



FUTURE LANDSCAPE :

EMBLACING THE JOYS OF LIFE.

Creating the fundamental societal infrastructure and lifestyle culture rooted in regeneration, ensuring a world where we live together in harmony embracing the Joys of Life.

FY2025 2Q

Presentation on Management Policies

November 17, 2025

Daiwa House Industry Co., Ltd. Code No: 1925 (Prime market of the Tokyo Stock Exchange)



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Appendix

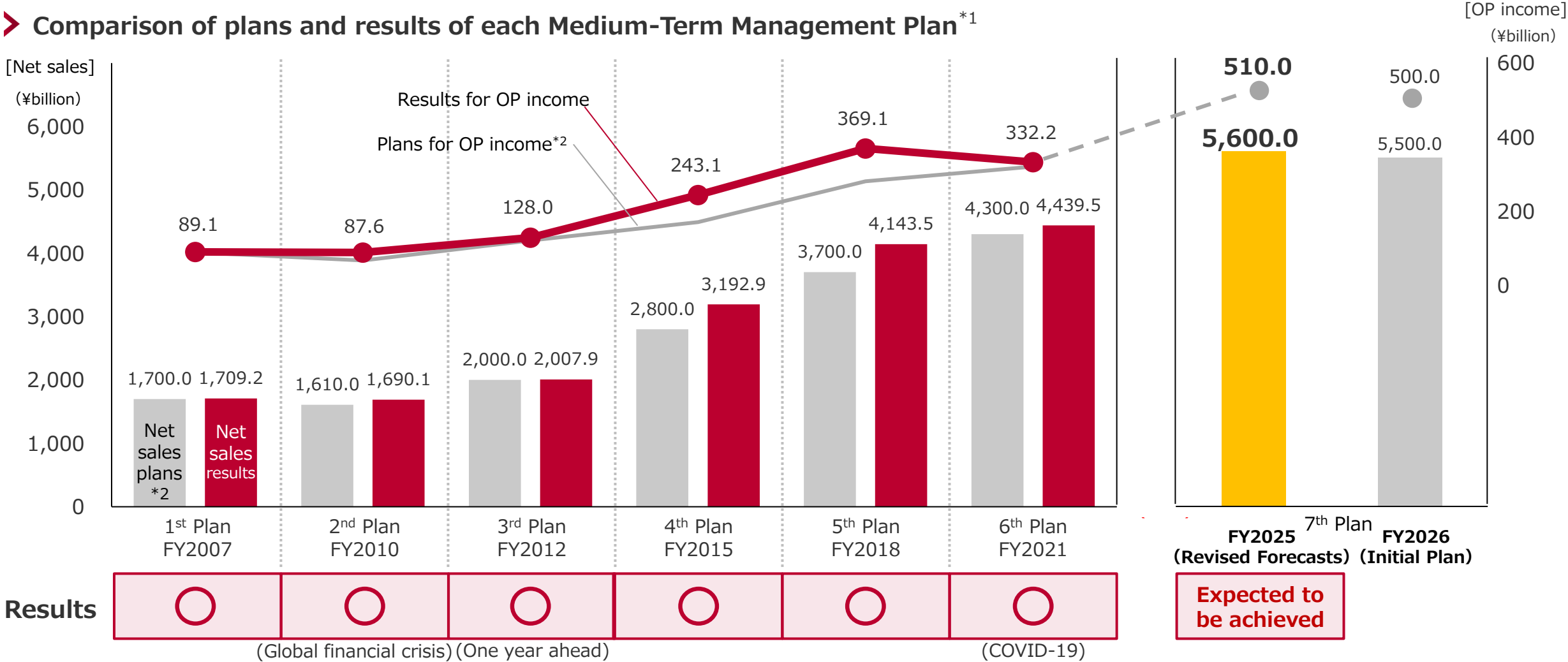
- **Capital Policy and Shareholder Return**
- **Status of Livness Business**
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The Progress of the 7th Medium-Term Management Plan

Achieved results exceeding all medium-term management plans formulated in the past.
Steady progress toward achieving the 7th Mid-Term Plan one year ahead of schedule.

➤ Comparison of plans and results of each Medium-Term Management Plan ^{*1}

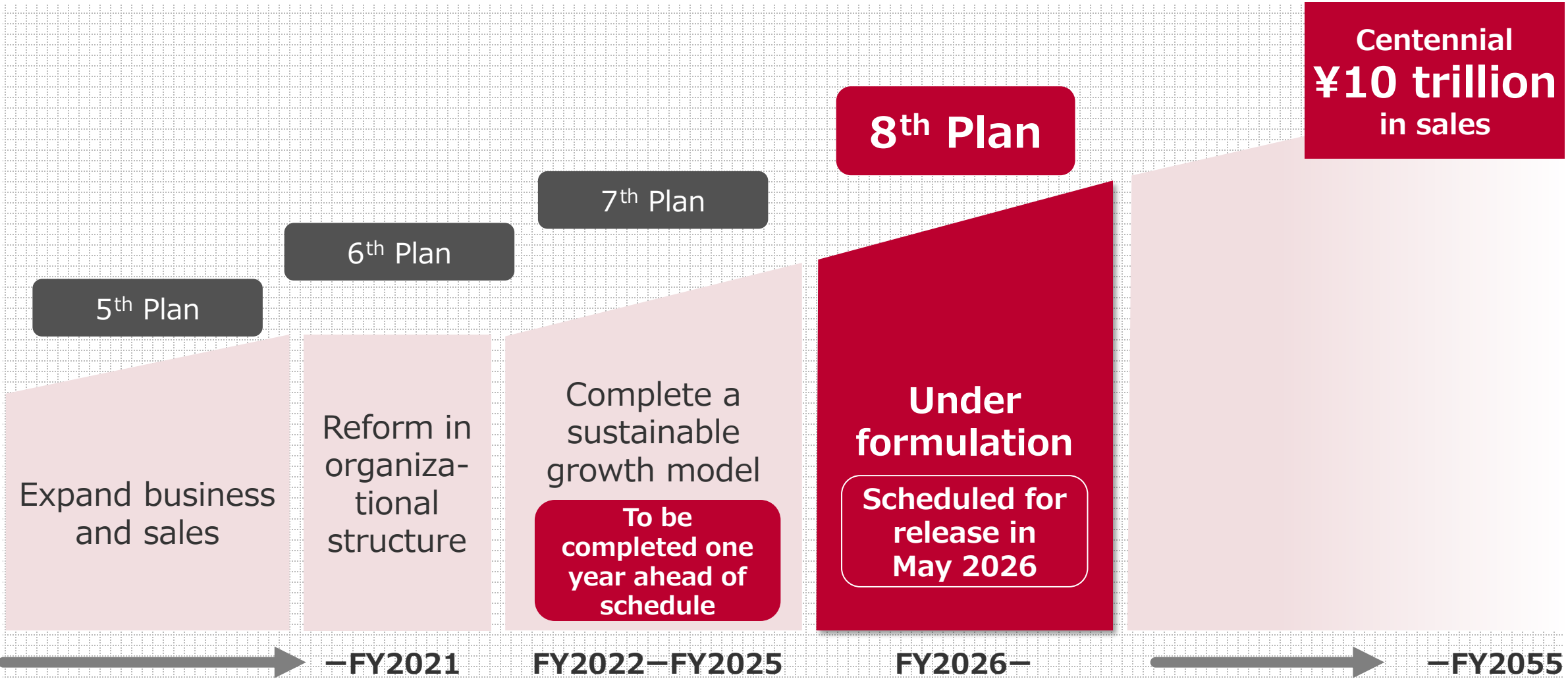


^{*1} The figures on the graph show sales on the left axis (plans and results) and operating income on the right axis (results excluding the impact of actuarial differences); FY2025 and FY2026 are plans.
^{*2} The plans for the 1st, 2nd, and 6th mid-term plans are revised versions.



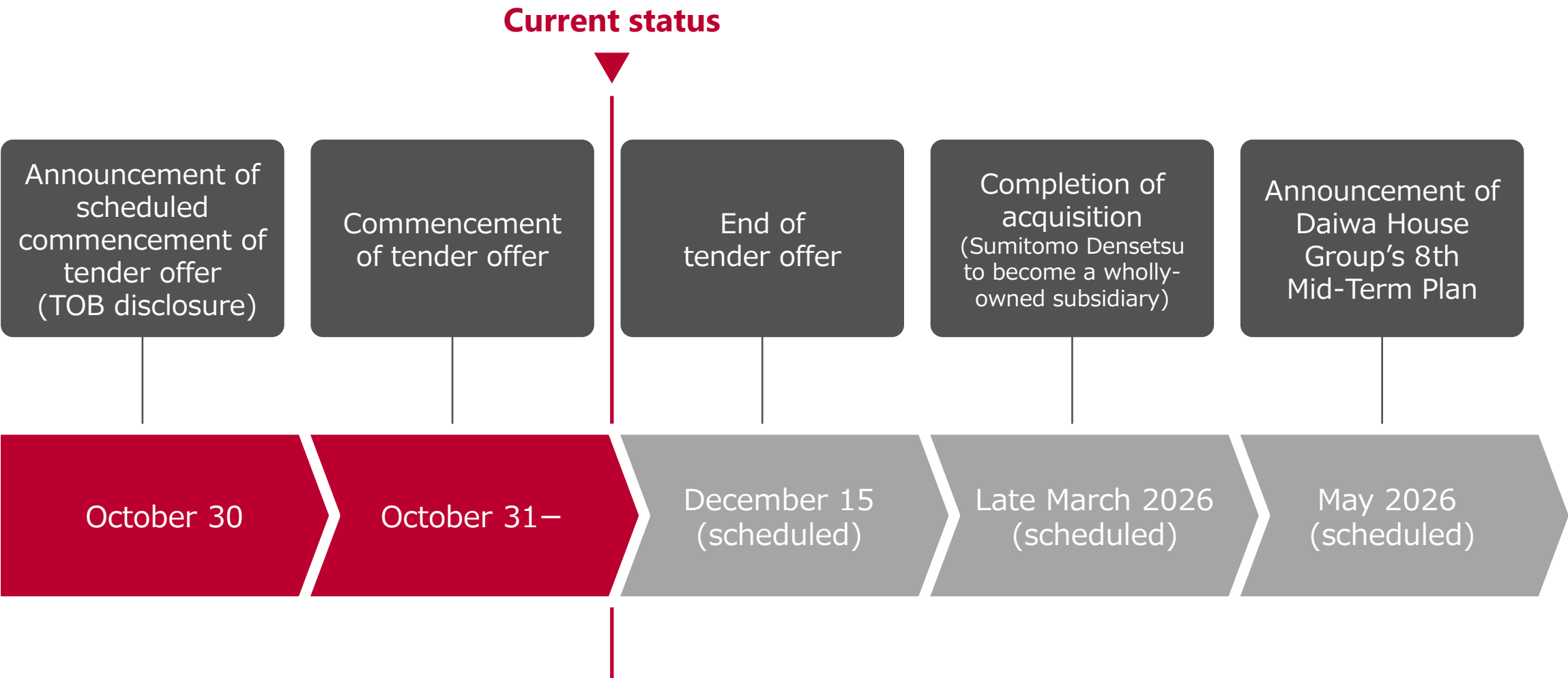
The Positioning of the 8th Medium-Term Management Plan

An evolutionary extension of our 7th Mid-Term Plan, the 8th Plan will be a major milestone towards ¥10 trillion in sales by our FY2055 centennial





We are currently conducting our largest-ever tender offer for the shares of Sumitomo Densetsu Co., Ltd., aiming to make it a consolidated subsidiary by late March 2026.



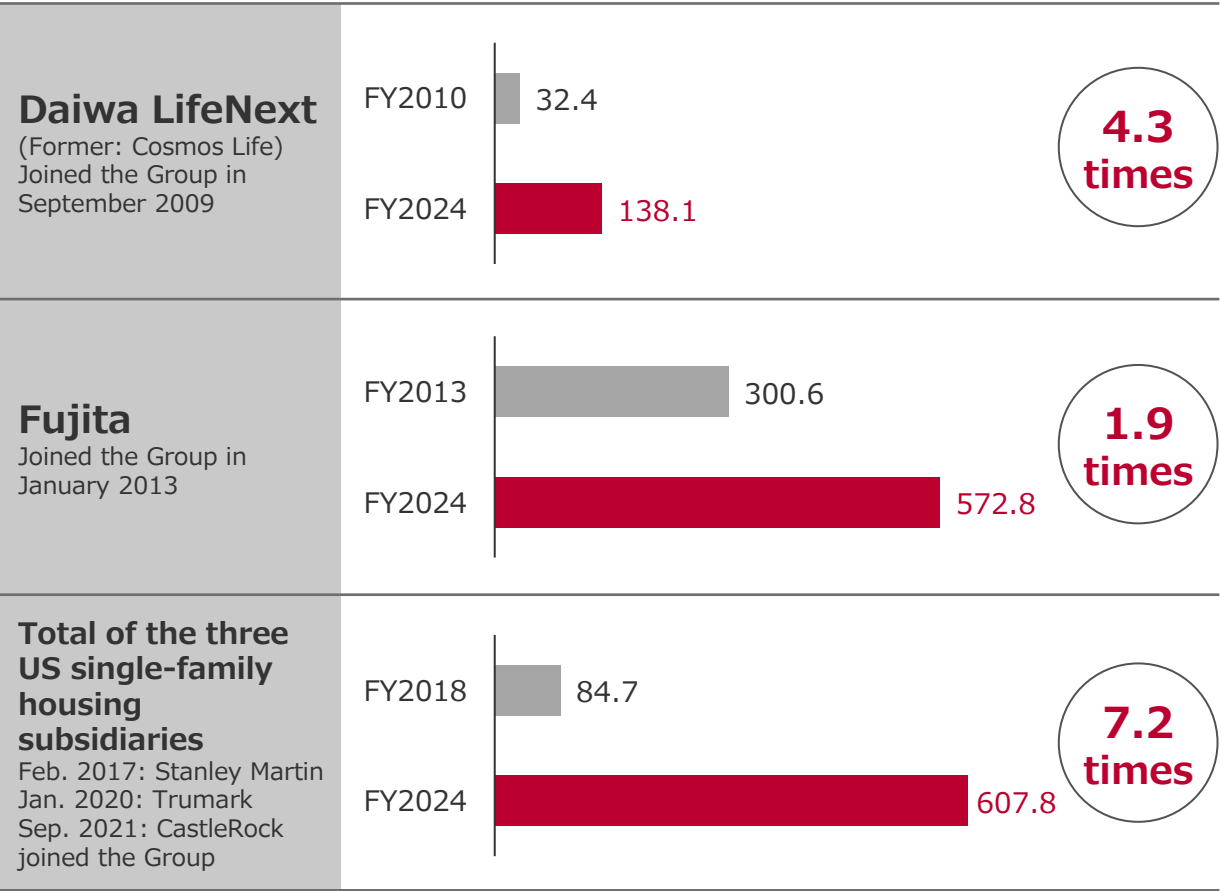


Post-Merger Management Policies

As with our previous post-merger management policies, we will actively support Sumitomo Densetsu's autonomous management and strive for further growth

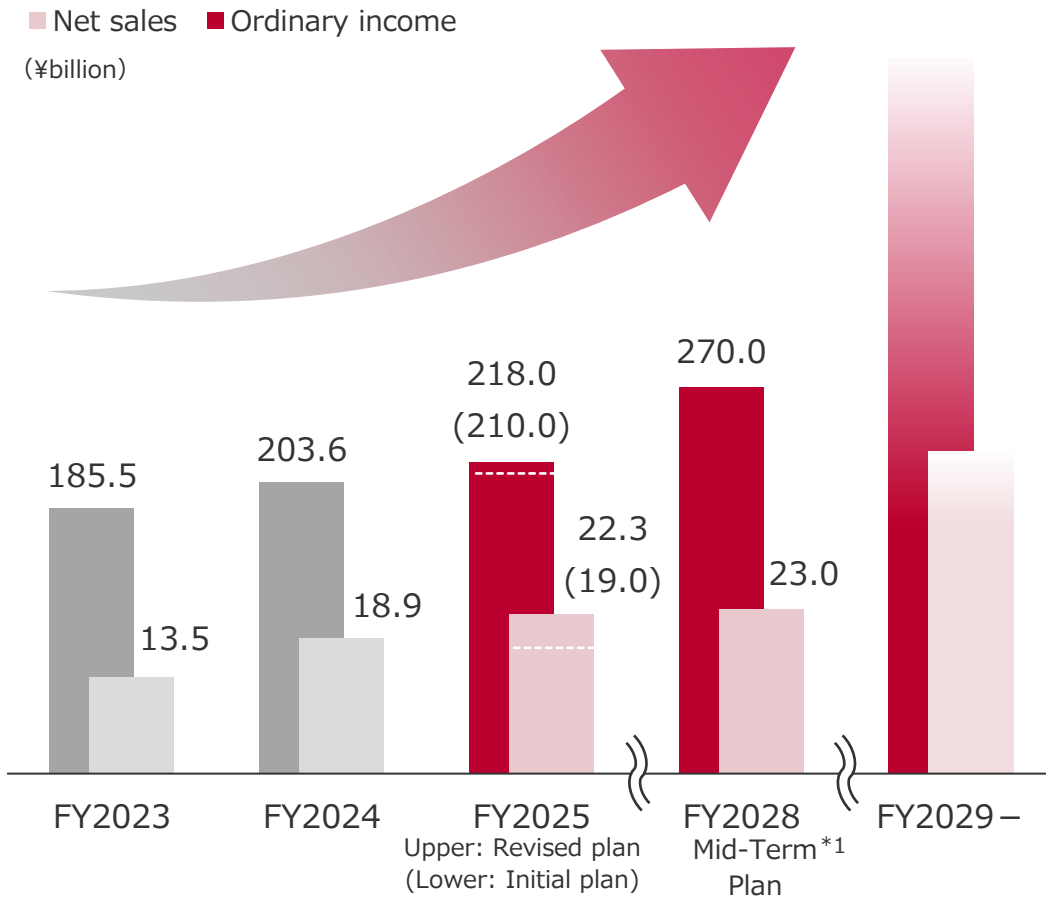
> Net sales comparison for major M&A companies

Effective support for growth enhances results at companies that have joined the Group



> Sumitomo Densetsu's Growth Vision

We aim to expand Sumitomo Densetsu's business performance by proactively promoting growth investments and strengthening sales collaboration.



*1 The final year of the medium-term management plan announced by Sumitomo Densetsu in May 2025

Leverage Group's foundations to create synergies, extend business scope
Add needed expertise and human capital to solidify position as a tech powerhouse



 SUMITOMO DENSETSU CO.,LTD.

Current status of Daiwa House Group

- Housemaker+general construction company+developer triplets deliver sales of **¥5.4 trillion** *1
- Establishing a management foundation with **overseas** sales of over ¥900 billion *1
- Aggressive orders received for **data centers and semiconductor-related plants** in recent years
- **Still unable to completely cover needs in electrical, HVAC*2, and comms system engineering**



Current status of Sumitomo Densetsu

- **Orders, sales and ordinary income reached record highs** *1
- Operating in Southeast Asia overseas (with **17% of sales generated abroad***1), aiming for **further growth**
- Aim to **expand General Electrical and Info & Comms businesses**

Post-Merger

- Draw on **Group's business foundations** to **grow businesses** and **acquire new business opportunities**
- Boost ability to meet needs for larger and more-sophisticated properties to **up the pace of solidifying Group's position as a technological powerhouse**

*1 Results for FY2024

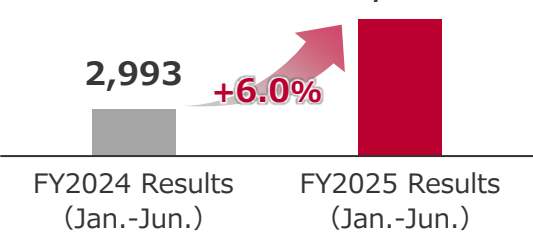
*2 HVAC stands for Heating, Ventilation, and Air Conditioning.



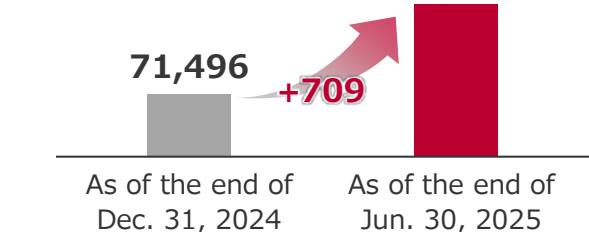
Progress and Expansion Strategy of U.S. Single-Family Houses Business

In addition to the number of units delivered as of the 2Q, current orders are also up year-on-year.
Continuing to build growth through M&A and collaboration with Alliance Residential Company,
centered on our three US subsidiaries

> Number of units delivered in the U.S. (units)



> Total land holdings ^{*1} (lots)

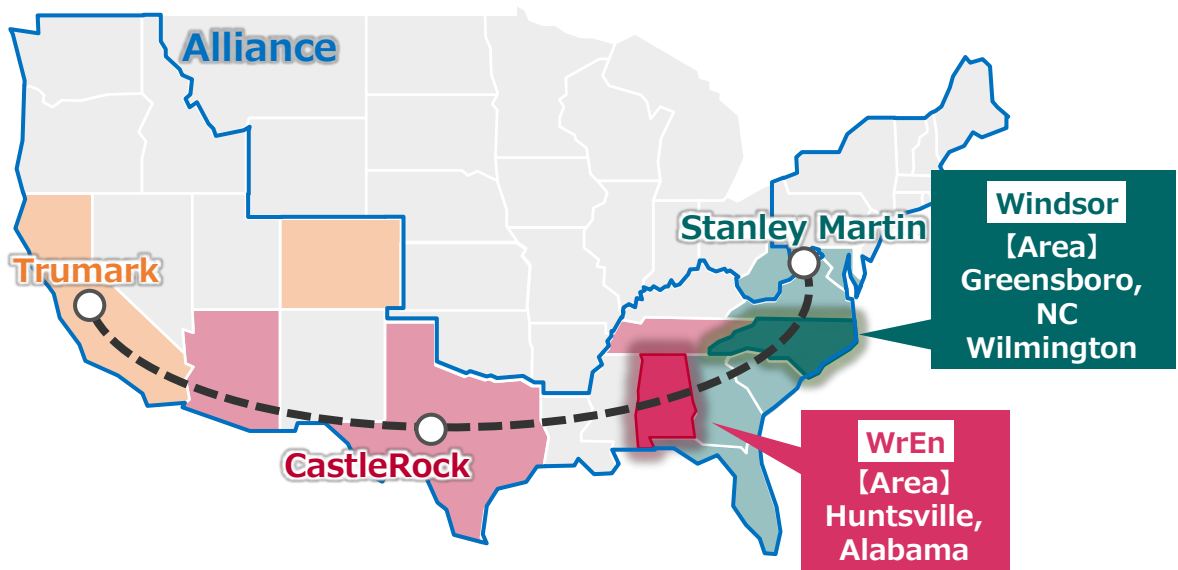
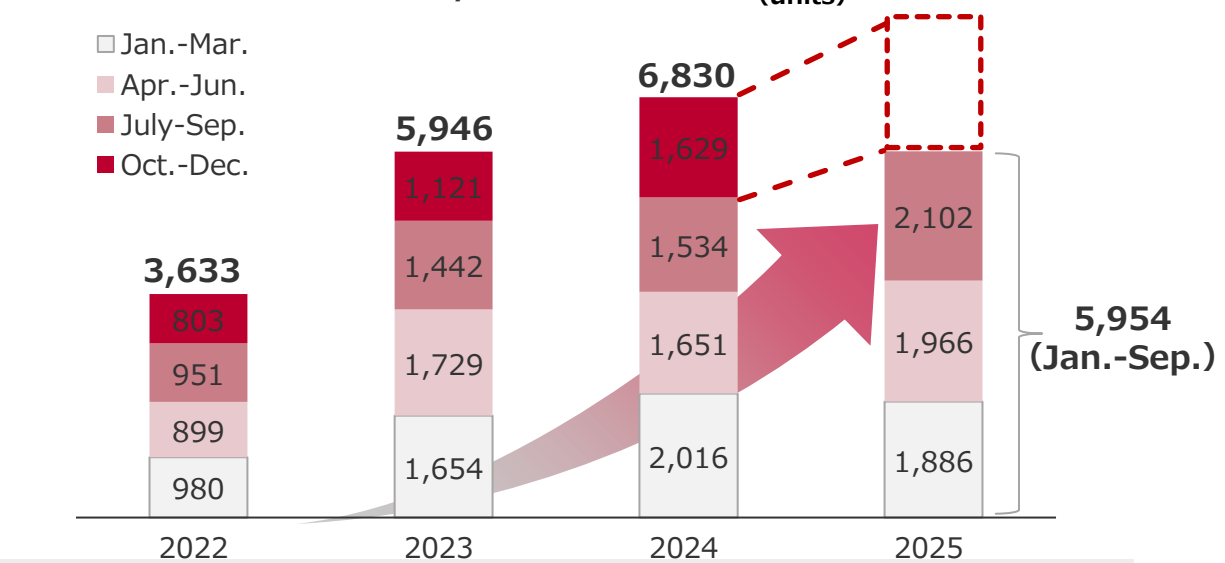


> Expansion strategy of U.S. business

- Acquired North Carolina-based Windsor's single-family houses business
- Acquired Huntsville, Alabama ^{*3} -based WrEn Homes' single-family houses business and are drawing on its know-how in high-end products to strengthen our position in the replacement market
- Aim to expand business further by entering new markets with growth potential and Group-wide collaboration



> Number of orders received by U.S. subsidiaries ^{*2} (units)



• Orders continued to grow steadily, with cumulative Jan.-Sep. FY2025 results 14.5% higher than the previous year.

^{*1} Including control lots
^{*2} Net contracted units, excluding bulk sales to institutional investors and cancellations.
^{*3} Our group's first entry



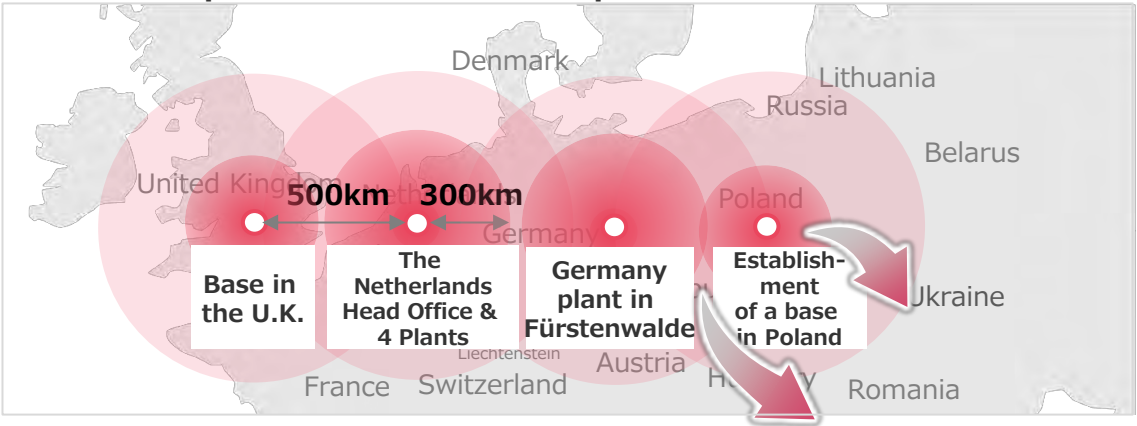
Opening a new base in Poland to drive full-scale expansion in Central and Eastern Europe. Leveraging global recovery expertise to contribute to reconstruction in Eastern Europe.

➤ Expanding into Central and Eastern Europe and supporting reconstruction

- Leverage prefabricated modular construction tech and rich field experience to roll out business in Central and Eastern Europe from Polish base
- Also contributing to reconstruction in Eastern Europe as vendors under indirect-subsidy projects, fostering cooperation with regional countries and supporting Ukraine's reconstruction ^{*1}



【 Plans to expand into Eastern Europe 】



➤ Reference: Construction results for housing for displaced persons in Europe (FY2022-FY2024)

Supply of approx. 2,800 units (equivalent to approx. 1,400 households) at 31 locations in the Netherlands and Wales

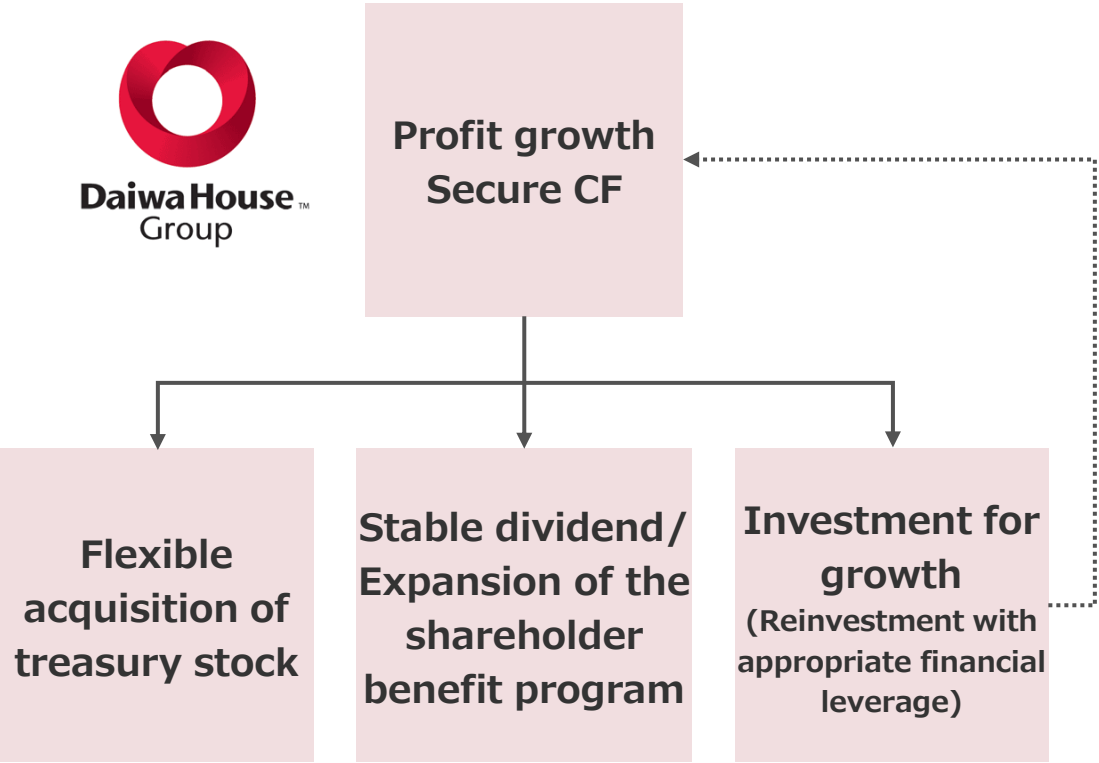


^{*1} Indirect subsidy project named "Global South Future-Oriented Co-Creation Project Subsidy (Support for Reconstruction of Ukraine and Strengthening Cooperation with Central and Eastern European Countries)."

Appendix



Investing for sustainable growth, increasing operating cash flow through steady profit growth, and delivering stable shareholder returns

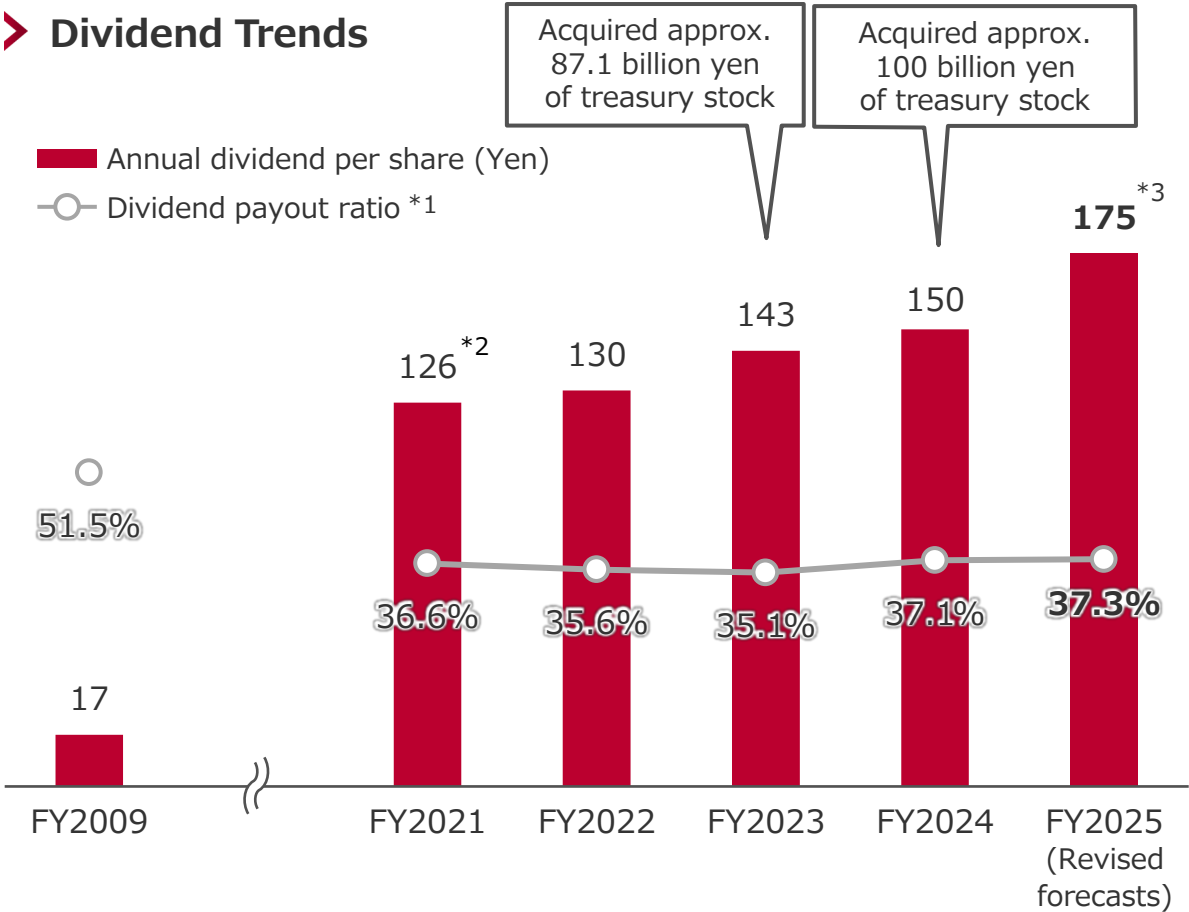


*1 FY2022 and beyond: The results of dividend payout ratio are calculated excluding the effect of actuarial differences

*2 FY2021: Includes a commemorative dividend of 10 yen for the 100th anniversary of the birth of our founder, Nobuo Ishibashi

*3 FY2025: Includes a commemorative dividend of 10 yen for the 70th anniversary of the Company. The year-end dividend has been increased by 5 yen, from the revised plan in August of 95 yen to 100 yen.

Dividend Trends



Expecting 16 Consecutive Years of Dividend Growth



Status of Livness Business— Growth Drivers of Domestic Business

Accelerated the expansion of Biz Livness, achieving the initial targets of the 7th Plan two years ahead of schedule in FY2024. Further strengthened the scheme to regenerate and resell logistics facilities previously developed and sold, transforming them into properties with new added value.

> BIZ Livness Sales Trend



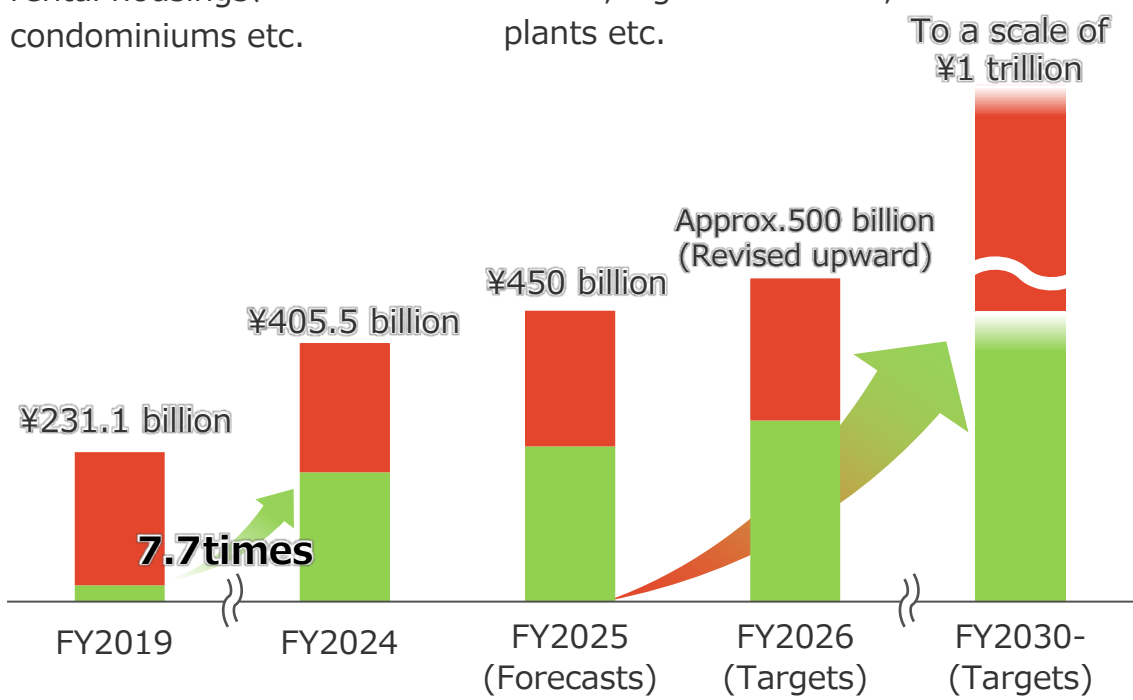
Housing Field

Single-family houses, rental housings, condominiums etc.



Business Field

Hospitals, commercial facilities, offices, logistics facilities, plants etc.



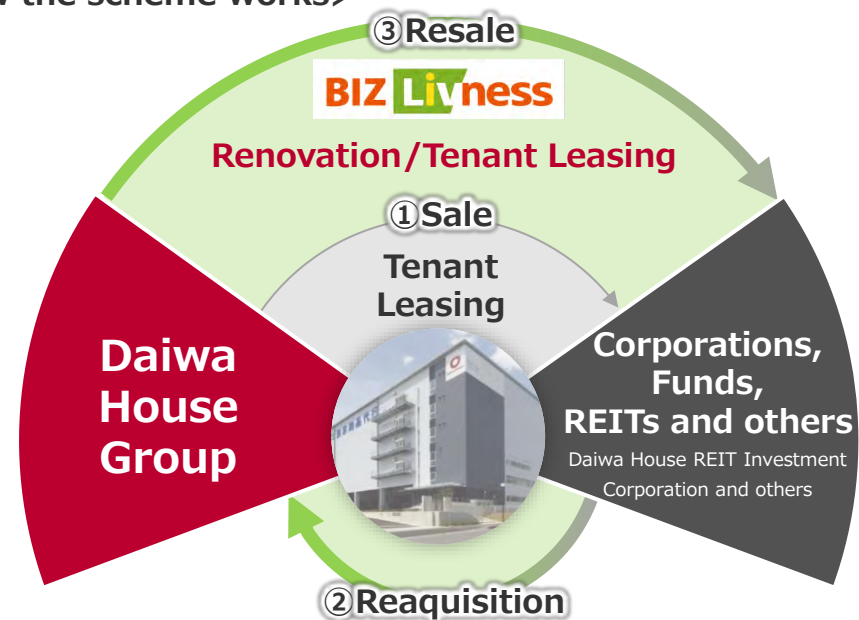
> Key Focus : Livness business for D Projects

•Leverage our No.1 track record in domestic logistics facility development and strong relationships with tenants to reinforce Livness initiatives for previously sold logistics facilities

(Reference) Cumulative total floor area developed for our domestic logistics facilities (Excluding contracted construction)

Approx. **14.31 million m²** **351 buildings**^{*1}

<How the scheme works>



- Responding to demand by switching from BTS (Build-to-Suit) -type warehouses to multi-tenant warehouses
- Environmentally conscious conversions through ZEB compliance

*1 As of March 31, 2025. Includes properties under construction and those already sold.

Housing Solutions (Topics)

■ Single-Family Houses Business

- The number of contracts for the custom-built “Smart Made Housing.”, which offers the best of both custom design and standardized houses, has been increasing.
- Launched “AI Plan Concierge ver.1” on October 2, combining over 2,000 single-family housing plans with AI technology to enhance proposal capability and speed.

■ Rental Housing Business

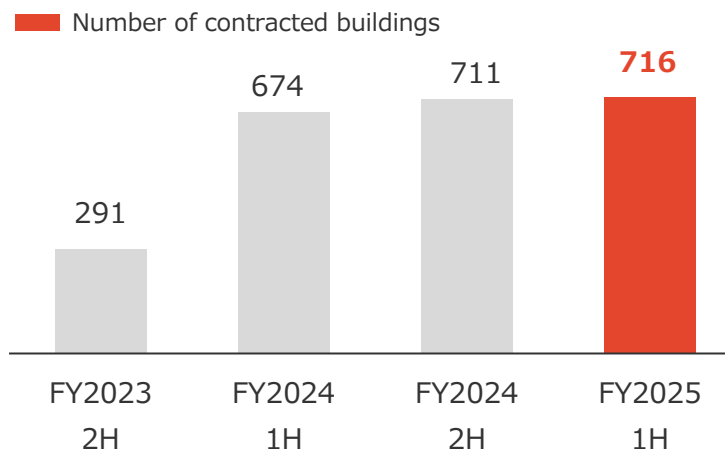
- Promoting large-scale development, including mid- to high-rise properties, mainly in urban areas such as Tokyo and the three surrounding prefectures, as well as Osaka.
- The number of managed units has steadily increased. While maintaining a high occupancy rate, we have especially implemented rent increases in urban areas.

■ Condominiums Business

- Secured 11,244 units scheduled for completion (up about 1,000 units from March 2025), continuing to provide high-value-added condominiums.
- Sales of “PREMIST Tower Funabashi,” the tallest condominium in Chiba Prefecture with 677 units and 51-story, is scheduled to begin in February 2026.

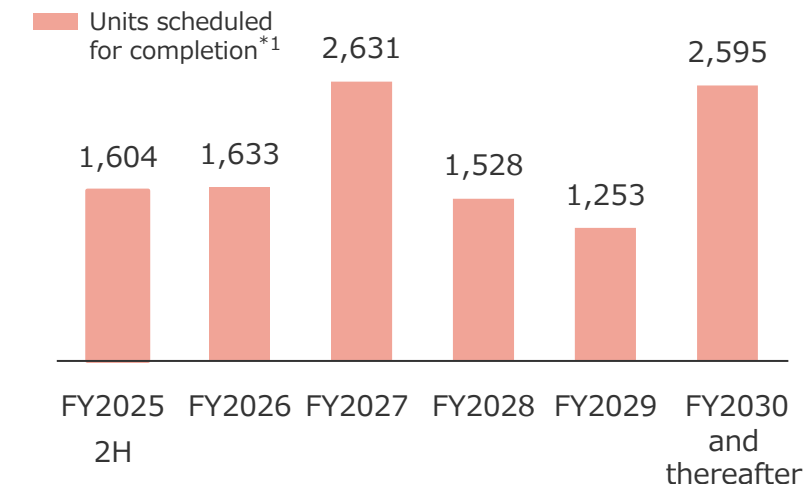
Single-Family Houses Business

➤ “Smart Made Housing.” : Trend in contracted buildings



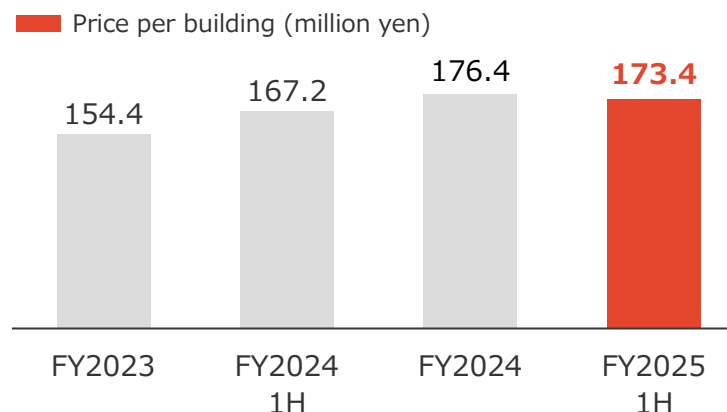
Condominiums Business

➤ Number of units scheduled for completion: 11,244 (as of the end of September 2025)

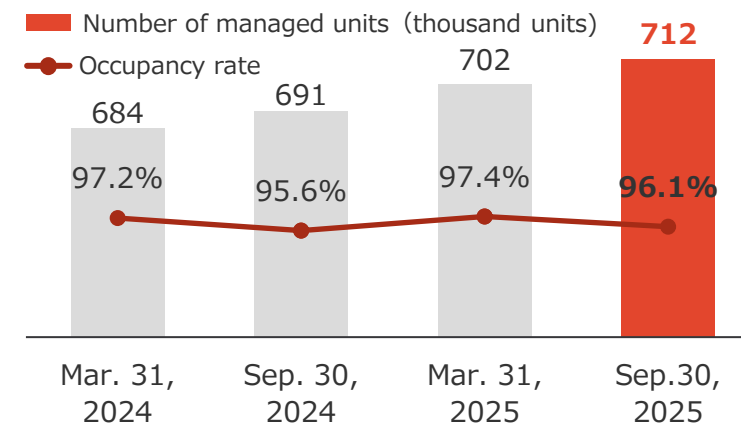


Rental Housing Business

➤ Price per building



➤ Number of managed units / Occupancy rate



*1 Only the figure for the second half of FY2025 includes the number of finished inventories.

■ Commercial Facilities Business

- Our urban hotel management business capitalized on Expo 2025 Osaka, Kansai demand, achieving record occupancy and average daily rate.
- With an eye on accommodating tourists and inbound demand, we carried out full renovations at four hotels during the first half of FY2025.

■ Logistics, Business & Corporate Facilities Business

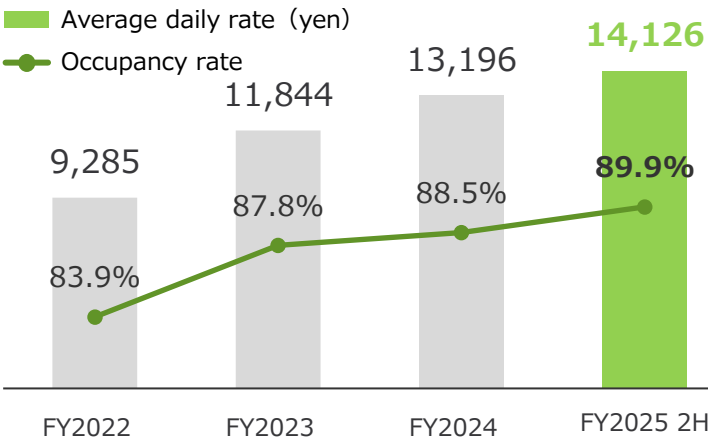
- Completion of our first large-scale logistics facility development project in the U.S. and our third large-scale multi-tenant logistics facility in Malaysia
- Completion of five large-scale logistics facilities in Japan (located in Iwate, Fukushima, Chiba, and Aichi Prefectures)

■ Environment and Energy Business

- Construction of the first power storage facility at Kyushu Plant, “DREAM Storage Battery” for the Fukuoka Kurate system, has commenced and is scheduled to begin operation in July 2026
- Construction of our first PPA model self-consumption solar power generation system (on-site PPA), a joint venture with WHA Corporation, commenced in Thailand

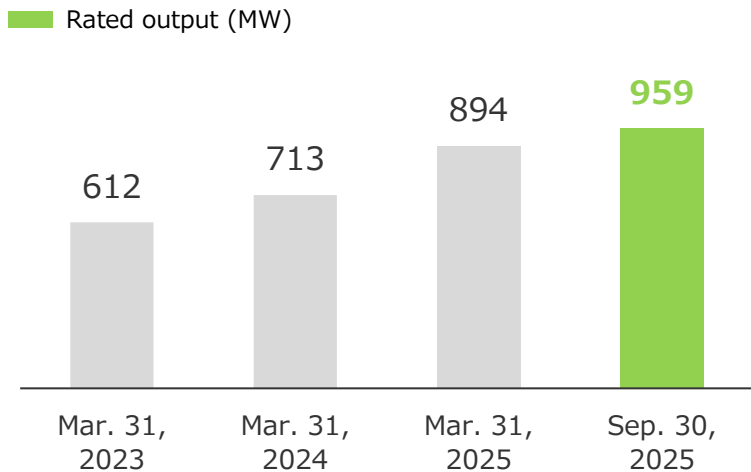
Commercial Facilities Business

➤ Daiwa Roynet Hotels



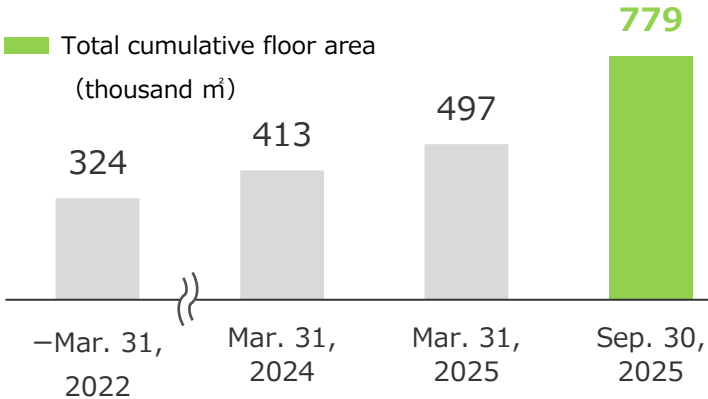
Environment and Energy Business

➤ Group's renewable energy power plants



Logistics, Business & Corporate Facilities Business

➤ Overseas Logistics Facility Development Results



Selangor, Malaysia
DPL Malaysia
Shah Alam III
(Floor area:Approx. 156,000㎡)



Texas, USA
Blue Ridge
Commerce Center
(5 buildings,
Floor area:Approx. 125,000㎡)

Key Indicators			Targets and Results						Supplementary Explanation
			FY2021 Results	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 1H Results*1	Targets	
Increase the Value of our Human Capital	Recruitment	Ratio of newly employed females to total new employees	25.8% (4/1/2022)	24.9% (4/1/2023)	27.6% (4/1/2024)	24.7% (4/1/2025)	27.7% (10/1/2025)	30%	
		Number of career hires	64 persons	145 persons	182 persons	185 persons	-	-	
	Diversity	Ratio of female employees in management	4.9% (4/1/2022)	5.2% (4/1/2023)	5.8% (4/1/2024)	6.1% (4/1/2025)	6.1% (9/30/2025)	8% (4/1/2027)	
		Ratio of female section chiefs	19.2% (4/1/2022)	21.3% (4/1/2023)	23.4% (4/1/2024)	24.0% (4/1/2025)	23.8% (9/30/2025)	25% (4/1/2027)	
		Employment rate of people with disabilities	2.46% (4/1/2022)	2.50% (4/1/2023)	2.48% (4/1/2024)	2.51% (4/1/2025)	2.55% (10/1/2025)	2.70% (4/1/2026)	
		Continuation rate of employment after reaching retirement age of 65	60.9% (4/1/2022)	49.4% (4/1/2023)	55.2% (4/1/2024)	57.6% (4/1/2025)	-	-	
	Health management	Percentage of regular health checkups	100%	100%	100%	100%	-	-	
		Percentage of secondary examinations for persons requiring close examination and treatment	91.0%	95.3%	89.5%	96.1%	-	-	
	Childbirth and childcare	Percentage of men taking childcare leave	41.9%	62.2%	66.5%	68.9%	77.2%	80% (FY2026)	
		Lump-sum payment for raising the next generation (Number of recipients/Amount)	636/ ¥636 million	643/ ¥643 million	609/ ¥609 million	556/ ¥556 million	280/ ¥280 million	-	Since FY2005 start- Total Paid: ¥133.06Bn
	Employment	Percentage of paid leave taken	57.3%	56.4%	65.5%	66.5%	34.9%	-	
	Equity	Gender wage gap (Ratio of average female income to male income)	60.7%	61.5%	61.6%	61.8%	64%	-	
	Career support	Cross-Border Career Support System	-	58 persons	82 persons	73 persons	-	-	Focused on internal and external side jobs

*1 FY2025 results are preliminary figures

Key Indicators			Targets and Results							Supplementary Explanation
			FY2021 Results	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 1H Results	FY2026 Targets*3	FY2030 Targets	
Achieve Carbon Neutrality	Entire value chain	GHG emissions reduction rate	16.1%	23.5%	35.6%	46.2%	39.9%*1	35%	40%	All GHG reduction rates are relative to the base year of FY2015
	Business activities : Scope 1 + 2	GHG emissions reduction rate	20.8%	33.5%	-26.3%	58.1%	63.9%*1	55%	70%	All GHG reduction rates are relative to the base year of FY2015
		Renewable energy utilization rate	18.2%	41.5%	81.8%	98.9%	99.2%*1	100%	100%	-
	Building use : Scope 3 (Category11)	GHG emissions reduction rate	29.4%	39.3%	52.2%	59.8%	51.3%*1	58%	63%	All GHG reduction rates are relative to the base year of FY2015
		ZEH rate	53%	86%	97%	99%	98%	90%	100%	Daiwa House (non-consolidated). Based on construction starts and units, excluding Hokkaido
		Rental housing ZEH-M rate*2	3%	14.2%	48.7%	73.1%	76.5%	50%	100%	Daiwa House (non-consolidated). Based on construction starts and units
		Condominiums ZEH-M rate*2	43%	73.1%	100%	100%	100%	100%	100%	Daiwa House (non-consolidated). Based on construction starts and units
		ZEB rate	38%	65.7%	68.5%	66.2%	67.1%	80%	100%	Daiwa House, Daiwa Lease and Fujita. Based on construction starts (including development projects) and floor area
	Construction results of renewable energy supply facilities and equipment	Renewable energy generation equipment constructed (EPC)	2,526MW	2,706MW	3,075MW	3,311MW	3,461MW	4,200MW	5,000MW	Cumulative amount from FY2011
		Renewable energy power plants developed and operated (IPP)	561MW	602MW	700MW	877MW	942MW	1,550MW	2,500MW	Excluding in-house consumption power plants
	Solar panels installation rate (Non-residential)	Commercial Construction (non-consolidated)	-	32.2%	40.1%	56.7%	53.8%	100% in principle		Figures for Daiwa House (non-consolidated) are counted from the second half of FY2022, and Fujita and Daiwa Lease are counted from FY2023. Figures are based on construction starts up to FY2024 and on completions from FY2025 onward. Proportion of buildings.
		General Construction (non-consolidated)	-	61.8%	62.2%	76.7%	77.2%			
		Fujita	-	-	36.0%	50.0%	60.0%			
		Daiwa Lease	-	-	23.7%	30.3%	22.8%			

*1 Forecasts for the full year of FY2025

*2 For ZEH-M, the calculation is based on the number of housing units in the building that meet the national standards according to the number of floors.

*3 The Environmental Action Plan is scheduled to be completed one year ahead of schedule in conjunction with the 7th Plan. FY2026 targets will not be revised.



Disclaimer regarding business forecasts, etc.

(Notes regarding forward-looking statements)

This document is based on information available as of the date of publication and assumptions regarding uncertain factors that may affect future performance. It is not intended to guarantee the realization of such forecasts by the Company.

The Company's actual results may differ significantly from those presented herein as a consequence of numerous factors such as financial market trends, economic conditions, competitor situations and fluctuations in land prices.