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May 13, 2025

Company name: DAISUE CONSTRUCTION CO.,LTD.

Name of Representative: Kazunori Murao,

President and Representative Director

(Security code: 1814; TSE Prime Market) Masahito Ishimaru, Executive Officer,

General Manager of Corporate Planning Department

(TEL: +81-6-6121-7127)

Notice Concerning Revision of Performance-Linked Stock Remuneration Plan

Contact:

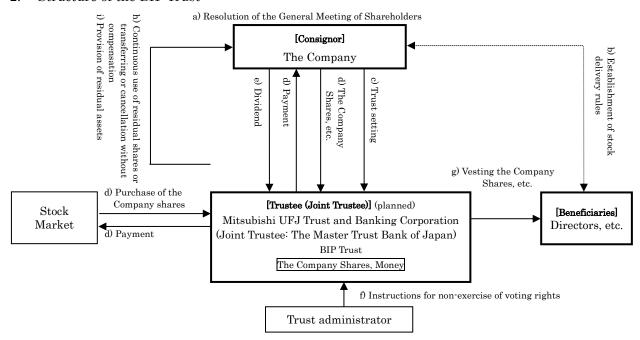
The Company hereby announces that it has resolved at its Board of Directors meeting held today to introduce a new Performance-Linked Stock Remuneration Plan (hereinafter referred to as "the Plan") for Directors and Executive Officers (excluding Outside Directors, Directors who are members of the Audit and Supervisory Committee, and persons who are non-residents of Japan, hereinafter referred to as "Directors, etc.") of the Company, and decided to submit a proposal for the introduction of the Plan to the 79th Ordinary General Meeting of Shareholders (hereinafter referred to as the "General Meeting of Shareholders") to be held on June 26, 2025. The details are as follows.

1. Introduction of the Plan

- The Company has formulated the medium- to long-term business plan, "Road to 100th Anniversary: Embracing New Challenges" covering 7 years from fiscal year 2024 to fiscal year 2030. The Company will introduce the Plan to further motivate Directors, etc. to further increase their awareness of contributing to the corporate value, of sharing interests with shareholders and achieving the goals set forth in the medium- to long-term business plan. The Plan will be introduced as a new "Performance-linked Stock Remuneration Plan (Performance Share Unit Plan)" based on the expiration of the period covered by the Plan (from April 2022 to March 2025.)
- ii) In introducing of the Plan, the Company will adopt a structure called the Board Incentive Plan (BIP) Trust (hereinafter referred to as the "BIP Trust"), which is a scheme that vests to Directors, etc. in an amount of money equivalent to the redemption value of the Company shares (hereinafter referred to as "vesting") and the Company shares (hereinafter referred to

- as "the Company Shares, etc.") according to their position and the degree of achievement of performance targets, etc.
- iii) The introduction of the Plan is subject to approval of the Plan at the General Meeting of Shareholders.

2. Structure of the BIP Trust



- a) With regard to the introduction of the Plan, the Company will obtain the necessary resolution concerning remuneration for directors at this General Meeting of Shareholders.
- b) With regard to the introduction of the Plan, the Company will establish stock delivery rules concerning remuneration for directors at the Board of Directors.
- c) To the extent approved by the resolution at this General Meeting of Shareholders in a), the Company will entrust money to be used as the source of remuneration for Directors, etc., and will establish a trust (hereinafter referred to as "the Trust") in which the beneficiaries are Directors, etc. who meet the beneficiary requirements.
- d) In accordance with the instructions of the trust administrator, the Trust will acquire the Company Shares from the stock market using the money contributed in c) or the Company (disposal of treasury stock) as the source.
 - The number of shares to be acquired by the Trust shall be within the scope approved by the resolution at this General Meeting of Shareholders in a).
- e) Dividends for the Company shares in the Trust will be made in the same manner as for other the Company shares.
- f) No voting rights shall be exercised for the Company shares in the Trust throughout the trust period.
- g) In accordance with the stock delivery rules, during the trust period, a certain number of points will be granted to Directors, etc. according to their positions and the degree of achievement of performance targets, etc., and the Company shares equivalent to a certain percentage of the accumulated points (hereinafter referred to as "Accumulated Points") will be granted to Directors, etc. who meet the beneficiary requirements at the time of retirement. The remaining number of the Company shares equivalent to the accumulated points will be converted into cash within the Trust in accordance with the provisions of the Trust Agreement, and money equivalent to the amount of the redemption proceeds will be provided.
- h) If residual shares arise at the expiration of the trust period due to a decrease in the number of Directors, etc. during the trust period, either the Trust will be used continuously as an incentive plan similar to the Plan through an amendment or extension of the Trust Agreement or an additional trust, or the Trust will transfer the residual shares to the

Company without charge, and the Company will acquire them without charge, and then cancel them.

i) The remainder of dividends pertaining to the Company shares in the Trust arising at the expiration of the trust period will be utilized as funds for stock acquisition if the Trust is used continuously, but if the Trust is terminated without continuation, it will belong to the Company within the scope of the Trust Cost Reserve (funds contributed by the Company to be allocated to trust fees, trust expenses, etc.). In addition, the portion in excess of the Trust Cost Reserve will be donated to the Company and organizations that have no interest in the Directors, etc.

(Note)If there are no the Company shares in the Trust due to the vesting the Company shares, etc. to Directors, etc. who meet the beneficiary requirements during the trust period, the Trust will be terminated before the expiration of the trust period.

As funds for the acquisition of the Company shares to vest to Directors, etc., the Company may additionally entrust money to the Trust within the scope approved by the resolution of the General Meeting of Shareholders.

3. Details of the Plan

i) Outline of the Plan

The Plan is a stock remuneration scheme in which the Company shares are acquired through a trust and the Company shares, etc. are vested to Directors, etc. using the amount of remuneration for Directors, etc. contributed by the Company.

ii) Maximum Amount of Money to be contributed by the Company

The Plan covers three consecutive fiscal years (three fiscal years from the fiscal year ending March 31, 2026 to the fiscal year ending March 31, 2028, and if the trust period is continued, each subsequent three fiscal years. The period covered by the Plan is hereinafter referred to as the "Applicable Period".)

The Company will contribute up to a total of 500 million yen for each applicable period as remuneration to Directors, etc. and will establish a Trust with a trust period of three years in which the beneficiaries are Directors, etc. who meet the beneficiary requirements.

The Trust will acquire the Company shares from the stock market or the Company (disposal of treasury stock) using the money entrusted to them in accordance with the instructions of the Trust Administrator. Directors, etc. will be granted points in accordance with the stock delivery rules, and the Trust will vest the Company shares, etc. in a number equivalent to the cumulative value of the points granted at the time of the retirement of the Directors, etc. (hereinafter referred to as "Accumulated Points".)

Upon the expiration of the trust period of the Trust, the Trust may be continued by amending the trust agreement or conducting an additional trust in lieu of establishing a new Trust. In this case, the trust period of the Trust will be extended for the same period as the initial trust period, and the three fiscal years after the extension of the trust period will be the new target period. The Company will make additional contributions within a total of 500 million yen for each extended trust period, and will continue to grant points to Directors, etc. and vest the Company shares, etc. during the

extended trust period.

However, in the case of making such additional contributions, if the Company shares (excluding the Company shares equivalent to points granted to Directors, etc. for which vesting has not been completed) and money (hereinafter referred to as "Residual Shares, etc.") remain within the trust property before the extension, the total amount of the Residual Shares, etc. and the trust money to be additionally contributed by the Company shall be within 500 million yen.

In addition, when the Trust is terminated, if a Director, etc. who may meet the beneficiary requirements is in the position at the expiration of the trust period, the trust period may be extended for a certain period until the Director, etc. resigns thereafter and the vesting of the Company Shares, etc. to the Director, etc. is completed. However, in this case, no new points will be granted to the Director, etc.

iii) Calculation Method and Limit of the Number of the Company Shares, etc. to be vested to Directors, etc.

The number of the Company Shares, etc. to be vested to Directors, etc. is determined, in principle, by the cumulative number of points vested after the expiration of the applicable period in accordance with the stock price related indicators, etc. of the Company during the applicable period, under the stock delivery rules. The total number of the Company Shares, etc. to be vested to Directors, etc. is limited to 153,000 points over the three fiscal years.

On point equivalents to one share of the Company, and in the event that a stock split or consolidation of shares, etc. occurs with respect to the Company shares in the Trust during the trust period, the number of the Company Shares to be vested will be adjusted according to the split ratio, consolidation ratio, etc.

iv) Method and Timing of Vesting the Company Shares, etc. to Directors, etc.

By completing the prescribed procedures for determining the beneficiary, Directors, etc. who meet the beneficiary requirements shall receive delivery of the Company Shares, etc. in the number equivalent to the accumulated points at the time of their retirement from the Trust.

Such Directors, etc. shall receive delivery of the number of the Company Shares (shares less than one unit shall be rounded up) equivalent to a certain percentage of the accumulated points, and the remaining number of the Company Shares equivalent to the accumulated points shall be converted into cash within the Trust, and the Directors, etc. shall receive payment of money equivalent to the amount of the redemption proceeds.

If a Director, etc. who meet the beneficiary requirements during the trust period ceases to be a resident of Japan due to overseas assignment, all of the Company Shares equivalent to the accumulated points granted at that time shall be converted into cash within the Trust, and the Directors, etc. shall receive payment of money equivalent to the amount of the redemption proceeds.

In addition, if a Director, etc. dies during the trust period, all of the Company Shares in the number equivalent to the number of accumulated points granted at that time shall be converted into cash within the Trust, and the heirs of such Director, etc. shall receive payment of money equivalent to the amount of the conversion proceeds.

v) Malus and Claw Back

In the event that a Director, etc. commits a serious misconduct or violation, such Director, etc. may forfeit (Malus) the right to receive the delivery of the Company Shares, etc. under the Plan and request (Claw Back) the return of money equivalent to the delivered the Company Shares, etc.

vi) Voting Rights on the Company Shares in the Trust

With respect to the Company Shares in the Trust, voting rights shall not be exercised during the trust period in order to ensure the neutrality to management.

vii) Treatment of Residual Shares, etc. at the Expiration of the Trust Period

If residual shares arise at the expiration of the Trust (or at the expiration of the trust period if the trust period is extended) due to a decrease in the number of Directors, etc. during the Target Period, as a shareholder return measure, the Trust will transfer the residual shares free of charge to the Company, and the Company will cancel the residual shares by resolution of the Board of Directors.

Furthermore, the remainder of dividends pertaining to the Company shares in the Trust arising at the expiration of the trust period will be utilized as stock acquisition funds if the Trust is to be used continuously. However, when the Trust is to be terminated, the portion exceeding the trust cost reserve will be donated to an organization that has no interest in the Company and Directors, etc.

viii) Other Details of the Plan

Other details of the Plan will be determined by the Board of Directors each time the Trust is established, the Trust Agreement is amended or extended, and additional contributions to the Trust are made.

[Reference]

Details of the Trust Agreement		
(1)	Type of Trust	A money trust other than a money trust that is
		specifically managed independently (trust for others)
(2)	Purpose of Trust	Provision of incentives for Directors, etc.
(3)	Settlor	The Company
(4)	Trustee	Mitsubishi UFJ Trust and Banking Corporation
		(Co-trustee: The Master Trust Bank of Japan, Ltd.)
(5)	Beneficiary	Directors, etc. who meet the beneficiary requirements
(6)	Trust administrator	Third party (certified public accountant) who has no
		interest in the Company
(7)	Date of trust agreement	August 2025 (planned)
(8)	Period of trust	August 2025 (planned) to August 2028 (planned)
(9)	Starting period of the Plan	August 2025 (planned)
(10)	Exercise of voting rights	No exercise of voting rights.
(11)	Type of shares to be acquired	The Company common shares
(12)	Maximum amount of trust money	500 million yen (including trust fees and trust expenses)
(13)	Method of share acquisition	Acquisition from the stock market or the Company
		(disposal of treasury stock)
(14)	Holders of vested rights	The Company
(15)	Residual assets	The residual assets that the Company, a holder of
		vested rights, can receive shall be within the scope of
		the trust cost reserve, which is obtained by deducting
		stock acquisition funds from the trust money.