

■ Securing human resources linked to business strategies

Concept and Policy

To secure the human resources who will lead the Company into the future and build a diverse organization, we are working to recruit a broad range of human resources regardless of age, gender, educational background, or disability, based on a recruitment plan linked to our business strategy and a hiring strategy that flexibly responds to the recruitment market.

For new graduate recruitment, rather than selection based on application forms, we focus on individual interviews. In mid-career recruitment, we aim to secure a wide range of human resources by hiring those who have experience or potential, not only candidates who have a track record in the same industry but also people from different fields. Furthermore, in the belief that handing down technical expertise is essential for stable business continuity, we also place emphasis on the hiring of senior employees.

Management

Strengthening competitiveness in recruitment and securing optimal human resources

• New graduate recruitment

Due to an earlier start to employment search activities, a period of approximately one year elapses from the job offer until a recruit actually joins the Company, so throughout that year we provide follow-up and support. In our follow-up program for prospective employees, we hold social gatherings, events to deepen understanding of the job, study sessions for qualification exams, one-on-one consultations, and seminars on changing one's mentality to that of a working adult. These and other activities showcase the Company's appeal and provide any number of opportunities to dispel the anxieties of prospective employees, thereby minimizing the gap between their expectations and reality after joining the Company.

• Strategy to recruit young engineers

To sustainably recruit students who are hoping to work in

technical positions, we have implemented recruiting activities whereby alumni and alumnae from schools that wish to bolster hiring form close relationships with students at their alma mater. A recruitment team with three alumni/alumnae of different generations is formed for each school. The purpose of this program is to build relationships with universities and to make the Company more appealing by conducting extensive university visits and student follow-ups.

In addition, in an educational program for recruits who have graduated from industrial high schools, we have instituted a two-year construction college (full time) study exchange scheme. During their first two years of employment, they have no specific duties except for practical training at our construction sites during lengthy breaks from vocational school, so that they can concentrate on acquiring specialized knowledge and skills as an engineer while being fully paid. Moreover, they maintain contact with the Company during the educational program period via regular on-site training and face-to-face meetings. Regular consultations with a public health nurse provide lifestyle support. The high school graduates gain expertise and acquire qualifications quickly. The program also aims to equip them to function as adult members of society and help with their personal development.

• Mid-career recruitment

The recruitment of human resources who have gained experience at other companies is, we believe, essential to the sustainable growth of the Company from the perspective of ensuring diversity. Given this, we have implemented a referral recruitment program in which we select employees through referrals from our own employees. Referral hiring is a system in which our employees introduce their friends and acquaintances, making it an effective recruitment method from the perspective of high matching rates and retention after employment. In October 2021, we introduced a system to provide a "referral allowance" to employees when their recommended candidates joined the Company as an incentive to all employees to cooperate in referral hiring activities.

Implementing open company internships

The Company holds open company events in person and online during the summer and winter to help participants gain a better understanding of the Company and the various job roles we offer.

Furthermore, in the architectural design field, we offer long-term internships lasting two weeks at our branch offices in each area. The aim is to make the Company more appealing by providing a deeper understanding of business and work-related matters by accepting students at actual workplaces where business is conducted.

Assessing suitability through interviews

Employees involved in hiring are kept up to date on the type of candidate the Company seeks to recruit as well as its hiring criteria. In addition, we have introduced AI-based interviews to conduct objective evaluations based on data derived from the talent requirements formulated for each job category. During in-person interviews, we place a high value on qualities such as proactivity and sincerity in building positive relationships with stakeholders, such as customers, business partners, and colleagues. For the students as well, we confirm that they are a good fit for the Company so that there is no mismatch. In this way, we carry out the selection process by dividing assessment roles, namely, between data-driven evaluations and face-to-face evaluations of compatibility.

■ Developing human resources linked to business strategies

Concept and Policy

Ever since its founding, the Company has believed that the heightened value of our human resources is the source of our corporate value, based on “developing people through business” as espoused in our Corporate Creed. The Company establishes a variety of human resource systems that serve as foundations for the concrete implementation of human resource strategies aimed at realizing Our Hopes for the Future (purpose). The Company, which operates a wide range of businesses globally, pursues the development of diverse human resources in line with its business strategy, and designs systems that accommodate an array of career paths.

In addition, we have established a “Human Resources Development Policy” and a “Human Resource Development Ecosystem” with the aim of promoting business development and thereby allowing employees to lead more fulfilling lives. We are promoting the creation of three foundations for individual growth (creation of opportunities, coworkers and workplaces) in each workplace to foster an environment where everyone can grow.

To provide a workplace where all employees can thrive, we are implementing reforms to our human resources system that take into account changes in our business strategy and the external environment.

■ Human Resources Development Policy



Furthermore, overseas Group companies are promoting local hiring at each location based on the concept of hiring and training local human resources in each country.

[Daiwa House Group's Hopes for the Future \(purpose\)](#)
(Japanese text only)

P196 [Social Data](#)
Investment in human resource development

Management

Personnel system and promotion system

The Company's employees are either nationwide employees (who are available to work anywhere in Japan) or regional employees (who work only at branches within an area where it is possible to commute from a specific address). Nine grades are set for each respective position in line with their level of knowledge and skill. Grades 1 to 4 are classified as management positions such as department heads, deputy department heads, and managers, while grades 5 to 9 are classified as chiefs and general positions. The level of ability and knowledge required for each grade is clearly defined as competency requirements, and promotions are determined by an examination to assess whether the requirements for the next higher grade have been met. In addition, promotion to Grade 4 requires the acquisition of mandatory licenses specific to the job type and department.

Moreover, the skills and knowhow possessed by senior employees are precious assets for the Company, and in the belief that these should be passed on to the next generation, retirement age is extended. Furthermore, we will establish an evaluation system that ensures employees receive fair evaluations while choosing from a variety of work arrangements, including reduced-hour work schedules.



P087 [Promotion of active roles for the senior generation](#)

P090 [Job location filing system](#)

A dialogue-focused evaluation system

The Company conducts “evaluation and development consultations” designed to clarify role expectations and support employee growth through dialogue between supervisors and subordinates. We have established a once-a-year assessment cycle for individual performance evaluations, and revised our approach to include a year-round review of both results and processes, incorporating medium- and long-term initiatives rather than focusing solely on short-term results. Specifically, at the beginning of the fiscal year, we hold discussions to set goals and reach a consensus on the employee's role and outcomes (goals) expected within the organization. During the fiscal year, we schedule opportunities to review progress and make course adjustments or revise goals as needed. At the end of the fiscal year, we discuss the issues for future growth through feedback on results verification and evaluation results.

In addition, to ensure that goals are fair while also making

them more challenging, we implemented a system that allows evaluators to confirm goals and set their degree of difficulty.

For managerial staff, we promote management that balances individual growth with the achievement of organizational goals through goal-setting and progress reviews, leading to their continued growth as managers.

FA program and internal recruitment system

The Company implements the Free Agent (FA) Program that allows employees to voluntarily transfer to a position or department of their choice.* In fiscal 2025, applications were received from 70 individuals, and 29 of those made it through to the third round of judging and transferred to their preferred job type and division. Internal recruitment seeks out personnel for new businesses and specialized positions such as those in overseas operations, and details are communicated to all employees as necessary through official notices.

Utilizing these systems enables motivated human resources to be placed in appropriate positions, thereby simultaneously improving individual abilities and motivation, revitalizing the organizations to which they are transferred, and working to energize and strengthen the character of the Company as a whole.

Employees who have taken advantage of this system have given positive feedback, noting that it allows them to choose their own career paths and tackle new challenges in different fields while leveraging their past experience.

* Age, years of service, and other conditions apply.

Collaborative Training Support System linking business division/Group company

The Human Resources Department holds a Human Resources Development Liaison Council meeting every month, aiming for the sustainable enhancement of educational measures. Training representatives from business divisions and technology divisions share training content and effective methods, and discuss how education should be provided to develop the individuality and capabilities of employees. In addition, the Company's Human Resources Department and the training representatives at each Group company periodically get together and share their thoughts on human resource development in the Group, acquiring knowledge and exchanging information related to such development. In addition, we are strengthening our system for tracking KPIs, such as the amount of investment and time spent in training across all Group companies with the aim of improving human capital.

■ Developing human resources linked to business strategies

Company-wide education (training) system to promote growth

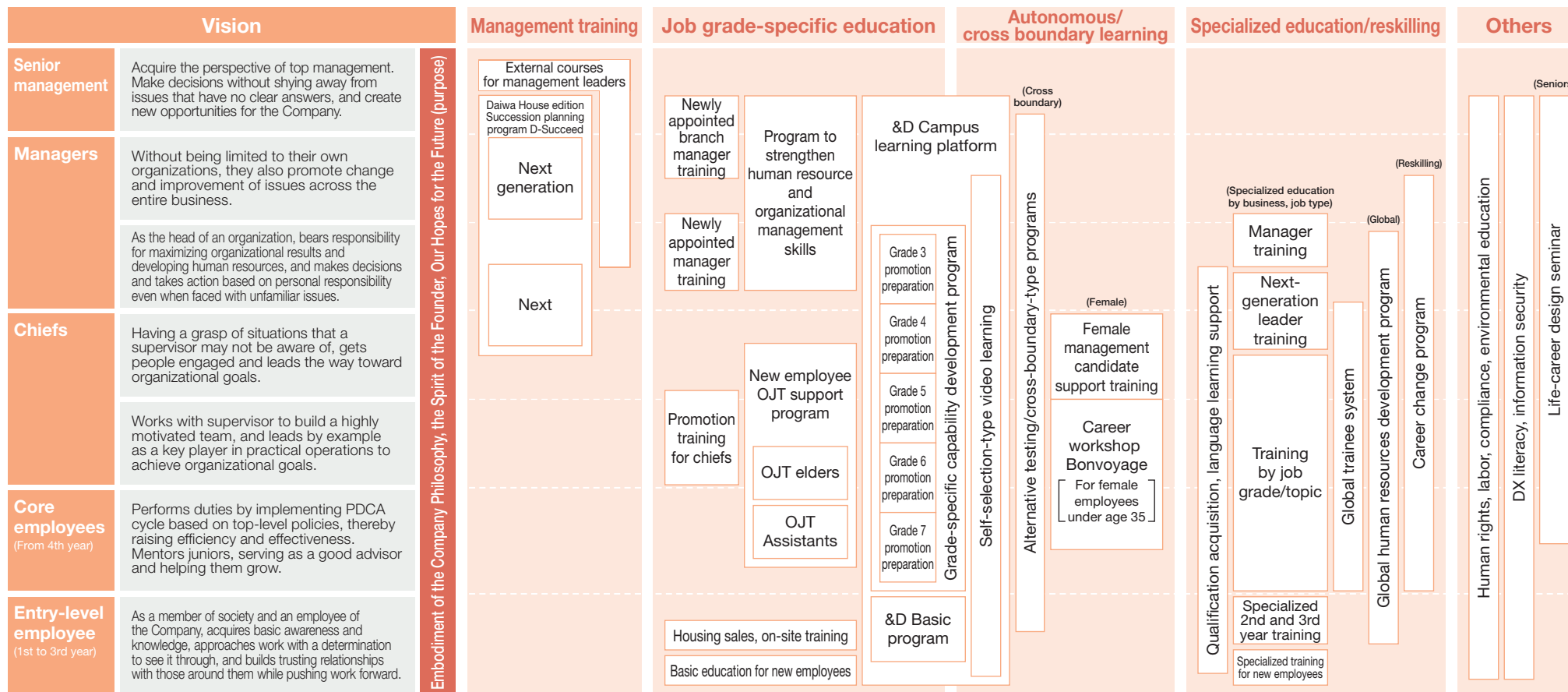
The Company provides job grade- and job type-specific training (including online training) and e-learning programs to help employees acquire the knowledge and skills they need for their duties, to learn about laws and regulations, and raise their awareness of compliance and other risk management issues. In particular, with regard to job grade-specific education, after learning the basic theories required for each job function in joint training, the program involves acquiring skills while putting that knowledge into practice in each workplace.

We also provide support for self-improvement and skill enhancement, such as learning to obtain public qualifications, hands-on business literacy, and language learning. In addition, we have established a bonus system for passing major qualifications necessary for work, including those for real estate transaction specialist and architect, and we encourage employees to obtain these qualifications.



P084 Implementation of the “&D Campus” learning platform

■ Training system



■ Developing human resources linked to business strategies

Implementing succession planning program (D-Succeed)

We adopted the Daiwa House edition of the successor development plan, “D-Succeed,” as a systematic program to continuously, and in a deliberative manner, produce management leaders. Our training and assessment activities are divided into two categories: the “Next Generation,” (generally 40-50 year old candidates) which selects candidates for key positions in sales, engineering, and management, such as branch managers, with a view to their future promotions to the executive class; and “Next,” (generally candidates in their 30s) which selects candidates mainly in their 30s for systematic training as future management personnel. For fiscal 2025, based on recommendations from branch managers and head office department heads, 25 members of the “Next Generation” and 26 members of the “Next” group were selected following a screening process conducted by branch managers who oversee each area, executive officers in charge of the functions in which the candidates are engaged (such as sales, engineering, and administration), and senior management.

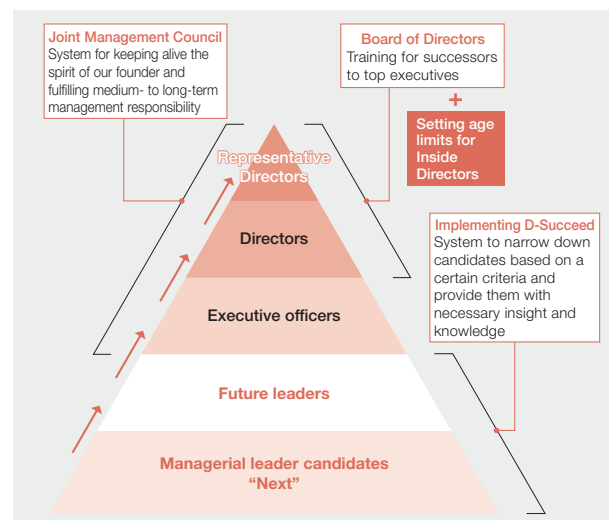
・ Next Generation

This structure is designed to identify, develop, and create a pool of diverse leadership candidates, regardless of job type or gender. Following development and assessment, a total of 43 individuals have been appointed to key positions since fiscal 2020, over the program’s six-year history.

・ Next

Next is a three-year program designed to provide early development opportunities to acquire the perspective and vision required of future business leaders. In the first year, participants learn and reflect inward upon leadership theories, while also focusing on the business environment and business issues, charting their vision for the future. The second year will see students expand their perspectives and horizons, think about their ideal future selves, and acquire basic management literacy. With the aim of strengthening awareness of oneself in society and further enhancing the ability to constantly change, the third year offers programs that are also taken by others, as well as individual programs that allow participants to interact with employees from other companies.

■ Framework for fostering successor candidates



Program to strengthen human resources and organizational management skills

To further develop our business and nurture human resources, it is essential to strengthen the management skills of line managers who play key roles in each workplace. Consequently, from fiscal 2024 and over the course of four years, we are implementing a program to strengthen human resources and organizational management skills, available to all line managers (approximately 1,600). In a six-month program, participants reflect on their own management styles in an off-site training-type format, learn the latest management theories, apply them to their daily management activities, and receive regular coaching based on their learning progress. In this way, participants are able to acquire the ability to achieve both “management that raises business performance,” and “management to help people thrive.”

Human resource development system through OJT for new employees

The Company provides training and support for new and entry-level employees throughout the organization so that they may steadily acquire basic skills. Managers, such as sales office managers and section managers, are responsible for OJT, and OJT elders are appointed as leaders to conduct OJT. Furthermore, we appoint OJT Assistants who are close to newcomers in seniority and can provide informal counsel. In addition, we distribute an “OJT Handbook” to OJT managers and OJT elders to help them understand basic knowledge and skills related to OJT, and we conduct online training sessions prior to new employees joining the Company to efficiently support their growth.

In addition, new sales and administrative employees who joined the Company in fiscal 2025 underwent approximately four months of practical training in housing sales, regardless of the division to which they were assigned. By experiencing OJT under veteran housing sales staff, they gained a practical understanding of the “spirit of housing,” a concept that our employees value, and through hands-on B2C sales, developed the ability to build trust with individual customers from the ground up, while experiencing for themselves the Company’s reputation and strengths in the market. We do this to help new employees use these experiences in their own work and to encourage communication within the workplace, which leads to a sense of unity and collaboration across businesses and job types.

Implementation of the “&D Campus” learning platform

The Company implemented “&D Campus” in fiscal 2024 as a learning platform that aggregates educational measures such as collective training and e-learning. In addition to our own e-learning program, we have made all courses on the external video learning service “Schoo” available to every employee, creating an environment where they can freely select and take courses according to their individual attributes and interests, thereby promoting independent learning among employees. In fiscal 2025, 75.5% of employees watched videos on the external video learning service “Schoo.”



■ Developing human resources linked to business strategies

Operation of the Multi-Experiential Career Support Program

In addition to the existing internal recruitment system*1, the FA program*2, and other systems, we conduct the Multi-Experiential Career Support Program with the goals of supporting self-realized employee growth and career development, as well as networking within the Company. This program is designed to allow the knowledge and experience gained from secondary employment to flow back into the Company's core business. Under the program, the Company has established a menu of secondary jobs, consisting of (1) Company-arranged (open recruitment-type) secondary employment; (2) individual self-arranged secondary employment (application-type); (3) in house secondary employment whereby the employee spends some of their working hours on a project or other work at a different department while remaining as a member of their current department; and (4) human resources exchange with other companies in which employees are transferred to other companies for a certain period to experience work outside their own company.

In fiscal 2025, a total of 56 people (39 people with (3)) used the Multi-Experiential Career Support Program. Users are surveyed regularly, and after participating in the program, comments included: "I was able to gain experience not possible only in my main work," as well as

"Taking advantage of the secondary employment program has broadened my horizons, leading to new ideas and business opportunities, while also strengthening organizational collaboration through expanded professional networks," "I got into the habit of acting independently, which contributes to organizational vitality," and "Strengthening expertise enhances the competitiveness of both myself as an individual and the Company, and by broadening career opportunities, it leads to an increase in my personal market value and a stronger sense of commitment to the Company."

*1 This system allows candidates to apply to publicly advertised divisions.

*2 A program that allows employees to voluntarily transfer to a position or department of their choice.

Introduction of support system to earn advanced degrees from domestic professional graduate schools

To drive growth and business expansion for the Company as we pursue Our Hopes for the Future (purpose), it will be critical to have management who can think a step ahead and leaders who can generate business. Therefore, starting in fiscal 2026, we introduced a support system to earn advanced degrees from domestic professional graduate schools for employees at the G4/L4 level and above, with the aim of supporting those who are proactively pursuing their education to become future leaders. To support employees who are motivated to chart their own career paths and independently pursue an MBA (Master of Business Administration) or MOT (Master of Technology Management), the Company will provide loans covering a portion of the associated costs (up to 1.5 million yen). (Repayment is not required if the employee remains with the Company for more than five years starting from April 1 of the year following graduation from graduate school.) Note that students at domestic professional graduate schools attend classes outside of work hours (such as weekday evenings and weekends) while continuing their regular business duties.

In fiscal 2025, there were 14 applicants, and five were admitted.

[Housing design] Training new employees

New employees at the Company who are assigned to intensive training or the Housing Design Section in preparation for acquiring a first-class architect license receive one year of training at the Head Office and a half year of training at a business site where they learn basic architectural knowledge, CAD operations, plan creation, and other aspects of the work processes and the mindset required of a designer. Subsequently, the system in which such employees are assigned to offices nationwide allows for efficient and well-balanced acquisition of specialized knowledge and prevents inconsistencies in training due to differences in office environments.

Branch offices where new employees were dispatched to stated their impressions, saying: "They have retained basic business knowledge, and they've immediately performed as assets as soon as they assumed their duties here." Conversely,

the new employees who had received training commented, "The knowledge gained from such long-term practical experience enabled me to understand my strong and weak points, and was extremely useful after my posting."

We will continue to promote the development of designers who can right from the start contribute at work sites.

[Housing design] Legal compliance training

As one measure we take to prevent recurrence of non-compliance with building standards, we hold training sessions on legal compliance for housing design. Having acquired knowledge of laws and regulations, such as a series of regulations related to type-certified specifications, each individual takes responsibility and works thoroughly to prevent recurrence. This is a system whereby employees cannot take the internal examination for internal qualifications for the system of type certified specifications without first having completed this training. The rate of attendance in fiscal 2025 was 100%.



P106 [Housing design] Internal qualifications for the system of type-certified specifications

[Housing sales] Compliance study sessions

Preventing incidents of risk before they occur requires an accurate performance of tasks through greater knowledge. Consequently, the Company conducts ongoing "compliance study sessions" and "proficiency tests" with the aim of heightening the knowledge of laws and regulations, and internal rules, among sales managers and representatives. Retesting will be administered to those who fail until all eligible candidates have passed. By conducting training sessions and tests with content tailored to real-world business practices, we work to raise awareness of compliance in day-to-day operations, thereby helping to prevent recurrence and deter future violations of laws and internal rules. The pass rate for proficiency assessment tests in fiscal 2025 was 100%.



P127 Compliance study sessions (Housing)

■ Developing human resources linked to business strategies

[Architectural design] Adoption of internal short-term study abroad system

The Company has introduced an internal short-term program to study overseas with the aim of broadening the horizons of employees engaged in architectural design and providing them with further opportunities for growth. We began accepting applications for the program in fiscal 2024.

To achieve growth as an engineer, widening one's perspective through involvement in a great variety of applications and large-scale projects is vital. However, the fact is that the branch office an engineer is attached to will be the determining factor behind what applications and scale of a property can be experienced. Moreover, frequent transfers to gain experience places a heavy burden on employees' lives. This system functions to improve skills and knowledge through study abroad during the design phase of a large-scale project or special properties, without changing the engineer's original worksite.

In fiscal 2025, two projects had one person each apply as a short-term exchange student, and they are currently working on large-scale projects.

[Construction] Specialized training

In construction design, we handle a wide variety of buildings according to customer specifications, including commercial facilities, distribution centers, medical facilities, and food factories. Therefore, so that employees acquire the knowledge necessary to design an array of building types, we hold study sessions organized by Head Office departments, which are equipped to follow up with the sales and design staff at each branch office for each building purpose.

In fiscal 2025, training sessions were held on 12 topics, including evacuation safety verification methods, design details, and measures to prevent condensation-related issues, and approximately 400 to 900 people participated in each session. Going forward, our offices and Head Office departments will continue to work as one to train exceptionally skilled technicians capable of delivering high-quality buildings of any type.

Developing Global Human Resources

The Company is looking to discover and nurture talented individuals who will succeed in rolling out future overseas business as we move forward with our global expansion plans.

・ Global trainee system (overseas training)

The Company has introduced a global trainee system as an incremental program aimed at young, as well as mid-career technicians to develop technical human resources who can play an active role in overseas operations. In fiscal 2025, from each business division we selected participants (eight employees) in technical positions who are expected to be responsible for future overseas business operations, and after a preparatory period dispatched them to the U.S., Malaysia, Australia, and the Netherlands where our overseas bases are located, for a training program lasting approximately five months. At each location, participants learned about the unique local business practices, technologies, and management methods, and attained a mindset to deal with future overseas assignments. After completion of training, the employee's assignment is decided primarily by the business division to which the employee originally belonged, taking the employee's preferences into account and in consultation with the Overseas Division, as well as other relevant parties. Furthermore, training is also conducted prior to being assigned to overseas locations. In addition, we provide systematic training to management candidates in the overseas business.



➤ DAIALOG10 (Japanese text only)

・ Daiwa In-Tech Program (short-term training in Japan for national staff)

In anticipation of future overseas business expansion, we established a training program in Japan to improve the technical skills of national staff (local staff) working in our overseas subsidiaries.

In fiscal 2025, as was the case in the previous year, we provided training to our Hanoi, Vietnam staff who support the design of our single-family and rental housing. Being difficult to visualize the drawings they handle in their daily work, 11 of the employees visited Japan for a 12-day training program that availed them the opportunity to see our products first hand. With great enthusiasm they checked construction methods and materials at actual construction sites, completed sites and

factories, and deepened their understanding of drawings and fittings.

In addition, they were able to meet face-to-face and exchange opinions with the Japanese staff who request design support, and thereby raised the level of communication.

As a result of the training, participants reported a deeper understanding of buildings and increased motivation, while also boosting the accuracy of drawings and decreasing the number of reported drafting errors.

・ Language learning support

Advancing global business development requires improving the language skills of all employees. The Company has therefore prepared designations of external language learning courses and provides support to encourage learning, such as subsidizing part of the course fees. In addition, we also enable the taking of TOEIC® IP tests for those who wish to periodically confirm their language ability.

Career change program

As part of the restructuring of our business portfolio to promote sustainable management, we will need to reassign personnel and provide reskilling. Therefore, in order to support employees who have been transferred across businesses and job types, we have been implementing a career change program from fiscal 2024. This program involves inventorying an employee's career to date and developing a mindset that will enable them to proactively engage in reskilling in a new environment.

Career design support

We introduced a "career design support system" through which the Company supports its employees who plan to leave the Company before their mandatory retirement age, and take up new employment or become self-employed in accordance with their own lifestyle as a second stage in their life. This system has the goal of creating an environment where employees can develop independence and autonomy by reflecting on the know-how, skills, and strengths they have cultivated at the Company while considering the contours of their career, thereby cultivating a foundation for producing human resources who can play an active role in society in a wide range of fields.

■ Developing human resources linked to business strategies

Promotion of active roles for the senior generation

The Company has set its retirement age as 65, but has established a system in which employees nationwide can choose a retirement age of either 65 or 67. Allowing employees to choose their own retirement age promotes an environment where motivated senior employees can continue to thrive without being constrained by age. Furthermore, there are three courses available under the “Active Aging System,” a reemployment system for retirees offering multiple paths according to job responsibility, and allowing participants to choose the same number of working days and salary as when they were active employees. In addition, while this system’s participants can work until age 70, it also enables the possibility for those in technical positions to continue working in an environment where they can demonstrate their expertise regardless of age.

By taking the initiative to help senior employees play an active role, in addition to passing on advanced skills, technical expertise, and experience while securing talent, we also attract talented individuals from outside the Company. By shifting our focus from hiring recent graduates to expanding mid-career hiring, we are attracting talented individuals with advanced experience and skills, regardless of industry or job type, who see the potential to thrive here and are choosing to join the Company. As a result, the number of mid-career hires aged 50 and older is steadily increasing. This has been an enormous help to us as we tackle new businesses and business schemes.

・ Life design seminar

We carry out a “life design seminar” each year for employees who turn 60 years old. In an era where people are living to 100, this seminar’s content seeks to convey to participants an understanding of the importance of constantly acquiring new knowledge and skills that will enable post-retirement life planning while keeping in mind each individual’s overall work and life balance. In addition, the seminar provides lectures on personnel systems, public pensions, corporate pension systems, health management, and other topics for people aged 61 and older, supporting each individual in creating a fulfilling life plan.



P194 Social Data

Diversity indicators Employment and hiring of seniors

In-house commendation system

・ Daiwa House Award

Once a year the Company honors and rewards its branches, sales offices, individuals, and Group companies that have achieved outstanding results, with the goal of further raising the overall strength of the Company. In this way, we spotlight exemplary workplaces and individuals, thereby raising awareness among other employees.

■ Overview of the Daiwa House Award

	Name	Evaluation category	Details
Nobuo Ishibashi (the founder) Award	Award for the Best Branch Management	Branch	Branch with the most excellent management in terms of both performance evaluation and management soundness evaluation
	Excellent Group Company Award	Group company	Group company with excellent management, with high overall evaluation including financial and non-financial aspects
President's Award	Award for the Best Sales Office Management	Sales office	Sales office with the most excellent management in terms of both performance evaluation and management soundness evaluation
	Special President's Award for Safety	Branch	Branch that exceeded 5,000 days without any workplace accidents
	Challenge! We Build ECO Contest	Branch/ Employees	An exceptional case from among the environmental activities conducted at each branch and factory
	President's Award for Outstanding Employee	Employees	Employee with outstanding business performance



➤ Establishment of the Daiwa House Award, an in-house award system to maximize employee job satisfaction and pride (Japanese text only)

・ “Distinguished Service Award” honors technical employees

The Company has established a “Distinguished Service Award” with the goal of boosting the motivation of technical employees engaged in manufacturing who, through their outstanding achievements, have made significant contributions during the year. Since fiscal 2021, we have continued to promote the theme of “actively working toward the SDGs.” We quantitatively evaluate each department based on established evaluation criteria and their achievements during the year.

As a supplementary prize to the Distinguished Service

Award, we offer study tours to the overseas business sites we are working to develop. Among our goals is the exchange of opinions about what the tour members felt during their inspections, heightening interest and curiosity in overseas business, and also to cultivate technicians who will play an active role in overseas business.

■ Main awards in the in-house commendation system

Awards system name	Category	Job type
Owner's Introduction, Outstanding Employee Award	Housing	Sales
Exhibition Hall Route Contract Excellent Base Award		
Outstanding Sales Employee Award		
Team Sales Award	Housing/rental housing	Sales
Sales Promotion Competition Outstanding Employee Award	Livness	Sales
Design Competition	Housing/rental housing	Design
Product Competition “Daiwa Works”	Architecture	Design
Customer Support Office Branch Office-Individual Award	After-sales support	After-sales support
Housing Construction Division Award	Construction promotion	Construction
All-Japan Factory Enhancement Case Study Competition	Factory	Factory
Technology Competition (Invention)	Technology/production/purchasing departments	All job types
Technology Competition (Technology Enhancement)		Technology
Distinguished Service Award	Branch office, factory	Technology
Safety Competition		All job types
Safety Award	Technical, factory	Technology
Architect Advisor Outstanding Sales Award	Housing	Sales
Non-sales employees introduction competition	Housing	Non-sales

Daiwa Future100, a system to generate new business

From fiscal 2024, the Group launched Daiwa Future100, an in house entrepreneurship program, as part of its efforts to heighten the value of its human capital and foster future business generation. This is a system that solicits business ideas from all Group employees, regardless of age or position, with the aim of realizing business growth by bringing these ideas to market and

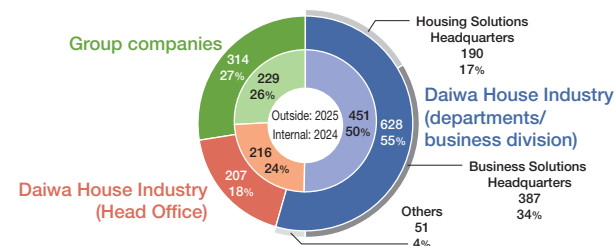
■ Developing human resources linked to business strategies

collaboration with external partners. Project proposals that are selected will be commercialized and growth driven primarily by the originator serving as the project manager. In fiscal 2025, in the second round, Daiwa Future100 received a total of 1,149 applications (first round: 896 applications). Through a three-stage screening process, a total of five business proposals passed final review, with one proposal selected on conditional approval.

We are proceeding with verification of the business proposals that passed final review in order to move them toward commercialization, and among the proposals approved in fiscal 2024, one has moved into the full-scale business operation phase, with the proposing employee serving as the project manager. Furthermore, according to a survey, 92% of past participants reported that “I felt personal growth,” and feedback indicates that what they learned through the program has had a positive impact on their day-to-day work. We operate the program with a focus on the cycle of challenge and learning, providing individualized feedback on all project proposals, even those that were not selected. Looking ahead to our goal of growing into a 10 trillion yen corporate group on our centennial anniversary and realizing Our Hopes for the Future (purpose), we will continue to work as one to foster a corporate culture that embraces the challenge of creating new business segments and to develop the next generation of leadership talent.

 [Launch of Daiwa FUTURE100, an in house entrepreneurship system Human capital investment up to 30.0 billion yen \(Japanese text only\)](#)

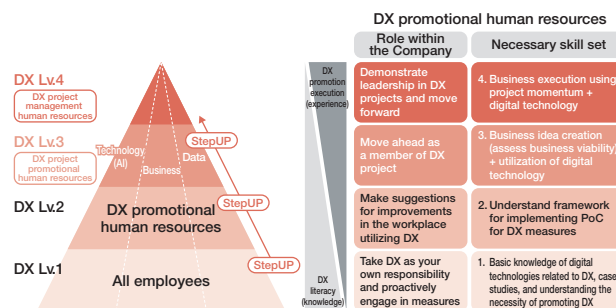
■ Breakdown in number of applicants



Developing DX human resources

Under the Seventh Medium-Term Management Plan, the Company treats initiatives for digital transformation (DX) as priority action areas, and from fiscal 2023 we have implemented DX literacy education for all employees to develop DX human resources. In fiscal 2025, we offered DX Lv.1 (basic mindset) to employees who joined the company in April or later, and DX Lv.2 (practical course) for those who wished to participate. In addition, in order to raise the data utilization skills of all employees, we conducted a “Data Utilization Course: Literacy Edition” (total number of participants: 16,239, five e-learning sessions totaling 180 minutes), and as an advanced course for those who wished to participate, we offered a “Data Utilization Course: Practical Edition” (new participants: 24, three e-learning sessions totaling 202 minutes). In addition, as part of our DX Level 3 (technology AI edition) initiatives, we conducted training within the Digital Strategy Department to develop talent in AI-driven development using Claude Code. We will continue to develop human resources who can proactively promote DX in each division and organization.

■ Diagram of DX talent capable of leveraging digital technology



■ Number of participants by level and class hours (FY2025)

Rank	Number of participants	Course time
DX Lv.1	1,197	80 minutes
DX Lv.2	725	440 minutes
DX Lv.3 Technology (AI)	6	—

Implementing Daiwa House Competition

Since 2005, the Company has been hosting the “Daiwa House Competition” with the support of Shinkenchiku-Sha Co., Ltd. This highly regarded idea competition has attracted attention not only from students but also from working professionals and even from overseas. Its purpose is to provide a stage for challenges, particularly for the generation that will shape the future of the construction industry, while also creating opportunities to deepen discussions about daily life and housing. Every year, renowned architects serve as judges.

Many Group employees have also applied to this competition as an opportunity to put their skills to the test by leveraging the experience and knowledge cultivated through their daily duties, and there are those who have been honored with awards. In the fiscal 2025 competition, held under the theme “A home you want to return to,” saw 341 entries, and while no entry was selected for the Grand Prize, a total of seven works received awards.

 [Daiwa House Competition 20th Daiwa House Competition Results announcement \(Japanese text only\)](#)

■ Developing human resources linked to business strategies

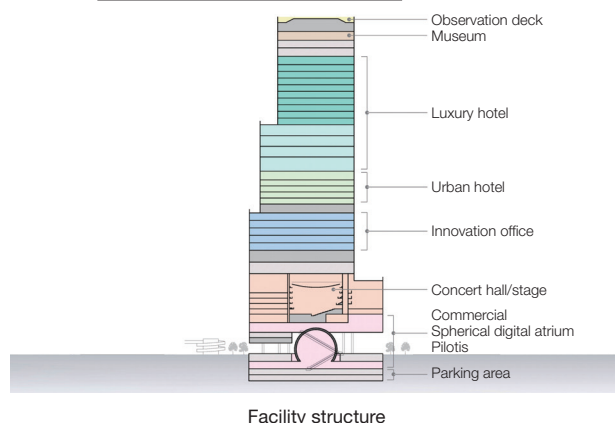
Main approach

[Building construction] Large-scale redevelopment project

Daiwa House Industry and Group company Fujita have commenced the Osaka Marubiru Redevelopment Project (tentative name) with the goal of completing construction by fiscal year 2030, with the utmost priority being the securing of safety and quality. The building to be constructed in this project will serve a variety of purposes and is set to be the tallest skyscraper in the Osaka Station area, which for the Company represents new technical challenges. As it carries out this initiative, the Company is recruiting personnel, primarily from those who are engaged in construction at work sites and factories nationwide, through voluntary applications and recommendations as it aims to enhance technical capabilities and experience. Throughout the duration of this project, scheduled to participate are approximately 50 employees who will be divided into three groups, namely, manager class, mid-level, and junior staff, being assigned tasks appropriate to their respective levels. Through this initiative, we plan to develop the human talent that will support the Group's future business and provide employees with experiences that will lead to the emergence of leadership skills.

Our ongoing efforts will work to create an environment that enables the Company's employees to continue fully utilizing their abilities as they tackle new challenges.

Full-scale start of Osaka Marubiru Redevelopment Project (tentative name) (Japanese text only)



Roundtable discussion with former overseas assignees

Looking to expand the Group's overseas operations, Daiwa House Industry, Fujita, and Daiwa Lease jointly host round tables for technicians who are interested in pursuing overseas careers in the future. At the 7th roundtable, after presentations on the work and lifestyles of employees involved in sales operations in the U.S. and the subway project in Manila, Philippines, a small-group discussion was held with the speakers.

A total of 83 people attended on the day of the event, and participants shared feedback such as, "I was able to get a concrete picture of what working abroad would be like" and "I was able to think about my career path before and after an overseas assignment," which served as a valuable reference for the future.

Holding a data utilization workshop

With the aim of improving business operations through data utilization, the Company held a data utilization workshop in which analytical tools were used. Through lectures and hands-on exercises led by external instructors, the workshop provided opportunities for participants to visualize how they can apply what they learn to their own work. To date, these sessions have been held at the Tokyo Head Office, the Kita-Nihon Branch, and the Hokuriku Branch, with a total of 359 participants, who shared their feedback, stating, "I realized that tasks I'd previously struggled with can now be done easily, so I'd like to try this out in my work," and "It looks like reporting tasks can be simplified." More than 85% of participants felt they could apply what they learned to their actual work, making it a very productive session.

Implementing 16th "New working practices / cross-border programs"

As the "New working practices / cross-border programs" component of our "Multi-Experiential Career Support Program," we invited applications in fiscal 2025 for participation in the "ALIVE Project," a cross-industry leadership development project. This project brings together the next generation of leaders from different industries who form teams to address real-world challenges faced by social bodies, and over the course of approximately three months (four sessions, total of seven days), participants develop their leadership skills and enhance an awareness and ability to understand actual social issues by proposing solutions to these challenges.

In fiscal 2025, 12 people participated, with one commenting that, "Tackling challenges with people other than my usual coworkers made me realize I had unrecognized abilities that had cultivated throughout my professional career."