

Aiming to maximize future value through business division-based management

Under the business division-based system started in April 2021, we diversify our earnings portfolio by achieving three growth scenarios.

Toward optimum synergy among Group companies, we may consider bringing the companies currently belonging to the Related Business Division under the control of other business divisions.

Three growth scenarios

- ① Create synergy by leveraging our business portfolio (large-scale and complex development)
- ② Strengthen our value chain in cooperation with Group companies (increase revenue from management and operation, not just from contracting and subdivision development)
- ③ Increase efficiency through supply chain reform (lower costs)

Single-Family Houses Division	Daiwa House Reform DesignArc	Nihon Jyutaku Ryutu Daiwa Lantec	
Rental Housing Division	Daiwa Living Management	Daiwa House Chintai Reform	
Commercial Facilities Division	Daiwa House Realty Mgt.* Royal Home Center	Sports Club NAS Daiwa House Parking	
Logistics, Business & Corporate Facilities Division	Daiwa LogiTech Daiwa House Property Management		
Condominiums Division			
Environment Energy Division	Eneserve Daiwa Energy		
Related Business Division*2	Fujita	Daiwa Lease	
	Daiwa LifeNext	Cosmos Initia	
	Daiwa Logistics	Daiwa Resort	
	Osaka Marubiru	Nishiwaki Royal Hotel	
	Daiwa Royal Golf	Daiwa House Life Support	
Overseas Business Division	Stanley Martin Holdings, LLC		
	Rawson Group Pty Ltd.	...	
Group head office	Information systems	Media Tech	
	Advertising	Shinwa Agency	
	Production	Daiwa CoreFactory	
	Finance	Daiwa House Financial	
		Daiwa House Insurance	
		Daiwa House Real Estate Investment Management	
		Daiwa House Asset Management	
	Business development	Wakamatsu KONPOU UNYU SOKO	
	Corporate strategy	Royal Gate	



*1 Established through the management integration of Daiwa Information Service and Daiwa Royal on October 1, 2021.
*2 Head of Management Administration Headquarters doubles as the head of Related Business Division.

Single-Family Houses Division



Head of Single-Family Houses Division
Head of Livness Business

Hirotugu Otomo
Director and Managing Executive Officer

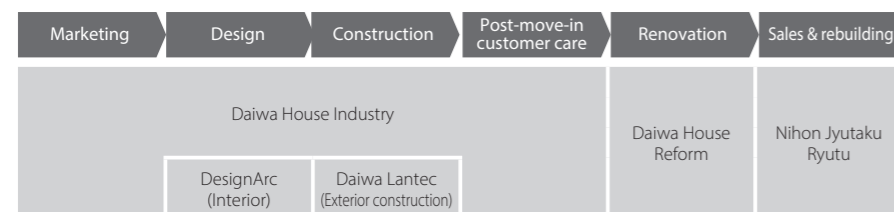
Transforming your house from a residence to a place where you truly live your life

At the Single-Family Houses Division—our core business since the founding of Daiwa House Industry—we have constantly evolved our home designs and technologies to keep pace with changes in lifestyles. The COVID-19 pandemic has brought drastic changes in the way people live and work, and we must adapt to a new set of demands by home buyers. Working from home is becoming the "new normal," and home designs must cater to wage earners' desire to spend quality time with their families in spaces that provide a refreshing change of pace when they are not working while also giving them an environment where they can concentrate on their work. We see these lifestyle changes as a business opportunity, and aim to provide new value by becoming more than just a builder of houses. We will focus on the needs of home owners and will offer solutions to future problems that we foresee, involving both day-to-day living and society as a whole.

Three key themes

- Accelerate development of new products that serve as the foundation of customers' lives
- Open lifestyle proposal site as a joint platform of the Group
- Strengthen Livness business that offers follow-up lifestyle proposal services

Value chain



Rental Housing Division



Head of Rental Housing Division

Kazuhito Dekura
Director and Managing Executive Officer

Co-creating new value

At our Rental Housing Division, we aim to continue offering rental housing products that appeal to all sorts of people and make possible new modes of day-to-day life. For rental housing property owners, we work to ensure the long-term stability of their assets, and are reinforcing intra-Group collaboration to further enhance property values. We offer start-to-finish support for rental housing, from construction through tenant and property management, regular property inspections, and maintenance and repair. Our products have been, and we ensure that they continue to be popular with both tenants and owners.

Three key themes

- Increase the number of rental housing units managed by Daiwa Living
- Extend the maintenance cycle of buildings
- Enhance the value of D-room properties based on proposals to boost the value of existing properties

Value chain



Commercial Facilities Division



Head of Commercial Facilities Division

Keisuke Shimonishi
Director and Managing Executive Officer

Still creating new markets from nothing

Since its establishment in 1976, our Commercial Facilities Division has worked constantly to develop and provide products that meet the needs of an ever-changing society, in line with our business goal of creating new markets where none existed before. The division's objective is to create the infrastructure needed for the flourishing of both individual consumers and industries in each local area, and we are currently working to still further strengthen cooperation among Group companies. Based on original ideas free from the restrictions of convention, and from a long-term standpoint, we seek to determine what people need in their lives and what kind of proposals will most fully satisfy our customers. This division is working to expand its business to overseas markets, in addition to those at home.

Three key themes

- Reinforce next-generation roadside specialty stores
- Focus on development of power centers assembling specialty discount stores
- Develop more neighborhood shopping centers (NSC) with food supermarket as core tenant

Value chain



Message from the CEO
The Story of the Group's Value Creation
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Messages from the heads of business divisions
Developing our Businesses
Strengthening our Bases
Financial Results, Corporate Information

Logistics, Business & Corporate Facilities Division



Head of Logistics, Business & Corporate Facilities Division

Tatsuya Urakawa
Director and Managing Executive Officer

Tackling issues faced by society

The Group's Logistics, Business & Corporate Facilities Division primarily tackles four major issues, as follows. (1) We develop, design, and make active use of seismic mitigation systems to protect lives and property from earthquakes centered on the Nankai Trough. (2) We are promoting a central role for logistics facilities in the rejuvenation of regional economies through a transformation in the structure of industry made possible by development and construction. (3) In anticipation of a decline in Japan's rate of food supply self-sufficiency, we are constructing the international cold chain, involving six Asian nations. (4) We are vigorously building infrastructure—including the development of data centers—in response to the ongoing socio-economic digital transformation on a global scale.

Three key themes



Value chain



Note: Although Daiwa House REIT, Daiwa House Global REIT, and Daiwa House Logistics Core Fund are not under the control of the Logistics, Business & Corporate Facilities Division, information about these companies is included here in view of their importance in the Division's value chain.

Condominiums Division



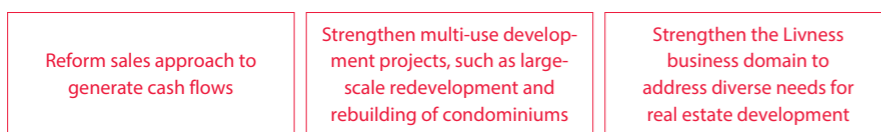
Head of Condominiums Division

Norio Togashi
Executive Officer

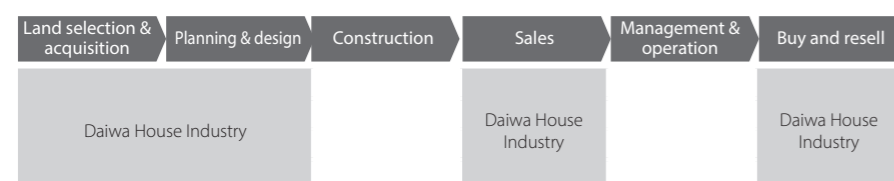
Change is opportunity—turning an adverse situation to our advantage

The Condominiums Division, as the Group's development business, plays an important role in our overall urban development business. Including our redevelopment and multipurpose project development operations, the staff of this division engage in development, planning, and proposal-based marketing aimed at acquiring land for condominium construction, with business decisions informed by a long-term perspective and careful consideration of all factors from a wide range of angles. By these means, we aim to contribute to the realization of SDGs and environmental preservation, as well as to optimize the value of real estate assets. In addition to developing condominiums that offer a high degree of convenience in day-to-day life, we also respond to ongoing changes in values by making proposals for new ways to utilize the residences for both work and leisure. Additionally, we operate an "area management" marketing strategy in which we seek to realize a continuous, self-generating cyclical business encompassing the rebuilding of condominiums, and the development of real estate for optimal applications—not limited to the field of condominiums. In such ways, we help address a wide range of social issues through our business activities.

Three key themes



Value chain



Note: The Condominiums Division is working in cooperation with Cosmos Initia and Daiwa LifeNext to strengthen and expand its value chain. The two companies are currently under the control of the Related Business Division.

Environment Energy Division



Head of Environment Energy Division

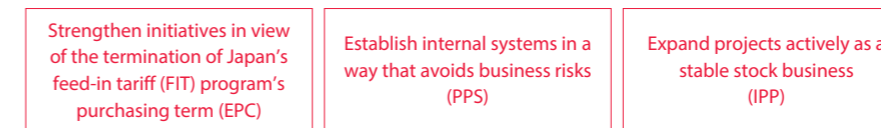
Toshiya Nagase
Managing Executive Officer

Helping popularize renewable energy

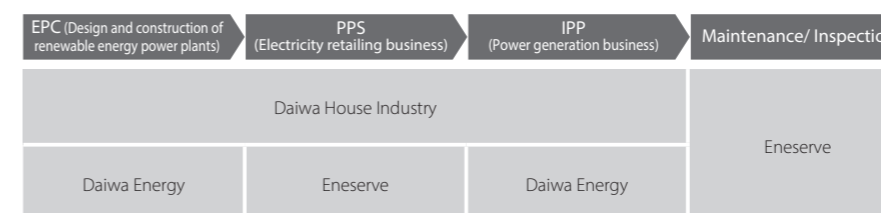
The government of Japan has officially adopted a target of reducing the country's net emissions of greenhouse gases to zero by the year 2050. The United States, which withdrew from the Paris Agreement—an international treaty on climate change—in 2020, has now rejoined. The global movement toward realization of a carbon-free economy has thus gained momentum, and the importance of our environmental energy business is rising year by year.

The Environment Energy Division is engaged in the business of offering solutions to clients' needs via such means as EPC (engineering, procurement, and construction of power plants for renewable energy), PPS (electricity retailing business as a power producer and supplier), and IPP (power generation business as an independent power producer). By helping spread the use of renewable energy sources, the division contributes to the realization of a carbon-free economy.

Three key themes



Value chain



Overseas Business Division



Head of Overseas Business Division

Nobuya Ichiki
Director and Managing Executive Officer

Made-in-Japan quality for the world

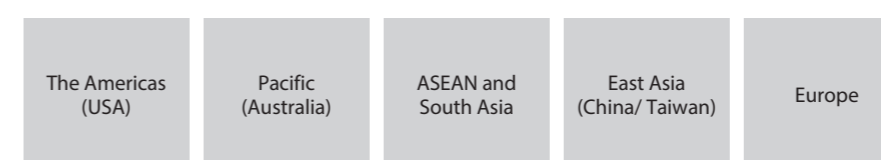
At Daiwa House Group, we commenced our overseas operations in the 1960s to provide high-quality construction and other services to people all over the world. We aim to optimally leverage the business resources acquired to date, and are expanding our overseas services, centered on the twenty-four countries and territories where we currently operate.

To expand our operations still further, we have constructed a management system under which the world is divided into five regions—East Asia, ASEAN & South Asia, Pacific, the Americas, and Europe, and while leveraging the Group's strengths, we are conducting sustained investment. We will engage in selection & concentration as well as area management, and will further enhance the Group's governance system to increase revenue.

Key theme



By region



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