FY2026 2Q

Presentation on Management Policies

November 13, 2026

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

FY2026 2Q
Presentation on Management Policies

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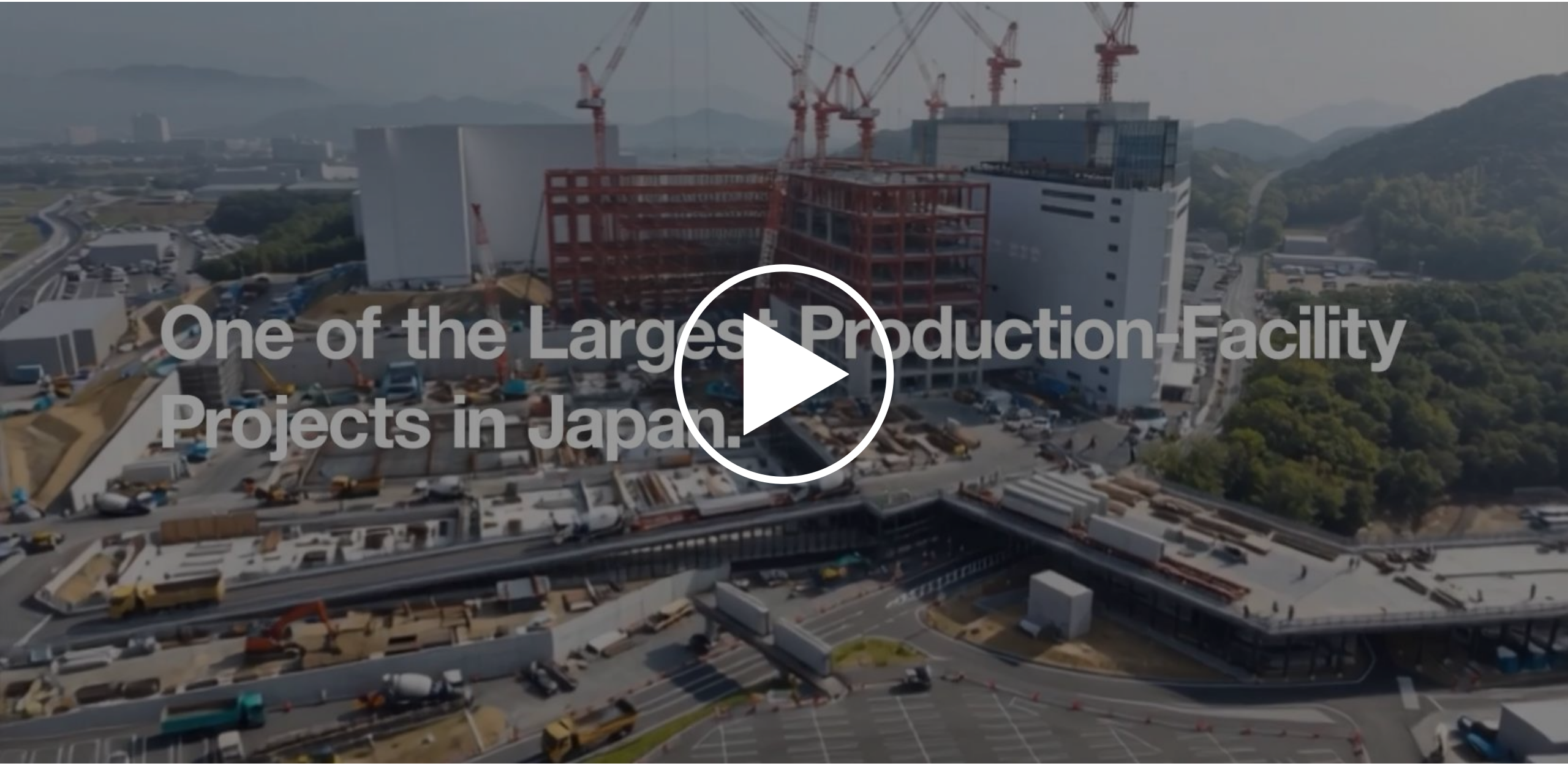
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Topics

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Higashihiroshima Project: Conceptual Video of Semiconductor Plant Construction

***This video will be available from 6:00 p.m. (JST) on Friday, November 13, 2026.**

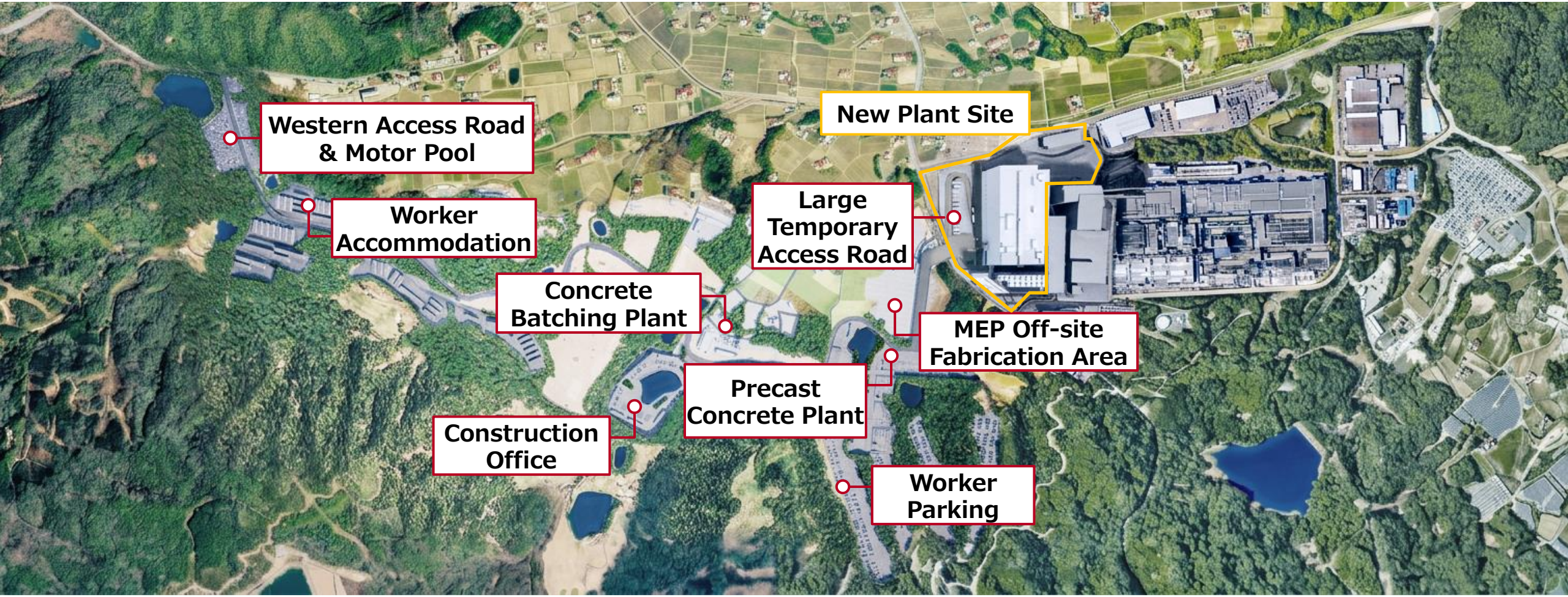


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What the Higashihiroshima Project Aims to Achieve through Industrialized Construction

By leveraging our expertise in industrialized and off-site construction, along with advanced technologies such as construction DX and BIM, we aim to significantly reduce on-site labor, shorten construction periods, and lower environmental impact.

Key Planned Facilities



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Driving the Project by Fully Leveraging the Group's Strengths

The addition of Semlinks further strengthens the Daiwa House Group's collective capabilities. By fully leveraging the strengths of each Group company, we can undertake large-scale, highly complex projects over the long term.

Technical Collaboration among the Three Companies

FUJITA Daiwa House Group

Daiwa House 大和ハウスグループ

SEMLINKS Daiwa House Group

Combining strengths to deliver one-stop solutions

Construction Overview

Building Use	Semiconductor Plant
Completion	Second half of 2028 or Later (Planned timing of manufacturing equipment installation)
Cleanroom Area	Approx. 28,000 m²
Key Features	DRAM Manufacturing Plant; One of Japan's Largest Cleanrooms



Higashihiroshima Project: Completion Rendering*



Typical Semiconductor Cleanroom Interior*

* Images shown are CG renderings based on design documents and examples of typical cases, and may differ from the actual project.

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Strategic Collaboration with Semlinks

Strengthen the Group's technological capabilities and expand its construction capabilities
Expand and deepen the value chain in "next-generation infrastructure," including data centers and semiconductor-related facilities

Technologies

- Take on more technically challenging and larger-scale projects
- Drive projects with combined AE&C and building systems proposals

(AE&C: Architecture, Engineering & Construction)





Energy business

- Enhance capacity for building energy storage facilities to help stabilize the grid
- Share technologies Group-wide to add construction capabilities

Developer

General Contractor

Subcontractor

Leverage capabilities in proposal development, AE&C, and building systems to create value

Scope of construction capabilities

- Make full commercial entry into building systems and fit-out work; broaden scope of development support
- Trial liquid-cooling–ready modular data centers





Building systems

- Partner with engineering firms to strengthen design capabilities
- Offer a wider range of systems to sharpen proposal pitches

* Images are CG renderings based on design documents or conceptual images and may differ from the actual project.

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Enter the UK single-family housing market through Miller Homes
Pursue further growth across Europe, focusing on community-rooted single-family housing

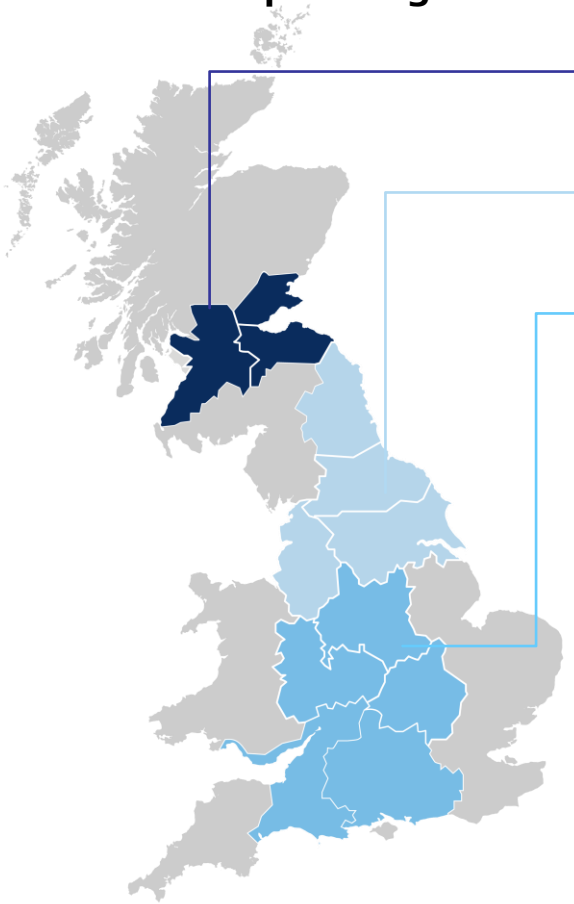
Miller Homes

- Miller Homes has built single-family homes for over 90 years, mainly in England and Scotland
- Miller is stepping up acquisition of the residential land essential to a stable housing supply; about 67,000 plots*1 secured
- Miller supplies homes through three channels—private sale (built-for-sale homes), affordable homes*2, and BTR homes*3—with a consistent customer experience*4 that earns high customer satisfaction


Braxton


Bridgeford

Miller Homes' Operating Areas and FY2025 Home Deliveries



Scotland
683 units

North
1,916 units

Midlands&South
2,332 units

Total **4,931** units

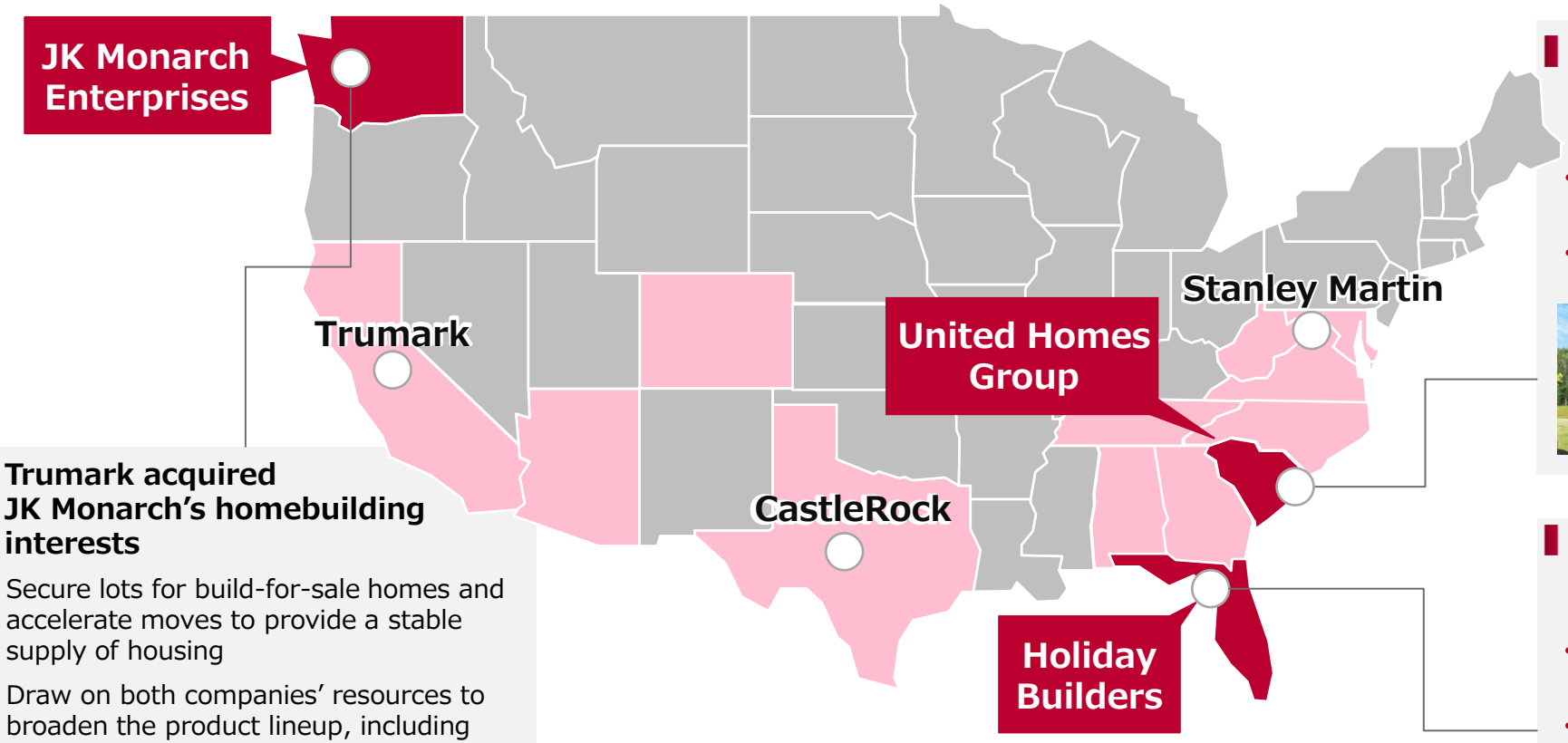
Medium-Term Target
Home Deliveries
7,000 units/year

*1 Includes controlled plots with secured development or purchase rights.
*2 Homes required under local housing policies and planning requirements. *3 Build-to-rent homes
*4 Emphasizing the delivery of value to customers through not only functional and economic benefits, such as features and price, but also the experiences associated with products and services.

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Accelerating Growth and Resilience in the U.S. Single-Family Houses Business

Steadily expanded our geographical coverage as we worked to build a foundation for delivering ≥10,000 homes annually
Next step: Grow our market share and earnings power to give the business a deeper footing



Trumark acquired JK Monarch's homebuilding interests

- Secure lots for build-for-sale homes and accelerate moves to provide a stable supply of housing
- Draw on both companies' resources to broaden the product lineup, including townhomes



Stanley Martin made United Homes Group a wholly owned subsidiary

- Compete harder in fast-growing markets that attract major employers
- Reach more first-time and move-up buyers



Stanley Martin made Holiday Builders a wholly owned subsidiary

- Broad product lineup meeting diverse customer needs
- Bolster capacity to supply housing in Florida



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Past M&A transactions are delivering solid contributions to business performance

General Contracting & Construction

FY2026 net sales (forecast)

Approx. ¥630.0 billion

FY2013 net sales: Approx. ¥300 billion

Subcontracting & Building Systems

FY2026 net sales (forecast)

Approx. ¥260.0 billion

U.S. Single-Family Houses Business

FY2026 net sales (forecast)

Approx.¥730.0 billion

Combined net sales of the three companies at the time of acquisition: Approx. ¥188 billion*

Joined the Group: Fujita (Jan. 2013), Stanley Martin (Feb. 2017), Trumark (Jan. 2020), CastleRock (Sep. 2021), and Semlinks (Mar. 2026)

*Total revenue of the three companies, converted into yen using the exchange rates at the fiscal year-end in which each M&A transaction was completed.

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Asset Management Strategy

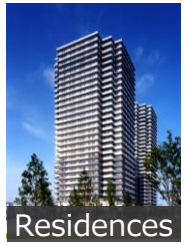
Harness the Group's combined strengths —diverse developments, ability to add value to held assets, and Livness-driven regeneration— to maximize the lifetime earnings value of developed assets

Development capabilities

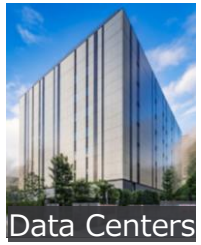
■ Diversified Development Pipeline


Logistics facilities

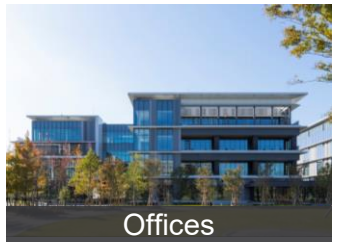

Commercial facilities


Residences


Hotels


Data Centers


Wholesale Markets


Offices

Diverse Investment Platforms and Strong Asset Management Capabilities

Established in Oct. 2026 as the Group AM Strategy Hub

Asset Management Strategy Division

Asset Management/ Investment Advisory

〈High-Quality Asset Holding Vehicle〉

Daiwa House Asset Management	Listed REIT
Daiwa House Real Estate Investment Management	Private REIT
	Private Fund
Daiwa House Asset Management Asia	Real Estate Security Tokens

Property Management / Building Management / Operation

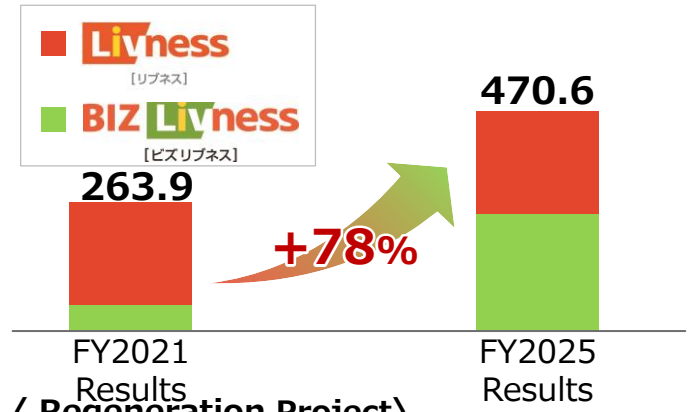
Daiwa Living	Daiwa House Property Management
Daiwa LifeNext	Daiwa House Realty Mgt.
Daiwa House Real Estate	Daiwa House Parking

etc.

Regeneration capabilities

■ Revitalize and redevelop Group properties to meet market needs

Livness Business Net Sales (¥billion)



〈 Regeneration Project〉



D Project Tomisato
Floor area : approx.36,000㎡
Structure : Reinforced Concrete and Steel
Completion : April 2015
Added to a Real Estate Security Token in 2026

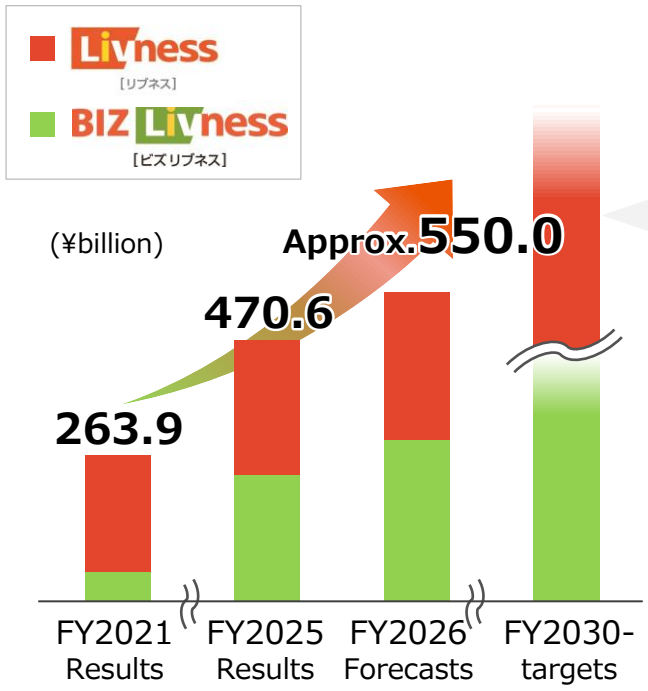
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Restructure the housing stock business to provide services that support each customer's lifestyle over the long term. Aim to drive further growth and enhance the value of the Livness business within the housing sector.

Livness Business Sales Trend

Enhancing building value and the liquidity of existing real estate to

achieve sales of ¥ 1 trillion



Single-Family Houses			Rental Housing		
Daiwa House 大和ハウスグループ	Daiwa Reform 大和ハウスグループ	Daiwa Real Estate 大和ハウスグループ	Daiwa House 大和ハウスグループ	Daiwa Reform 大和ハウスグループ	Daiwa Estate 大和ハウスグループ Daiwa Living COMPANIES
Livness / After-sales service	Remodeling Renovation	Acquisition and sales Brokerage	Livness / After-sales service	Remodeling Renovation	Acquisition and sales Brokerage

Daiwa House Partners 大和ハウスグループ

【Daiwa House Partners】

D-ROOM Partners 大和ハウスグループ

【D-Room Partners】

Establishing a One-Stop Service Platform to Support the Entire Home Lifecycle

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Management Policy

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Capital Policy and Shareholder Returns

Put growth first while maintaining financial soundness, improving capital efficiency, and delivering stable dividend increases

Capital Efficiency

Non-GAAP ROE
10% or higher

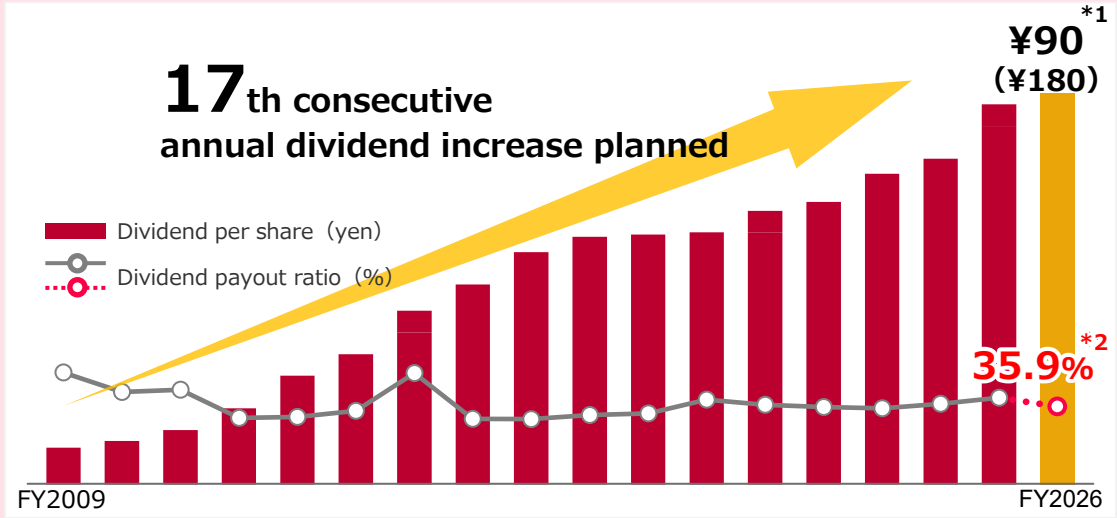
Non-GAAP ROE

Non-GAAP ROE :
ROE based on Non-GAAP net income attributable to owners of the parent, excluding goodwill amortization and actuarial differences in retirement benefits

Beginning with this fiscal year's interim period, we are emphasizing Non-GAAP operating income and Non-GAAP net income attributable to owners of the parent to show earnings power and growth-investment returns more clearly

Shareholder Returns

Progressive Dividend Policy
Dividend payout ratio of 35% or more
based on Non-GAAP profit
Flexible Share Buybacks



*1 Amounts are on a post-stock-split basis; figures in parentheses are on a pre-stock-split basis.
*2 Dividend payout ratio based on Non-GAAP net income

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Set forth the Long-term Management Policy for creating new value for the future

New challenges in creating value for the future

Long-Term Management Policy of the Daiwa House Group

To Be Announced in May 2027

Long-Term Management Policy

- Set forth a long-term management policy from a long-term perspective to achieve sustainable growth
- Set forth strategies for creating new value for the future and continue to take on new challenges

+

Annual Management Plan

- Define high-certainty plans capable of responding nimbly to changes in the business environment
- Require reporting on progress under the long-term management policy and recent initiatives

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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.

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