



# Financial Factbook

Fiscal Year Ended March 31, 2021

April 1, 2020 to March 31, 2021

## Contents

### 目次

#### Consolidated 連結

##### Market Date

##### マーケットデータ

Housing Starts/Sales of Houses 住宅着工戸数/住宅販売戸数	1
---	---

##### Financial Data

##### 財務データ

Consolidated Balance Sheets 連結貸借対照表	2
Consolidated Statements Income 連結損益計算書	3

##### Index Data

##### 指標データ

Profitability Indices / Efficiency Indices / Productivity Indices 収益性指標/効率性指標/生産性指標	4
Stability Indices / Investment Indices 安全性指標/投資指標	5

##### Operating Data

##### 事業データ

Sales by Segment セグメント別売上高	6
Operating Income and Operating margin by Segment セグメント別営業利益・営業利益率	7
Performance Indicators of Major Companies in the Daiwa House Group 大和ハウスグループ主要各社の経営指標	8-9
Capital Investments / Depreciation 設備投資額/減価償却費	10

##### Reference Materials

##### 参考データ

Single-Family Houses 戸建住宅	11
Rental Housing 賃貸住宅	12
Condominiums マンション	13
Commercial Facilities 商業施設	14
Logistics, Business & Corporate Facilities 事業施設	15
Other Businesses その他事業	15-16

#### Non-Consolidated 個別

##### Financial Data

##### 財務データ

Non-Consolidated Balance Sheets 貸借対照表	17
Non-Consolidated Statements of Income 損益計算書	18

##### Operating Data (Non-Consolidated)

##### 事業データ

Orders Received, Sales and Gross Profit Ratio by Business Segment 事業別 受注高・売上高・売上総利益率	19
--	----

The business forecasts are based on assumptions in light of information available as of the date of announcement of this material, and the factors of uncertainty that may possibly impact the future results of operations.  
The Group's actual results may differ significantly from those presented herein as a consequence of numerous factors such as financial markets, economic conditions, competitor situations and fluctuations in land prices.

※業績予想の適切な利用に関する説明、その他特記事項  
本資料の予想数値は、当資料の発表日までに入手可能な情報に基づき作成したものであり、今後実際の業績は、金融市場の動向、経済の状況、競合の状況や地価の変動の他、様々な要因によって大きく異なる結果となる可能性があります。

Market Data マーケットデータ

Housing Starts 住宅着工戸数

		(Thousands of units / 千戸)									
		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Housing starts	住宅着工戸数	841	893	987	880	921	974	946	952	883	812
Custom-built houses	持家	305	317	353	278	284	292	282	288	283	263
Houses in housing development projects	分譲(一戸建)	118	125	134	124	126	135	138	145	146	129
Rental housing	貸家【賃貸住宅】	290	321	370	358	384	427	410	390	334	303
Condominiums for sale	分譲(マンション)	120	124	124	110	118	112	108	120	111	108
Prefabricated housing starts	プレハブ着工戸数	128	134	150	140	143	148	136	131	124	107
Prefabricated housing share	プレハブシェア	15.2%	15.0%	15.2%	15.9%	15.6%	15.2%	14.4%	13.7%	14.1%	13.3%
Custom-built houses	持家	55	56	57	47	45	46	43	44	40	35
Prefabricated housing share	プレハブシェア	18.2%	17.7%	16.3%	16.8%	15.9%	15.8%	15.4%	15.2%	14.3%	13.3%
Rental housing	貸家【賃貸住宅】	67	72	86	86	92	95	87	80	77	66
Prefabricated housing share	プレハブシェア	23.1%	22.6%	23.3%	24.0%	23.9%	22.2%	21.2%	20.6%	23.1%	22.0%
Houses in housing development projects and condominiums for sale	分譲(一戸建・マンション)	5	5	6	6	6	5	5	5	6	4
Prefabricated housing share	プレハブシェア	2.0%	2.1%	2.2%	2.7%	2.3%	2.2%	2.0%	2.0%	2.3%	1.8%

Source: Statistics for housing (including prefabricated) starts are from Housing Starts Survey by Ministry of Land, Infrastructure and Transport / (注) 住宅着工戸数及びプレハブ着工戸数は、「住宅着工統計(国土交通省)より

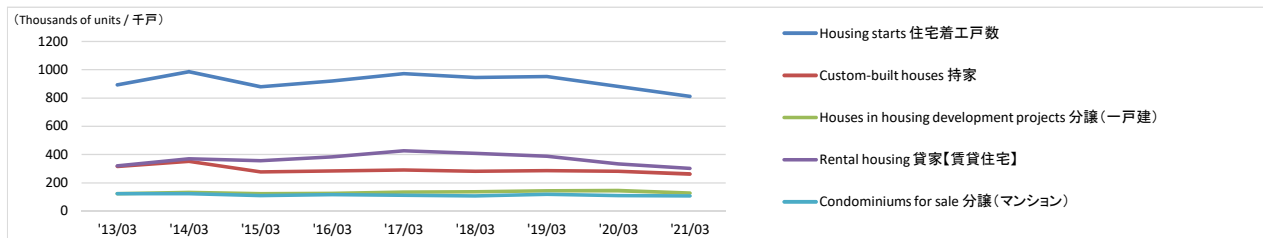
Sales of Houses (Non-consolidated) 住宅販売戸数(大和ハウス工業 個別)

		(Units / 戸)									
		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Sales of Houses	住宅販売戸数	39,486	43,203	46,018	49,087	51,207	54,925	51,641	48,410	43,703	38,991
Single-family houses (Custom-built houses)	戸建住宅	8,323	7,965	8,088	7,280	6,999	7,106	6,907	6,524	5,917	5,178
Single-family houses in housing development projects	分譲住宅	1,676	1,916	2,433	2,614	2,333	2,180	2,320	2,192	2,066	1,841
Rental housing	賃貸住宅	27,115	30,514	32,424	36,757	38,903	43,428	40,254	37,905	33,502	29,488
Condominiums for sale	分譲マンション	2,372	2,808	3,073	2,436	2,972	2,211	2,160	1,789	2,218	2,484
Reference: Cosmos Initia**	参考:コスモスイニシア**	-	-	799	772	896	744	558	414	325	455
Reference: Stanley Martin Holdings, LLC.**	参考:スタンレーマーチン**	-	-	-	-	-	-	973	1,481	1,804	3,285

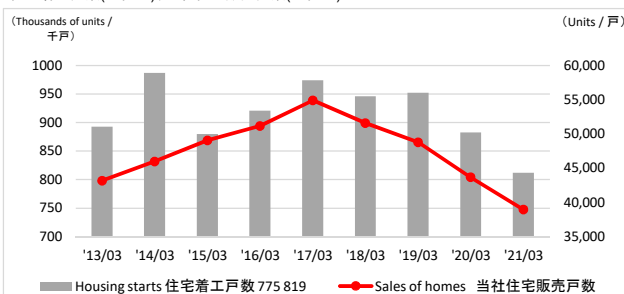
\*\* Cosmos Initia Co., Ltd. became a consolidated subsidiary, June 2013 / 株式会社コスモスイニシアは、2013年6月より連結子会社となりました。

\*\* Stanley Martin Holdings, LLC. became a consolidated subsidiary, February 2017 / スタンレーマーチン社は、2017年2月より連結子会社となりました。

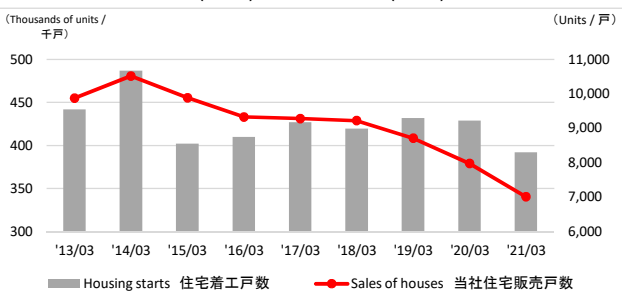
Housing Starts 住宅着工戸数



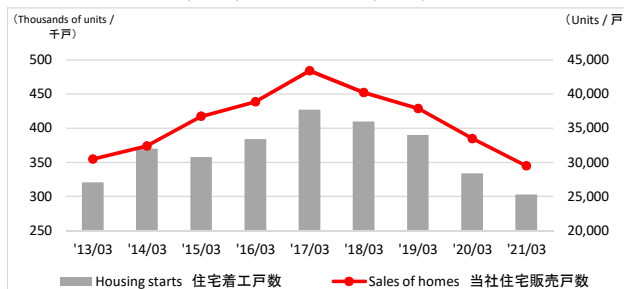
Housing starts (left scale), Sales of homes (right scale) (Non-consolidated)  
住宅着工戸数(左目盛)、当社住宅販売戸数(右目盛)



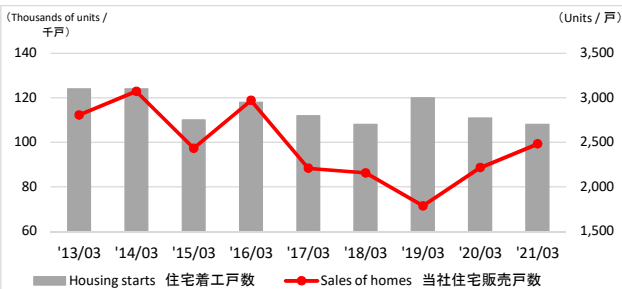
【Single-family houses】 Housing starts (left scale), Sales of homes (right scale)  
【戸建住宅】 住宅着工戸数(左目盛)、当社住宅販売戸数(右目盛)



【Rental housing】 Housing starts (left scale), Sales of homes (right scale)  
【賃貸住宅】 住宅着工戸数(左目盛)、当社住宅販売戸数(右目盛)



【Condominiums】 Housing starts (left scale), Sales of homes (right scale)  
【マンション】 住宅着工戸数(左目盛)、当社住宅販売戸数(右目盛)



## Financial Data 財務データ 1

## Consolidated Balance Sheets 連結貸借対照表

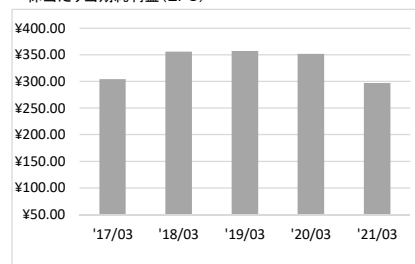
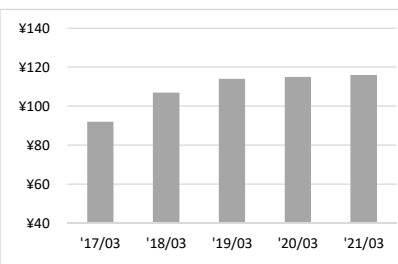
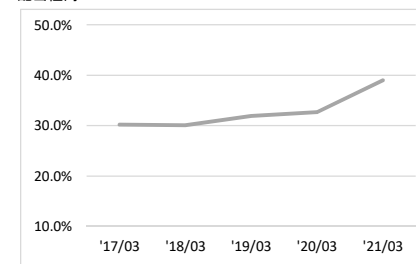
(¥ Million / 百万円)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
<b>Assets</b>	<b>資産の部</b>										
Current assets	流動資産										
Cash and deposits	現金預金	250,649	248,799	212,114	238,776	192,571	216,749	330,806	279,859	281,434	425,980
Notes and accounts receivable from completed construction contracts and other	受取手形・売掛金等	93,874	189,770	227,276	244,045	281,755	315,275	360,395	390,922	433,053	401,314
Short-term investment securities	有価証券	6	8	18	16	16	2,006	2,040	891	814	550
Inventories	たな卸資産	371,938	398,584	455,578	598,690	640,165	624,285	784,256	955,665	1,094,844	1,173,612
Costs on uncompleted construction contracts	未成工事支出金	14,361	21,712	23,818	31,778	36,753	49,484	58,627	79,305	47,861	46,866
Land for sale	販売用土地	267,809	280,502	319,477	399,211	422,607	393,498	501,367	620,941	703,290	794,018
Buildings for sale	販売用建物	66,021	71,217	84,035	140,220	152,657	154,179	195,386	223,066	309,400	299,740
Other	その他の流動資産	129,891	147,332	184,126	192,067	216,923	254,525	261,348	302,370	302,735	366,588
Allowance for doubtful accounts	貸倒引当金	-1,604	-2,949	-3,382	-3,347	-2,583	-7,653	-8,836	-8,665	-9,016	-13,682
<b>Total current assets</b>	<b>流動資産合計</b>	<b>844,757</b>	<b>981,546</b>	<b>1,075,731</b>	<b>1,270,247</b>	<b>1,328,849</b>	<b>1,405,188</b>	<b>1,730,010</b>	<b>1,921,043</b>	<b>2,103,866</b>	<b>2,354,364</b>
Noncurrent assets	固定資産										
Property, plant and equipment	有形固定資産	748,548	802,634	943,886	1,070,121	1,190,704	1,407,380	1,501,499	1,608,548	1,721,717	1,858,847
Buildings and structures	建物及び構築物	334,305	345,000	384,466	417,638	428,046	482,076	546,337	581,738	570,086	653,389
Land	土地	364,954	396,353	485,813	566,139	652,043	759,813	776,342	811,205	857,587	870,822
Other	その他	49,288	61,280	73,607	86,342	110,614	165,489	178,819	215,604	294,042	334,635
Intangible assets	無形固定資産	32,056	80,258	82,173	80,578	87,206	86,989	103,768	124,639	118,172	135,625
Investments and other assets	投資その他の資産	460,735	506,799	564,154	600,059	651,045	656,326	699,780	679,804	683,632	704,214
<b>Total noncurrent assets</b>	<b>固定資産合計</b>	<b>1,241,340</b>	<b>1,389,691</b>	<b>1,590,215</b>	<b>1,750,759</b>	<b>1,928,955</b>	<b>2,150,696</b>	<b>2,305,048</b>	<b>2,412,993</b>	<b>2,523,522</b>	<b>2,698,687</b>
<b>Total assets</b>	<b>資産合計</b>	<b>2,086,097</b>	<b>2,371,238</b>	<b>2,665,946</b>	<b>3,021,007</b>	<b>3,257,805</b>	<b>3,555,885</b>	<b>4,035,059</b>	<b>4,334,037</b>	<b>4,627,388</b>	<b>5,053,052</b>
<b>Liabilities</b>	<b>負債の部</b>										
Current liabilities	流動負債										
Notes and accounts payable for construction contracts and other	支払手形・工事未払金等	210,241	337,767	274,776	309,261	368,494	383,232	479,451	530,472	360,338	296,165
Short-term loans payable	短期借入金	2,559	7,495	22,302	70,892	54,291	78,944	93,843	97,631	110,519	124,584
Current portion of bonds payable	一年以内償還予定の社債	1,353	53	100,053	110	10,085	10	20,110	95,000	65,000	40,000
Current portion of long-term loans payable	一年以内返済予定の長期借入金	145,436	38,987	60,442	34,803	31,748	69,401	61,574	40,441	65,669	46,700
Commercial papers	コマーシャル・ペーパー	-	-	-	72,000	-	-	-	-	49,000	-
Income taxes payable	未払法人税・事業税	24,826	33,051	46,796	27,415	60,429	52,511	61,826	69,944	58,980	57,093
Advances received on uncompleted construction contracts	未成工事受入金	48,993	60,166	70,238	90,487	107,531	113,850	124,571	165,186	130,633	113,186
Other	その他の流動負債	198,462	240,030	270,864	311,132	341,208	324,023	356,970	403,173	457,113	601,127
<b>Total current liabilities</b>	<b>流動負債合計</b>	<b>631,872</b>	<b>717,551</b>	<b>845,474</b>	<b>916,104</b>	<b>973,790</b>	<b>1,021,973</b>	<b>1,198,349</b>	<b>1,401,849</b>	<b>1,297,254</b>	<b>1,278,858</b>
Noncurrent liabilities	固定負債										
Bonds payable	社債	100,720	130,667	30,614	110,595	100,010	200,000	287,342	192,000	277,000	383,000
Long-term loans payable	長期借入金	133,556	197,585	180,156	275,128	295,828	292,316	317,702	350,573	473,689	677,700
Other	その他の固定負債	562,056	590,550	617,015	606,361	706,189	711,693	718,078	745,896	806,056	819,989
<b>Total noncurrent liabilities</b>	<b>固定負債合計</b>	<b>796,334</b>	<b>918,803</b>	<b>827,786</b>	<b>992,085</b>	<b>1,102,028</b>	<b>1,204,009</b>	<b>1,323,124</b>	<b>1,288,470</b>	<b>1,556,745</b>	<b>1,880,689</b>
<b>Total liabilities</b>	<b>負債合計</b>	<b>1,428,206</b>	<b>1,636,354</b>	<b>1,673,260</b>	<b>1,908,190</b>	<b>2,075,818</b>	<b>2,225,983</b>	<b>2,521,474</b>	<b>2,690,320</b>	<b>2,853,999</b>	<b>3,159,548</b>
Net assets	純資産の部										
Shareholders' equity	株主資本										
Capital stock	資本金	110,120	110,120	161,699	161,699	161,699	161,699	161,699	161,699	161,699	161,699
Capital surplus	資本剰余金	226,824	226,824	294,632	294,632	311,226	311,393	311,910	310,879	307,154	304,595
Retained earnings	利益剰余金	380,751	404,979	465,719	534,639	591,850	734,242	903,550	1,066,705	1,217,407	1,339,558
Treasury stock	自己株式	-19,944	-19,998	-1,256	-1,965	-4,617	-8,450	-4,630	-8,316	-7,588	-33,019
<b>Total shareholders' equity</b>	<b>株主資本合計</b>	<b>697,751</b>	<b>721,926</b>	<b>920,794</b>	<b>989,005</b>	<b>1,060,158</b>	<b>1,198,884</b>	<b>1,372,528</b>	<b>1,530,968</b>	<b>1,678,671</b>	<b>1,772,834</b>
Accumulated other comprehensive income	その他の包括利益累計額										
Valuation difference on available-for-sale securities	その他有価証券評価差額金	7,566	24,326	50,498	84,678	84,983	88,642	75,257	51,016	36,996	59,404
Deferred gains or losses on hedges	繰延ヘッジ損益	-	-	10	84	35	-5	-35	-21	-10	10
Revaluation reserve for land	土地再評価差額金	-40,738	-13,160	-5,241	-457	702	3,495	6,188	6,453	10,251	10,624
Foreign currency translation adjustment	為替換算調整勘定	-7,469	531	20,456	32,318	24,399	17,273	20,599	7,574	1,087	-7,677
<b>Total accumulated other comprehensive income</b>	<b>その他の包括利益累計額合計</b>	<b>-40,640</b>	<b>11,697</b>	<b>65,723</b>	<b>116,623</b>	<b>110,119</b>	<b>109,405</b>	<b>102,010</b>	<b>65,023</b>	<b>48,323</b>	<b>62,361</b>
Subscription rights to shares	新株予約権	-	-	38	38	38	115	115	114	101	91
Non-controlling interests	非支配株主持分	779	1,259	6,129	7,149	11,669	21,495	38,929	47,610	46,292	58,216
<b>Total net assets</b>	<b>純資産合計</b>	<b>657,891</b>	<b>734,883</b>	<b>992,686</b>	<b>1,112,817</b>	<b>1,181,986</b>	<b>1,329,901</b>	<b>1,513,585</b>	<b>1,643,717</b>	<b>1,773,388</b>	<b>1,893,504</b>
<b>Total liabilities and net assets</b>	<b>負債純資産合計</b>	<b>2,086,097</b>	<b>2,371,238</b>	<b>2,665,946</b>	<b>3,021,007</b>	<b>3,257,805</b>	<b>3,555,885</b>	<b>4,035,059</b>	<b>4,334,037</b>	<b>4,627,388</b>	<b>5,053,052</b>

## Financial Data 財務データ 2

## Consolidated Statements of Income 連結損益計算書

		(¥ Million / 百万円)										
		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03 Forecast 計画	'22/03 Forecast 計画
Net sales	売上高	1,848,797	2,007,989	2,700,318	2,810,714	3,192,900	3,512,909	3,795,992	4,143,505	4,380,209	4,126,769	4,300,000
Cost of sales	売上原価	1,468,844	1,592,218	2,192,414	2,269,846	2,560,483	2,791,596	3,002,160	3,300,738	3,510,002	3,299,886	3,478,000
SG&A expenses	販売費及び一般管理費	264,996	287,746	344,326	360,516	389,316	411,220	446,690	470,571	489,091	469,761	502,000
<b>Operating income</b>	<b>営業利益</b>	<b>114,955</b>	<b>128,024</b>	<b>163,576</b>	<b>180,352</b>	<b>243,100</b>	<b>310,092</b>	<b>347,141</b>	<b>372,195</b>	<b>381,114</b>	<b>357,121</b>	<b>320,000</b>
Interest income and dividends income	受取利息・配当金	4,758	5,041	6,357	6,576	7,015	6,895	7,221	8,444	7,587	7,254	-
Equity in earnings of affiliates	持分法による投資利益	-	500	1,453	11	-	-	-	-	-	-	-
Total non-operating income	営業外収益計	11,601	27,988	26,991	35,340	13,651	13,253	14,633	16,047	16,730	20,381	16,000
Interest expenses	支払利息	6,368	5,278	4,620	5,129	5,048	5,143	5,544	7,504	8,982	10,013	-
Equity in losses of affiliates	持分法による投資損失	1,431	-	-	-	574	1,274	62	13,080	6,972	11,553	-
Total non-operating expenses	営業外費用計	18,051	10,616	14,201	13,064	23,160	22,815	17,180	28,780	30,175	39,672	20,000
<b>Ordinary income</b>	<b>経常利益</b>	<b>108,506</b>	<b>145,395</b>	<b>176,366</b>	<b>202,628</b>	<b>233,592</b>	<b>300,529</b>	<b>344,593</b>	<b>359,462</b>	<b>367,669</b>	<b>337,830</b>	<b>316,000</b>
Extraordinary income	特別利益	1,356	32,436	1,332	14,397	14,955	1,783	15,358	5,033	3,285	4,671	-
Extraordinary losses	特別損失	16,840	64,569	9,189	15,934	92,333	7,448	13,636	12,265	21,271	31,290	1,000
Income before income taxes and non-controlling shareholders' interests	税金等調整前当期純利益	93,021	113,262	168,509	201,091	156,214	294,865	346,315	352,230	349,683	311,210	315,000
Income taxes and others	法人税等	59,853	47,092	66,000	83,552	51,545	92,072	106,412	110,198	112,327	109,873	-
Net income attributable to non-controlling shareholders' interests	非支配株主に帰属する当期純利益	-32	-103	413	406	1,091	1,092	3,546	4,592	3,753	6,260	-
<b>Net income attributable to owners of the parent</b>	<b>親会社株主に帰属する当期純利益</b>	<b>33,200</b>	<b>66,274</b>	<b>102,095</b>	<b>117,133</b>	<b>103,577</b>	<b>201,700</b>	<b>236,357</b>	<b>237,439</b>	<b>233,603</b>	<b>195,076</b>	<b>215,000</b>
Basic net income per share	一株当たり当期純利益	¥57.36	¥114.52	¥161.08	¥177.74	¥156.40	¥304.14	¥355.87	¥357.29	¥351.84	¥297.18	¥328.63
Dividend per share	一株当たり配当金	¥25	¥35	¥50	¥60	¥80	¥92	¥107	¥114	¥115	¥116	¥126
of which interim dividend per share	うち、一株当たり中間配当	-	-	¥20	¥25	¥35	¥40	¥45	¥50	¥55	¥50	¥55
Dividend payout ratio	配当性向	43.6%	30.6%	31.0%	33.8%	51.2%	30.2%	30.1%	31.9%	32.7%	39.0%	38.3%
Balance between financial income and expenses	金融収支	-1,610	-236	1,736	1,446	1,967	1,752	1,677	940	-1,394	-2,759	-
Number of issued and outstanding shares (Thousands of share)	発行済株式数(千株)	578,715	578,672	659,121	658,802	663,808	663,546	664,755	663,801	664,019	654,237	-

Earnings per share (EPS)  
一株当たり当期純利益 (EPS)Cash dividends per share  
一株当たり配当金Payout ratio  
配当性向

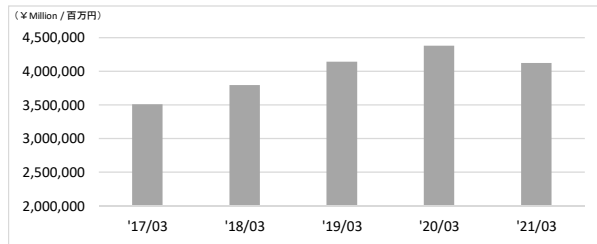
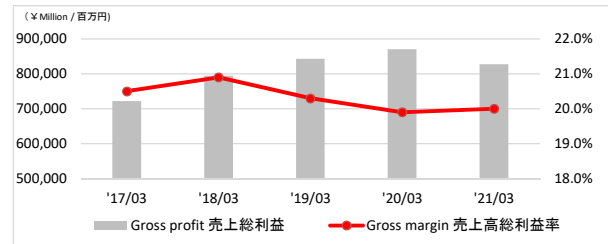
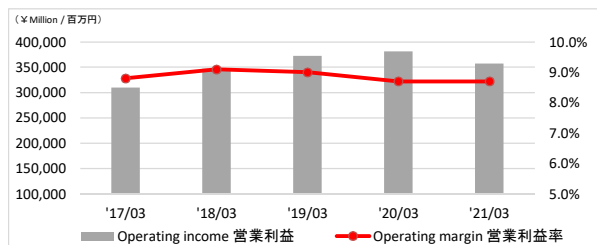
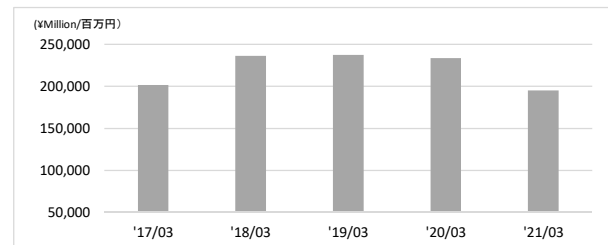
## 【Reference】The State of Share Distribution (Composition Ratio) 【参考】株式分布状況表 (構成比)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Financial Institutions	金融機関	43.7%	41.2%	39.3%	39.8%	41.4%	42.7%	44.6%	46.3%	47.6%	45.9%
Foreigners	外国人	26.6%	30.2%	36.5%	37.5%	36.9%	34.9%	33.5%	30.7%	29.4%	28.4%
Individuals & Others	個人・その他	13.2%	12.8%	12.4%	11.0%	10.4%	10.8%	10.2%	10.6%	11.2%	11.3%
Other Companies	その他国内法人	10.6%	10.2%	9.4%	9.4%	9.5%	9.4%	9.2%	8.8%	8.5%	8.0%
Securities Companies	証券会社	2.4%	2.1%	2.2%	2.1%	1.4%	2.2%	2.5%	3.2%	3.0%	4.6%
Treasury Stock	自己名義株式	3.5%	3.5%	0.2%	0.2%	0.4%	0.0%	0.0%	0.3%	0.3%	1.8%
Total	合計	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

## Index Data 指標データ 1

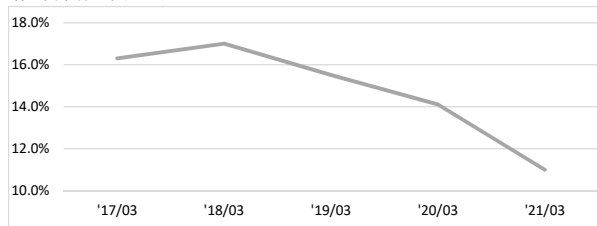
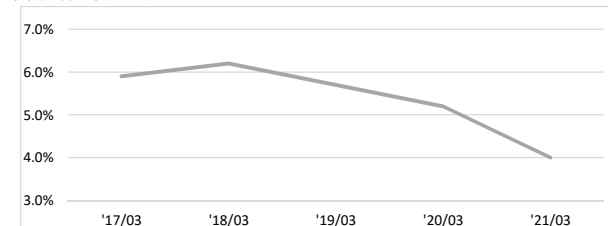
## Profitability Indices (Consolidated) 収益性指標(連結)

		(\$ Million / 百万円)									
		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Net sales	売上高	1,848,797	2,007,989	2,700,318	2,810,714	3,192,900	3,512,909	3,795,992	4,143,505	4,380,209	4,126,769
Gross profit	売上総利益	379,952	415,771	507,903	540,868	632,417	721,312	793,832	842,767	870,206	826,883
Gross margin	売上高総利益率	20.6%	20.7%	18.8%	19.2%	19.8%	20.5%	20.9%	20.3%	19.9%	20.0%
SG&A expenses	管理販売費及び一般管理費	264,996	287,746	344,326	360,516	389,316	411,220	446,690	470,571	489,091	469,761
Operating income	営業利益	114,955	128,024	163,576	180,352	243,100	310,092	347,141	372,195	381,114	357,121
Operating margin	営業利益率	6.2%	6.4%	6.1%	6.4%	7.6%	8.8%	9.1%	9.0%	8.7%	8.7%
Ordinary income	経常利益	108,506	145,395	176,366	202,628	233,592	300,529	344,593	359,462	367,669	337,830
Net income attributable to owners of parent	親会社株主に帰属する当期純利益	33,200	66,274	102,095	117,133	103,577	201,700	236,357	237,439	233,603	195,076

Net sales  
売上高Gross profit (left scale), Gross margin (right scale)  
売上総利益(左目盛)、売上高総利益率(右目盛)Operating income (left scale), Operating margin (right scale)  
営業利益(左目盛)、営業利益率(右目盛)Net income attributable to owners of parent  
親会社株主に帰属する当期純利益

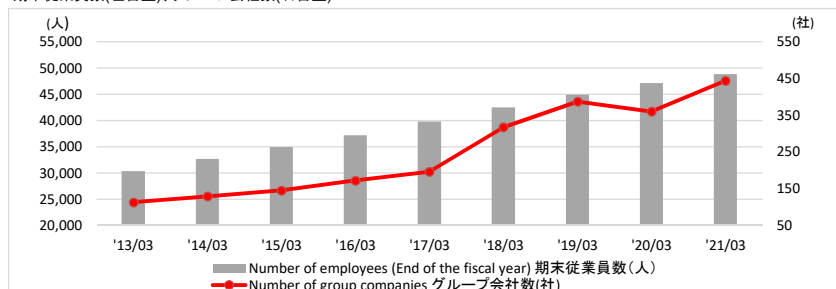
## Efficiency Indices (Consolidated) 効率性指標(連結)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Return on equity (ROE)	株主資本利益率(ROE)	5.1%	9.5%	11.9%	11.2%	9.1%	16.3%	17.0%	15.5%	14.1%	11.0%
Return on assets (ROA)	総資産利益率(ROA)	1.7%	3.0%	4.1%	4.1%	3.3%	5.9%	6.2%	5.7%	5.2%	4.0%

Return on equity  
株主資本利益率(ROE)Return on assets  
総資産利益率(ROA)

## Productivity Indices (Consolidated) 生産性指標(連結)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Number of employees (End of the fiscal year)	期末従業員数(人)	27,130	30,361	32,628	34,903	37,191	39,770	42,460	44,947	47,133	48,807
Number of group companies	グループ会社数(社)	89	113	129	145	172	196	317	387	360	444

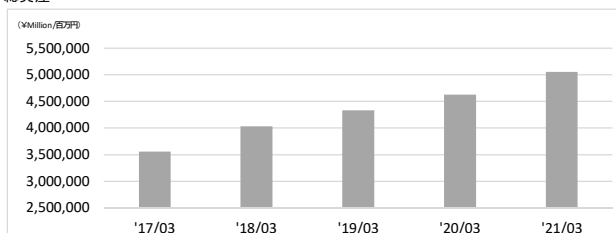
Number of employees (left scale), Number of group companies (right scale)  
期末従業員数(左目盛)、グループ会社数(右目盛)

Index Data 指標データ 2

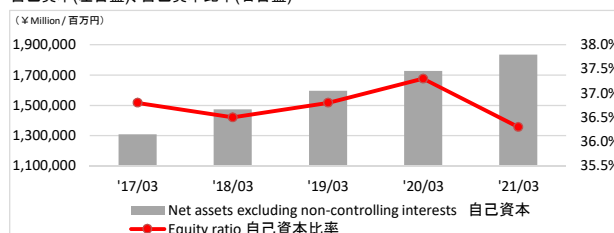
Stability Indices (Consolidated) 安全性指標(連結)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Total assets	総資産	2,086,097	2,371,238	2,665,946	3,021,007	3,257,805	3,555,885	4,035,059	4,334,037	4,627,388	5,053,052
Equity ratio	自己資本比率	31.5%	30.9%	37.0%	36.6%	35.9%	36.8%	36.5%	36.8%	37.3%	36.3%
Interest-bearing liabilities (excl. lease obligations)	有利子負債(リース債務除く)	383,625	374,788	393,568	563,530	491,964	640,671	780,574	778,546	1,043,478	1,274,886
D/E ratio	DEレシオ	58.4%	51.1%	39.9%	51.0%	42.0%	49.0%	52.9%	48.8%	60.4%	69.5%
Net D/E ratio	ネットDEレシオ	20.2%	17.2%	18.4%	29.4%	25.6%	32.4%	30.5%	31.2%	44.1%	46.3%
Current ratio	流動比率	133.7%	136.8%	127.2%	138.7%	136.5%	137.5%	144.4%	137.0%	162.2%	184.4%
Fixed ratio	固定比率	188.9%	189.4%	161.2%	158.3%	164.8%	164.4%	156.3%	151.2%	146.1%	147.1%

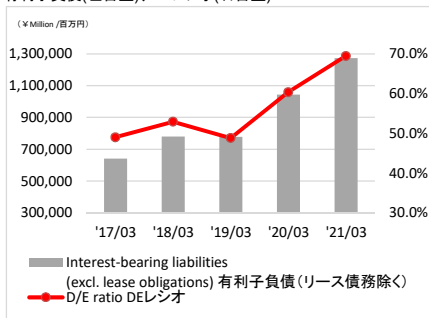
Total assets 総資産



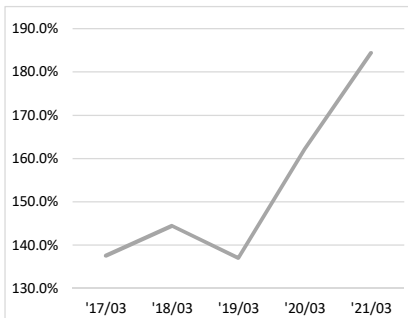
Net assets excluding non-controlling interests (left scale), Equity ratio (right scale) 自己資本(左目盛)、自己資本比率(右目盛)



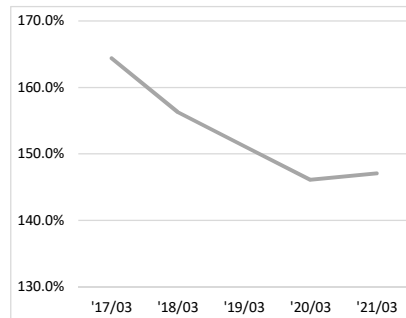
Interest-bearing debt(left scale), D/E ratio(right scale) 有利子負債(左目盛)、DEレシオ(右目盛)



Current ratio 流動比率



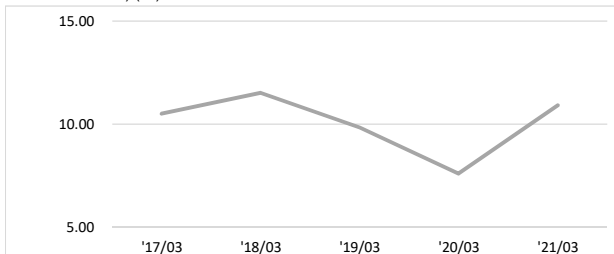
Fixed ratio 固定比率



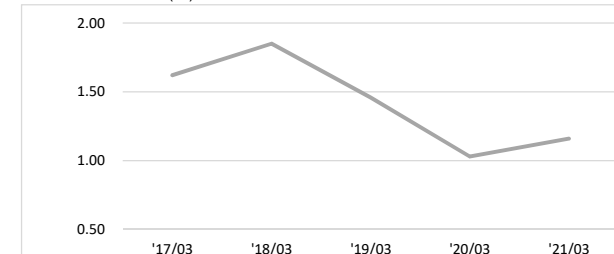
Investment Indices (Consolidated) 投資指標(連結)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Earnings per share	一株当たり当期純利益(EPS)	¥57.36	¥114.52	¥161.08	¥177.74	¥156.40	¥304.14	¥355.87	¥357.29	¥351.84	¥297.18
Book-value per share	一株当たり純資産	¥1,135.46	¥1,267.77	¥1,496.72	¥1,678.24	¥1,762.97	¥1,971.66	¥2,218.17	¥2,404.32	¥2,600.82	¥2,805.09
Dividend per share	一株当たり配当金(円)	¥25	¥35	¥50	¥60	¥80	¥92	¥107	¥114	¥115	¥116
Payout ratio	配当性向	43.6%	30.6%	31.0%	33.8%	51.2%	30.2%	30.1%	31.9%	32.7%	39.0%
Price earnings ratio (Times)	株価収益率(PER)(倍)	19.07	15.89	10.87	13.34	20.24	10.51	11.52	9.85	7.61	10.91
Price book-value ratio (Times)	株価純資産倍率(PBR)(倍)	0.96	1.44	1.17	1.41	1.80	1.62	1.85	1.46	1.03	1.16

Price earnings ratio (Times) 株価収益率(PER) (倍)



Price book-value ratio (Times) 株価純資産倍率(PBR)(倍)





Operating Data 事業データ 2

Operating Income and Operating margin by Segment (Consolidated) セグメント別営業利益・営業利益率(連結)

Operating income

営業利益

( ¥ 100Million / 億円)

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03 Forecast 計画
Single-Family Houses	戸建住宅	110	125	133	88	165	192	215	199	180	218	300
Rental Housing	賃貸住宅	529	522	642	695	819	942	1,066	1,022	985	908	890
Condominiums	マンション	37	99	107	108	157	134	133	135	158	53	60
Existing Homes	住宅ストック	45	61	93	99	112	130	132	159	167	104	110
Commercial Facilities	商業施設	331	459	607	672	803	1,007	1,141	1,377	1,406	1,228	1,170
Logistics, Business & Corporate Facilities	事業施設	258	206	269	384	680	789	889	989	1,206	1,159	1,000
Other Businesses	その他	82	96	140	102	95	168	230	325	192	107	150
Adjustment	調整額	(246)	(291)	(358)	(348)	(403)	(265)	(337)	(486)	(487)	(209)	(480)
Total	合計	1,149	1,280	1,635	1,803	2,431	3,100	3,471	3,721	3,811	3,571	3,200

Operating margin

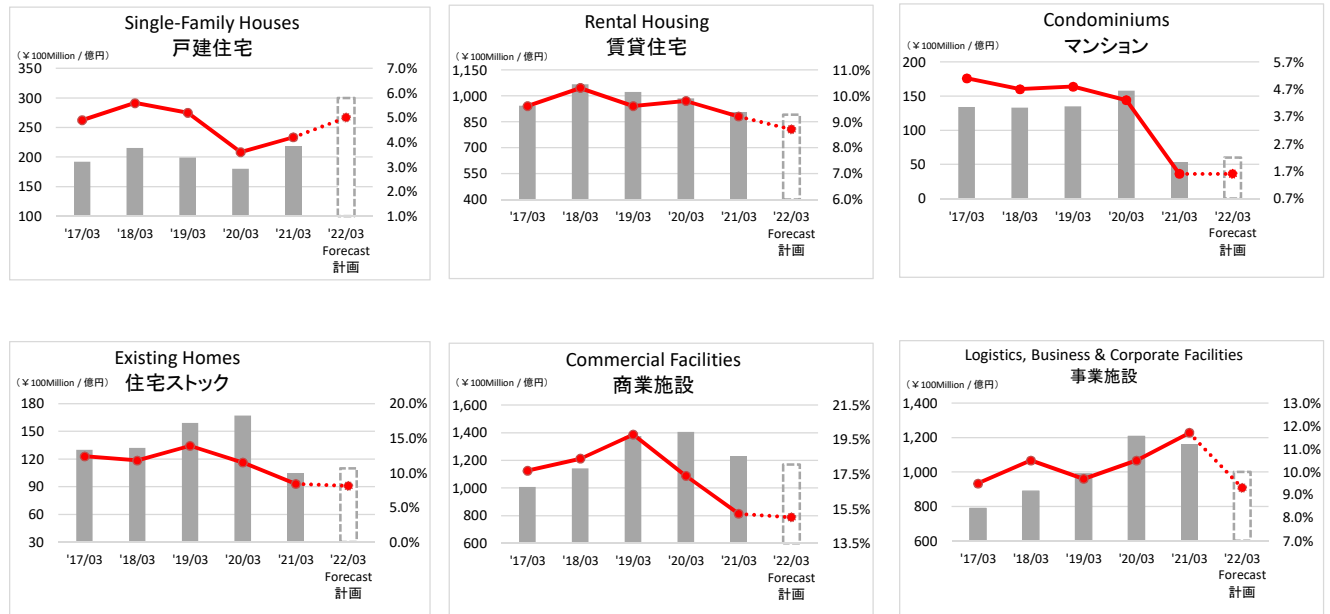
営業利益率

		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03 Forecast 計画
Single-Family Houses	戸建住宅	3.3%	3.6%	3.4%	2.4%	4.4%	4.9%	5.6%	5.2%	3.6%	4.2%	5.0%
Rental Housing	賃貸住宅	10.1%	8.8%	9.3%	9.0%	9.3%	9.6%	10.3%	9.6%	9.8%	9.2%	8.7%
Condominiums	マンション	2.9%	6.4%	4.4%	4.7%	5.7%	5.1%	4.7%	4.8%	4.3%	1.6%	1.6%
Existing Homes	住宅ストック	6.7%	8.0%	10.7%	10.9%	11.8%	12.4%	11.8%	13.9%	11.5%	8.4%	8.1%
Commercial Facilities	商業施設	10.8%	13.2%	14.4%	14.7%	16.2%	17.7%	18.4%	19.8%	17.4%	15.2%	15.0%
Logistics, Business & Corporate Facilities	事業施設	10.1%	8.2%	4.5%	6.6%	9.2%	9.5%	10.5%	9.7%	10.5%	11.7%	9.3%
Other Businesses	その他	2.6%	2.9%	3.6%	2.4%	2.1%	3.3%	3.6%	4.5%	3.6%	2.1%	3.1%
Total	合計	6.2%	6.4%	6.1%	6.4%	7.6%	8.8%	9.1%	9.0%	8.7%	8.7%	7.4%

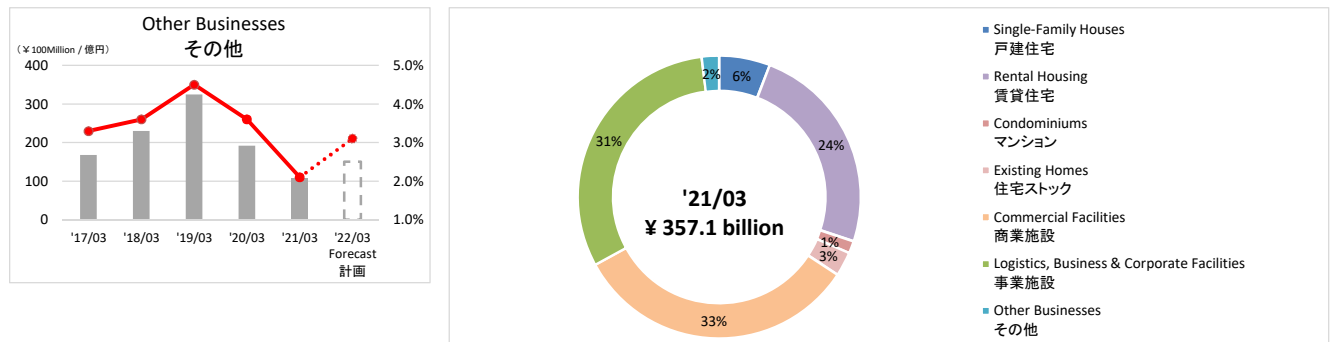
Note: 1. Operating income by segment include intersegment transactions. 2. We reclassified our business segments in the fiscal year ended March 31, 2020.

注: 1.上記実績には、セグメント間の内部取引を含んでいます。2.2020/3月期より、新セグメントで記載しています。

■ Operating income (left scale) 営業利益(左目盛) — Operating margin (right scale) 営業利益率(右目盛)



Composition by business segment  
セグメント別構成比率





## Operating Data 事業データ 3

## Performance Indicators of Major Companies in the Daiwa House Group (1)

## 大和ハウスグループ主要各社の経営指標 (1)

(¥ Million / 百万円)

			'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Daiwa House Industry Co., Ltd. (non-consolidated) 大和ハウス工業(個別)	Net sales	売上高	1,470,975	1,649,765	1,720,394	1,814,277	1,925,518	1,975,150	1,863,934
	Operating income	営業利益	118,665	167,638	198,673	237,990	240,628	250,053	226,478
	Ordinary income	経常利益	150,675	183,863	212,346	263,039	268,457	275,581	288,332
	Net income	当期純利益	96,956	81,991	147,582	198,223	182,528	196,484	182,546
	Total assets	総資産	2,069,958	2,174,782	2,410,655	2,711,058	2,856,636	3,087,824	3,320,005
	Net assets	純資産	908,137	959,592	1,050,139	1,174,649	1,253,846	1,360,805	1,466,459
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	424,960	326,880	482,284	571,183	526,116	769,690	941,196
Daiwa Living Co., Ltd. 大和リビング	Net sales	売上高	68,760	78,109	82,851	91,537	94,823	97,875	99,870
	Operating income	営業利益	8,637	6,499	5,128	6,890	8,840	9,016	8,203
	Ordinary income	経常利益	9,432	6,866	5,486	7,125	9,209	9,387	9,020
	Net income	当期純利益	6,020	4,386	3,493	4,596	6,036	6,151	5,698
	Total assets	総資産	74,280	48,217	54,569	57,918	65,670	71,170	79,301
	Net assets	純資産	26,456	29,033	31,210	34,757	39,413	43,753	47,597
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	-	-	-
Daiwa Living Management Co., Ltd. 大和リビングマネジメント	Net sales	売上高	310,745	351,898	397,729	437,682	473,335	503,086	531,117
	Operating income	営業利益	787	5,838	6,053	6,255	8,340	10,680	18,133
	Ordinary income	経常利益	2,885	7,095	8,202	7,566	9,862	13,105	20,872
	Net income	当期純利益	2,499	3,342	5,739	5,378	6,868	6,953	13,681
	Total assets	総資産	55,931	66,340	78,917	88,981	114,258	132,569	139,419
	Net assets	純資産	11,897	13,125	16,428	19,379	23,587	26,934	13,949
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	-	-	-
Nihon Jyutaku Ryutu Co., Ltd. 日本住宅流通	Net sales	売上高	29,840	33,067	37,738	42,288	42,860	53,426	44,643
	Operating income	営業利益	1,040	1,501	1,934	2,085	2,131	4,403	2,408
	Ordinary income	経常利益	1,083	1,389	1,893	2,072	2,134	4,391	2,350
	Net income	当期純利益	594	428	1,354	1,448	1,479	3,014	1,577
	Total assets	総資産	15,335	14,963	17,362	17,590	18,813	23,828	21,917
	Net assets	純資産	4,456	4,705	5,807	6,849	7,894	10,465	11,138
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	523	200	1,200	200	200	200	-
Daiwa LifeNext Co., Ltd. 大和ライフネクスト (*1)	Net sales	売上高	-	69,666	73,022	79,065	85,294	91,945	91,134
	Operating income	営業利益	-	3,856	4,300	4,544	4,808	4,938	3,845
	Ordinary income	経常利益	-	4,001	4,477	4,751	5,081	5,202	4,465
	Net income	当期純利益	-	2,160	3,235	3,429	3,576	3,311	2,467
	Total assets	総資産	-	35,871	38,124	41,241	45,058	48,191	49,715
	Net assets	純資産	-	21,456	23,973	26,360	28,762	30,878	32,196
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	-	-	-
Daiwa House Reform Co., Ltd. 大和ハウスリフォーム	Net sales	売上高	75,180	77,191	82,870	85,628	88,001	90,420	78,194
	Operating income	営業利益	6,805	8,006	8,311	8,196	10,264	9,043	8,247
	Ordinary income	経常利益	7,158	7,819	8,559	8,191	10,280	9,055	8,476
	Net income	当期純利益	4,455	4,516	5,315	5,197	6,431	5,952	5,358
	Total assets	総資産	23,417	29,571	32,713	37,205	44,954	48,603	41,056
	Net assets	純資産	7,774	11,024	14,847	18,450	23,323	27,346	20,483
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	-	-	-
Daiwa Lease Co., Ltd. 大和リース	Net sales	売上高	172,367	179,877	200,656	207,317	212,096	221,547	227,953
	Operating income	営業利益	12,926	15,023	17,778	18,969	18,643	19,620	23,143
	Ordinary income	経常利益	14,615	13,660	17,778	18,605	18,515	19,398	22,775
	Net income	当期純利益	7,943	3,374	11,894	12,013	12,061	12,417	13,709
	Total assets	総資産	379,772	402,652	435,574	452,995	478,804	510,158	435,322
	Net assets	純資産	127,756	128,611	138,085	146,528	154,920	163,556	173,564
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	57,500	57,500	67,500	67,500	72,500	102,977	92,500
Daiwa Information Service Co., Ltd. 大和情報サービス	Net sales	売上高	48,692	54,213	60,284	69,338	76,202	82,174	88,993
	Operating income	営業利益	5,089	6,498	7,161	8,019	8,861	9,440	10,273
	Ordinary income	経常利益	4,717	6,283	7,709	8,282	9,558	9,835	10,345
	Net income	当期純利益	2,722	3,663	5,220	5,766	5,420	6,153	6,640
	Total assets	総資産	107,041	118,418	133,551	151,413	171,340	180,762	199,382
	Net assets	純資産	14,868	17,715	21,788	25,989	29,680	34,207	39,001
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	4,530	4,800	3,200

\*Note: 1. In April 2015, Daiwa Service Co., Ltd. merged with Daiwa LifeNext Co., Ltd., and the business name changed to Daiwa LifeNext Co., Ltd.

\*注: 1.株式会社ダイワサービスは、大和ライフネクスト株式会社と2015年4月に経営統合し、商号が久和ライフネクスト株式会社となりました。

## Operating Data 事業データ 3

## Performance Indicators of Major Companies in the Daiwa House Group (2)

## 大和ハウスグループ主要各社の経営指標 (2)

(¥ Million / 百万円)

			'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Daiwa Royal Co., Ltd. ダイワロイヤル	Net sales	売上高	61,195	68,093	75,926	82,249	88,027	96,538	79,790
	Operating income	営業利益	7,521	10,106	12,554	14,534	15,564	14,116	-192
	Ordinary income	経常利益	7,209	9,800	12,517	14,535	15,559	13,896	460
	Net income	当期純利益	4,102	6,179	8,649	9,875	9,882	8,959	-235
	Total assets	総資産	132,840	139,834	146,228	154,716	170,263	191,822	202,679
	Net assets	純資産	18,735	23,684	30,419	37,700	44,619	50,614	49,438
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	19,270	17,070	14,070	11,070	8,300	5,300	9,500
Fujita Corporation (Non-Consolidated) フジタ (個別) (*1)	Net sales	売上高	235,686	310,224	386,591	430,639	509,751	520,802	379,240
	Operating income	営業利益	5,409	14,556	22,390	21,800	21,898	9,886	12,206
	Ordinary income	経常利益	5,842	12,423	22,505	21,130	22,004	8,561	8,866
	Net income	当期純利益	5,792	14,956	16,201	14,931	15,293	6,013	5,579
	Total assets	総資産	169,006	261,161	296,500	336,680	396,232	382,871	385,590
	Net assets	純資産	28,392	55,539	69,516	80,021	91,850	90,683	95,143
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	3,000	12,726	14,440	27,427	15,854	46,752	66,402
DesignArc Co., Ltd. デザインアーク (*2)	Net sales	売上高	51,319	52,936	53,317	55,006	54,189	52,769	46,198
	Operating income	営業利益	1,872	1,744	1,832	1,950	1,570	1,835	2,203
	Ordinary income	経常利益	2,567	1,479	2,275	1,958	1,571	1,840	2,254
	Net income	当期純利益	711	-565	1,544	1,202	203	1,251	1,291
	Total assets	総資産	41,520	43,074	41,021	41,554	42,130	43,612	35,117
	Net assets	純資産	23,059	22,170	23,364	24,067	23,894	25,043	19,031
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	-	-	-
Daiwa Logistics Co., Ltd. 大和物流	Net sales	売上高	51,896	51,895	54,536	53,866	56,301	59,574	55,900
	Operating income	営業利益	2,490	3,038	3,630	3,340	3,549	5,247	6,139
	Ordinary income	経常利益	2,747	2,980	3,943	3,431	3,622	5,264	6,184
	Net income	当期純利益	1,836	850	2,766	2,368	2,178	3,507	4,148
	Total assets	総資産	47,925	46,034	47,345	49,902	53,330	62,060	72,542
	Net assets	純資産	20,587	20,776	22,902	24,391	25,837	28,634	31,690
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	5,790	5,620	2,730	2,200	2,900	3,500	7,000
Royal Home Center Co., Ltd. ロイヤルホームセンター	Net sales	売上高	73,176	78,543	83,970	85,572	88,497	88,884	91,853
	Operating income	営業利益	1,562	1,817	1,529	1,294	2,055	1,897	4,463
	Ordinary income	経常利益	2,107	1,730	1,698	1,351	2,156	1,948	4,640
	Net income	当期純利益	-3,893	-116	1,060	-3,334	1,356	873	3,728
	Total assets	総資産	52,088	54,964	58,897	59,833	60,810	68,761	71,070
	Net assets	純資産	30,555	30,439	31,400	27,741	29,098	29,972	33,700
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	10,000	10,000	13,000	11,500	11,500	18,900	17,400
Daiwa Resort Co., Ltd. 大和リゾート	Net sales	売上高	43,990	46,934	46,360	46,698	47,299	46,252	17,499
	Operating income	営業利益	44	305	357	1,008	670	-175	-9,666
	Ordinary income	経常利益	1,123	134	1,096	1,050	743	-63	-7,721
	Net income	当期純利益	-387	-5,188	-993	-3,476	342	-1,008	-13,314
	Total assets	総資産	45,408	46,218	67,437	50,111	52,722	49,384	36,119
	Net assets	純資産	1,231	-3,955	31,047	27,572	27,912	26,899	11,840
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	950	2,450	4,700	4,700	4,700	4,700	12,700
Stanley-Martin Holdings, LLC. スタンレー・マーチン	Net sales	売上高	-	-	-	-	84,766	105,026	155,691
	Operating income	営業利益	-	-	-	-	6,222	8,790	16,864
	Ordinary income	経常利益	-	-	-	-	6,150	8,785	16,679
	Net income	当期純利益	-	-	-	-	5,879	8,138	14,147
	Total assets	総資産	-	-	-	-	97,896	112,249	155,796
	Net assets	純資産	-	-	-	-	35,254	39,584	61,172
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	-	-	-	-	54,826	62,317	77,969
Daiwa House Industry Co., Ltd. (Consolidated) 大和ハウス工業(連結)	Net sales	売上高	2,810,714	3,192,900	3,512,909	3,795,992	4,143,505	4,380,209	4,126,769
	Operating income	営業利益	180,352	243,100	300,529	347,141	372,195	381,114	357,121
	Ordinary income	経常利益	202,628	233,592	300,529	344,593	359,462	367,669	337,830
	Net income	当期純利益	117,133	103,577	201,700	236,357	237,439	233,603	195,076
	Total assets	総資産	3,021,007	3,257,805	3,555,885	4,035,059	4,334,037	4,627,388	5,053,052
	Net assets	純資産	1,112,817	1,181,986	1,329,901	1,513,585	1,643,717	1,773,388	1,893,504
	Interest-bearing liabilities (excl. lease obligations)	有利子負債 (リース債務除く)	563,530	491,964	640,671	780,574	778,546	1,043,478	1,271,986
Parent company's share of the Group total (Times) 連乗倍率 (倍)	Net sales	売上高	1.91	1.94	2.04	2.09	2.15	2.22	2.21
	Operating income	営業利益	1.52	1.45	1.56	1.46	1.55	1.52	1.58
	Ordinary income	経常利益	1.34	1.27	1.42	1.31	1.34	1.33	1.17
	Net income	当期純利益	1.21	1.26	1.37	1.19	1.30	1.19	1.07

\*Note: 1. Fujita Corporation became a consolidated subsidiary in January 2013, and merged with Daiwa Odakyu Construction Co., Ltd. in October 2015.  
2. In October 2014, the business name changed to DesignArc Co., Ltd. from Daiwa Rakuda Industry Co., Ltd.

3. Stanley-Martin Holdings, LLC. became a consolidated subsidiary, February 2017.

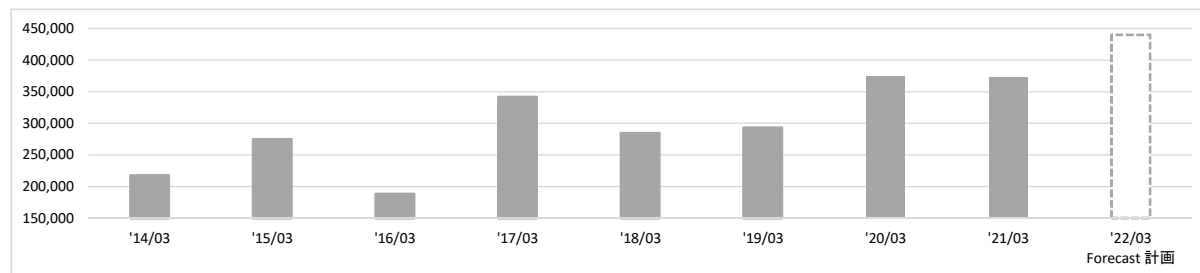
\*注: 1. 株式会社フジタは、2013年1月より連結子会社となりました。また、2015年10月に大和小田急建設株式会社と経営統合(合併)いたしました。  
2. ダイワラクダ工業株式会社は、2014年10月に社名を株式会社デザインアークへ変更しております。  
3. スタンレー・マーチン社は、2017年2月より連結子会社となりました。

## Operating Data 事業データ 4

## Capital Investments (Consolidated) 設備投資額(連結)

		( ¥ Million / 百万円 )									
		'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03 Forecast 計画
Single-Family Houses	戸建住宅	4,312	6,370	5,030	6,216	8,509	7,594	4,353	5,835	4,895	7,000
Rental Housing	賃貸住宅	10,479	13,450	33,258	19,910	37,554	30,025	31,987	30,585	30,258	33,000
Condominiums	マンション	4,321	5,365	4,572	3,330	6,184	5,091	5,427	15,469	12,852	8,000
Existing Homes	住宅ストック	828	403	194	70	146	143	63	642	229	1,000
Commercial Facilities	商業施設	22,465	44,043	46,873	31,647	61,701	58,455	79,482	113,440	56,871	90,000
Logistics, Business & Corporate Facilities	事業施設	45,612	113,188	121,763	100,246	164,137	131,180	106,272	173,765	234,821	270,000
Other Businesses	その他	33,222	34,155	42,126	28,307	62,985	52,299	66,474	34,121	29,957	30,000
Adjustment	調整額	141	381	21,171	(1,416)	437	(199)	(908)	(0)	3,016	1,000
<b>Total</b>	<b>合計</b>	<b>121,383</b>	<b>217,358</b>	<b>274,990</b>	<b>188,312</b>	<b>341,656</b>	<b>284,590</b>	<b>293,151</b>	<b>373,851</b>	<b>372,904</b>	<b>440,000</b>

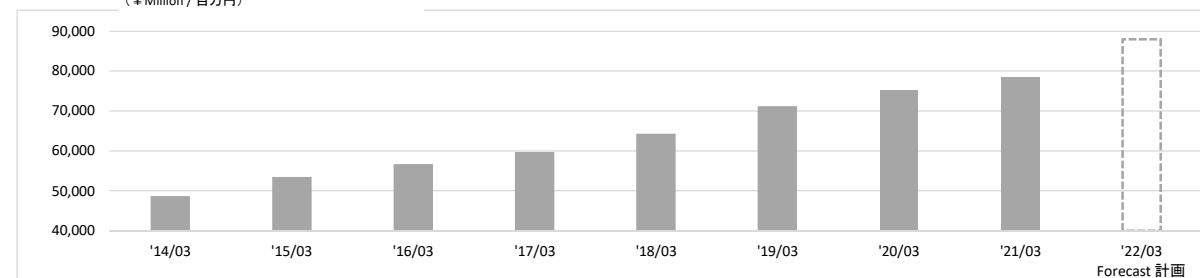
( ¥ Million / 百万円 )



## Depreciation (Consolidated) 減価償却費(連結)

		( ¥ Million / 百万円 )									
		'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03 Forecast 計画
Single-Family Houses	戸建住宅	2,495	3,026	3,529	3,572	3,860	3,494	3,527	5,671	4,576	5,200
Rental Housing	賃貸住宅	6,509	6,701	7,042	7,816	8,636	8,994	8,801	9,609	9,158	9,200
Condominiums	マンション	1,331	1,842	2,023	1,789	2,112	1,717	1,947	2,012	2,575	2,800
Existing Homes	住宅ストック	459	149	174	155	135	146	102	188	216	300
Commercial Facilities	商業施設	13,263	14,200	15,168	16,407	17,469	19,306	21,031	29,035	31,936	37,000
Logistics, Business & Corporate Facilities	事業施設	5,487	6,357	7,963	8,333	9,348	11,057	13,958	14,047	14,393	17,000
Other Businesses	その他	15,534	15,516	16,510	17,261	16,985	18,255	20,395	13,532	14,551	15,500
Adjustment	調整額	755	738	870	1,180	1,049	1,190	1,256	1,109	995	1,000
<b>Total</b>	<b>合計</b>	<b>45,836</b>	<b>48,533</b>	<b>53,283</b>	<b>56,515</b>	<b>59,597</b>	<b>64,163</b>	<b>71,020</b>	<b>75,207</b>	<b>78,403</b>	<b>88,000</b>

( ¥ Million / 百万円 )



Notes: We reclassified our business segments in the fiscal year ended March 31, 2020.

注：2020/3月期より、新セグメントで記載しています。

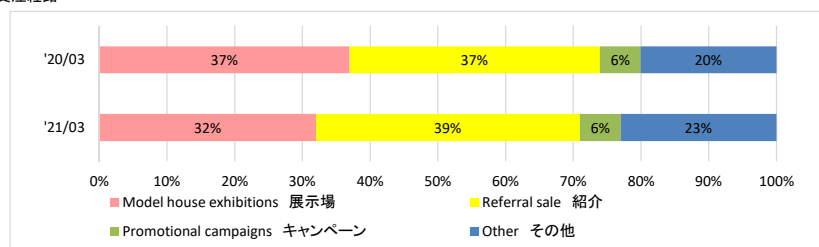
## Reference Materials 参考データ 1

## Single-Family Houses Business 戸建住宅事業

											(Units / 戸)
		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Sales of Single-family houses	住宅販売戸数	9,999	9,881	10,521	9,894	9,332	9,286	9,227	8,716	7,983	7,019
Custom-built houses	戸建住宅	8,323	7,965	8,088	7,280	6,999	7,106	6,907	6,524	5,917	5,178
Houses in housing development projects	分譲住宅	1,676	1,916	2,433	2,614	2,333	2,180	2,320	2,192	2,066	1,841
		'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Number of model house exhibitions	住宅展示場数	228	228	240	239	246	240	239	244	229	206
Number of family groups visiting	住宅展示場来場者数(組)	76,917	79,154	71,164	69,242	64,642	67,602	65,307	68,402	60,088	40,591
Average number of family group visits per single model house exhibition	1展示場当たり住宅展示場来場者数(組)	337	347	297	290	263	282	273	280	262	197
Number of MACHINAKA-xevo	まちなかジーヴォ展示場数										
Display homes completed	完成済	112	186	153	160	143	126	119	107	136	129
Works in process	仕掛中	23	44	74	54	49	55	56	43	44	43
Average sales per unit	一戸当たりの平均売上金額 (¥ Million / 百万円)										
Custom-built houses	戸建住宅	29.7	30.1	31.1	32.7	33.7	34.3	35.9	37.3	39.6	39.6
Steel-frame	鉄骨	29.7	30.1	31.3	32.9	33.6	34.4	36.0	37.3	39.7	39.6
Wood-frame	木造	27.3	27.9	27.3	30.6	35.3	32.5	34.6	35.9	38.4	41.0
Housing development	分譲住宅	24.0	23.8	23.5	24.0	24.5	25.3	24.0	24.3	22.4	23.1
Steel-frame	鉄骨	24.1	23.8	23.4	24.0	24.5	25.6	24.4	24.7	22.2	23.1
Wood-frame	木造	23.2	24.3	24.9	23.5	24.2	22.7	20.8	21.8	24.7	22.7
Average area per unit	一戸当たりの平均売上面積 (㎡)										
Custom-built houses	戸建住宅	132.8	131.9	132.0	132.9	131.9	132.7	134.1	135.7	137.8	135.0
Steel-frame	鉄骨	133.1	132.1	132.5	133.2	131.7	132.9	134.1	135.9	138.0	134.9
Wood-frame	木造	127.4	127.4	124.9	127.9	136.2	129.6	133.7	132.8	135.2	136.7
Housing development	分譲住宅	118.1	117.1	112.6	108.9	110.4	103.3	103.3	106.6	97.3	104.9
Steel-frame	鉄骨	118.1	116.9	112.1	108.8	110.2	104.4	104.5	108.4	96.4	104.8
Wood-frame	木造	118.9	120.0	119.1	109.9	113.2	93.6	94.2	95.5	107.7	105.8
Percentage of reconstruction	建替比率(建替+住替)	29%	27%	31%	27%	25%	24%	23%	25%	22%	21%

## Order receipt channels

## 受注経路



## Reference Materials 参考データ 2

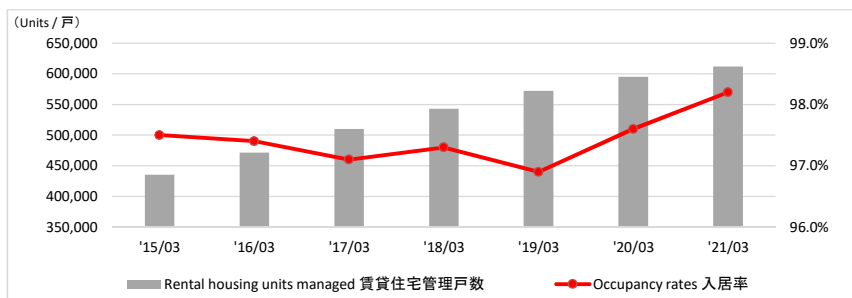
## Rental Housing Business 賃貸住宅事業

			'12/03	'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Sales of rental housing	賃貸住宅販売戸数	(Units / 戸)	27,115	30,514	32,424	36,757	38,903	43,428	40,254	37,905	33,502	29,488
Average sales per unit	一戸当たりの平均売上金額	(¥ Million / 百万円)										
Rental housing	賃貸住宅		11.3	10.7	11.2	11.4	11.6	11.4	12.0	12.4	12.3	12.4
Steel-frame (low-rise)	低層		10.1	10.3	10.9	11.1	11.3	11.1	11.6	12.0	11.7	11.6
Steel-frame (high and mid-rise)	中高層		12.2	14.0	14.4	14.9	15.2	16.6	17.8	18.1	20.2	19.8
Average area per unit	一戸当たりの平均売上面積	(㎡)										
Rental housing	賃貸住宅		57.1	53.2	55.8	53.1	52.3	50.5	51.5	52.0	49.9	50.4
Steel-frame (low-rise)	低層		56.9	52.3	54.5	52.8	52.1	50.1	51.0	51.5	48.7	48.1
Steel-frame (high and mid-rise)	中高層		57.8	61.7	68.7	57.8	54.2	56.7	57.4	58.7	67.2	73.2

## Number of rental housing units managed and occupancy rates

## 賃貸住宅管理戸数の推移

			'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Daiwa Living Co., Ltd. 大和リビング	Rental housing units managed	賃貸住宅管理戸数	331,676	376,760	418,382	452,401	490,145	522,118	550,214	572,499	587,899
Daiwa Living Management Co., Ltd. 大和リビングマネジメント	Occupancy rates	入居率	97.7%	97.2%	97.6%	97.5%	97.2%	97.3%	96.9%	97.5%	98.2%
Nihon Jyutaku Ryutu Co., Ltd. 日本住宅流通	Rental housing units managed	賃貸住宅管理戸数	14,392	15,018	17,133	18,941	20,063	21,006	22,024	22,683	23,975
	Occupancy rates	入居率	95.2%	95.8%	94.9%	95.3%	95.1%	95.8%	96.8%	97.9%	98.1%
Total 合計	Rental housing units managed	賃貸住宅管理戸数	346,068	391,778	435,515	471,342	510,208	543,124	572,238	595,182	611,874
	Lump-sum contracted units (occupancy guarantee)	一括借上(入居保証)戸数	305,808	352,341	397,282	433,628	471,845	505,313	531,356	552,625	568,679
	Occupancy rates	入居率	97.6%	97.2%	97.5%	97.4%	97.1%	97.3%	96.9%	97.6%	98.2%

Rental housing units managed (left scale), Occupancy rates (right scale)  
賃貸住宅管理戸数(左目盛)、入居率(右目盛)

## Reference Materials 参考データ 3

## Condominiums Business マンション事業

## Sales (Non-Consolidated)

売上高の状況(個別)		(㎡, ¥Million / 百万円)	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Hokkaido 北海道	Units	戸数	255	137	285	131	145	24	121	109
	Sales amount	売上金額	7,250	4,453	10,810	5,532	6,251	963	9,929	3,985
	Average sales per unit	平均売上金額	28.4	32.6	37.9	42.3	43.2	40.1	82.3	34.2
	Floor space(㎡)	専有面積(㎡)	21,227	11,969	22,774	11,249	11,378	1,936	8,925	6,502
	Average floor space per unit(㎡)	平均専有面積(㎡)	83.2	87.6	79.9	86.0	78.7	80.7	74.0	59.7
Tohoku 東北	Units	戸数	193	117	64	16	83	44	2	64
	Sales amount	売上金額	6,138	4,278	2,306	554	5,148	2,022	71	2,198
	Average sales per unit	平均売上金額	31.8	36.6	36.0	34.6	62.0	46.0	35.5	34.3
	Floor space(㎡)	専有面積(㎡)	15,518	9,369	5,047	1,533	6,694	3,376	169	4,968
	Average floor space per unit(㎡)	平均専有面積(㎡)	80.4	80.1	78.9	95.8	80.7	76.7	84.5	77.6
Kanto 関東	Units	戸数	1,121	764	1,118	949	749	829	1,116	1,676
	Sales amount	売上金額	57,110	30,461	57,576	49,174	47,761	49,797	78,556	88,636
	Average sales per unit	平均売上金額	51.0	39.9	51.5	51.8	63.7	60.0	70.4	52.9
	Floor space(㎡)	専有面積(㎡)	78,429	54,109	81,593	70,561	54,190	63,544	80,661	119,135
	Average floor space per unit(㎡)	平均専有面積(㎡)	70.0	70.8	73.0	74.4	72.3	76.6	72.3	71.1
Chubu 中部	Units	戸数	399	460	347	425	372	141	380	234
	Sales amount	売上金額	13,986	16,768	15,105	17,613	14,970	5,663	16,938	8,759
	Average sales per unit	平均売上金額	35.0	36.5	43.5	41.4	40.2	40.2	44.6	37.4
	Floor space(㎡)	専有面積(㎡)	32,373	37,210	28,440	34,066	30,131	11,077	30,474	18,223
	Average floor space per unit(㎡)	平均専有面積(㎡)	81.1	80.9	82.0	80.2	81.0	78.6	80.2	77.9
Kinki 近畿	Units	戸数	531	511	465	506	480	318	484	307
	Sales amount	売上金額	21,969	21,523	20,144	27,191	26,988	14,706	26,278	13,573
	Average sales per unit	平均売上金額	41.4	42.2	43.3	53.7	56.2	46.3	54.3	43.2
	Floor space(㎡)	専有面積(㎡)	39,118	36,994	34,904	38,819	35,303	22,783	35,120	21,331
	Average floor space per unit(㎡)	平均専有面積(㎡)	73.7	72.5	75.1	76.7	73.5	71.7	72.6	69.5
Chushikoku 中四国	Units	戸数	—	—	30	8	—	46	21	16
	Sales amount	売上金額	—	—	1,816	582	—	2,071	804	557
	Average sales per unit	平均売上金額	—	—	60.5	72.8	—	45.0	38.3	34.8
	Floor space(㎡)	専有面積(㎡)	—	—	2,552	805	—	3,468	1,505	1,128
	Average floor space per unit(㎡)	平均専有面積(㎡)	—	—	85.1	100.6	—	75.4	71.7	70.5
Kyushu 九州	Units	戸数	574	447	663	176	331	387	94	78
	Sales amount	売上金額	19,766	14,653	23,413	6,370	13,132	24,385	4,168	2,759
	Average sales per unit	平均売上金額	34.4	32.8	35.3	36.1	39.7	62.9	44.5	30.4
	Floor space(㎡)	専有面積(㎡)	45,126	35,283	52,784	12,689	25,783	31,523	7,127	4,219
	Average floor space per unit(㎡)	平均専有面積(㎡)	78.6	79.0	79.6	72.0	78.0	81.4	76.1	53.8
Total 合計	Units	戸数	3,073	2,436	2,972	2,211	2,160	1,789	2,218	2,484
	Sales amount	売上金額	126,346	92,263	131,320	107,108	114,921	99,902	138,064	122,207
	Average sales per unit	平均売上金額	41.1	37.9	44.2	48.4	53.2	55.8	62.2	49.2
	Floor space(㎡)	専有面積(㎡)	231,794	184,936	228,098	169,725	163,483	137,712	163,984	175,509
	Average floor space per unit(㎡)	平均専有面積(㎡)	75.4	75.9	76.7	76.8	75.7	77.0	73.9	70.7

## Number of condominium units managed

分譲型マンション管理戸数			'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Daiwa LifeNext Co., Ltd. -New 大和ライフネクスト(新)	Number of managed units	管理戸数	—	—	249,017	256,347	263,064	265,512	273,011	275,140
	Number of managed buildings entrusted by HOAs	管理組合からの受託棟数	—	—	4,047	4,153	4,236	4,256	4,335	4,386
Daiwa Service Co., Ltd. ダイワサービス	Number of managed units	管理戸数	84,819	87,520	—	—	—	—	—	—
	Number of managed buildings entrusted by HOAs	管理組合からの受託棟数	1,337	1,404	—	—	—	—	—	—
Daiwa LifeNext Co., Ltd. -Former 大和ライフネクスト(旧)	Number of managed units	管理戸数	147,487	152,729	—	—	—	—	—	—
	Number of managed buildings entrusted by HOAs	管理組合からの受託棟数	2,439	2,510	—	—	—	—	—	—
Global Community Co., Ltd. グローバルコミュニティ	Number of managed units	管理戸数	77,024	80,239	83,282	85,358	89,962	95,107	98,513	101,028
	Number of managed buildings entrusted by HOAs	管理組合からの受託棟数	1,758	1,843	1,882	2,018	2,096	2,210	2,290	2,341
Total 合計	Number of managed units	管理戸数	309,330	320,488	332,299	341,705	353,026	360,619	371,524	376,168
	Number of managed buildings entrusted by HOAs	管理組合からの受託棟数	5,534	5,757	5,929	6,171	6,332	6,466	6,625	6,727

Note: In April 2015, Daiwa Service Co., Ltd. merged with Daiwa LifeNext Co., Ltd., and the business name changed to Daiwa LifeNext Co., Ltd.

注: 株式会社ダイワサービスは、大和ライフネクスト株式会社と2015年4月に経営統合し、商号が大和ライフネクスト株式会社となりました。

## Reference Materials 参考データ4

## Commercial Facilities Business 商業施設事業

## Subleasing areas of commercial facilities

転貸建物面積の推移		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Daiwa Lease Co., Ltd. 大和リース	Total leasing floor space(m <sup>2</sup> ) 貸付可能面積(m <sup>2</sup> )	1,735,717	1,791,414	1,812,807	1,857,193	1,914,656	1,959,890	2,035,502	2,015,547
	Leasing floor space occupied(m <sup>2</sup> ) 入居賃貸面積(m <sup>2</sup> )	1,722,074	1,774,437	1,794,208	1,835,597	1,892,830	1,936,155	2,004,770	1,978,437
	Tenants テナント数	2,830	2,880	2,981	3,104	3,243	3,372	3,646	3,617
	Occupancy rates* 入居率*	99.2%	99.1%	99.0%	98.8%	98.9%	98.8%	98.5%	98.2%
Daiwa Information Service Co., Ltd. 大和情報サービス	Total leasing floor space(m <sup>2</sup> ) 貸付可能面積(m <sup>2</sup> )	1,460,668	1,584,088	1,747,872	1,900,896	2,149,198	2,309,375	2,515,900	2,589,264
	Leasing floor space occupied(m <sup>2</sup> ) 入居賃貸面積(m <sup>2</sup> )	1,454,766	1,576,780	1,740,654	1,894,110	2,140,286	2,299,191	2,504,555	2,577,704
	Tenants テナント数	2,634	2,850	3,115	3,387	3,861	4,119	4,383	4,530
	Occupancy rates* 入居率*	99.6%	99.5%	99.6%	99.6%	99.6%	99.6%	99.5%	99.6%
Daiwa Royal Co., Ltd. ダイワロイヤル	Total leasing floor space(m <sup>2</sup> ) 貸付可能面積(m <sup>2</sup> )	1,337,464	1,459,862	1,581,442	1,681,892	1,766,928	1,826,327	1,861,894	1,956,476
	Leasing floor space occupied(m <sup>2</sup> ) 入居賃貸面積(m <sup>2</sup> )	1,329,841	1,446,087	1,568,503	1,666,314	1,743,771	1,803,217	1,837,568	1,926,246
	Tenants テナント数	2,354	2,531	2,714	2,828	2,971	3,119	3,191	3,352
	Occupancy rates* 入居率*	99.4%	99.1%	99.2%	99.1%	98.7%	98.7%	98.7%	98.5%
Total 合計	Total leasing floor space(m <sup>2</sup> ) 貸付可能面積(m <sup>2</sup> )	4,533,849	4,835,365	5,142,121	5,439,981	5,830,782	6,095,592	6,413,296	6,561,286
	Leasing floor space occupied(m <sup>2</sup> ) 入居賃貸面積(m <sup>2</sup> )	4,506,681	4,797,304	5,103,365	5,396,021	5,776,887	6,038,563	6,346,893	6,482,387
	Tenants テナント数	7,818	8,261	8,810	9,319	10,075	10,610	11,220	11,499
	Occupancy rates* 入居率*	99.4%	99.2%	99.2%	99.2%	99.1%	99.1%	99.0%	98.8%

## Management of owned commercial facilities

自社保有商業施設の運営状況		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Daiwa House Industry Co., Ltd. (non-consolidated) 大和ハウス工業(個別)	Total leasing floor space(m <sup>2</sup> ) 貸付可能面積(m <sup>2</sup> )	296,053	298,909	299,483	296,331	326,505	279,686	351,854	310,274
	Leasing floor space occupied(m <sup>2</sup> ) 入居賃貸面積(m <sup>2</sup> )	284,547	290,509	295,772	288,351	322,345	272,768	337,144	284,170
	Tenants テナント数	706	728	722	719	768	610	812	650
	Occupancy rates* 入居率*	96.1%	97.2%	98.8%	97.3%	98.7%	97.5%	95.8%	91.6%

\*Note: Leasing floor space occupied/Total leasing floor space

\*注: 入居面積/貸付可能面積

## City-Center hotels

都市型ホテル		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Number of hotels	ホテル数	38	40	46	52	54	72	91	92
Number of rooms	客室数	8,605	8,981	10,150	11,398	11,548	14,444	17,068	17,585
	Occupancy rates 客室稼働率	83.9%	85.8%	87.2%	88.6%	91.5%	91.8%	87.4%	33.9%
Daiwa Roynet Hotels (Daiwa Royal Co., Ltd.) ダイワロイネットホテル (ダイワロイヤル)	Number of hotels	36	37	42	45	46	52	59	62
	Number of rooms	7,853	8,003	9,012	9,621	9,732	11,226	12,543	13,115
Daiwa Royal Hotel City (Daiwa Royal Co., Ltd.) ダイワロイヤルホテルシティ (ダイワロイヤル)	Number of hotels	-	-	-	-	-	4	7	8
	Number of rooms	-	-	-	-	-	891	1,527	1,754
OSAKA DAI-ICHI HOTEL (Osaka Marubiru Co., Ltd.) 大阪第一ホテル (大阪マルビル)	Number of hotels	1	1	1	1	1	1	1	1
	Number of rooms	460	460	460	460	460	460	460	460
La' gent Inn (Daiwa House Industry Co., Ltd.) ラ・ジェント・イン (大和ハウス工業)	Number of hotels	-	1	2	2	2	2	2	2
	Number of rooms	-	226	386	386	385	385	385	385
La' gent Hotel (Daiwa House Industry Co., Ltd.) ラ・ジェント・ホテル (大和ハウス工業)	Number of hotels	-	-	-	3	3	4	5	5
	Number of rooms	-	-	-	639	639	827	965	965
MIMARU (Cosmos Initia Co., Ltd.) MIMARU (コスモスイニシア)	Number of hotels	-	-	-	-	1	8	15	20
	Number of rooms	-	-	-	-	40	361	760	1,045
THE STAY OSAKA shinsaibashi (Daiwa LifeNext Co., Ltd.) THE STAY OSAKA 心斎橋 (大和ライフネクスト)	Number of hotels	-	-	-	-	-	-	1	2
	Number of rooms	-	-	-	-	-	-	134	351

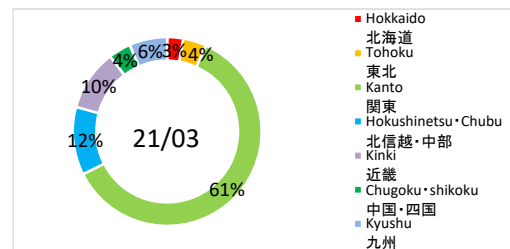
\*Note: City-Center hotels are included in the Commercial Facilities Business. La' gent Inn and La' gent Hotel are included in the Rental Housing Business. MIMARU and THE STAY OSAKA shinsaibashi are included in the Condominiums Business

\*注: 都市型ホテルは、商業施設事業に含まれますが、ラ・ジェント・インとラ・ジェント・ホテルは賃貸住宅事業、MIMARUとTHE STAY OSAKA 心斎橋はマンション事業に含まれます。

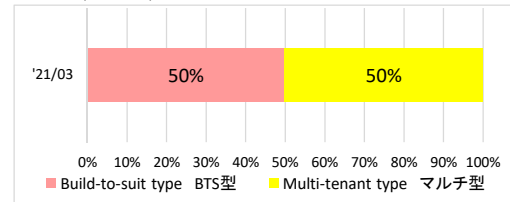
## Reference Materials 参考データ 5

## Logistics, Business &amp; Corporate Facilities Business 事業施設事業

Developed area of logistics facility (accumulated)		(Thousand m <sup>2</sup> / 千m <sup>2</sup> )
物流施設の開発延床面積 (累計)		'21/03
Hokkaido	北海道	275
Tohoku	東北	406
Kanto	関東	6,103
Hokushinetsu・Chubu	北信越・中部	1,175
Kinki	近畿	1,052
Chugoku・Shikoku	中国・四国	386
Kyushu	九州	652
Total	合計	10,052

Developed area of logistics facility (accumulated)  
物流施設の開発延床面積 (累計)

Composition of development (accumulated)		(Thousand m <sup>2</sup> / 千m <sup>2</sup> )
開発構成 (累計)		'21/03
Build-to-suit type BTS型	Number of logistics facilities 物件数	223
	Floor areas 延床面積	5,040
Multi-tenant type マルチ型	Number of logistics facilities 物件数	70
	Floor areas 延床面積	5,095
Total 合計	Number of logistics facilities 物件数	293
	Floor areas 延床面積	10,136

Composition of development (floor areas)  
開発構成 (延床面積)

Note: Floor areas have accumulated since FY2003 in Build-to-suit type logistics, and since FY2013 in Multi-tenant type logistics.  
注: BTSは2003年度、マルチは2013年度からの累積です。

## Other Business その他事業

Resort Hotels リゾートホテル		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
DAIWA ROYAL HOTEL ダイワロイヤルホテル	Room occupancy rates 客室稼働率	59.0%	58.6%	62.5%	60.4%	62.1%	62.6%	58.8%	28.0%
	Number of Daiwa Royal Hotels ホテル数	28	28	28	28	28	28	28	28
	Number of rooms 客室数	7,406	7,406	7,406	7,406	7,406	7,153	7,113	7,113
Royton Sapporo ロイトン札幌	Number of hotels ホテル数	1	1	1	1	1	1	1	1
	Number of rooms 客室数	292	292	292	292	292	294	294	294

Note: Including Nishiwaki Royal Hotel. / 注: 西脇ロイヤルホテルを含む  
Note: Resort hotels are included in the Other Business. / 注: リゾートホテルは、その他事業に含まれます。

Health & Leisure 健康余暇		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Sports Club NAS スポーツクラブNAS	Number of members 期末会員数(人)	150,328	165,084	175,233	179,151	188,696	191,092	196,582	161,843
	Number of sports clubs スポーツクラブ数	62	65	67	68	68	69	71	71
DAIWA ROYAL GOLF ダイワロイヤルゴルフ	Number of guests ゴルフ場ご利用 お客様数(人)	348,157	345,772	355,278	342,488	355,661	351,144	341,305	324,035
	Number of members 期末会員数(人)	4,193	4,865	5,361	6,145	6,772	6,771	6,519	6,406
	Number of golf courses ゴルフ場数	10	10	10	10	10	10	10	10

Note: Health & Leisure is included in the Other Business. / 注: 健康余暇は、その他事業に含まれます。

Home Center ホームセンター		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Sales account per customer (¥) お客様1人当たり購入単価(円)		2,516	2,550	2,658	2,689	2,767	2,858	2,924	2,945
Sales floor space (except out-mall selling space) (m <sup>2</sup> ) 期末店舗面積(外売場を除く)(m <sup>2</sup> )		241,237	250,437	259,064	292,296	295,813	296,782	301,103	310,289
Number of stores 期末店舗数		52	52	53	57	59	58	57	59

Note: Home Center is included in the Other Business. / 注: ホームセンターは、その他事業に含まれます。



## Reference Materials 参考データ 6

## Other Businesses その他事業

Environmental Energy Business  
エネルギー事業

			'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Group renewable energy generation facilities (in operation) グループ再生可能エネルギー (稼働中)	Solar power 太陽光	Number of facilities 物件数	154	191	225	266	321	359
		Solar power generation capacity 太陽光発電出力(Mw)	156.5	186.6	245.1	292.5	355.3	400.4
	Wind power 風力	Number of facilities 物件数	5	4	1	1	11	15
		Wind power generation capacity 風力発電出力(Mw)	9.6	9.6	9	9.0	25.7	26.5
	Water power 水力	Number of facilities 物件数	-	-	1	2	2	3
		Water power generation capacity 水力発電出力(Mw)	-	-	0.9	1.9	2.0	2.7
Total 合計	Number of facilities 物件数	159	195	227	269	334	377	
	Generation capacity 発電出力(Mw)	166.2	196.3	255.1	303.4	382.9	429.6	

Car Parking Business  
駐車場事業

		'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
Number of facilities 施設数		2,197	2,475	2,747	3,828	4,019	4,180
Number of car parking 収容台数		34,177	42,051	53,375	73,898	82,894	96,263

## 【Reference/参考】Overseas Business 海外事業

## Sales

(¥100Million / 億円)

売上高		'17/03	'18/03	'19/03	'20/03	'21/03
USA	アメリカ	55	783	990	1,173	1,768
Australia	オーストラリア	41	186	545	572	369
ASEAN	ASEAN	202	260	403	451	369
China	中国	361	445	362	222	266
Other countries	その他	461	634	507	430	244
Total	合計	1,116	2,310	2,785	2,773	3,018

Note: Adjustments included in total net sales and operating income./注: 合計には連結調整額が含まれています。

Note: For each business area, we disclose results after consolidation adjustment since FY2020./注: 21/3期から、各エリアの業績は連結調整後の数値で開示しています。

## Operating income

(¥100Million / 億円)

営業利益		'17/03	'18/03	'19/03	'20/03	'21/03
USA	アメリカ	3	64	84	116	191
Australia	オーストラリア	-2	13	45	18	-18
ASEAN	ASEAN	16	7	15	44	17
China	中国	1	44	35	-0	12
Other countries	その他	6	-5	-4	-83	-8
Total	合計	25	106	129	62	195

Note: Adjustments included in total net sales and operating income./注: 合計には連結調整額が含まれています。

Note: For each business area, we disclose results after consolidation adjustment since FY2020./注: 21/3期から、各エリアの業績は連結調整後の数値で開示しています。

## Financial Data (Non-Consolidated) 財務データ(個別) 1

## Non-Consolidated Balance Sheets 貸借対照表

(¥ Million / 百万円)

		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
<b>Assets</b>	<b>資産の部</b>								
Current assets	流動資産								
Cash and deposits	現金預金	68,052	90,675	57,359	40,156	113,877	97,450	21,367	128,846
Notes and accounts receivable from completed construction contracts and other	受取手形・売掛金等	87,931	106,751	124,774	129,636	137,336	152,975	156,625	149,290
Short-term investment securities	有価証券	16	16	16	16	50	891	694	546
Inventories	たな卸資産	340,344	417,701	403,429	406,652	466,078	539,152	603,251	641,854
Costs on uncompleted construction contracts	未成工事支出金	15,554	22,590	21,440	22,490	24,497	45,141	32,210	35,251
Land for sale	販売用土地	260,378	295,545	302,144	290,459	329,199	372,108	413,166	455,184
Single-family houses for sale	戸建	112,500	110,523	114,684	93,813	98,673	101,712	99,446	82,512
Condominiums for sale	マンション	105,735	125,657	123,745	119,960	124,994	160,151	163,705	160,691
Other	その他	42,141	59,365	63,714	74,346	105,531	110,245	150,014	211,980
Buildings for sale	販売用建物	54,634	90,964	70,500	85,185	104,678	113,429	149,753	143,621
Single-family houses for sale	戸建	22,081	26,207	23,860	20,193	23,836	20,977	28,239	24,874
Condominiums for sale	マンション	24,119	41,712	37,795	41,356	45,387	56,960	68,985	69,258
Other	その他	8,433	23,045	8,844	23,635	35,454	35,490	52,529	49,487
Other	その他の流動資産	95,583	82,737	95,053	140,394	145,953	165,590	171,752	242,833
Allowance for doubtful accounts	貸倒引当金	-3,109	-2,895	-1,589	-6,683	-7,583	-7,670	-7,759	-12,260
<b>Total current assets</b>	<b>流動資産合計</b>	<b>588,817</b>	<b>694,986</b>	<b>679,043</b>	<b>710,172</b>	<b>855,712</b>	<b>948,390</b>	<b>945,931</b>	<b>1,151,111</b>
Noncurrent assets	固定資産								
Property, plant and equipment	有形固定資産	454,725	527,891	599,620	669,322	686,566	706,389	763,960	740,840
Buildings and structures	建物及び構築物	135,717	149,325	159,808	178,737	200,644	214,452	215,683	214,885
Land	土地	282,872	345,969	403,446	432,722	429,299	442,649	488,204	460,066
Other	その他	36,135	32,596	36,365	57,862	56,622	49,287	60,072	65,889
Intangible assets	無形固定資産	16,640	15,222	14,415	15,766	14,632	13,820	19,087	24,418
Investments and other assets	投資その他の資産	738,613	831,858	881,702	1,015,394	1,154,146	1,188,035	1,358,845	1,403,635
Total noncurrent assets	固定資産合計	1,209,979	1,374,971	1,495,738	1,700,483	1,855,345	1,908,245	2,141,892	2,168,894
<b>Total assets</b>	<b>資産合計</b>	<b>1,798,797</b>	<b>2,069,958</b>	<b>2,174,782</b>	<b>2,410,655</b>	<b>2,711,058</b>	<b>2,856,636</b>	<b>3,087,824</b>	<b>3,320,005</b>
<b>Liabilities</b>	<b>負債の部</b>								
Current liabilities	流動負債								
Notes and accounts payable for construction contracts and other	支払手形・工事未払金等	124,676	152,972	183,380	188,282	254,212	265,210	115,672	103,635
Commercial papers	コマーシャルペーパー	-	72,000	-	-	-	-	49,000	-
Current portion of bonds payable	一年以内償還予定の社債	100,000	-	10,000	-	20,000	95,000	65,000	40,000
Current portion of long-term loans payable	一年以内返済予定の長期借入金	38,000	20,000	20,000	50,000	30,100	-	40,783	14,321
Income taxes payable	未払法人税・事業税	27,057	15,973	43,373	29,178	37,551	39,206	34,328	23,890
Advances received on uncompleted construction contracts and advances received	未成工事受入金・前受金	64,062	77,015	77,782	83,732	102,590	132,885	112,546	106,898
Other	その他の流動負債	246,592	325,870	321,900	328,021	320,528	388,362	445,850	433,622
<b>Total current liabilities</b>	<b>流動負債合計</b>	<b>600,388</b>	<b>663,832</b>	<b>656,436</b>	<b>679,215</b>	<b>764,982</b>	<b>920,663</b>	<b>863,180</b>	<b>722,368</b>
Noncurrent liabilities	固定負債								
Bonds payable	社債	30,000	110,000	100,000	200,000	287,000	192,000	277,000	383,000
Long-term loans payable	長期借入金	130,000	187,960	192,960	215,371	232,029	237,322	327,147	502,084
Other	その他の固定負債	217,725	200,028	265,793	265,929	252,397	252,805	259,690	246,093
Total noncurrent liabilities	固定負債合計	377,725	497,988	558,753	681,301	771,426	682,127	863,837	1,131,177
<b>Total liabilities</b>	<b>負債合計</b>	<b>978,114</b>	<b>1,161,821</b>	<b>1,215,190</b>	<b>1,360,516</b>	<b>1,536,408</b>	<b>1,602,790</b>	<b>1,727,018</b>	<b>1,853,546</b>
Net assets	純資産の部								
Capital stock	資本金	161,699	161,699	161,699	296,958	161,699	161,699	161,699	161,699
Capital surplus	資本剰余金	280,365	280,365	296,959	296,958	296,958	296,958	296,958	297,015
Retained earnings	利益剰余金	336,740	388,025	423,595	510,504	641,256	748,957	862,539	972,362
Treasury stock	自己株式	-2,284	-2,994	-5,646	-8,450	-4,630	-8,316	-7,588	-33,019
<b>Total shareholders' equity</b>	<b>株主資本合計</b>	<b>776,520</b>	<b>827,095</b>	<b>876,607</b>	<b>960,711</b>	<b>1,095,283</b>	<b>1,199,299</b>	<b>1,313,609</b>	<b>1,398,057</b>
Valuation and translation adjustments	評価・換算差額等								
Valuation difference on available-for-sale securities	その他有価証券評価差額金	50,535	82,811	83,535	86,616	73,291	48,639	37,247	58,506
Deferred gains or losses on hedges	繰延ヘッジ損益	10	104	262	375	796	470	728	511
Revaluation reserve for land	土地再評価差額金	-6,420	-1,912	-851	2,319	5,162	5,322	9,119	9,293
Total valuation and translation adjustments	評価・換算差額等合計	44,124	81,002	82,945	89,311	79,250	54,432	47,095	68,310
Subscription rights to shares	新株予約権	38	38	38	115	115	114	101	91
<b>Total net assets</b>	<b>純資産合計</b>	<b>820,683</b>	<b>908,137</b>	<b>959,592</b>	<b>1,050,139</b>	<b>1,174,649</b>	<b>1,253,846</b>	<b>1,360,805</b>	<b>1,466,459</b>
<b>Total liabilities and net assets</b>	<b>負債純資産合計</b>	<b>1,798,797</b>	<b>2,069,958</b>	<b>2,174,782</b>	<b>2,410,655</b>	<b>2,711,058</b>	<b>2,856,636</b>	<b>3,087,824</b>	<b>3,320,005</b>

## Financial Data (Non-Consolidated) 財務データ(個別) 2

## Non-Consolidated Statements of Income 損益計算書

		(¥ Million / 百万円)								
		'13/03	'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03
<b>Net sales</b>	<b>売上高</b>	<b>1,238,811</b>	<b>1,429,886</b>	<b>1,470,975</b>	<b>1,649,765</b>	<b>1,720,394</b>	<b>1,814,277</b>	<b>1,925,518</b>	<b>1,975,150</b>	<b>1,863,934</b>
Cost of sales	売上原価	968,083	1,131,048	1,153,803	1,274,145	1,309,711	1,358,558	1,458,008	1,494,529	1,427,976
SG&A expenses	販売費及び一般管理費	190,454	194,807	198,506	207,982	212,010	217,728	226,881	230,568	209,480
<b>Operating income</b>	<b>営業利益</b>	<b>80,273</b>	<b>104,030</b>	<b>118,665</b>	<b>167,638</b>	<b>198,673</b>	<b>237,990</b>	<b>240,628</b>	<b>250,053</b>	<b>226,478</b>
Interest income and dividends income	受取利息・配当金	13,055	14,198	18,832	22,829	23,151	28,504	30,266	32,821	74,133
Total non-operating income	営業外収益計	30,265	29,437	38,790	27,792	26,961	35,390	34,077	36,821	79,066
Interest expenses	支払利息	2,282	1,456	1,521	1,031	1,008	1,479	1,763	2,261	3,281
Total non-operating expenses	営業外費用計	7,617	7,160	6,780	11,567	13,288	10,342	6,249	11,292	17,211
<b>Ordinary income</b>	<b>経常利益</b>	<b>102,921</b>	<b>126,306</b>	<b>150,675</b>	<b>183,863</b>	<b>212,346</b>	<b>263,039</b>	<b>268,457</b>	<b>275,581</b>	<b>288,332</b>
Extraordinary income	特別利益	24,868	1,219	11,653	10,178	913	13,851	2,773	3,186	4,117
Extraordinary losses	特別損失	49,940	5,439	8,323	74,805	7,973	6,693	17,009	11,840	50,176
Income before income taxes and non-controlling shareholders' interests	税金等調整前当期純利益	77,850	122,086	154,006	119,236	205,285	270,197	254,220	266,928	242,274
Income taxes and others	法人税等	28,899	41,205	57,049	37,245	57,702	71,974	71,692	70,443	59,727
<b>Net income</b>	<b>当期純利益</b>	<b>48,951</b>	<b>80,881</b>	<b>96,956</b>	<b>81,991</b>	<b>147,582</b>	<b>198,223</b>	<b>182,528</b>	<b>196,484</b>	<b>182,546</b>

## Operating Data (Non-Consolidated) 事業データ(個別)

## Orders Received by Business Segment (Non-Consolidated) 事業別 受注高

		(¥ Million / 百万円)								
		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03
									Forecast	計画
Single-Family Houses	住宅	391,226	377,368	387,303	391,442	380,415	398,161	352,211	331,861	376,000
Custom-built houses	戸建住宅	256,215	237,825	250,325	259,792	243,157	262,524	234,898	210,841	232,000
Houses in housing development projects	分譲住宅	56,924	63,682	56,928	54,280	55,998	53,819	44,962	43,031	56,000
Land (including residential lots of housing development projects)	土地	78,086	75,860	80,050	77,370	81,259	81,816	72,349	77,988	88,000
Rental Housing	集合住宅	435,711	460,861	507,820	529,601	515,047	543,018	441,911	388,918	430,000
Condominiums (for sale)	マンション	113,290	100,610	114,175	112,484	120,442	107,199	138,793	115,250	130,000
Commercial Facilities	商業施設	290,555	315,531	337,967	399,013	404,628	476,248	531,040	493,808	510,000
Logistics, Business & Corporate Facilities	事業施設	215,519	268,233	282,619	286,609	357,799	399,613	415,467	354,883	356,000
Total	合計	1,485,700	1,590,528	1,710,360	1,798,319	1,867,655	2,010,318	1,957,003	1,768,017	1,885,000

## Sales by Business Segment (Non-Consolidated) 事業別 売上高

		(¥ Million / 百万円)								
		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03
									Forecast	計画
Single-Family Houses	住宅	394,440	375,267	378,214	390,308	385,334	383,611	353,938	325,277	365,000
Custom-built houses	戸建住宅	261,493	235,688	242,447	256,283	248,783	247,315	235,048	207,530	221,000
Houses in housing development projects	分譲住宅	57,253	62,755	57,077	55,139	55,673	53,298	46,256	42,451	56,000
Land (including residential lots of housing development projects)	土地	75,693	76,824	78,688	78,885	80,877	82,997	72,633	75,295	88,000
Rental Housing	集合住宅	384,514	424,718	482,639	525,243	527,267	531,251	454,209	402,045	415,000
Condominiums (for sale)	マンション	126,571	92,337	131,380	107,113	114,921	99,902	138,064	122,207	130,000
Commercial Facilities	商業施設	275,071	298,804	312,262	371,638	404,289	451,641	505,786	523,355	500,000
Logistics, Business & Corporate Facilities	事業施設	217,176	224,080	286,922	265,300	310,316	381,286	430,748	379,494	377,000
Total	合計	1,429,886	1,470,975	1,649,765	1,720,394	1,814,277	1,925,518	1,975,150	1,863,934	1,870,000

## Gross Profit Ratio by Business Segment (Non-Consolidated) 事業別 売上総利益率

		(%)								
		'14/03	'15/03	'16/03	'17/03	'18/03	'19/03	'20/03	'21/03	'22/03
									Forecast	計画
Single-Family Houses	住宅	18.3	17.9	18.9	19.2	20.0	19.9	19.0	17.9	18.6
Custom-built houses	戸建住宅	22.9	22.8	24.2	23.7	24.8	24.4	22.9	22.3	22.6
Houses in housing development projects	分譲住宅	17.9	15.4	16.6	18.9	19.2	17.9	15.2	13.5	17.9
Land (including residential lots of housing development projects)	土地	2.9	4.8	4.2	4.7	5.8	7.5	8.7	8.0	9.1
Rental Housing	集合住宅	24.5	24.3	24.4	25.7	27.2	25.5	26.2	25.2	24.6
Condominiums (for sale)	マンション	17.4	22.0	19.5	21.1	17.1	18.7	15.2	14.8	11.5
Commercial Facilities	商業施設	24.9	25.2	27.5	28.4	29.9	29.7	27.9	25.9	26.2
Logistics, Business & Corporate Facilities	事業施設	15.6	19.1	23.4	24.8	27.2	24.2	28.6	28.4	23.3
Total	合計	20.9	21.6	22.8	23.9	25.1	24.3	24.3	23.4	21.9

Notes: 1. In the Rental Housing, Condominiums, Commercial Facilities, and Logistics, Business & Corporate Facilities businesses, the figures in the charts include land and buildings. Although Existing home business, Leisure business, and Environment and Energy business have been omitted from the charts since they had no material impact on the total amount, the total has been calculated including each value.

2. We reclassified our business segments in the fiscal year ended March 31, 2020.

注: 1. 集合住宅・マンション・商業施設・事業施設は、土地・建物を含みます。また、「住宅ストック」「観光」「環境エネルギー」は合計金額に与える影響が軽微の為、省略していますが、「合計」の欄には、各々の数値を含んで算出しています。

2. 2020/3月期より、新セグメントで記載しています。