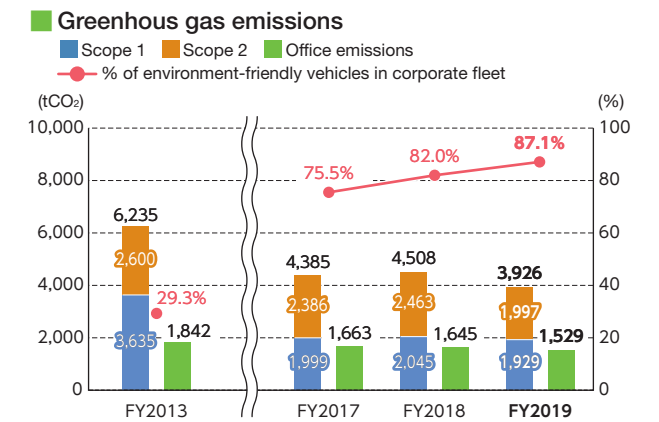
○: Target achieved △: In progress

	Main target or item to be monitored	FY2018 performance	FY2019 performance	FY2019 target	Assessment
Greenhouse gases	Identify and reduce Scope 1 (direct emissions)*1.	2,045 tCO ₂	1,929 tCO ₂		—
	Identify and reduce Scope 2 (indirect emissions)*2.	2,463 tCO ₂	1,997 tCO ₂		—
	Identify and reduce Scope 1 + 2 (intensity). Greenhouse gas emissions per ¥1M in net sales	30.6 kgCO ₂ /¥1M	24.3 kgCO ₂ /¥1M		—
	Identify and reduce power consumption.	4,832,912 kWh	3,931,963 kWh		—
	(Portion of that derived from renewable resources)	(48,176 kWh)	(70,462 kWh)		—
	Reduce greenhouse gas emissions from offices.	1,645 tCO ₂	1,529 tCO ₂	Max. 1,600 tCO ₂	○
	Increase percentage of environment-friendly vehicles in company fleet.	82.0%	87.1%	Min. 85%	○
	Promote Scope 3 CATEGORY 11*3 reduction proposal. Proposed reduction in CO ₂ emissions by design proposal	36,409 tCO ₂	27,844 tCO ₂	Min. 45,000 tCO ₂	△
Waste	Promote Scope 3 CATEGORY 11 reduction proposal. Contribution to reduction in CO ₂ emissions by adoption of design proposal	22,705 tCO ₂	14,968 tCO ₂	Min. 25,000 tCO ₂	△
	Identify and reduce total discharge of industrial waste.	6,871 tonnes	8,251 tonnes		—
	Identify and reduce industrial waste buried as landfill.	797 tonnes	1,124 tonnes		—
	Identify and reduce general waste discharged from offices.	113 tonnes	89 tonnes		—
	Promote sorting of industrial waste. Increase number of industrial waste sorting categories per workplace.	4.0/workplace	4.2/workplace	Min. 4.0/workplace	○
Water resources	Identify and reduce water consumption.	59,122 m ³	55,761 m ³		—
	(Portion of that consumed by offices)	(13,854 m ³)	(14,448 m ³)		—
Other	Identify and reduce water consumption (intensity). Water consumption per ¥1M in net sales	0.401 m ³ /¥1M	0.345 m ³ /¥1M		—
	Increase green purchasing rate.	46.0%	46.7%	Min. 50%	△
	Reduce consumption of copy paper by offices.	58.0 tonnes	57.4 tonnes	Max. 56 tonnes	△

*1 CO₂ emissions from gas, kerosene or gasoline consumption *2 CO₂ emissions from secondary energy (electric power) consumption
*3 CO₂ emissions from operating installed equipment

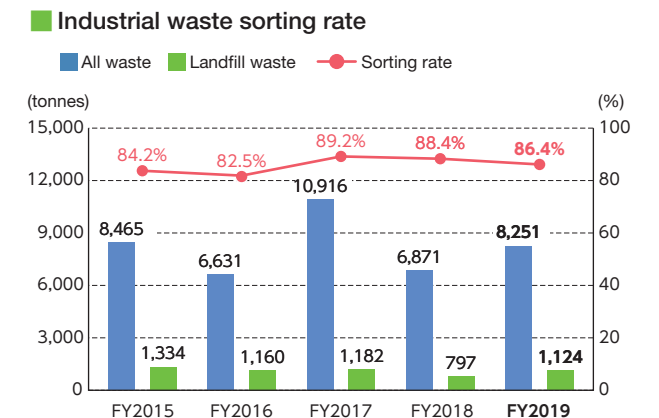
Efforts to reduce greenhouse gas emissions

Dai-Dan is addressing greenhouse gas emissions by reducing office energy consumption and proactively introducing environment-friendly vehicles into the corporate fleet. As a result, greenhouse gas emissions from offices in fiscal 2019 decreased by 17% from the level recorded in fiscal 2013. Moreover, after adding the effect of a larger fleet of environment-friendly vehicles, greenhouse gas emissions dropped to a level 37% below the high posted in fiscal 2013.



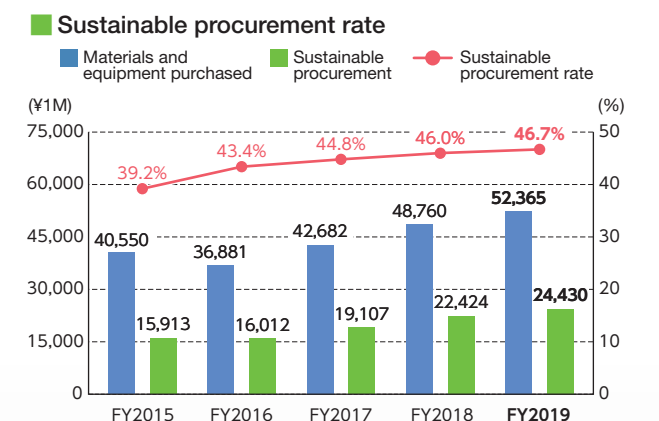
Efforts to sort industrial waste

At Dai-Dan, we promote the sorting of waste at all our installation sites. Throughout fiscal 2019, we produced 8,251 tonnes of industrial waste, of which 86.4% was sorted. Furthermore, we encourage reducing and sorting industrial waste at our offices. In fiscal 2019, our offices produced 89 tonnes of general waste.



Efforts to promote sustainable procurement

Dai-Dan proactively promotes sustainable procurement to our customers, and has designated items that are applicable to sustainable procurement in the following five areas: introduction of energy saving, high efficiency equipment; use of environmentally friendly material; introduction of highly durable equipment; introduction of low emission devices; and introduction of water saving equipment. Sustainable procurement rate during fiscal 2019 was 46.7%.



Efforts to protect water resources

Dai-Dan is working diligently to identify and reduce the amount of water consumed by offices and job sites, and is strongly encouraging customers to effectively use alternative water resources with proposals on using rainwater, wastewater and equipment that cuts back on water usage. Moreover, the company encourages and supports employee participation in local environmental activities like cleanups and beautification efforts along coastlines and rivers.

Quality and Environmental Management System

Our environmental management system was integrated with our quality management system for more effective implementation.

Our Policies Regarding Quality and Environmental Protection

“As a building services engineering and installation provider, we continually take on the challenge of creating value for our clients while contributing to the development of a better environment and stronger communities”; in keeping with these management principles, we ensure our business practices contribute to quality and environmental preservation. Moreover, with the goal of improving customer satisfaction, we are contributing to the emergence of a society committed to a sustainable environment.

- We strive to contribute to social development and environmental preservation by complying with laws and norms of society regarding quality and environmental standards as well as regulations established by our company.
- While working to strengthen our field capabilities and improve productivity, we strive to improve the skills of our employees and strengthen our partnerships with subcontractors to provide assured quality.
- We are dedicated to developing, proposing, and applying technologies that help to reduce environmental impact and promote the effective use of resources and energy.
- Through our corporate initiatives, we will contribute to the mitigation of climate change and the conservation of water resources while conserving biodiversity and protecting ecosystems.
- We, as a good corporate citizen, carry out environmental and social contribution activities as well as positive information disclosure, to enhance communications with society.
- We publicize our quality and environmental targets internally and continue to strengthen them in order to improve the results of our initiatives.

Meeting Customer Expectations

We continue to work towards ever-higher levels of quality in order to further improve customer satisfaction.



Initiatives with Subcontractors

Working closely with our subcontractors to solve problems is how we continually improve our engineering performance at Dai-Dan.



Quality Improvement Initiatives

Our vision of quality

At Dai-Dan, reasoning and a strong sense of duty tell us that providing sound quality will increase customer satisfaction and trust. Therefore, in order to provide customer-pleasing quality, we maintain ISO 9001 certification current for all of our business sites in Japan and attentively manage the quality of our services and work, starting with in-depth preliminary studies before breaking ground and covering our steps along the way with every imaginable kind of testing. Moreover, education and training are tools we use to ensure good quality by honing the skills and acumen of our work force and subcontractors.

Customer evaluations

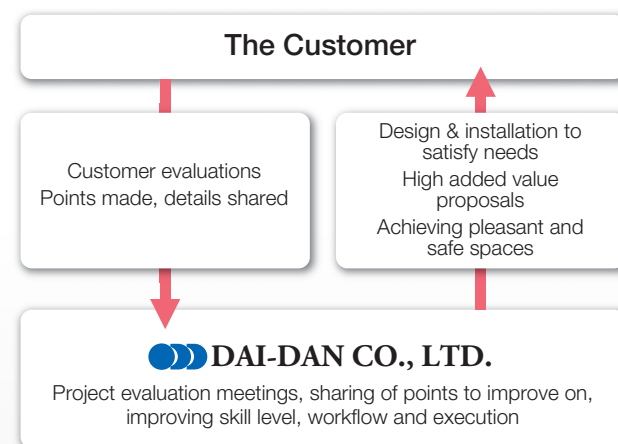
Knowing what our customers think of us and our work is an important first step towards doing a better job, so we probe customer satisfaction after completing and signing off on every project. More specifically, we get them to rank our technical abilities and project management performance on a scale of 4 (4 being the highest) and to explain anything that did not meet with their satisfaction and any requests they have of us. In fiscal 2019, we collected 662 replies to our customer satisfaction surveys and earned an average overall rating of 3.56. The survey is an excellent tool for learning what customers like and do not like, and improving how we go about business, so we will continue to use it proactively alongside every opportunity of direct dialog to communicate with customers on a deeper level.

Works Review Meetings

Throughout our long history we have provided building systems and services to customers in various industries with diverse building applications. In order to capitalize on our long track record of installations and our knowledge of customer systems, we hold Works Review Meetings for each project with the attendance of the sales, engineering and other specialized departments concerned. We strive to provide high-quality systems that best serve our customers from the perspectives of functionality, quality, cost and energy efficiency.

Building Chart System

We have been using a Building Chart System, an internal information system, in order to make the most of our installation experiences. The Building Chart System is used to record the details of the installation and recommendations, as well as customer requirements for each building. We enhance customer satisfaction by recommending detailed renovation options that contribute to comfortable use of a building.



Customer satisfaction survey results

4-point scale
(4: Satisfied 3: Generally satisfied 2: Somewhat dissatisfied 1: Dissatisfied)

Item	FY2017	FY2018	FY2019
Installer capacity	3.54	3.50	3.52
Installation management	3.51	3.46	3.48
Creativity and solution proposals	3.48	3.46	3.51
Backup capacity	3.47	3.44	3.45
Overall evaluation	3.56	3.53	3.56

Number of surveys completed: FY2017; 613/FY2018; 650/FY2019; 662

Activities with subcontractors

To safely deliver high-quality building systems to customers by a date they desire, cooperation that produces a successful marriage between project engineering and job site skill is critical. This means that Dai-Dan, as the project planner and manager, and the numerous subcontractors that do the actual installation work must think and act as one. This cohesion is available at every Dai-Dan office via a network of trusted subcontractors with whom we have worked for a long time. They are divided by their fields of expertise into sectional committees and asked to weigh in a plethora of subjects, one recent issue being the search for more efficient, less labor-intensive construction methods needed to counter a growing shortage of manpower caused by an aging labor pool and less young people entering the trade. To meet the demands and expectations of customers, we will continue to improve our engineering performance in terms of safety, quality and costs, and organically integrate that into finished products in cohort with our subcontractors.

Sectional committee activities (Details of initiatives)

FY2019 initiatives of the sectional committees of the Osaka Safety & Health Association

Sectional committee	Topics and principal activities
Electricity Sectional Committee	• Cost reductions, passing on skills
Crossover (Safety) Research Group	• Accident prevention by site patrols • Understanding safety and health demands
Crossover (Environment) Research Group	• Debate on job site environmental improvements
Crossover (Materials & Tools) Research Group	• Discovery and assessment of labor-saving and efficiency-enhancing products
Crossover (Quality & Labor-Savings) Research Group	• Introduction of prefabricated and modular products and summary of opinions thereof
Machinery & Materials Sectional Committee	• Proposals on job site support, work efficiency enhancement and labor-savings, and introduction of new products

VOICE

Comments from subcontractors

Osaka Dai-Gen Kai

The Osaka Dai-Gen Kai is in its fifth year since its inception and, thanks to the cooperation of our members, conducts a variety of activities, amongst which is business continuity planning. This year, however, we have had to downsize and postpone numerous activities, including outright cancelling our regular general meeting, on account of the novel coronavirus. But, we are watching the situation closely and examining future directions and actions that we can take. This includes looking for opportunities to safely resume activities without spreading the virus and offering more workshops and tours that meet with the satisfaction of members. So, we are moving forward with preparations for even better activities than before.



The 75 member-companies of the Osaka Dai-Gen Kai are eager to take our cooperation with Dai-Dan to higher levels.

Hiroshi Funada
Chairman, Osaka Dai-Gen Kai
President, Miyoshi Bankin Co., Ltd.

Osaka Safety & Health Association

The Osaka Safety & Health Association partners with Dai-Dan to continuously call attention to accident prevention. Unfortunately, because of the novel coronavirus, we have had to push back this year's regular safety and health conference and the award ceremonies for our sectional committee activities presentations and quality improvement competition, but it is precisely situations like this that remind us to stick together, follow the rules and make it a standard practice to point at and shout out your target before every work step as a wise routine for preventing accidents. Together with Dai-Dan, the Osaka Safety & Health Association is determined to do our best to eliminate all work-related accidents.



Takaharu Kominami
Chairman, Osaka Safety & Health Association
Chairman, Koyo Industry Co., Ltd.

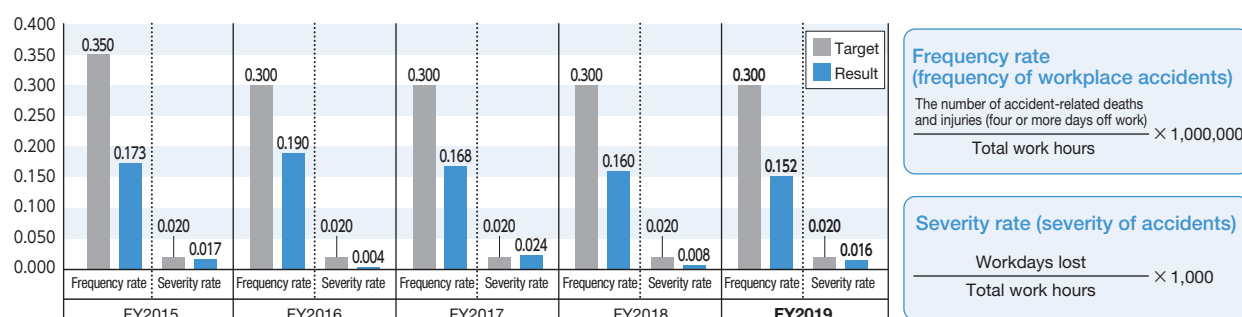
Continuously Improving Health and Safety Initiatives with the Goal of Eradicating Industrial Accidents

Our Policies for Health and Safety

“Ensuring Health and Safety” is our obligation to all the employees of our companies, their families and the society. Dai-Dan considers the health and safety of everyone working for the company as a top priority, regardless of age, gender, country of origin or level of ability. All employees from top management down are expected to cooperate in improving productivity, building a motivating workplace environment, and earning and maintaining the trust of society.

1. We shall utilize “Health and Safety Management Systems” to eradicate all industrial accidents. We shall endeavor to eliminate risk and hazards in all work activities, and continuously improve and enhance the health and safety of our workplace.
2. In compliance with workplace safety and health-related laws including our company’s internal health and safety management systems regulations, we shall enhance health and safety standard of our employees and executives, preserve and improve their health, and create comfortable rewarding workplaces.
3. By continuing to reform our work style and improve work-life balance, we aim to become a desirable employer and an appealing company that places people at the center.
4. We shall regularly communicate with subcontractors and encourage them to launch and promote self-directed health and safety activities with clear role assignments.
5. We shall educate all people working for Dai-Dan in our policies for health and safety and also disclose them to the public.

Safety performance



Initiatives for fiscal 2019

Targets

- Elimination of accidents involving falls
- Reduction of long working hours

Priority items

- Ensuring safety management that begins with prevention
- Keeping track of work hours and encouraging employees to take holidays



President Fujisawa speaking prior to a safety patrol

Work-related accidents in fiscal 2019 increased by 2 from the previous year to 44. Though the frequency can basically be considered flat, several cases of falls resulted in site shutdowns, which drove up the severity rate. This is unacceptable by our standards, therefore, in order to eliminate accidents due to falls, we are completely reviewing installation plans, requiring preliminary studies of work procedures prior to working in high places and enforcing strict adherence to daily management practices, especially in regards to installing and providing safety equipment required by law.

Moreover, to prevent human errors, every individual is

being held accountable for observing standard practices, Dai-Dan’s code of conduct and established rules, as no compromises are made when it comes to safety.

The president is also spearheading safety patrols as part of yet another initiative that seeks to eradicate work-related accidents by uniting Dai-Dan’s workforce and subcontractors under the leadership of top management.

In our fiscal 2020 efforts to improve our safety record, we will raise the following points across the company.

- ① Safety management that begins with prevention
- ② Measures for preventing overworking
- ③ Good health management practices

Application of the Meister Program and Establishment of Partnerships with Our Subcontractors across Japan

Maintaining quality assurance through strong partnerships with our subcontractors

Dai-Dan Meister Program

We have been offering our Dai-Dan Meister Program since 2011 in order to improve job safety, efficiency and quality, and secure skilled foremen from our subcontractors.

Within the program, financial aid for high-level certifications is given to test candidates to offset the associated costs and financial incentives are paid to Meisters and Excellent Foremen for the work they do at job sites of ours, as a way of developing more Excellent Foremen and High-Level Foremen, in addition to Meisters.

In July 2020, certifications were awarded to 70 persons from 39 companies and cash rewards were given to 142 Meisters and Excellent Foremen.

Meister Award Ceremony

The 9th Meister Award Ceremony was held in December 2019. 736 foremen serving at Dai-Dan sites were newly designated High-level Foremen, 15 of whom were named Excellent Foremen. Furthermore, the two best foremen were certified as Meisters.

A total of 42 Meisters have been certified to date, with 11 electrical workers, 16 plumbers, seven duct installers, three refrigerant pipers, and five insulation workers by trade.



Meister Award Ceremony

VOICE

Comment from a Meister

When I got certified as a Dai-Dan Meister last December, I was thrilled on the one hand and awoken to the grave responsibility the title carries on the other.

Since then, two things that I definitely concern myself with on the job site are that every worker is managing their health and that work targets are being attained. In our morning heads-up meetings, I make sure to ask everyone how they feel and to let them know how much work we want to get done each day, because I think that helps to prevent delays and enhance safety.

Other important duties of mine include, together with the site supervisor, making sure everyone is following the job site rules, managing quality and schedules, and, above all, ensuring worker safety. To do all of that, I try to communicate with everyone and stay on top of the situation at the job site, since it changes day by day, so that work proceeds on time.

I also share my personal experiences with the crew and try managing the job site so that the skill level of the crew as a whole improves and we can get the most out of what each team member knows and can do.

I promise to do my best everyday to maintain the pride and honor that comes with being a Dai-Dan Meister.

Masataka Tsujimura
Goyo Electronics Co., Ltd.



Dai-Dan’s network of subcontractors

In the building installation services industry, the availability of human resources varies greatly from region to region, to the degree that labor pools can be considered unstable. Moreover, many of the available workers are getting older and retiring, which is making the labor shortage even worse.

In order to maintain flexibility in our installation schedules under these circumstances, we built a nationwide network of subcontractors that extends beyond the purview of individual offices. Through this network, we can send workers from around the country to offices where labor shortages are anticipated. We are effectively using this network to ensure every job site has the workers it needs and, by promoting interaction between subcontractors, we are creating in the process more opportunities for subcontractors to improve their skills. Moreover, the network helps us to safely provide customers with high quality building systems.



Valuing Our Employees

Respect for everyone,
support for work-life balance.



Work-Life Balance and the Work Environment

Initiatives to reform work styles

To address work style reforms within the corporate scope of governance, Dai-Dan formed an ad hoc committee in September 2017 and tasked it with crafting a roadmap of specific measures for instituting the 19 bullet points raised in the government's Action Plan for the Realization of Work Style Reform. With a roadmap in place, the committee is pushing ahead with various changes to the multitude of corporate systems and practices needed to modernize the way people work.

One action they spearheaded in April 2019 was to change how non-regular employees are treated, by improving the pay scale and benefits of contract workers and person who came out of retirement to work. In September the same year, they also corrected the entrenched practice of working long hours by introducing across the organization a "Between Jobs Holiday" system that encourages employees to take consecutive paid holidays following the completion of a job.

They are also looking at systems that govern how the company recruits people out of retirement, with an eye to extend the retirement and post-retirement working age because of the following benefits that would have.

- Keeping the elderly motivated by hiring them for their talents and potential
- Complying with amendments to the Law concerning the Stabilization of Employment of Older Persons
- Supplementing pension payments with income (in periods that pensions are not paid)

Aspiring to be an energetic place to work where everyone can openly show their personality and abilities

On June 1, 2018, Dai-Dan was awarded the "Eruboshi" mark with two stars for its exemplar record as a woman-friendly workplace under a certification program based on the Act on Promotion of Women's Participation and Advancement in the Workplace (APWPAW). The Eruboshi mark is given by the Minister of Health, Labour and Welfare to businesses that adopt and submit an Action Plan based on APWPAW and demonstrate that those actions are being successfully implemented. Recognition is determined from five evaluation items: ① Hiring, ② Retention, ③ Working hours, ④ Percentage of women in manager-level positions, ⑤ Diversity of career options. Businesses are progressively scored on three levels and awarded a star for each level they attain. Dai-Dan earned two stars for meeting the criteria of three out of five categories: "Working hours," "Percentage of women in manager-level positions" and "Diversity of career options."

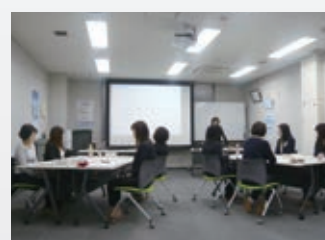
With diversity a key component of the world today, Dai-Dan aspires to be an energetic place to work where everyone on its workforce, regardless of gender, age or what have you, can openly show their personality and abilities. As a business, we are equally encouraged by the number of women who are taking advantage of continuous corporate training opportunities we offer so that they can build and shape careers, as we are by the increasing number of men taking childcare leave. Dai-Dan intends to be a part of a better world.

Health & Productivity Management Recognized by METI in 2020

In 2019, Dai-Dan formed Health Promotion Committees on the corporate and divisional levels, which have since been working with the company's group-managed health insurer to create healthy and safe workplaces where people find it easy to work. More specifically, they have been busy encouraging more employees to get personal health issues checked, improving workplace environments and providing health education.

Their efforts won Dai-Dan recognition from Japan's Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi as an Outstanding Health & Productivity Management Organization (large enterprise category) in 2020 through a jointly managed program that certifies businesses with good health and productivity management.

Dai-Dan understands that future growth as a business hinges on the health of its workforce and their families. Knowing that good health and productivity management within the company also benefits society down the road, Dai-Dan will be taking more initiatives to safeguard the health and wellness of its employees and their loved ones.



Follow-up training class for women opting for a career path

Leave system

Dai-Dan offers its employees a variety of leave options so that they can refresh themselves and lead rewarding lives. This includes a structured holiday system with the five paid holidays a year mandated by the Labor Standards Act such as three additional days-off in August separate of summer break. Employees are allowed to take seven days off in a row, but must schedule these holidays at the beginning of the fiscal year so that holidays are taken in turn. Moreover, persons who have been with the company for a long time are rewarded with travel coupons for their years of service, in addition to receiving allotted holidays.

Major leave systems (excluding statutory paid annual leave)

Type of holiday	Details
Summer holiday	3 consecutive days in summer (July – Sep)
Refresh leave	Within 7 consecutive days (annual)
Long service leave	10 years: 3 days 20 years: 5 days 30 years: 7 days 40 years: 5 days
Congratulatory or condolence leave	Predetermined number of days for occasions such as weddings

"Refresh leave" take-up rate

Fiscal year	Rate
FY2017	89.9%
FY2018	96.8%
FY2019	95.2%

* In fiscal 2019, the corporate leave system was changed so that contracted workers and part-time employees could take time-off to refresh themselves like regular employees.

Supporting the balance between work and home

By creating an environment in which all employees can work with ease and employees can balance work with childcare, we are working towards our next goal by devising an action plan in line with the "Act on Advancement of Measures to Support Raising Next-Generation Children" so that all employees can exercise their abilities to the full.

Action Plan (April 1, 2020–March 31, 2025)

Target 1 To improve the workplace environment to ensure that childcare leave is easy to take and the staff easy to return

〈Action〉
• While the plan is in effect, Dai-Dan will use corporate bulletin boards and other information tools to inform employees about childcare leave and restrictions on overtime and late night work under the Childcare and Family Care Leave Act, paid childcare leave under the Employment Insurance Act, and maternity leave under the Labor Standards Act.

Target 2 To increase the number of men employees taking childcare leave to at least 7%

〈Action〉
• Dai-Dan will introduce a program that makes it easier for men to take childcare care leave and effectively increases the number that do during the plan period.

Target 3 To introduce work options that offer greater flexibility to the way people work

〈Action〉
• Dai-Dan will expand its exceptions on irregular working hours and shortened work schedules, introduce teleworking as a regular work option, and take other action during the plan period to ensure employees have time to care of children.

Initiatives to address mental health issues

At Dai-Dan, we educate our workforce about mental health so that they remain mentally fit and feel comfortable in their workplace environment. We also conduct annual stress tests as required under the Industrial Safety and Health Act and recommend to anyone with a high stress level to see a physician. Moreover, follow-up interviews are done after the stress tests, as part of providing a good workplace environment.

Employee training

Employee training at Dai-Dan begins with our program for new recruits and continues with specialized level-based training as employees develop their careers. Our training program for new recruits gives incoming employees a general understanding of equipment and systems via studies in introductory and basic engineering, lets them see the hardware up-close through facility tours, and educates them in the fundamentals of our work flows. The rest of our training system features multifaceted content that is geared to the level of experience and skill of the individual. At Dai-Dan, we view human resource development as a business priority because training passes on knowledge and skill that are instrumental to personal growth.



Hands-on training about ducts



Practical training class for electrical installers

Covid-19 measures

Dai-Dan's corporate response to the Covid-19 outbreak follows the "new lifestyle norms" announced by the governmental panel of experts. The company laid out a basic policy of lowering the risk of contagion while steadfast continuing business activities. This has included having office employees work from home, staggering the times that employees report for work to avoid crowded public transportation and avoiding "closed-off spaces," "crowded places" and "close contact" in offices and at job sites. For employees who work from home, Dai-Dan has provided a computer and networking gear needed to stay connected, and taken all due security precautions.



Partnering with Hosting Communities

We undertake a variety of initiatives to make contributions to the industry and community in our position as a responsible corporate citizen.



Dissemination of technical information to external parties

In order to contribute to the development of Japan's building services industry, Dai-Dan supports the running of academic conferences and dispatches lecturers to external organizations. In particular, Dai-Dan's engineers are dispatched to external training centers and educational institutions across Japan as lecturers to provide classes on building service technologies.

External organization memberships and positions (as of September 2020)

Organization	Position
The Society of Heating, Air-Conditioning and Sanitary Engineers of Japan	Vice Chairman
Institute of Electrical Installation Engineers of Japan	General Director
Air-conditioning & Plumbing Contractors Associations of Japan	Vice Chairman
Japan Electrical Construction Association	Advisory committee member
Association of Japan Instrumentation Industry	Administration council member
Japanese Association of Building Mechanical and Electrical Engineers	General Director
Association of Building Engineering and Equipment	General Director
Japan Architecture Facilities Inspection Association	General Director
Japan Electrical Engineer Association	Vice Chairman
Institute for Building Environment and Energy Conservation	General Director

Organizations to which Dai-Dan employees are dispatched as lecturers

Organization	Position
Kanto Gakuin University	Part-time lecturer
Kogakuin University	Part-time lecturer
Osaka Piping Higher Training School	Lecturer

Signing of the Disaster Prevention Agreement (Cooperation with local communities)

Dai-Dan has, through its industrial associations, signed a Disaster Prevention Agreement with local governments concerning post-disaster emergency activities. We have also entered into agreements directly with some municipalities and industry organizations, and have established a system that allows for the swift provision of post-disaster emergency assistance.

We aim to assist with the swift recovery of the local community and local businesses by proactively participating in reconstruction efforts of the affected region.

Charity with Love - Food Goodies Bag Program 2019

On November 16, 2019, the Dai-Dan Singapore Branch organized a food drive for Fei Yue Community Services. For the event, branch staff and volunteers from cooperating companies collected donations and distributed bags of food to low-income households (336 households in 2 HDB).



Assistance through the Dai-Dan Society Activity Fund

In April 1993, as part of our social contribution activities for our 90th anniversary, the Dai-Dan Society Activity Fund was established in the Osaka Community Foundation. From returns on fund assets, we support social welfare enhancement activities especially for persons with physical disabilities, including human rights education.

Donations

Dai-Dan contributes financial support for various causes to help create and build a better community.

Our contributions include donations to organizations that protect the global environment, donations to university scholarship funds and art-related activities, and the sponsoring of community events in areas across the country where our sites are based. We continued to donate to the areas affected by the 2011 Great East Japan Earthquake — Miyagi, Iwate, and Fukushima Prefectures — to support children orphaned by the disaster. We also gave donations to Hiroshima, Okayama, and Ehime Prefectures, which experienced flooding due to torrential rains in July 2018.

In addition, we are a corporate supporting member of NEXT VISION, a public service corporation that runs the "isee! movement," which supports participation in society for people with visual impairments.



Dai-Dan waives some intellectual property rights under the IP Open Access Declaration against Covid-19

Dai-Dan elected to sign the IP Open Access Declaration against Covid-19 founded by sympathetic businesses and universities, and supported by Keidanren. Through this declaration, signatories agree to waive their intellectual property rights to some pharmaceuticals and medical environments they own for a set period of time to help bring about an end to the Covid-19 pandemic as quickly as possible.



Social contribution activities (Initiatives at offices across Japan)

Dai-Dan promotes social contribution activities. Our major activities are clean-up of the local community, which we encourage all employees to participate in. All the activities we run are published on the intranet notice board to raise awareness of social contribution activities.

Forest maintenance, tree planting, and flower planting

Sites	Activity
Hokkaido Branch	Planting flowers amid shrubbery along the sidewalk in front of the branch office
Chiba Branch	Town Open Garden Operation
Chugoku Branch	Tree planting volunteer activity in Peace Park
Technical Construction Division Engineering Division Innovation Division	•Miyoshi Green Support Squad •Mixed-tree forest rejuvenation project •Project to promote a healthy sawtooth oak forest



Miyoshi Green Support Squad



Other activities

Activity	Details
Traffic Safety Guard Activity	We posted traffic safety guards at the North intersection of Toyota-shi Tsuchihashi Station. (Toyota Branch)
Donation of funds from charity vending machines	Drinks are sold at the regular price to consumers, with three to ten yen per drink donated to charity. The donations go to street children and their families for education and living costs. (Okayama Branch)
Nichiban Core Eco Project	We participated in Nichiban Core Eco Project involving "Collection of discarded tape cores to protect the green earth." The funds are used to plant mangrove trees. (Kyushu Branch)
Donation of emergency reserves	When it was time to restock emergency reserves, food that was no longer needed but still safe to eat was donated to a food bank that distributed it to welfare facilities and groups, and the needy. (Nagoya Branch, Toyota Branch and Hokuriku Branch)
Osaka Adopt-a-River Program	Dai-Dan joined the Adopt-a-River Program organized by the Osaka Prefectural Government to clean up and beautify rivers. A section along the Tosabori River between Higobashi and Yodoyabashi that runs nearby the Osaka Head Office was selected as the area for conducting activities and staff came out to clean up the sidewalks, etc. (Osaka Head Office)



Participants from the Traffic Safety Guard Activity



Participants from the Osaka Adopt-a-River Program

Company-wide activities

Activity	Details
Eco-cap Project	In fiscal 2019 we collected 307,604 caps, used as a source for reprocessed plastic that is converted to money and donated to causes that provide medical support, vaccines, assistance for people with disabilities, and children's environmental education.
Charity Calendar Market	In January 2020, we collected 2,214 calendars and datebooks for use in support activities in areas of West Japan stricken by heavy rains and elsewhere across the country.
JDFA Silver Sponsor	Dai-Dan signed a Silver Sponsor agreement with the Japan Deaf Football Association (JDFA) in support of their vision and activities for realizing a true society where the hearing impaired and those not can play soccer/futsal together. As a part of the agreement, Dai-Dan donated the staff T-shirts for the 6th JDFA Festival 2020. (Note: The Festival was cancelled to prevent contagion of Covid-19.)



Training wear for the Japanese national team bearing the Dai-Dan logo (Dai-Dan is a JDFA Silver Sponsor.)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Corporate Governance

Our basic policy on corporate governance is as follows.

- Ensure the rights and equality of shareholders
- To ensure transparency, fairness, speed, and decisive decision making, the Board of Directors will carry out its functions appropriately and efficiently
- Endeavor to disclose information appropriately and hold constructive dialogues with shareholders
- Work appropriately with stakeholders other than shareholders

The Board of Directors comprises nine directors, three of which are external directors. It convenes monthly and holds special meetings as necessary. In addition to overseeing business operations, the board deliberates on important matters related to corporate management, including subjects discussed in Executive Committee meetings. The articles of incorporation of Dai-Dan provide that the Board of Directors should consist of 12 people or less.

The Board of Auditors comprises four auditors, two of which are external auditors. It is headed by one of the standing (or external) auditors who is elected by the other auditors. As a rule, the Board of Auditors meets once a month and otherwise whenever necessary. The Board of Auditors discusses and decides on important matters related to auditing such as auditing policy, audit plans and who actually conducts audits.

The Executive Committee meets whenever necessary and consists of the representative directors and directors and officers elected by the Board of Directors. Members discuss and determine a broad range of important matters concerning Dai-Dan and its group subsidiaries like business policy, management strategies and business in general. They also provide advice for making decisions and, whenever necessary, go before the Board of Directors.

As a rule, the Corporate Officers' Committee meets once every three months. When meetings are convened, they examine, discuss and verify the state of execution of the corporate officers' business operations. Corporate officers also explain and report on selected themes, and discuss and explore new trouble spots and issues.

Composed of three outside directors and two outside auditors, the Board of Independent Officers meets periodically or as needed to share information and exchange opinions (including exchanges with the representative directors). More importantly, they analyze the performance of the Board of Directors via a self-evaluation survey, extract issues and report those results to the Board of Directors, and propose improvements on how the Board of Directors and Executive Committee operate. They also provide advice on rules governing the selection of representative directors, remuneration for directors and corporate officers, and the payment of performance-based bonuses.

General managers meet once a month to make sure operations across the company are executed in similar fashion. At their meetings, they convey decisions by the Board of Directors and explain management policies and actions, while parallel to that, verifying the progress made by divisions and business sites, and discussing and promptly resolving problems.

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graph TD
    Shareholders[Shareholders' Meeting] -- "Appoint/dismiss" --> BoardDirectors[Board of Directors  
9 directors  
(including 3 external directors)]
    Shareholders -- "Appoint/dismiss" --> BoardAuditors[Board of Auditors  
4 auditors  
(including 2 external auditors)]
    Shareholders -- "Appoint/dismiss" --> AccountingAuditors[Accounting auditors]

    BoardDirectors -- "Audit" --> BoardAuditors
    BoardAuditors -- "Audit report" --> Shareholders

    BoardDirectors -- "Appoint" --> ExecutiveCommittee[Executive Committee  
(Discussion of important matters)]
    ExecutiveCommittee -- "Report" --> BoardDirectors
    ExecutiveCommittee -- "Consult on important matters" --> BoardDirectors

    BoardDirectors -- "Appoint/dismiss/supervise" --> ComplianceOffice[Compliance Office]
    ComplianceOffice -- "Report" --> BoardDirectors
    ComplianceOffice -- "Coordinate" --> ExecutiveCommittee
    ExecutiveCommittee -- "Plan/draft" --> ComplianceOffice

    ComplianceOffice -- "Coordinate" --> ComplianceCommittee[Compliance Committee]
    ComplianceCommittee -- "Whistleblow/consult" --> ComplianceOffice
    ComplianceCommittee -- "Audit report" --> BoardDirectors

    BoardDirectors -- "Approve policies/plans" --> Chairman[Chairman]
    BoardDirectors -- "Approve policies/plans" --> President[President]
    BoardDirectors -- "Approve policies/plans" --> CorporateOfficers[Corporate officers]

    Chairman -- "Report" --> BoardDirectors
    President -- "Report" --> BoardDirectors
    CorporateOfficers -- "Report" --> BoardDirectors

    BoardDirectors -- "Instruct/supervise" --> CorporateOfficers
    CorporateOfficers -- "Report" --> CorporateOfficers

    CorporateOfficers -- "Instruct/supervise" --> HQ[Headquarters/Branches/Offices]
    HQ -- "Report on items concerning management" --> CorporateOfficers
    HQ -- "Advise/direct/support" --> CorporateOfficers

    BoardDirectors -- "Audit" --> InternalAudit[Internal Audit Office]
    InternalAudit -- "Report" --> BoardDirectors
    InternalAudit -- "Coordinate" --> RiskManagement[Risk Management Committee]
    RiskManagement -- "Supervise" --> InternalAudit
    RiskManagement -- "Report" --> BoardDirectors

    InternalAudit -- "Internal audit" --> HQ
    HQ -- "Internal audit" --> InternalAudit

    AccountingAuditors -- "Accounting audit" --> HQ
    HQ -- "Accounting audit" --> AccountingAuditors

    LegalCompliance[Legal Compliance Support Committee] -- "Consult/report" --> ComplianceOffice
    LegalCompliance -- "Consult/report" --> AccountingAuditors
  
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We have developed an internal control system that focuses on the improvement of internal rules. This is intended to ensure compliance across our entire company and subsidiaries and includes the execution of tasks by directors in compliance with laws and the articles of incorporation as well as appropriate performance of all tasks. In addition, we confirm the operational status of the company's internal control system each fiscal year and report our findings to our Board of Directors while continuing to revise and improve this system in order to improve efficiency and legal compliance.

In April 2008, we implemented an internal control system for financial reporting under the Financial Instruments and Exchange Act. The Internal Audit Office under the president examines and assesses the effectiveness of the system.

The fiscal 2019 assessment concluded that, as of the end of fiscal 2019, our internal control system for financial reporting is effective. An independent auditor also provided a similar opinion.

Compliance (Legal Compliance and Corporate Ethics)

Corporate Code of Ethics

We have developed five Action Principles and 14 Action Standards to guide our officers' and employees' compliance with laws and regulations and support their demonstration of good social conscience. The Action Principles summarize the concepts to be kept top of mind during the performance of day-to-day tasks.

Excerpt from our Corporate Code of Ethics Our Action Standards serve as practical guidelines to the Action Principles on which they are based.

Action Principles

1. Observe laws and social norms and conduct business activities in a sensible manner.
2. Participate in the building of a society that can sustain its development.
3. Respect the fundamental human rights of all.
4. Maintain a fair and transparent relationship with stakeholders.
5. Recognize our place in society and strive to contribute to the emergence of a better society.

Action Standards

1. Maintain positive relationships with customers and users	8. Improve working conditions and work environments
2. Ensure safety and quality	9. Respect human rights and individuality
3. Ensure fair and open competition	10. Address environmental issues
4. Engage in ethical business transactions	11. Practice proper accounting and tax payment
5. Fairly disclose corporate information	12. Maintain sound relationships with politicians and the government
6. Ethically manage critical information	13. Eliminate any dealings with antisocial forces
7. Protect and respect intellectual property rights	14. Avoid engaging in self-serving actions

The whistleblowing and consultation system

Dai-Dan has established a whistleblowing and consultation system for the purpose of swiftly identifying issues in the workplace, which are otherwise difficult to identify (behavior or actions that contravene laws, internal regulations or social ethics). We have implemented this by establishing a reporting route independent from the operational chain of command. Concerns can be reported internally through this system, but they can also be made externally via our corporate solicitors. In July this year, we added female staff to our internal system to make it more comfortable for women to report concerns and seek counseling.

Anyone that reports an event is guaranteed by the Corporate Code of Ethics that they will not be subjected to any unfair treatment. Reports can also be submitted anonymously to ensure the privacy of the whistleblower.

Compliance Committee

The Compliance Committee was established to ensure compliance with laws and internal regulations, and to strengthen fair and ethical company operations with strong compliance. The committee is chaired by the chairman, and is responsible for boosting officers' and employees' compliance awareness, receiving and investigating reports of violations, and developing preventive measures. During fiscal 2019, the committee met on five occasions.

A system to ensure thorough, fair and appropriate business operations

Dai-Dan has strengthened its compliance promotion system with the recognition that “managing the company in conformity with the spirit of compliance” is part of our management foundation. We continue to improve awareness of compliance while ensuring thorough business operations in accordance with relevant laws and regulations.

Compliance Office

The Compliance Office is under the direct control of the chairman while ensuring it remains independent from the headquarters and offices. This office collaborates with the Compliance Committee in planning, drafting, and implementation to help ensure that our business activities comply with the Antimonopoly Act and other relevant laws and regulations.

In cooperation with the Internal Audit Office, this office continues to monitor the compliance activities in our offices.

Legal Compliance Support Committee

The Legal Compliance Support Committee is a professional organization supporting the Compliance Office. The Committee is composed of external experts and provides expert advice applicable to the initiatives carried out by the Compliance Office. It also holds seminars on legal compliance and conducts awareness-raising activities for all our offices.

Risk Management

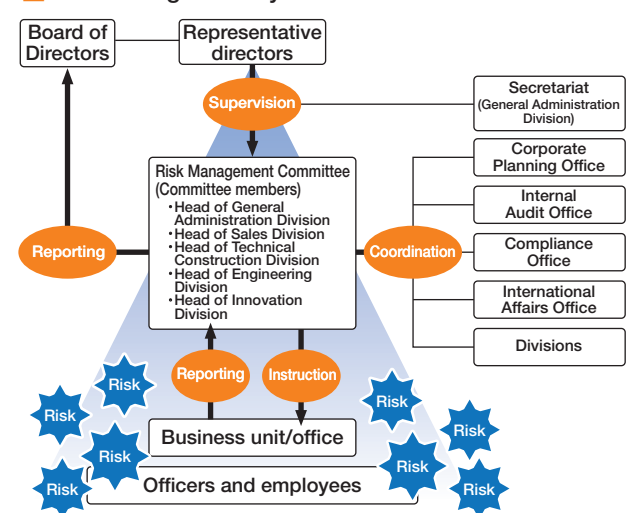
Risk management policy and system

In order to continue providing value for years to come, we have built a risk management system to prevent risks from unexpectedly emerging and to minimize the risks that do emerge. We have established a Risk Management Policy to guide us in the best direction for managing all of the risks we face.

We have also added a Risk Management Committee as per our Risk Management Rules. On a regular basis, this committee discusses matters related to risk management and reports those matters to the Board of Directors. However, if something serious happens, we form a risk response team as lined out in the aforementioned rules, therefore we have in place a risk management system for containing damage and losses to a minimum.

Additionally, in order to heighten risk perception and make our organization healthier, we started manager-level training in risk sensitivity in July 2020.

Risk management system



Primary risks and countermeasures

Risk	Description	Countermeasures
Information leak	Unauthorized use or external leak of information, shutdown or malfunction of information systems, etc.	Publish a "Security Handbook," etc. Impart training in information security.
Human resource related	Unattained hiring plans, loss of human resources, drop in morale, etc.	Promote work style reform. Conduct stress tests.
Legal	Legal compliance, contractual inadequacies, responding to changes in social systems, etc.	Impart compliance training. Use the whistleblowing system.
Natural disasters	Typhoons, river flooding, earthquakes and other natural disasters	Craft a BCM. Introduce a safety check system.
Work related	Safety, degraded quality of installed systems, etc.	Craft a safety and health management plan. Conduct jobsite patrols.
Trust	Credit recipient in financial difficulty, non-performance on contract obligations, etc.	Take action to manage credit as appropriate. Seek an objective assessment from an outside institution.

Initiatives to strengthen information security

The Information System User's Guidelines are available to officers and employees on the corporate intranet, providing cautions regarding the use of electronic equipment in everyday work.

Information security training is conducted via e-learning, and drills are conducted on how to handle targeted e-mail attacks to increase information security awareness and prevent the occurrence of accidents such as information leaks. Moreover, for the purpose of strengthening information security at jobsites, we established “Network Building Guidelines for Jobsites” and “Information Security Guidelines for Jobsites,” and make sure that countermeasures are implemented in line therewith. We also offer training in information security to jobsite personnel.

Implementation	Date
e-learning	February 2020
Drill on how to handle targeted e-mail attacks	August 2020

From Business Continuity Plan to Business Continuity Management

Because of the recent slew of large-scale natural disasters and accidents around the world, we rebuilt our Business Continuity Plan (BCP) to function more effectively should the call arise, by replacing the education and drills-based approach to preparedness with PDCA mechanisms that repeatedly pursue improvements, thus allowing us to wield the plan more like a Business Continuity Management (BCM) tool. Given its importance, we will continue to hone our BCP to enhance its effectiveness in an emergency.



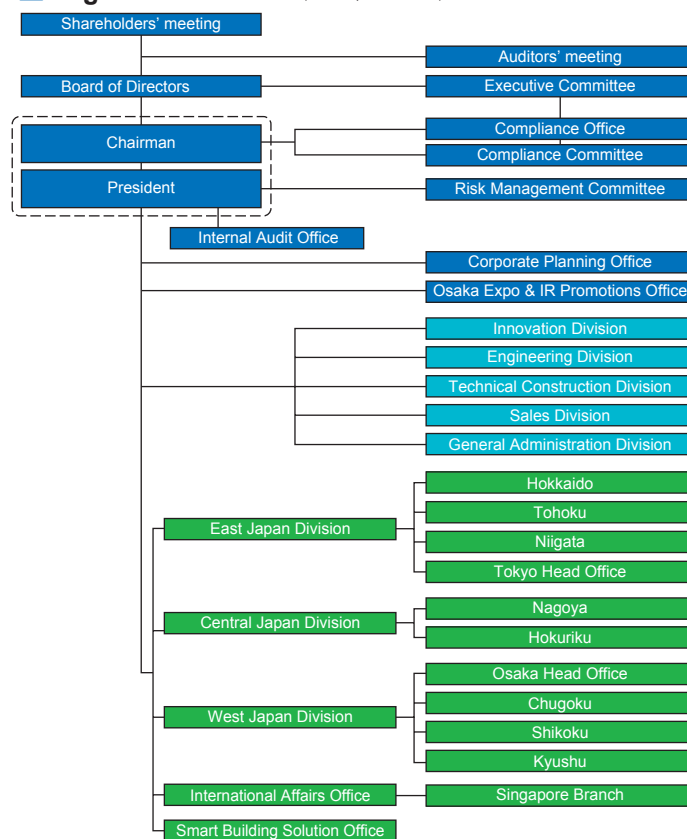
Cover page of
our BCM manual

Dai-Dan's Businesses

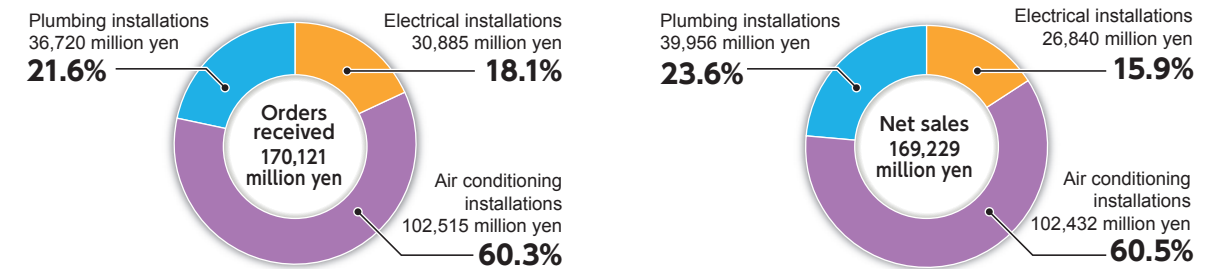
Corporate Profile

Company name	DAI-DAN CO., LTD.
Head office	1-9-25 Edobori, Nishi-ku, Osaka, Japan
Founded	March 4, 1903
Incorporated	October 10, 1933
Capital fund	4,479,725,988 yen
Employees	1,617 (as of March 31, 2020) consolidated
Stock listing	The first section of Tokyo Stock Exchange

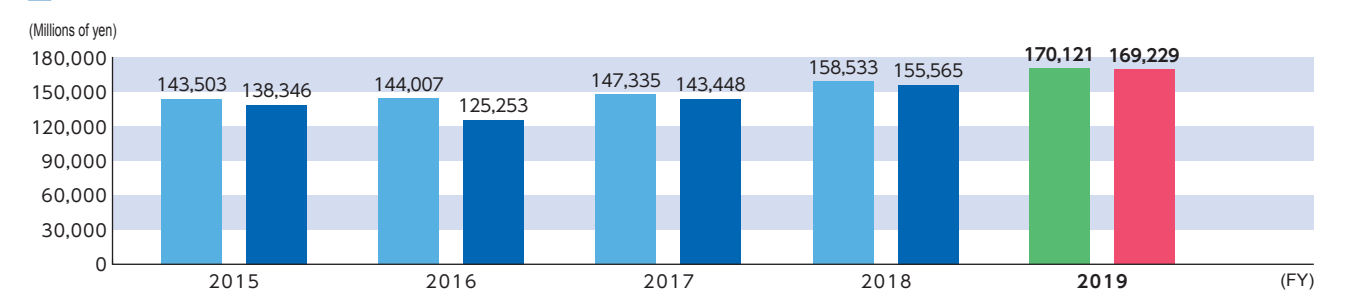
Organization Chart (as of September 2020)



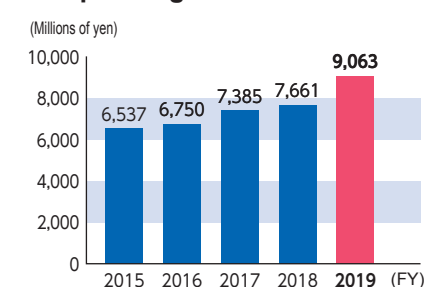
Fiscal 2019 Orders Received and Net Sales Ratios by Segment



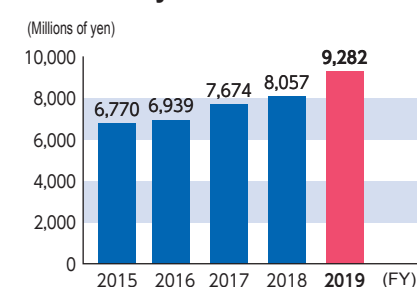
Orders Received/Net Sales



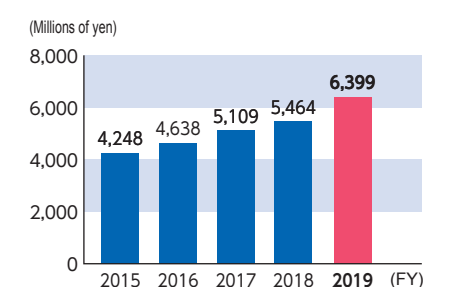
Operating Income



Ordinary Income



Net Income



Financial Highlights (Consolidated)

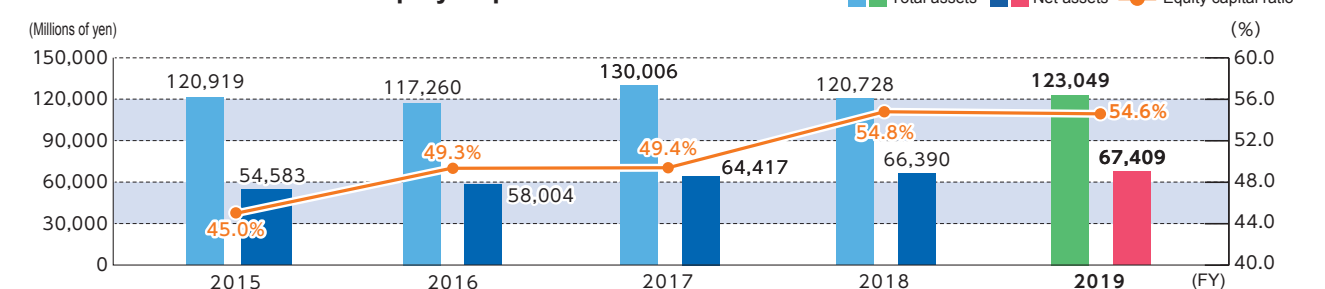
Accounting Year

	FY2015	FY2016	FY2017	FY2018	FY2019
Orders received	143,503	144,007	147,335	158,533	170,121
Net sales	138,346	125,253	143,448	155,565	169,229
Selling, general and administrative expenses	10,176	11,038	11,400	11,450	11,993
Operating income (loss)	6,537	6,750	7,385	7,661	9,063
Ordinary income (loss)	6,770	6,939	7,674	8,057	9,282
Net income (loss)	4,248	4,638	5,109	5,464	6,399
Return on assets (ROA) (%)	5.8	5.8	6.2	6.4	7.6
Return on equity (ROE) (%)	7.9	8.3	8.4	8.4	9.6
Cash flows from operating activities	611	5,395	3,320	(13,541)	12,742
Cash flows from investing activities	(493)	(1,442)	(315)	(232)	(636)
Cash flows from financing activities	(894)	(925)	(1,711)	(1,317)	(3,240)
Cash and equivalents at end of period	23,536	26,549	27,858	12,776	21,616

Fiscal Year-End

	FY2015	FY2016	FY2017	FY2018	FY2019
Total assets	120,919	117,260	130,006	120,728	123,049
Net assets	54,583	58,004	64,417	66,390	67,409
Equity capital ratio (%)	45.0	49.3	49.4	54.8	54.6

Total Assets/Net Assets/Equity Capital Ratio



Operational Highlights

Non-Financial Data

	FY2015	FY2016	FY2017	FY2018	FY2019
Number of employees (consolidated)	1,493	1,505	1,540	1,600	1,617
Number of workplace accidents (non-consolidated)	26	18	36	42	44
Frequency rate of workplace accidents (%) ¹ (non-consolidated)	0.173	0.190	0.168	0.160	0.152
Severity rate of workplace accidents (%) ² (non-consolidated)	0.017	0.004	0.024	0.008	0.016
CO ₂ emissions from offices (tCO ₂) (non-consolidated)	1,618	1,732	1,663	1,645	1,529

¹ Number of workplace accidents per million work hours ² Number of workdays lost per thousand work hours

Third Party Opinion

This opinion was based on the Corporate Social Responsibility Guidelines published by the Japan Federation of Bar Associations (JFBA) and prepared with the help of attorneys (Motohiro Shibuya, Satoko Ochi and Koji Busujima) who are members of the Kinki Branch of the JFBA. It presents opinions of this report that were formulated after posing questions and conducting interviews as to the content of Dai-Dan's activities in respect of the recent prominence of SDGs and corporate governance, and reviewing and evaluating the responses thereto and provided information.

The report categorizes Dai-Dan's activities into important areas bearing in mind the correlations between Dai-Dan's businesses and SDGs and corporate governance, and adopts an easy-to-understand format and construct with interviews, etc., to elucidate important topics of management and progress made with their efforts, for which I commend it. The content is also appropriate as detailed below.

Initiatives related to environmental preservation

In regards to the environment, I first would like to commend Dai-Dan for the demeanor they demonstrate by opening with a strong statement about “contributing to a carbon-free society” in the message from management, and by every year finding and engaging new topics like the way they developed their signature ZEB technology for cold weather and the Smart Building Solution Office they newly created under direct control of the president, which they announced in this report. They also carried forward from the previous fiscal year a strong awareness of the importance of “effectively using water resources,” so I very much hope to see more efforts from Dai-Dan to protect water sources going forward from here in addition to the contributions they are making to a carbon-free society.

As for their environmental management, there were some big changes in Dai-Dan's “monitored items and targets” from last year, but they are tracking actual results and target figures of the new items and closely analyzing the causes of unachieved targets and building countermeasures. I would like to add that, when they do not attain targets, instead of lowering their sights for the coming fiscal year, they think to raise the environmental awareness of their workforce. They in effect double down on ongoing efforts without lowering their targets, therefore I want to highlight the way they look at “protecting the environment” – as opposed to merely “achieving a numerical target” — as their goal. They of course do not set targets for everything, but they continuously monitor even targetless items and they are open to looking at things from different angles to see if targets might in fact be set, which I hope will happen in the future.

Moreover, as a part of their social contribution activities, Dai-Dan continued efforts around their business sites this fiscal year such as cleanups, forest management activities and planting trees and flowers, and can be commended for how efforts to protect and restore the environment have taken root throughout the company.

Initiatives related to work-life balance and improving the work environment

On the subject of Dai-Dan's work safety and health activities, though work-related accidents unfortunately increased from the previous fiscal year both in number and severity, content-wise the activities themselves have more than enough to laud, as Dai-Dan created numerous illustrated work standards that explain cautions and check items in an effort to manage how work is done and put a lot of time and energy into efforts to eliminate or at least lesson risks using the PDCA cycle. In regards to their targets for work-related accidents, they should make things easier to understand by, for example, clarifying the criteria they use to set their targets. Nevertheless, Dai-Dan can be commended for what they did to reduce the long working hours, which they targeted in fiscal 2019. With large projects in and around the capital area at an all-time high and resultingly more staff working longer hours, they took concrete steps to prevent overworking such as to push time management and get employees to systematically take annual paid holidays, in addition to increasing the number of engineers in line with forecasted demand. This leads me to think that they will attain their targets this fiscal year.

With regards to work style reforms, Dai-Dan deserves credit for crafting a roadmap of each theme of study and quickly addressing themes that were judged to be of high priority through an ad hoc committee for promoting their Work Style Reform Action Plan. Amongst the actions they already took, Dai-Dan should be highly commended for improving the pay scale and benefits of contract employees and persons who come out of retirement to work again,



Masatoshi Ohara
Attorney, Licensed to practice in New York State (USA)
Former Deputy Chairman, Japan Federation of Bar Associations
Former Chairman, Osaka Bar Association
General Director, Japan CSR Promotion Association;
Director, Kinki Branch

as this kind of treatment parallels the equal-pay-for-equal-work train of thought espoused in the Part-Time/Fixed-Term Employment Act that came into effect in April this year. Another step Dai-Dan took that should be recognized was to introduce a “Between Jobs Holiday” system in order to rectify the entrenched practice of working long hours. It will, nonetheless, be important towards getting this system to permeate their workforce that they continually track who is or is not taking time off between jobs through their employment management systems.

Dai-Dan should also be commended for earning certification from Japan's Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi as an Outstanding Health & Productivity Management Organization (large enterprise category) in 2020, which recognized what they have been doing since the previous fiscal year to manage employee health, and for continuing and developing efforts to promote work-life balance, such as by formulating an action plan specifically to help employees balance their jobs with family.

Initiatives related to corporate governance and legal compliance

In regards to corporate governance, Dai-Dan modified the functions and roles of their Board of Directors and Executive Committee to avoid duplicate agendas and to make discussions more substantive and decision-making more efficient, at the suggestion of the Board of Independent Officers, which counts external directors amongst its members. As for their system of governance, the connections between the different bodies illustrated in the report seem complicated at a glance, but coordination and information-sharing are judged to be appropriate.

In regards to compliance, Dai-Dan shares topics that are in line with the times throughout their workforce via their Compliance News and offers learning opportunities on those subjects, which indicates that continuing education in compliance is becoming a regular part of employee training. Moreover, given the importance of their internal reporting system, Dai-Dan is also looking to discover law violations and inappropriate acts before matters get any worse, by protecting the privacy of whistleblowers and newly staffing their point of contact operations with women.

On the risk management front as well, Dai-Dan is obviously responsive to recent social demands and proactive in their thoughts and actions, having established rules, provided manager-level training and rebuilt their Business Continuity Plan as a Business Continuity Management tool with PDCA cycles to make it more effective.

VOICE

Reflecting on the third party opinions

I want to thank Mr. Ohara for his valuable opinions of the Dai-Dan Report 2020, and Mr. Shibuya, Ms. Ochi and Mr. Busujima for their cooperation therewith. With regards to the various issues that were pointed out, we will formulate concrete measures and make improvements that produce viable solutions. Both the report and Mr. Ohara's opinion add greater incentive to all of us at Dai-Dan to get behind corporate activities that “contribute to the development of a better environment and stronger communities” as espoused in the management principles that guide us.

Yasuo Kamei

Director, Corporate Officer, Head of General Administration Division

Global Network

Headquarters Organizations

Name	Zip Code	Address	Telephone Number	Name	Zip Code	Address	Telephone Number
Corporate Planning Office	102-8175	2-15-10 Fujimi, Chiyoda-ku, Tokyo	03-3261-8231	Engineering Division	163-0515	15F Shinjuku Nomura Bldg., 1-26-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo	03-5326-7133
Osaka Expo & IR Promotions Office	102-8175	2-15-10 Fujimi, Chiyoda-ku, Tokyo	03-5276-4657	Innovation Division	354-0044	390 Kita-Nagai, Miyoshimachi, Iruma-gun, Saitama Prefecture	049-258-1511
Compliance Office	102-8175	2-15-10 Fujimi, Chiyoda-ku, Tokyo	03-3261-8231	Technical Research Laboratory Innovation Division	354-0044	390 Kita-Nagai, Miyoshimachi, Iruma-gun, Saitama Prefecture	049-258-5725
Internal Audit Office	550-8520	1-9-25 Edobori, Nishi-ku, Osaka City	06-6447-8065	Regenerative Medicine Promotion Department Innovation Division (Cellab Tonomachi)	210-0821	R407 Life Innovation Center, 3-25-22 Tonomachi, Kawasaki-ku, Kawasaki City, Kanagawa Prefecture	044-276-5010
General Administration Division	550-8520	1-9-25 Edobori, Nishi-ku, Osaka City	06-6447-8000	Regenerative Medicine Promotion Department Innovation Division (Kobe Office)	650-0047	Rm 654 Kobe International Business Center, 5-5-2 Minatogima-Minamimachi, Chuo-ku, Kobe City	078-302-9060
Sales Division	102-8175	2-15-10 Fujimi, Chiyoda-ku, Tokyo	03-3261-8231				
Technical Construction Division	100-0005	#542 5F Shin-Kokusai Bldg., 3-4-1 Marunouchi, Chiyoda-ku, Tokyo	03-5223-0075				

Branch/Office Organizations

East Japan Division				West Japan Division			
Hokkaido Branch	060-0807	5F Data Bldg., 5-8-5 Kita 7jo Nishi, Kita-ku, Sapporo City	011-716-9116	Osaka Head Office	550-8520	1-9-25 Edobori, Nishi-ku, Osaka City	06-6441-8231
Obihiro Office	080-0010	4F Aobatokachi Bldg., 12-20 Odoriminami Obihiro City, Hokkaido	0155-25-3559	Tenri Branch	632-0012	4-228 Toyoda-cho, Tenri City, Nara Prefecture	0743-63-1231
Hakodate Office	041-0851	4-17-40 Hondori, Hakodate City, Hokkaido	0138-55-7086	Kobe Branch	651-0088	7F Nihon Seimei Sannomiya Ekimae Bldg., 7-1-1 Onoe-dori, Chuo-ku, Kobe City	078-221-7777
Tohoku Branch	980-0811	1-15-17 Ichiban-cho, Aoba-ku, Sendai City	022-225-7901	Kyoto Branch	604-8186	2F Urbanex Oike Bldg. East Wing, 361-1 Umeya-cho, Kurumaya-cho-sagaru, Nakagyo-ku, Kyoto City	075-251-6411
Aomori Office	030-0802	4F Tanuma Bldg., 2-4-10 Hon-cho, Aomori City	017-773-1582	Wakayama Office	640-8203	4F-408 Nankai Wakayamashi Station Bldg., 3-17 Higashikuramae-cho, Wakayama City	073-433-9431
Akita Office	010-0951	6F Sanno Piores Bldg., 2-2-17 Sanno, Akita City	018-824-6491	Shiga Office	520-2331	3-A Finesu, 2101-2 Koshinohara, Yasu City, Shiga Prefecture	077-518-1035
Morioka Office	020-0032	Hiramatsu Bldg., 2-16 Yugaose-cho, Morioka City	019-654-3023	Chugoku Branch	730-0812	2-22 Kakomachi, Naka-ku, Hiroshima City	082-241-4171
Fukushima Office	960-8002	4F Daichi Kosan Bldg., 15-1 Moriai-cho, Fukushima City	024-525-7080	Okayama Branch	700-0984	6-10 Kuwada-cho, Kita-ku, Okayama City	086-223-3106
Yamagata Office	990-0043	1F Honcho Bldg., 2-4-3 Hon-cho, Yamagata City	023-634-2620	Yamaguchi Office	754-0011	4F Sanyo Bldg. Ogori, 4-9 Ogorimiyukimachi, Yamaguchi City	083-976-0121
Niigata Branch	950-0088	2-4-3 Bandai, Chuo-ku, Niigata City	025-247-0201	San-in Office	690-0015	#103 Heights Shalom, 2-29-13 Agenogi, Matsue City	0852-27-5890
Tokyo Head Office	102-8175	2-15-10 Fujimi, Chiyoda-ku, Tokyo	03-3261-8231	Shikoku Branch	760-0032	6-17 Honmachi, Takamatsu City	087-811-2301
Kanto Branch	330-0854	3F GINZA YAMATO 3 Bldg., 1-10-2 Sakuragi-cho, Omiya-ku, Saitama City	048-644-8468	Matsuyama Office	790-0942	2-22-13 Furukawa-Kita, Matsuyama City	089-957-5021
Gunma Office	371-0805	7F Daidoseimei Maebashi Bldg., 3-9-5 Minami-cho, Maebashi City	027-226-7720	Kochi Office	780-0088	10-16 Kitakubo, Kochi City	088-884-8231
Tochigi Office	321-0953	6F Yamaguchi Bldg., 4-1-20 Higashishukugo, Utsunomiya City	028-637-3380	Tokushima Office	770-0872	4-1-10 Kitaokinosu, Tokushima City	088-664-8121
Ibaraki Office	300-0037	7F Regal Tsuchiura Bldg., 1-16-12 Sakuramachi, Tsuchiura City, Ibaraki Prefecture	029-825-6656	Kyushu Branch	810-0023	3-1-24 Kego, Chuo-ku, Fukuoka City	092-771-4361
Nagano Office	380-0824	5F Choeidaichi Bldg., 1282-11 Minamiishido-cho, Nagano City	026-228-3820	Kumamoto Branch	862-0941	1-7-6 Izumi, Chuo-ku, Kumamoto City	096-364-7134
Matsumoto Office	390-0811	2F Orii Bldg., 1-1-2 Chuo, Matsumoto City, Nagano Prefecture	0263-33-7016	Miyata Office	823-0016	680-1 Shiromaru, Miyawaka City, Fukuoka Prefecture	0949-33-2602
Chiba Branch	261-0023	25F m BAY POINT Makuhari, 1-6 Nakase, Mihama-ku, Chiba City	043-211-8881	Saga Office	841-0031	#101 Sungarden Yarita, 436-1 Yaritamachi, Tosu City, Saga Prefecture	0942-84-2350
Yokohama Branch	231-0062	24F Nisseki Yokohama Bldg., 1-1-8 Sakuragi-cho, Naka-ku, Yokohama City	045-683-1050	Nagasaki Office	850-0027	#202 Grand Mansion, 31-3 Okeya-machi, Nagasaki City	095-828-0772

Central Japan Division

Nagoya Branch	461-0005	16F Urbannet Nagoya Bldg., 1-1-10 Higashisakura, Higashi-ku, Nagoya City	052-973-4750
Toyota Branch	471-0835	1-20 Akebono-cho, Toyota City, Aichi Prefecture	0565-28-1841
Mikawa Office	448-0011	5-6-4 Tsuji-cho, Kariya City, Aichi Prefecture	0566-27-0324
Shizuoka Office	422-8067	17F-1704 South Pot Shizuoka, 18-1 Minami-cho, Suruga-ku, Shizuoka City	054-281-3501
Mie Office	514-0004	2F-B Kasama Bldg., 3-261 Sakaemachi, Tsu City	059-225-3840
Gifu Office	500-8175	2F Daini-nagazumi Bldg., 1-9 Nagazumi-cho, Gifu City	058-265-8224
Hokuriku Branch	920-0902	1-6-15 Owari-cho, Kanazawa City	076-261-6147
Toyama Office	930-0019	1-10-20 Yayoi-cho, Toyama City	076-441-3371
Fukui Office	910-0005	4F Fukui Hosokaikan, 3-4-1 Ote, Fukui City	0776-23-2166

International Affairs Offices

International Affairs Office	102-8175	2-15-10 Fujimi, Chiyoda-ku, Tokyo	03-3261-8231
Singapore Branch	—	315 Outram Road #15-09, Tan Boon Liat Building, Singapore, 169074	+65-62218488

Smart Building Solution Office	354-0044	390 Kita-Nagai, Miyoshimachi, Iruma-gun, Saitama Prefecture	049-258-2930
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The blue shading indicates regional headquarters.



<https://www.daidan.co.jp/>

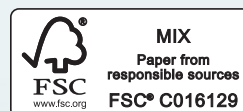
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