

Our Hopes for the Future—Our Guide to Daiwa House's Centennial

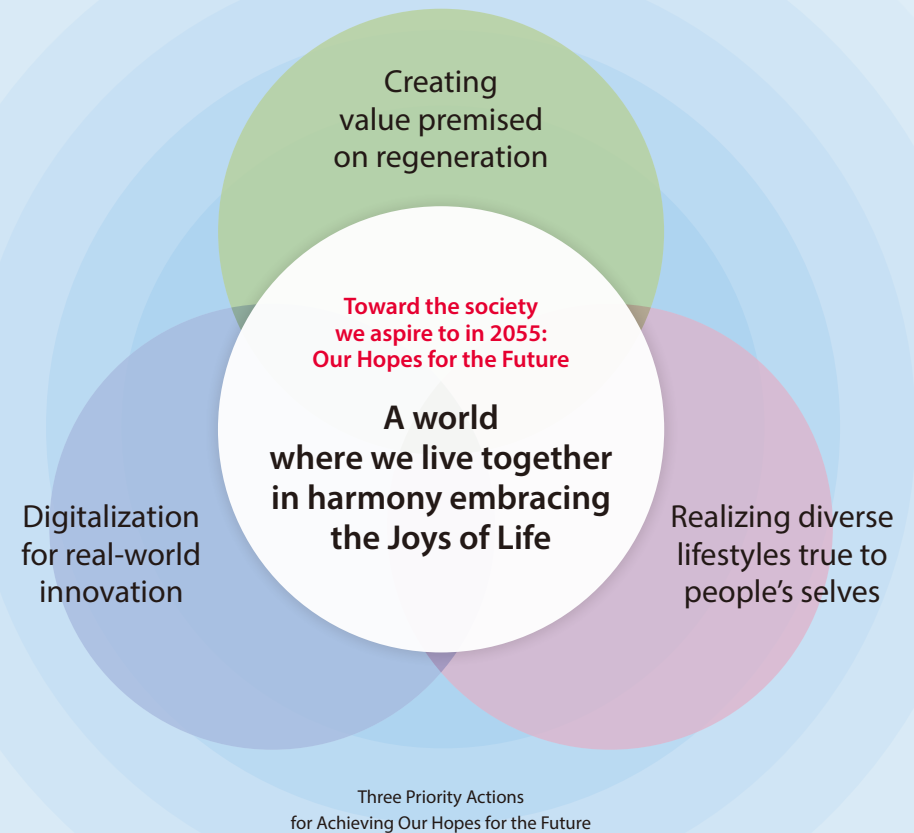
Creating the fundamental societal infrastructure and lifestyle culture rooted in regeneration, ensuring a world where we live together in harmony embracing the Joys of Life.

From our founding,
Daiwa House Group has remained true to our founder's vision to
"Don't do things because they will make a profit, but because they will be of service to society"
and ensure that *"Our Hopes for the Future Enable both Individual and Company Growth"*.

Today, what we mean by Our Hopes for the Future,
a world where we are our truest selves, respecting, and inspiring each other.
Living together in harmony with our planet—in harmony with People and Nature.

Daiwa House Group commits to co-create value
for individuals, communities and people's lifestyles.
Together with you, connecting hearts to enable our future landscape,
nurturing communities that live together
in vivid and vibrant harmony with People and Nature.

We are **Daiwa House Group**.



Create value premised on regeneration

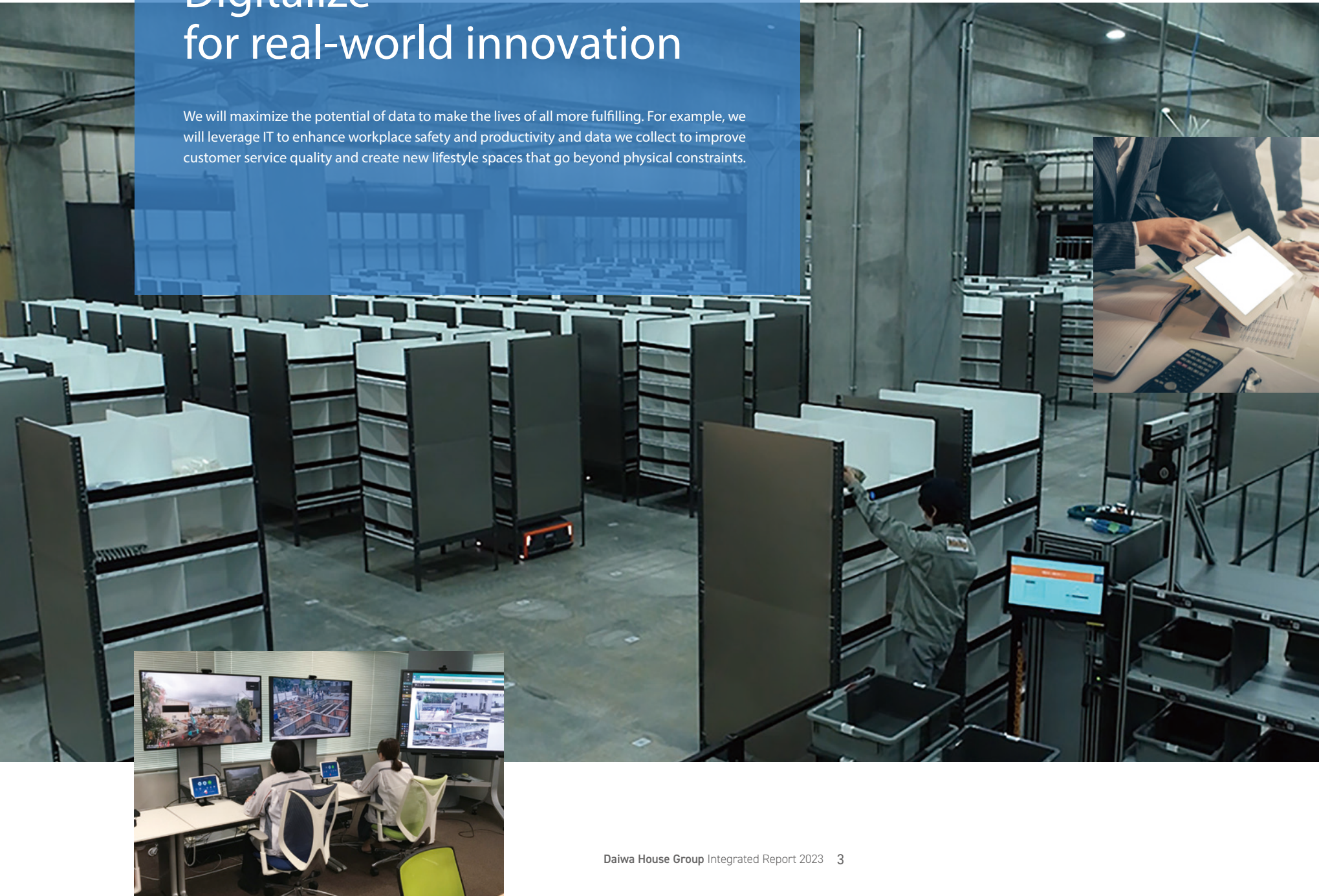
Create a virtuous cycle between Society and Earth by fully utilizing less of her limited resources. Make the world a richer, better place by bringing out the best out in people and the potential of buildings.

The Daiwa House Group will create new value so that people and the Earth can coexist by evolving not only our products and services rooted in concepts of circularity and regeneration, but our very business.



Digitalize for real-world innovation

We will maximize the potential of data to make the lives of all more fulfilling. For example, we will leverage IT to enhance workplace safety and productivity and data we collect to improve customer service quality and create new lifestyle spaces that go beyond physical constraints.



Realize diverse lifestyles true to people's selves

By creating new ways of living and working, as well as products and services that make these possible, and by being the starting point for change and bringing together people of all kinds heart-to-heart, we will co-create a world where everyone can live in their own way.



Highlights of the Integrated Report 2023

▶ What **Our Hopes for the Future** means to the Daiwa House Group

▶ Introduction Daiwa House Group's Hopes for the Future

P.1

▶ How we're tackling **the materialities** of realizing Our Hopes for the Future

▶ **Chapter 1** Message from the CEO

P.7

▶ The progress we've made on our **Seventh Medium-Term Management Plan** for addressing those materialities

▶ **Chapter 2** Our Long-Term Vision and the 7th Medium-Term Management Plan

P.15

▶ About materiality **KGI/KPIs and specific processes**

▶ **Strengths and business model** for achieving Our Hopes for the Future

▶ **Chapter 3** The Story of the Group's Value Creation

P.24

▶ Our approach to **financial strategy and capital policy** in our Seventh Medium-Term Management Plan

▶ **Chapter 4** Message from the CFO

P.32

▶ How we will **generate cash flow** in our Seventh Medium-Term Management Plan

▶ **Chapter 5** Developing our Businesses

P.40

▶ **Carbon neutrality strategies** laid out in our Seventh Medium-Term Management Plan

▶ **Chapter 6** Environmental Vision

P.61

▶ How we will **improve sustainability** in our Seventh Medium-Term Management Plan

▶ **Chapter 7** Strengthening our Bases

P.72

▶ **Outside directors' and auditor's** evaluation of our governance

▶ **Chapter 8** Governance

P.86

▶ Our **achievements** to date

▶ **Chapter 9** Financial Results, Corporate Information

P.105

Contents

Chapter 1 Message from the CEO

Message from the CEO	8
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Chapter 2 Our Long-Term Vision and the 7th Medium-Term Management Plan

1 Roadmap to the centennial anniversary of our founding	16
2 Environmental awareness (opportunities and risks) and materiality	17
3 Materialities and the 7th Medium-Term Management Plan	18
4 Processes for specifying materialities	19
5 Results of past medium-term management plans and progress of the 7th Medium-Term Management Plan	20

Chapter 3 The Story of the Group's Value Creation

1 Daiwa House Group at a glance	25
2 Daiwa House Group's centennial anniversary and the history of our "Dream" of ¥10 trillion	26
3 Strengths generated from the source of value creation	28
4 Business model embodying the founder's spirit	29
5 The Daiwa House value creation process	30

Chapter 4 Message from the CFO

Message from the CFO	33
Basic strategy for capital policy	38
Capital allocation and shareholder return	39

Chapter 5 Developing our Businesses

Performance targets by business segment	41
Business Overview	42
Single-Family Houses Business	43
Rental Housing Business	46
Condominiums Business	48
Commercial Facilities Business	50
Logistics, Business and Corporate Facilities Business	52
Environment and Energy Business	54
Creating Social Impact	56
Real estate investment	58
The expanding built-for-sale business	60

Chapter 6 Environmental Vision

Overall picture of environmental strategy and main KPIs	63
Management Message:	
Environment and Energy Business Division	64
Key actions for achieving carbon neutrality	67
Response to the TCFD recommendations	68
Endless Green Program 2026	70

Chapter 7 Strengthening our Bases

1 Strengthening the human resources base	73
Roundtable: Preservation of Mount Yoshino's Cherry Trees and Our Hopes for the Future	77
2 Strengthening our technology and manufacturing base	81
3 Strengthening our customer base	83
4 Human rights management	85

Chapter 8 Governance

Management Structure	87
Messages from Representatives of Outside Directors and Audit & Supervisory Board Members	90

Chapter 9 Financial Results, Corporate Information

Management's Discussion and Analysis of Financial Position and Results of Operations	106
Financial Highlights	115
Non-Financial Highlights	117
Corporate Data, Board of Directors, Audit & Supervisory Board and Executive Officers, Share Information ..	118
Editorial Postscript, Our Communications at a Glance	119

Editorial policy: This report has been produced for our shareholders, investors and other stakeholders. In the Story of the Daiwa House Group's Value Creation, we integrate financial information on our business and financial strategies and non-financial information about what we see as our primary corporate value. We also introduce the three management bases essential for such processes (our human resources, customer, and technology and manufacturing) and our strengths (comprehensive business proposals), summarizing how we pursue Our Hopes for the Future that embodies the spirit of our founder. **Referential guidelines:** In the production of this document, we have referenced the International Integrated Reporting Framework (Value Reporting Foundation), as well as the Guidance for Collaborative Value Creation issued by the Japanese Ministry of Economy, Trade and Industry. This year, we clarified the relationship between the business environment, materiality, and the Seventh Medium-Term Management Plan, which we had not been able to present in the previous year, and formulated the KGI/KPI of materiality through internal discussion. This clearly shows the path toward realizing Our Hopes for the Future. **Scope of this report:** This report provides information on the Daiwa House Group overall (432 consolidated subsidiaries, 54 equity method affiliated companies, and 1 affiliated company not accounted for by equity method as of March 31, 2023), with a focus on Daiwa House Industry Co., Ltd. **Forward-looking statements:** This Integrated Report contains future estimates, targets, plans and strategies of the Daiwa House Group. These are based on judgments employing information available at the time of writing. For various reasons, actual results may differ substantially from these estimates.