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Scope of social data

◇ Scope of coverage

Non-consolidated: Only Daiwa House Industry Co., Ltd. (Data on human capital base exclude those on employees who work overseas)

Consolidated: 20 Daiwa House Group companies (Data coverage rate based on the number of Group company employees: 73.7%).

Daiwa House Industry Co., Ltd., Daiwa House Reform Co., Ltd., Daiwa House Real Estate Co., Ltd., DesignArc Co., Ltd., Daiwa Lantec Co., Ltd., Daiwa Living Co., Ltd., Daiwa House Chintai Reform Co., Ltd., Daiwa LifeNext Co., Ltd., Global Community Co., Ltd., Daiwa Lease Co., Ltd., Daiwa House Realty Mgt. Co., Ltd., Daiwa Roynet Hotels Co., Ltd., Royal Home Center Co., Ltd., World Tool Co., Ltd., Sports Club NAS Co., Ltd., Fujita Corporation, Daiwa Logistics Co., Ltd., Kouyama UNYU Co., Ltd., Nasa Home Co., Ltd., Daiwa SeeRex Co., Ltd.

* Based on the number of regular employees as of March 31, 2026. However, when fiscal years of individual companies differ from the parent, totals are calculated based on the fiscal years of the individual companies.

Results and self-assessment of the Social Action Plan (Endless Social Program 2026)

😊 : Target for fiscal 2025 achieved

😐 : Target for fiscal 2025 not achieved (achieved 90% or more)

😞 : Target for fiscal 2025 not achieved (achieved less than 90%)

As the Social Action Plan (Endless Social Program 2026) begins in FY2025, the FY2024 figures are provided for reference.
In addition, in conjunction with the 7th Medium-Term Management Plan, it ended in fiscal 2025, one year earlier than originally scheduled.

Priority themes	Key management metrics	FY2024 results (reference)			FY2025 targets	FY2025 results			Self-assessment (reasons for achieving/not achieving target, future measures, etc.)
Human resources development	Companywide training hours (per person) (Non-consolidated)	35.5 hours			(Results management)	37.9 hours			— Training was conducted as planned, and both the number of training hours and the cost exceeded those of the previous fiscal year. We will continue to conduct company-wide training.
	Companywide training cost (per person) (Non-consolidated)	¥143 thousand			(Results management)	¥167 thousand			—
Motivation and working in comfort	&D Campus self-study completion rate (Non-consolidated)	52.2%			55%	75.5%			😊 The completion rate for self-study programs far exceeded our target. We will continue to encourage proactive learning behavior, with a focus on career development.
	Engagement Survey score	Motivation 84%	Pride 88%	Sense of growth 89%	(Results management)	Motivation 84%	Pride 89%	Sense of growth 90%	— Scores were maintained for all items. We will continue to strive to improve engagement by creating opportunities for dialogue through the use of company-wide surveys.
DE&I	Human capital ROI	131.5%			(Results management)	124.7%			— The growth rate of employee salaries and bonuses, as well as bonus provisions, was higher than the growth rate of operating income, resulting in a figure lower than the previous fiscal year. We will continue to invest aggressively in human resources capable of creating future businesses.
	Ratio of females in managerial positions (Non-consolidated)	6.1%			6.5%	6.3%			😐 The results fell slightly short of our target. We will continue to provide training for management candidates and work to improve the content and operation of the training to bring about behavioral changes in participants.
Human rights	Ratio of childcare leave taken by male employees (Non-consolidated)	68.9%			80%	87.3%			😊 We provided information on childcare leave, conducted activities to raise awareness of the system, and held seminars, resulting in a take-up rate that exceeded our target. We will continue to foster a corporate culture that makes it easier for employees to take childcare leave.
	Human rights DD score	64.1			67.5	(No survey in FY2025) —			— To deepen understanding of human rights risks, we will continue to conduct harassment self-checks and other initiatives to foster awareness of respect for human rights.
Occupational safety	Attendance rate of human rights awareness training, etc.	95.8%			100%	96.7%			😐 Although the attendance rate improved from FY2024, it fell short of the target. We will strive to achieve a 100% attendance rate by ensuring strict adherence to implementation periods, sharing attendance status, and other measures to encourage participation by all eligible employees.
	Frequency rate at our construction sites (Non-consolidated)	0.50			Less than 0.3	0.35			😞 Despite efforts to disseminate information within the company on disaster occurrence status, cases, and priority items, as well as providing guidance to branch offices, the frequency rate was 0.35, missing the target. Based on the safety and health management plan, we will strive to eradicate disasters at construction sites.
Quality	Frequency rate at our production sites (Non-consolidated)	0.35			Less than 0.3	0.18			😊 The frequency rate was 0.18, achieving the target. We will continue to conduct case studies and implement fundamental measures to strive for the eradication of disasters at production sites.
	Clarification of quality assurance system and roles (Non-consolidated)	Planning and development of quality assurance system			Formulation of Quality Assurance Regulations	Establishment of Quality Assurance Regulations			😊 We have established company-wide Quality Assurance Regulations and clarified internal rules and roles to deliver impressive quality to our customers. We will continue to strive for maximum customer satisfaction and earn trust through the provision of non-defective products.
Supply chain	"CSR Purchasing Policy" Agreement collection rate (centralized purchasing) (Non-consolidated)	100%			100%	100%			😊 We have confirmed that both existing and new business partners have provided their unequivocal agreement to our CSR Purchasing Policy. We will continue to revise and disseminate our purchasing policy and promote procurement activities based on the Business Partner Code of Conduct.
	"SSG"* Agreement collection rate (Confederation of Partner Companies) (Non-consolidated)	74.6%			100%	85.9%			😞 Despite efforts to explain the purpose and intent of the guidelines and request endorsement, the Confederation of Partner Companies and the Setsuwa Club both fell short of their targets.
	"SSG"* Agreement collection rate (Setsuwa Club) (Non-consolidated)	44.7%			100%	42.6%			😞 We will continue to promote sustainable procurement in collaboration with our business partners through ongoing explanations and awareness-raising activities to them.
Local Communities	Number of revitalized residential complexes in Neopolis (Non-consolidated)	8 sites			10 sites	10 sites			😊 The number of revitalized residential complexes reached 10, achieving the target. We will continue to collaborate with industry, government, academia, and citizens to promote initiatives that support the future of local communities.
Compliance	Rate of compliance training implementation	(Survey from FY2025)			100%	100%			😊 The compliance training completion rate was 100%, achieving the target. We will continue to work on preventing fraudulent and inappropriate acts and fostering compliance awareness.

* SSG: Supply Chain Sustainability Guidelines

Social Data

Results of whistleblowing system operation and handling

Unit: Number of cases

Whistleblowing system	FY2022	FY2023	FY2024	FY2025
Human Rights Hotline (number of cases handled) (of which, consultations regarding harassment)	219 (95)	250 (135)	187 (90)	212 (140)
Risk Information Hotline (number of cases handled)	77	63	61	83
Partners Hotline (number of cases handled)	23	25	120	117
Lawyer Hotline (number of cases handled)	7	13	7	18
Global Whistleblower System (number of cases handled)	0	4	8	14

Number of disciplinary cases for human rights violations (harassment)

Unit: Number of cases

Coverage	Disciplinary reason	FY2023	FY2024	FY2025
Non-consolidated	Power Harassment (abuse of authority)	20	5	14
	Sexual harassment	7	1	7

Conditions of human rights awareness-raising training

Coverage	Indicators	Unit	FY2022	FY2023	FY2024	FY2025
Non-consolidated	Number of participants*1	People	18,379	35,505	30,464	33,119
	Total training hours*2	Hours	9,190	17,753	15,232	16,560

*1 Total number of participants. Trainings conducted twice in FY2025.

*2 Training hours per person are counted as 0.5 hour.

Engagement with key stakeholders concerning human rights issues

Organization type	Name of organization	Timing	Dialogue results
Human rights organization	Caux Round Table Japan	Jun.–Jul., 2025	Participated in the 2025 Stakeholder Engagement Programme in Japan organized by the same organization. NGOs, NPOs, and experts raised a wide range of social issues of domestic and international concern, focusing on human rights and the environment, and we participated in discussions with various stakeholders to identify important human rights issues by industry. Results of Caux Round Table's activities: Stakeholder Engagement Programme Final Report "Human Rights Issues by Sector v.14" (https://crt-japan.jp/files2025/2025%20Human%20Rights%20Due%20Diligence%20Workshop_jp.pdf)
	Global Compact Network Japan (GCNJ)	FY2025	Two employees participated in the Human Rights Education Subcommittee (307 participants from 204 organizations and companies in FY2025). Through lectures by experts and case studies of other companies, they deepened their understanding of human rights education along with participants from other companies. In addition, from June to December, two employees in charge and one ambassador participated in the Business and Human Rights Accelerator 2025. In this program, after completing on-demand self-study (e-learning: four sessions in total), participants attended sessions (13 sessions in total) and systematically learned about topics ranging from basic knowledge of guiding principles to how to start due diligence, addressing impacts, tracking evaluation and information provision, and access to remedies. We also formulated an action plan based on our company's situation. After completing the program, we have incorporated what we learned into the operation of the Company's human rights due diligence process.
	Fair Recruitment and Human Rights Center	FY2025	The organization was established by 15 major companies in the Kansai region, including ours, and we have been involved in its operation since its inception. The organization aims to create and disseminate a certification system for fair recruitment and human rights awareness (which has been confirmed by relevant administrative agencies), and holds annual training sessions on fair recruitment and human rights awareness for those in charge of recruitment and practical operations at member companies, with lectures by outside experts. In order to receive certification that the level of recruitment selection and human rights awareness at the Company meets or exceeds certain standards set by the organization, those in charge of recruitment and human rights awareness underwent an investigation and hearing by investigators from the organization in September 2024, and our fourth certification was renewed in November of the same year.

Social Data

Basic information

■ Personnel composition (by age group)*1

Unit: people

Coverage	Indicators	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)	FY2025 (2026/4/1)
Non-consolidated	Total	16,615	16,620	16,802	16,569
	Under 30 years old	4,277	4,240	4,293	3,814
	30–39 years old	3,780	3,674	3,663	3,806
	40–49 years old	4,059	3,842	3,655	3,554
	50–59 years old	3,783	4,048	4,174	4,206
	60–64 years old	715	811	952	1,090
	65 years old and over	1	5	65	99
Consolidated	Total	36,042	36,923	40,632	41,710
	Under 30 years old	8,526	8,186	8,354	8,206
	30–39 years old	8,173	8,611	8,841	9,368
	40–49 years old	8,675	8,695	8,677	8,789
	50–59 years old	8,780	9,361	9,869	10,115
	60–64 years old	1,871	2,043	2,349	2,634
	65 years old and over	17	27	2,542*2	2,598

*1 This is the total number of regular employees and includes executive officers, department managers/deputy department managers (senior management), and section managers as management positions, as well as chief-level employees and general employees as non-management positions.

*2 The increase is due to a change in the definition of the mandatory retirement system of Daiwa LifeNext from FY2024.

■ Personnel composition (Percentage of female employees by age group)

Unit: %

Coverage	Indicators	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)	FY2025 (2026/4/1)
Non-consolidated	All ages	21.3	21.6	21.7	21.5
	Under 30 years old	26.9	26.8	26.5	25.8
	30–39 years old	27.2	27.7	26.9	27.6
	40–49 years old	22.8	24.2	25.6	24.4
	50–59 years old	10.0	11.1	12.6	13.8
	60–64 years old	8.0	7.8	7.0	7.2
	65 years old and over	0	0	1.5	4.0
Consolidated	All ages	26.3	26.3	26.1	26.6
	Under 30 years old	35.5	34.4	34.3	35.5
	30–39 years old	33.5	34.8	35.5	35.9
	40–49 years old	26.1	26.8	28.4	28.1
	50–59 years old	13.9	13.9	15.3	16.3
	60–64 years old	13.0	13.5	13.1	13.2
	65 years old and over	11.8	3.7	13.3	14.0

■ Average number of years worked

Unit: years

Coverage	Indicators	FY2022 (2023/3/31)	FY2023 (2024/3/31)	FY2024 (2025/3/31)	FY2025 (2026/3/31)
Non-consolidated	female	11.7	12.2	12.5	12.8
	male	16.3	16.5	16.5	16.5
Consolidated	female	9.9	9.9	10.0	10.1
	male	14.9	14.6	14.1	13.9

■ Average overtime hours worked

Unit: hours

Coverage	FY2022	FY2023	FY2024	FY2025
Non-consolidated	267.4	194.4	168.7	171.7
Consolidated	223.0	225.1	183.3	174.5

■ Percentage of paid leave taken

Unit: %

Coverage	FY2022	FY2023	FY2024	FY2025
Non-consolidated	56.4	65.5	66.5	67.7

■ Absentee rate

Unit: %

Coverage	FY2022	FY2023	FY2024	FY2025
Non-consolidated	0.4	0.3	0.3	0.3

■ Retention rate of young employees (in their third year of service)*

Unit: %

Coverage	FY2022 (2023/3/31)	FY2023 (2024/3/31)	FY2024 (2025/3/31)	FY2025 (2026/3/31)	Targets (FY2026)
Non-consolidated	76.6	77.6	81.4	87.6	85
Consolidated	80.6	78.7	80.2	84.5	—

* Retention rate for employees who joined the company three years prior to the base date; in the case of the FY2025 data, this refers to the retention rate for employees who joined on April 1, 2023.

Social Data

Basic information

■ New recruits

Unit: people

Coverage	Indicators	FY2022	FY2023	FY2024	FY2025
Non-consolidated	Number of recruits as new graduates	684	615	733	211
	Number of mid-career recruits	145	182	185	176
Consolidated	Number of recruits as new graduates	1,144	1,093	1,273	829
	Number of mid-career recruits	—	1,104	1,546	1,691

* For new graduates, those joining the company on April 1 are counted; mid-career recruits are counted for individual fiscal years (April 1 through March 31).

■ Percentage of females among new recruits

Unit: %

Coverage	Indicators	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)
Non-consolidated	Number of recruits as new graduates	24.9	27.6	24.7	27.9	30
	Number of mid-career recruits	27.6	11.5	14.1	16.5	—
Consolidated	Number of recruits as new graduates	31.9	32.0	32.0	38.8	—
	Number of mid-career recruits	—	33.0	32.9	29.9	—

* For new graduates, those joining the company on April 1 are counted; mid-career recruits are counted for individual fiscal years (April 1 through March 31).

■ Turnover rate and voluntary turnover rate

Unit: %

Coverage	Indicators	FY2022	FY2023	FY2024	FY2025
Non-consolidated	Turnover rate	4.4	4.1	4.0	3.3
	Voluntary turnover rate	3.4	3.6	2.7	2.8
Consolidated*	Turnover rate	5.6	5.6	5.4	5.4
	Voluntary turnover rate	4.5	4.5	4.8	4.1

* This covers 69 companies in the Daiwa House Group for which we have confirmed compliance with the Article 36 Agreement (data coverage rate based on the number of Group company employees: 81.3%).

■ Percentage of employees with disabilities

Unit: %

Coverage	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)
Non-consolidated	2.50	2.48	2.51	2.52	2.80
Consolidated	2.50	2.50	2.42	2.38	2.70

* Non-consolidated data counts the employment rate as of April 1 of the following fiscal year, and consolidated data counts the employment rate as of June 1 of the current fiscal year.

Social Data

Diversity indicators

■ Women exerting efforts

Unit: %

Coverage	Indicators	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)	FY2025 (2026/4/1)	Targets (FY2026)
Non-consolidated	Percentage of female employees	21.3	21.6	21.7	21.5	—
	Percentage of female executives*1	10.0	10.5	10.5	10.0	—
	Percentage of female directors	14.3	15.4	15.4	14.3	—
	Percentage of female auditors	0.0	0.0	0.0	0.0	—
	Percentage of female executive officers (excluding directors)	1.9	1.8	1.8	1.8	—
	Percentage of females in managerial positions	5.2	5.8	6.1	6.3	8
	(Number of females in managerial positions)	237	270	286	293	—
	Percentage of females in general managers and deputy general managers	1.7	1.8	1.8	1.8	—
	Percentage of female chiefs	21.3	23.5	24.0	24.3	25
	Percentage of female construction personnel	5.0	5.5	6.9	5.8	—
	Percentage of female sales representatives	11.3	10.5	13.0	11.3	—
Consolidated	Percentage of female employees	26.3	26.3	26.1	26.6	—
	Percentage of female executives*1	4.8	3.8	5.9	6.3	—
	Percentage of female directors	4.2	2.9	4.9	5.6	—
	Percentage of female auditors	6.9	6.5	9.4	8.6	—
	Percentage of female executive officers (excluding directors)	1.2	1.2	1.7	2.1	—
	Percentage of females in managerial positions	5.9	6.2	6.7	6.6*2	—
	Percentage of females in general managers and deputy general managers	2.8	2.5	2.8	3.1	—

*1 Total of directors and auditors

*2 This covers the Company and its domestic consolidated subsidiaries with 301 or more employees. A total of 20 companies, including Sumitomo Densetsu and excluding Nasa Home from the scope of consolidation stated on page 188 (data coverage rate based on the number of Group company employees: 76.4%).

Social Data

Diversity indicators

■ Employment and hiring of seniors

Coverage	Indicators	Unit	FY2022 (2023/4/1)	FY2023 (2024/4/1)	FY2024 (2025/4/1)	FY2025 (2026/4/1)
Non-consolidated	Employment continuation rate after reaching age 60*1	%	98.4	92.7	97.4	96.9
	Employment continuation rate after reaching mandatory retirement age of 65*2		49.4	55.2	57.7	—
	Employment continuation rate after reaching mandatory retirement age of 65 or 67*3		—	—	—	44.0
	Number of mid-career recruits at age 50 or older*4	People	12	42	43	35

*1 The percentage of employees who became 60 years old in the previous fiscal year and have been continuously employed during the current fiscal year

*2 The percentage of employees who retired at the end of the previous fiscal year (employees who reached age 65) and were reemployed as contract employees in the current fiscal year.
In FY2025, due to the introduction of the optional retirement age of 67 system, this is stated under "Employment continuation rate after reaching mandatory retirement age of 65 or 67."

*3 The percentage of employees who retired at the end of the previous fiscal year (employees who reached age 65 or 67) and were reemployed as contract employees in the current fiscal year.

*4 Number of new hires each fiscal year

■ Childbirth and childcare support

Coverage	Indicators	Unit	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)
Non-consolidated	Childcare leave uptake (female) (%)*1	%	100.7	108.6	100.7	104.5	—
	Childcare leave uptake (male) (%)*1		62.2	66.5	68.9	87.3	90
	Lump-sum payment program for fostering the next generation	Million yen*2	643	609	556	579	—
	Number of users of shorter working hour system for childbirth & childcare	People	514	486	584	551	—
Consolidated	Childcare leave uptake (female) (%)*1	%	100.4	103.9	107.3	103.0	—
	Childcare leave uptake (male) (%)*1		44.3	57.6	66.4	77.6 *3	—

*1 Calculated based on the number of employees taking childcare leave from the birth of their child until the day before the child's first birthday. The childcare leave acquisition rate may exceed 100%.

*2 We provide a one-off payment of one million yen to employees to whom a child is born.

*3 This covers the Company and its domestic consolidated subsidiaries with 301 or more employees. A total of 20 companies, including Sumitomo Densetsu and excluding Nasa Home from the scope of consolidation stated on page 188 (data coverage rate based on the number of Group company employees: 76.4%).

Social Data

Health management

Unit: %

Themes	Coverage	Indicators	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)	Remarks
Periodic medical examinations	Non-consolidated	Percentage of employees receiving periodic medical examinations	100	100	100	100	Early achievement of 100% of the rate of employees receiving medical examinations	
	Consolidated		98.4	98.0	99.7	99.6	—	
	Non-consolidated	Percentage of follow-up testing of patients who were required to receive detailed tests or medical treatment	95.3	89.5	96.1	100	Early achievement of 100% of the rate of employees receiving medical examinations	
	Consolidated*	Percentage of employees receiving specific health guidance	21.5	44.5	36.4	36.9 (planned)	55.0	
Stress checks		Percentage of employees who receive stress checks	91.4	92.0	96.1	95.5	90.0	
		Percentage of employees who are identified as high stress receiving	11.4	10.4	8.7	8.3	10.0	High-stress individuals are selected based on those whose total score for "mental and physical stress reactions" is above a certain level, and whose total scores for "work-related stress factors" and "surrounding support" are significantly high.
Prevention of lifestyle-related diseases		Exercise	26.2	28.2	29.6	31.5	30.0	Percentage of those who engaged in light, sweaty exercise for 30 minutes or more for two days or more per week for at least one year
		Meals	61.3	61.2	62.4	62.8	70.0	Percentage of those who have breakfast at least four times a week
		Sleep	70.4	70.7	71.4	70.6	75.0	Percentage of those who get enough rest through sleep
		Smoking	26.5	26.6	26.2	25.7	18.0 (FY2027)	Percentage of habitual smokers
		Percentage of people with obesity risk	39.3	39.1	38.8	38.8	38.0	Percentage of those whose BMI is 25 kg/m ² or more or whose abdominal circumference is 85 cm or more for men and 90 cm or more for women
Percentage of those at high risk of lifestyle-related diseases	Non-consolidated	Percentage of people with blood pressure risk	25.2	23.7	28.5	28.2	24.0	Percentage of those with systolic 130 mmHg or higher or with diastolic 85 mmHg or higher
		Percentage of people with liver function risk	33.0	32.4	32.3	31.7	32.0	People with r-GT at 51 U/L or higher, AST at 31 U/L or higher, or ALT at 31 U/L or higher
		Percentage of people with abnormal lipid risk	55.6	53.9	54.6	51.6	54.0	People with neutral fat of 150 mg/dL or more, HDL of less than 40 mg/dL, or LDL of 120 mg/dL or more
		Percentage of people with blood sugar risk	21.0	24.6	26.2	27.6	20.0	People whose HbA1c is 5.6% or higher
		Percentage of people with metabolic syndrome	25.6	25.3	26.3	25.7	24.0	Including potential patients
		Presenteeism	81.8	83.4	82.3	82.6	81.8	The current average employee performance score, with performance without illness or injury set at 100 (measured using the single-item version of the SPQ developed by the University of Tokyo).
Other		Implementation rate of health promotion activities	61.4	68.7	78.5	78.1	80.0	
		Absenteeism	—	3.4	3.2	2.9	—	Average number of days absent due to non-work-related illness or injury per person (measured since FY2023).

* 63 Daiwa House Group companies as members of the Daiwa House Industry Health Insurance Association (data coverage rate based on the number of Group company employees: 80.5%).

Social Data

Investment in human resource development

■ Education investment results

Coverage	Indicators	Unit	FY2023	FY2024	FY2025
Non-consolidated	Total amount invested	Thousand yen	2,050,357	2,322,209	2,759,909
	Total hours participated*1	Hours	412,506	574,097	627,773
	Seminar cost (per employee)	Yen	127,075	143,417	166,571
	Hours participated (per employee)	Hours	25.6	35.5	37.9
Consolidated*2	Total amount invested	Thousand yen	—	—	3,911,208
	Total hours participated	Hours	—	—	1,094,534
	Seminar cost (per employee)	Yen	—	—	94,480
	Hours participated (per employee)	Hours	—	—	26.4

*1 From FY2024, the counting method was changed to include participation time in training and study sessions at each workplace, in addition to the time spent on education programs managed by the Head Office.

*2 This covers a total of 19 companies, excluding Nasa Home from the scope of consolidation stated on page 188 (data coverage rate based on the number of Group company employees: 73.1%).

■ Main educational programs attended by employees

Coverage	Educational program	Number of participants (persons) / Hours participated (per employee)		
		FY2023	FY2024	FY2025
Non-consolidated	Recruit training (group training)	681 / 65.9	611 / 52.0	718 / 46.0
	Recruit training (practical training)	624 / 689.9	602 / 654.3*1	702 / 664.1*1
	Training for newly appointed chiefs	319 / 8.0	424 / 18.0	126*2 / 20.0
	Training for newly appointed managers	287 / 9.1	163 / 30.5	119 / 30.8
	Program to strengthen human resource and organizational management skills	—	230 / 27.0	433 / 27.1
	Job- and division-specific specialized education	57,976 / 9.4	153,742*3 / 12.6*4	281,584*3 / 25.2*4
	Self-directed learning	—	8,008 / 5.7	9,899 / 12.6
	Daiwa House Group's succession planning D-Succeed training program	241 / 22.6	230 / 64.4	150 / 59.1
	Multi-Experiential Career Support Program	82 / —*5	73 / —*5	89 / —*5
	New working practices / cross-border programs included above	29 / 38.0	25 / 39.8	33 / 32.2
	External exchange courses for management leaders	23 / 49.6	18 / 73.4	8 / 79.6

*1 This is not included in "Total hours participated" in the above "Education investment results" table (574,097 hours in FY2024, 627,773 hours in FY2025).

*2 In FY2025, due to the change in the personnel announcement date for promotions from October 1 of the current fiscal year to April 1 of the following fiscal year, training for newly appointed chiefs was not conducted. The number of participants in the separately conducted training for current chiefs (voluntary) is stated.

*3 Total number of participants

*4 Calculated by dividing the total hours participated by the total number of employees (FY2024:16,192, FY2025: 16,569 persons).

*5 Figures are unavailable due to inability to calculate working hours at other companies.

Social Data

Indicators related to wages and allowances

■ Classifications of allowance provision to domestic employees

	Regular employees	Post-retirement specially commissioned employees	Limited-term contractual employees
Retirement allowance	○	×	×
Taking childcare leave	○	○	○
Leave for volunteer activities (acquisition of leave on an hourly basis)	○	○	○
Group insurance entry	○	○	○
Stock ownership entry	○	○	○

■ Average salary

Unit: yen

Coverage	Indicators	FY2022	FY2023	FY2024	FY2025
Non-consolidated	All workers	8,855,197	9,225,708	9,523,548	10,604,432
	Regular employees	9,282,702	9,645,959	9,917,586	11,011,469
	Non-regular employees	4,629,020	4,929,224	4,938,947	5,259,016

* The average salary includes bonuses and non-standard wages.

■ Gender pay gap (by employment type)

Unit: %

Coverage	Indicators	FY2022	FY2023	FY2024	FY2025
Non-consolidated	All workers	61.3	57.9	58.1	59.6 *2
	Regular employees	61.5	61.6	61.8	62.2 *2
	Non-regular employees*1	65.3	58.3	58.4	64.1
Consolidated	All workers	55.6	49.1	51.6	54.5 *3
	Regular employees	59.1	59.4	62.3	62.6 *3
	Non-regular employees*1	67.2	71.4	69.3	72.4 *3

*1 Regarding the average salary of non-regular employees, calculations were made using the actual number of employees until FY2024, but from FY2025, calculations are made using the number of employees converted to an eight-hour-workday equivalent.

*2 At the Company, the same remuneration system is applied regardless of gender, and the wage standards for the same job positions are equivalent for both national and regional positions (see ■ Gender pay gap (by job position)). However, full-fledged recruitment of women for general positions began in the 2000s, which has led to gender differences in length of service, the ratio of management positions, and the ratio of national positions, resulting in a gender pay gap.

*3 This covers the Company and its domestic consolidated subsidiaries with 301 or more employees. A total of 20 companies, including Sumitomo Densetsu and excluding Nasa Home from the scope of consolidation stated on page 188 (data coverage rate based on the number of Group company employees: 76.4%).

■ Gender pay gap (by job position)*

Unit: %

Coverage	Job position	FY2025	
		G position (National)	L position (Regional)
Non-consolidated	Managers position	95.3	97.7
	Chiefs position	94.5	93.6
	General position	96.5	97.5

* Calculated by dividing the average base wage for women by the average base wage for men.

Social Data

Indicators related to motivation

Unit: %

Coverage	Theme	Indicator	FY2022	FY2023	FY2024	FY2025
Non-consolidated	Motivation	Percentage of employees who feel motivated*	82	83	84	84

* The total percentage of the top three responses of "Strongly agree," "Agree," and "Somewhat agree" to a six-choice question on motivation in the Engagement Survey.

Indicators related to volunteer activities

Unit: people

Coverage	Indicator	FY2023	FY2024	FY2025
Non-consolidated	Number of employees taking volunteer leave*1	493	287*2	196

*1 Cumulative total number of employees taking one-day volunteer leave each month

*2 Number of employees taking volunteer leave has decreased because community co-creation activities have been counted as work-related activities from FY2024

Achievements related to community co-creation activities (FY2025)

	Items	Achievements
Investment in communities through community co-creation activities	Expenditures on community co-creation activities (donations, sponsorships, personnel expenses)*1	2,801,210 thousand yen
	Daiwa Sakura Aid fundraising results	11,164 thousand yen
	(Breakdown)	
	Donation for cherry trees on-site on Mt. Yoshino	893 thousand yen
	Vending machines with donation function	3,863 thousand yen
	Donations at concerts and events	16 thousand yen
	Donations via shareholder special benefits	6,391 thousand yen
	Support results by Endless Donations Program (Number of supported organizations)	8 organizations
	(Amount)	3,504 thousand yen
	Number of Group companies with donation systems in place*2	46 companies
	Number of employees registered with donations systems (Non-consolidated)	2,561
	(Consolidated)*3	3,644
Results of community co-creation activities (Examples of social impacts)	D-ROOM Community Co-creation Fund*4	10 organizations
		21,000 thousand yen
	Number of community co-creation activities (Non-consolidated)	183 cases
	(Consolidated)*5	891
	Number of participants in community co-creation activities (Non-consolidated)	1,602
	Number of activities conducted at Mt. Yoshino (Replanting of saplings and improvement of soil environment at planting sites)	6 times
	Number of saplings planted in the "cherry tree orchard" at Mt. Yoshino	About 112 seeds

*1 Until FY2024, activities carried out by branch offices nationwide were the subject of compilation, but from FY2025, activities that are social contribution activities carried out company-wide are also included in the compilation.

*2 Includes Daiwa House Industry.

*3 Covers 46 companies in the Daiwa House Group that have introduced a donation system (data coverage rate based on the number of Group company employees: 77.9%).

*4 This is a fund established by three companies involved in our rental housing business (Daiwa House Industry, Daiwa Living, and Daiwa House Chintai Reform) to support organizations addressing social issues.

*5 Implementation status of a total of 18 companies: Daiwa House Industry, Eneserve, Osaka Marubiru, Sports Club NAS, Daiwa Energy, Daiwa House Asset Management, Daiwa House Chintai Reform, Daiwa House Property Management, Daiwa House Realty Mgt., Daiwa House Reform, Daiwa Logistics, Daiwa LifeNext, Daiwa Lease, Daiwa Living, DesignArc, Nishiwaki Royal Hotel, Fujita, and Royal Home Center (data coverage rate based on the number of Group company employees: 67.9%)

Social Data

Supply Chain Sustainability Guidelines Agreement collection rate*1/ Self-check response rate*1/ ESG management evaluation of business partners*3 *4

		Unit	FY2022	FY2023	FY2024	FY2025
Agreement	Target companies	companies	5,420	7,918	7,888	8,030
	Collection rate*2	%	94.1	82.3	82.1	88.7
Self-check	Target companies	companies	5,224	8,519	—	—
	Response rate	%	53.1	57.4	—	—
ESG management evaluation of business partners	Target companies	companies	—	—	—	645
	Response rate	%	—	—	—	60.3

*1 Implementation status for just our business partners through FY2022. From FY2023, implementation status for business partners for Daiwa House Industry, Daiwa Lease, Daiwa House Reform, Fujita, Royal Home Center and DesignArc.

*2 The collection rate has decreased from FY2022 because reacquisition was carried out due to revisions to the guidelines from FY2023.

*3 Implementation status for major business partners (business partners with 100 or more employees and our centralized suppliers) of Daiwa Lease, Daiwa House Reform, Fujita, Royal Home Center, and DesignArc.

*4 Self-checks were discontinued in FY2023 and replaced with ESG management evaluations of business partners from FY2025.

Results of questionnaire surveys for business partners

Unit: %

	FY2022	FY2023	FY2024	FY2025
Response rate	77.0	91.6	64.7	84.2

* Status of implementation for our business partners.

Safety and health education

■ Health education (Non-consolidated)

	FY2025
Health support for working women	100 attendees
Health seminars (sleep, bowel activity, etc.)*	1,509 attendees
Mental health self-care training*	403 attendees
Mental health line care training (e-learning)*	256 attendees

* Total number of participants

■ Safety education (Non-consolidated)

Unit: people

	FY2022	FY2023	FY2024	FY2025
Training for appointed safety managers (employees)	5	9	11	5
RST*1 (employees)	4	9	41	37
New CFT*2 (employees)	0	0	23	7
Safety and health education webinar (at construction sites)	—	16,266	21,897	30,351

*1 Safety and health education trainers using the Ministry of Labour (currently the Ministry of Health, Labour and Welfare) method.

*2 Instructor education course for foremen and safety and health supervisors

Number of construction site industrial accidents

■ Number of construction site industrial accidents (non-consolidated)*1

Unit: accidents

	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)
Employees	3	—	—	—	0
Of which, construction sites	1	1	0	2	0
Contractors' employees (at construction sites/factories)*2	33	31	34	23	0

*1 Number of construction site industrial accidents requiring 4 or more days of missed work.

*2 Only those covered by our on-site workers' industrial accident insurance.

■ Number of fatalities in industrial accidents

Unit: people

	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)
Employees (non-consolidated)	0	0	0	0	0
Contractors' employees (at construction sites)*	0	0	1	0	0
Employees (Consolidated)	3	—	—	0	0

* Only those covered by our on-site workers' industrial accident insurance.

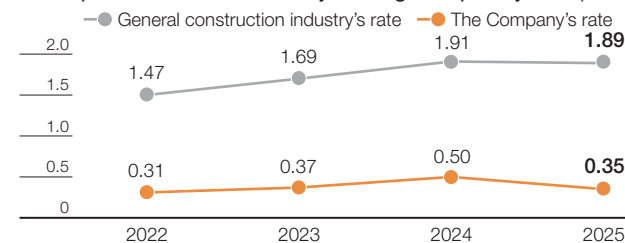
■ Frequency rate of industrial accidents (non-consolidated)*1

	FY2022	FY2023	FY2024	FY2025	Targets (FY2026)
Contractors' employees (at construction sites)*2	0.31	0.37	0.50	0.35	Less than 0.40
Contractors' employees (at factories)*2	0.16	0.80	0.35	0.18	Less than 0.40

*1 "Frequency rate" refers to the number of work-related fatalities and injuries calculated per one million actual working hours. Covers occupational accidents resulting in four or more days of absence from work. Includes heatstroke until FY2024.

*2 Only those covered by our workers' industrial accident insurance.

· Comparison with the industry-average frequency rate (non-consolidated)



Source: Ministry of Health, Labour and Welfare "Overview of the Industrial Accident Trend Survey (Business Office Survey: Size of 100 or More Employees) and General Construction Industry Survey in 2025"

Governance Data

Status of holding committee meetings

■ Status of holding Joint Management Council meetings

(Expected attendees: Directors, Executive Officers and Auditors)

FY2025	First	Second	Third	Fourth
Month	Aug.	Sep.	Dec.	Feb.
Directors	14/14	14/14	12/14	13/14
Auditors	6/6	6/6	6/6	5/6
Executive Officers	55/55	54/55	54/55	54/55
Attendance rate	100%	99%	96%	96%

■ Status of holding Corporate Governance Committee

(Expected attendees: External Directors, External Auditors, Fulltime Auditors, CEO, COO, CFO and Representative Directors)

FY2025	First	Second
Month	Jul.	Jan.
Number of attendees	18/18	18/18
Attendance rate	100%	100%

■ Status of holding Remuneration Advisory Committee

(Expected attendees: External Directors, CEO, COO, General Manager of Management Administration Headquarters)

FY2025	First	Second
Month	May	Mar.
Number of attendees	8/9	10/10
Attendance rate	89%	100%

Governance Data

Status of holding Board of Directors (Expected attendees: Directors and Auditors)

FY2025	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Ninth	Tenth	Eleventh	Twelfth	Thirteenth	Fourteenth
Month	Apr.	May	Extraordinary meeting in May	Jun.	Jul.	Aug.	Sep.	Oct.	Extraordinary meeting in Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Keiichi Yoshii	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Hirotsugu Otomo	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Takeshi Kosokabe	○	○	○	○	○	○	○	○	○	○	×	○	○	○
Yoshiyuki Murata	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Keisuke Shimonishi	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Toshiya Nagase	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Yoshinori Ariyoshi	○	○	○	—	—	—	—	—	—	—	—	—	—	—
Eiichi Shibata	—	—	—	○	○	○	○	○	○	○	○	○	○	○
Yukinori Kuwano	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Miwa Seki	○	○	○	○	○	○	○	○	○	○	×	○	○	○
Kazuhiro Yoshizawa	○	○	○	○	○	○	○	○	○	○	○	○	×	○
Yujiro Ito	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Toshikazu Nambu	○	×	○	○	○	○	○	○	○	○	○	○	○	○
Tomomi Fukumoto	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Yuichiro Kondo	—	—	—	○	○	○	○	○	○	○	○	○	○	○
Percentage of Directors in attendance	13/13	12/13	13/13	14/14	14/14	14/14	14/14	14/14	14/14	14/14	12/14	14/14	13/14	14/14
Tomoyuki Nakazato	○	○	○	—	—	—	—	—	—	—	—	—	—	—
Tadatoshi Maeda	○	○	○	—	—	—	—	—	—	—	—	—	—	—
Yoshinori Hashimoto	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Ryuichi Oyaide	—	—	—	○	○	○	○	○	○	○	○	○	○	○
Yoshihiro Takashige	—	—	—	○	○	○	○	○	○	○	○	○	○	○
Akihisa Watanabe	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Tatsuji Kishimoto	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Takashi Maruyama	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Percentage of Audit and Supervisory Board Members in attendance	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6	6/6
Matters to be resolved	3	5	4	7	3	8	2	7	1	4	2	7	7	7
Matters to be reported and discussed	8	7	0	2	10	1	1	6	0	4	0	10	4	4
Time required	145 min.	160 min.	45 min.	135 min.	170 min.	145 min.	105 min.	150 min.	35 min.	90 min.	20 min.	225 min.	175 min.	160 min.