

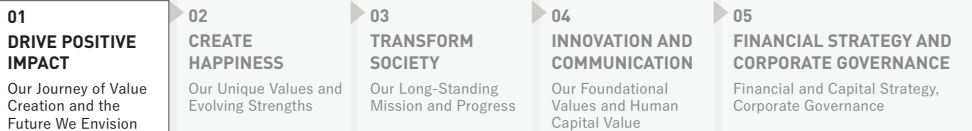
## DRIVE POSITIVE IMPACT

# The Sekisui House Group— Creating New Value

## The Sekisui House Group's Value Creation and Vision for the Future

Guided by our Corporate Philosophy “Love of Humanity,” we reflect on our journey of growth alongside our customers and society, sharing the value we have created, and the future aspirations embodied in our Global Vision.

## STORYLINE



## Make Home the Happiest Place in the World

That is the Sekisui House Global Vision.

We create homes that stay close to people's lives and nurture happiness, offering comfort, beauty, peace of mind across generations, care for the environment, and connection with loved ones.

Only the Sekisui House Group can bring all of these elements together.

As the meaning of happiness evolves, so does the way we live.

And as lifestyles change, society too begins to transform.

That is why we aim to help each individual shape their own version of happiness.

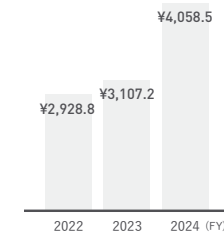
From happiness that begins at home—to the world, and into the future.

With that belief, we will continue to weave new value into everything we do.

## Highlights

### Net sales

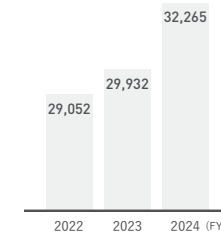
(Billions of Yen)



Consolidated net sales in FY2024 increased 30.6% year on year, reaching ¥4,058.5 billion.

### Number of employees

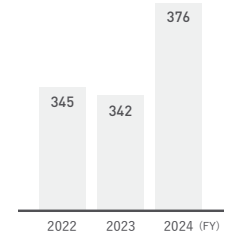
(Persons)



The total number of employees across the Group reached 32,265 in FY2024.

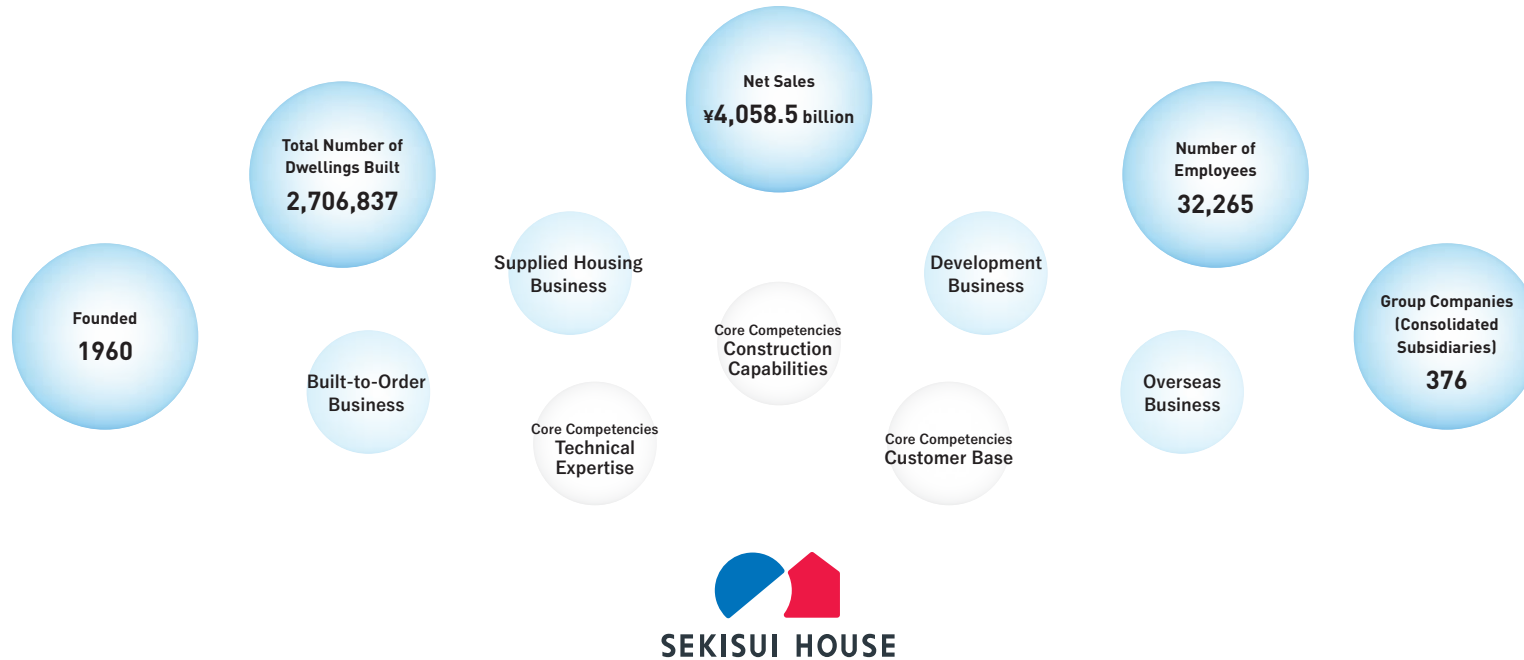
### Group companies

(Companies)



Together with our 376 Group companies, we continue to expand our business domains and drive sustainable growth.

# About the Sekisui House Group

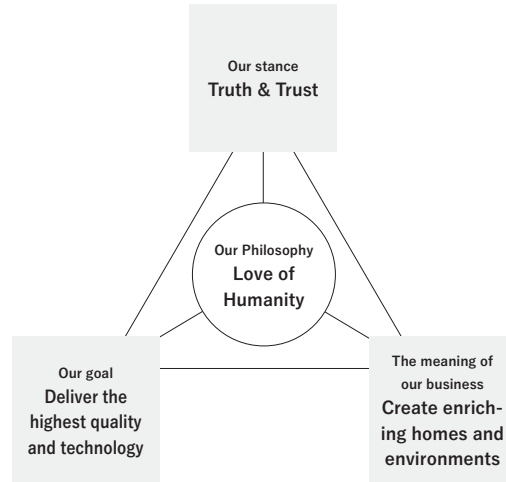


Founded in 1960, Sekisui House has dedicated over six decades to housing development, establishing a strong and trusted presence in the Japanese market. Today, we operate across four housing-focused business segments: built-to-order, supplied housing, development, and overseas business. We are actively expanding our business in global markets, including the United States and Australia.

By leveraging our three core competencies—technical expertise, construction capabilities, and a solid customer base—we are pursuing unparalleled value creation, empowered by more than 32,000 committed employees.

## About the Sekisui House Group

### Corporate Philosophy



### Love of Humanity

#### Our Philosophy

With an awareness that each and every human being is precious and irreplaceable, we will wish for the happiness of others, make their joy our own, and act with integrity and in the spirit of service.

### Embedding our Corporate Philosophy

A unique aspect of the Sekisui House Group is the deep integration of our Corporate Philosophy into our organizational culture. All employees share a strong understanding of this philosophy, with executives and managers leading by example, making it a habit to incorporate it into their daily work and clearly communicating their thoughts and visions.

Each year, we conduct a Governance Awareness Survey where all Group employees participate anonymously. This survey includes questions designed to assess awareness and practice of the Corporate Philosophy, allowing us to measure how well it is understood and embedded across the organization.

Over time, our Corporate Philosophy has naturally taken root and become an integral part of our business activities and daily operations. By putting it into practice, we foster a style of value creation that is unique to the Sekisui House Group.

**23,560** employees

93.04%

Believe they understand and act in accordance with the fundamental Corporate Philosophy, "Love of Humanity"

FY2024 Governance Awareness Survey  
25,323 employee responses  
(Sekisui House, Ltd. and domestic Group companies, excluding Konoike Construction Group)

### Embracing Our "Love of Humanity" Legacy

The origin of Sekisui House lies in our fundamental Corporate Philosophy, "Love of Humanity." Established to protect lives and homes during Japan's post-war reconstruction, this philosophy continues to guide us today as we grow into a global company. It serves as a universal ethos, actively practiced by all employees across the Sekisui House Group. Our Corporate Philosophy acts as a compass for decision-making, helping us answer why we pursue certain initiatives and the standards by which we make judgments.

The Corporate Philosophy consistently supports all activities of the Sekisui House Group. In times of major natural disasters, we often hear from customers, "This house protected us." Such trust is built not only on our technical expertise—such as advanced seismic resistance and structural integrity—but also on our sincere desire to contribute to our customers' happiness. Each home is thoughtfully designed, every component carefully crafted, and every structure built with care.

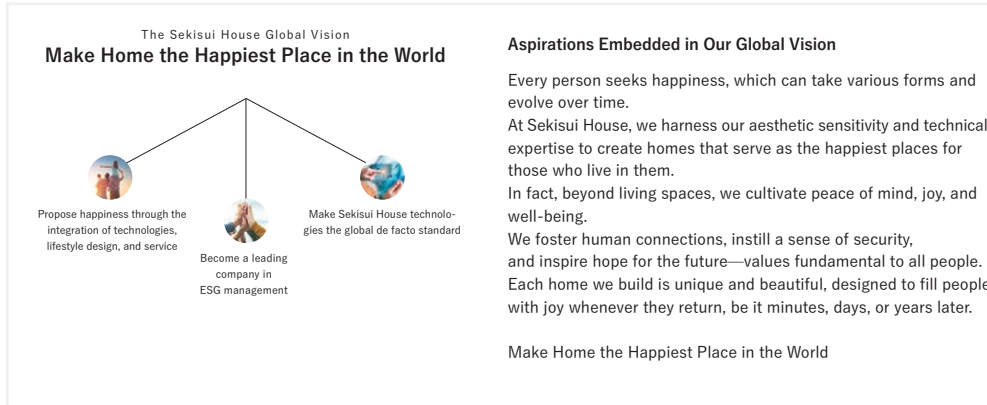
After a natural disaster strikes, employees of the Sekisui House Group and the skilled workers from our partner construction network, the Sekisui House Association, act spontaneously—without waiting for Company instructions. Motivated by thoughts such as "I wonder if that customer is okay," or "What can we do right now?" they promptly head to affected areas, check on the safety of our customers, deliver essential supplies, and do whatever they can to help restore daily life as soon as possible.

These actions are not driven by a sense of corporate obligation, but by a heartfelt desire to stand by our customers and support their happiness. Across generations, our spirit of "Love of Humanity" remains unchanged and continues to be passed down. The awareness of being a "community with a common destiny" and our unwavering "customer-first" approach live on in us today and will be carried forward into the future.

## About the Sekisui House Group

### Global Vision

The future we envision is one where everyday life is filled with happiness for everyone. This is why we are passionate about shaping an individual sense of happiness for each person. Our Global Vision embodies these aspirations of the Sekisui House Group.



### SEKISUI HOUSE\_SHIP

By deepening our commitment to SEKISUI HOUSE\_SHIP—a shared vision of the kind of organization we aspire to be—together with colleagues across the global Sekisui House Group, we continue to create new value and work toward realizing our Global Vision.

#### SEKISUI HOUSE\_SHIP

**Creating new value through innovation.**

**Fostering ideas through effective communication and collaboration.**

**Taking proactive and independent action.**

**Continually refining our technology and sense of beauty.**

**Committing as professionals to making home the happiest place in the world.**

#### The Concept Behind the Name

The English suffix “-ship” is often added to a noun to create an abstract noun. Words such as “partnership,” “leadership,” and “sportsmanship” are excellent examples of words created in this way that convey both meaning and a clear image. We wanted to do something similar and create a motto with our own Company name. While we use the suffix “-ship” to express the essence of Sekisui House, as a word, it symbolizes our cohesion as a group of diverse individuals uniting on a single vessel, sailing together towards a common destination.

→ P68 Our Foundational Values

## Establishing the Global Vision and SEKISUI HOUSE\_SHIP

### 2020 Beginning a new phase

In 2020, on our 60th anniversary, we announced the NEXT SEKISUI HOUSE 30-Year Vision. To become a global company that provides technologies, lifestyle design, and services centered on housing, we introduced our Global Vision to “Make Home the Happiest Place in the World.” This marked the beginning of our journey toward creating new value for the year 2050 and beyond.

### 2022 Articulating our future vision

We revisited the Sekisui House Group’s role in society and the values we have long cherished. Through discussions, we clarified our strengths, how we can leverage them moving forward, and the kind of organization we aim to become. These insights were then expressed as our corporate values.

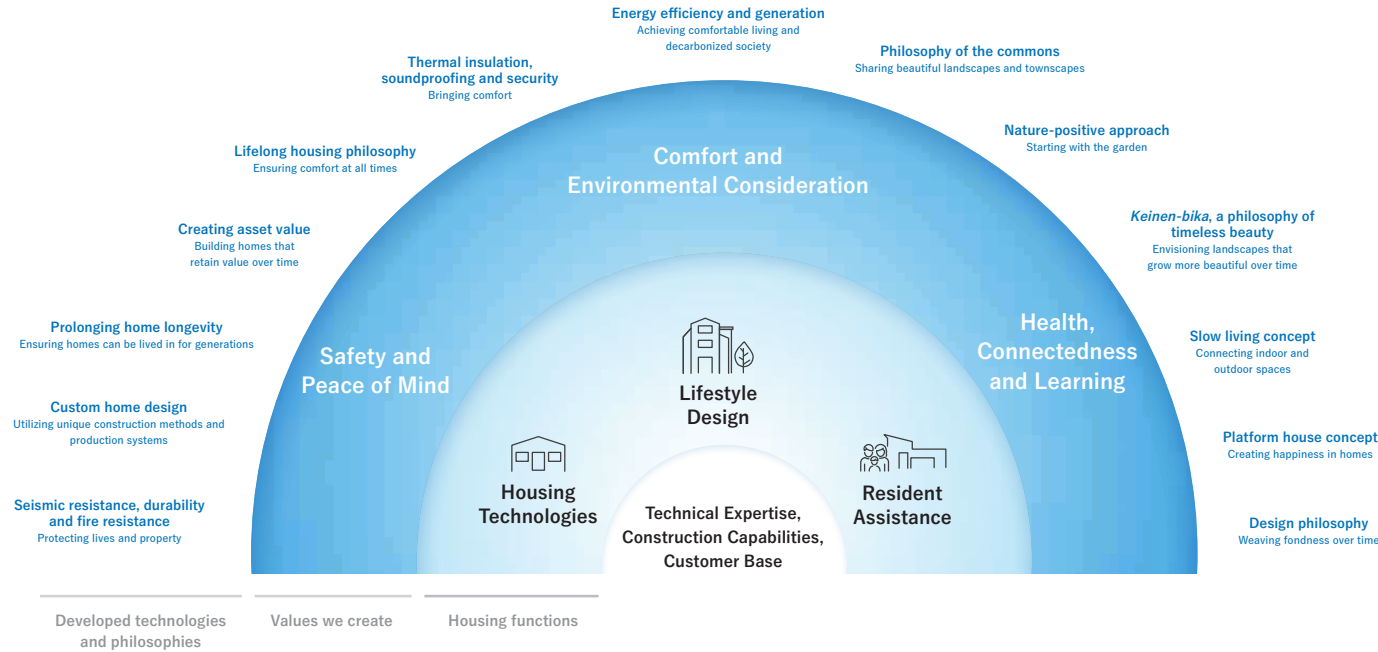
### 2024 A time of steady growth

By deepening our understanding of Sekisui House’s unique values and culture, and by honoring each individual’s identity and strengths, we aim to evolve the Sekisui House Group together with our colleagues both in Japan and overseas. With these aspirations, we have articulated our identity and established it as SEKISUI HOUSE\_SHIP.

### Valuing our employees’ aspirations

In formulating SEKISUI HOUSE\_SHIP, top management and employees engaged in 19 months of discussions to explore individual values and aspirations rooted in our Corporate Philosophy. These discussions led to the distillation of five essential components. By incorporating these components into daily actions, we aim to further deepen the unique identity of the Sekisui House Group.

# Value Creation Inspired by the Home



## Safety

Homes that protect your loved ones—resilient against earthquakes and fires, built for safe living.

## Peace of mind

Homes that offer peace of mind—adapting to life’s changes while maintaining asset value.

## Comfort

Homes that provide year-round comfort—allowing you to enjoy the changing seasons in ease.

## Environmental consideration

Homes that are kind to both people and the planet—built with care for the future of society and the Earth.

## Health

Homes that nurture well-being—supporting both mind and body in everyday life.

## Connectedness

Homes that strengthen bonds—fostering warm, meaningful moments with family and others.

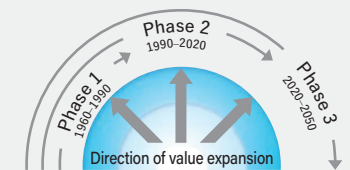
## Learning

Homes that enrich the heart—encouraging deep and lifelong learning and nurturing a sense of beauty.

Our approach to value creation at the Sekisui House Group begins with reimagining the role of housing. Since our founding, we have considered it our mission to provide homes that offer safety and peace of mind while protecting people’s lives and property. We then expanded our focus to include comfort and environmental consideration, promoting sustainable living. Today, while further enhancing these values, we are also creating new forms of happiness suited to the era of the 100-year lifespan—adding the values of health, connectedness, and learning—and working to pass this happiness on to future generations.

## Understanding the Diagram

This diagram illustrates the Sekisui House Group’s journey and direction in value creation. By leveraging our three core competencies—technical expertise, construction capabilities, and a solid customer base—we continue to develop advanced technologies and ideas that pioneer new housing concepts.



## Value Creation Inspired by the Home

### Drive Positive Impact

#### Happiness in the era of the 100-year lifespan, inspired by the home

As we enter into the era of the 100-year lifespan, values are diversifying, and challenges such as declining birthrates, aging populations, and climate change are becoming increasingly complex. In Japan and other developed countries, following periods of rapid economic growth, there is a growing emphasis on emotional and lifestyle fulfillment.

To live happily for 100 years, people need to maintain good health, nurture close connections with family and friends, continue learning, develop new skills, and accumulate meaningful experiences and memories. We believe that these intangibles, which add richness to everyday life, are essential to happiness. That is why we are committed to creating homes that support and nurture happiness in the era of the 100-year lifespan.

### Create Happiness

#### Creating more than just houses

We envision a future where everyone's daily life is filled with happiness. Moments of joy, beauty, and fulfillment differ from person to person. That is why we strive to create happiness tailored to each person's unique definition.

Founded with the mission of creating new social value through housing, Sekisui House has consistently led innovation through extensive research and technological development. Our journey goes beyond constructing living spaces; we are pioneering the future of housing culture and shaping the lives of those who reside in our homes. We will continue to create new value by enhancing housing performance and developing advanced technologies.

### Transform Society

#### Building a happier future

Creating happiness means fostering a brighter future—and ultimately, a sustainable society. We aim to pass down beautiful homes and townscapes where people can live happily. Guided by this vision, we are committed to creating value that looks to the future.

The Sekisui House Group plays a leading role in addressing today's pressing social challenges. Rather than focusing on what we want to offer, we ask what value is truly needed. With this mindset, we engage in business activities that enhance the happiness of our customers, society, and employees. We will continue to share new forms of value with the world—value that contributes to a future society no one has yet imagined, with the aim of realizing a happier future for all.

## Our Ancillary Objectives, “Sub-Visions”

### Propose happiness through the integration of technologies, lifestyle design, and service

Our founding mission has always been to provide housing that protects people's lives and property through advanced technologies, enrich living through innovative lifestyle design, and enhance services that support residents. By integrating these elements, we aim to create new value that contributes to happiness.



→ P.21  
Our Corporate Story

### Becoming a leading company in ESG management

ESG management at the Sekisui House Group is the embodiment of our Corporate Philosophy. By aligning our business activities with ESG principles and ensuring their effective implementation, we create value that contributes to addressing social challenges. This approach supports the realization of a sustainable society and the continued growth of our Group.



→ P.64  
Leading Company in  
ESG Management

### Make Sekisui House technologies the global de facto standard

Since our founding, we have developed and refined technologies and lifestyle proposals that incorporate safety, peace of mind, comfort, and environmental consideration. We aim to bring these Sekisui House technologies to the global stage, delivering new value and expanding our impact worldwide.



→ P.107  
Overseas Business

# The Happiness Created by the Sekisui House Group Employees

At the Sekisui House Group, our employees are truly dedicated to making our customers happy. It is not the Company alone that creates happiness, but it is the sincere intentions of **each individual**. When those intentions come together, they create homes that are truly one of a kind.

**Take one of our designers, for example.** When she listens to customers, she does so with the same care as if she were thinking about her own family. **“What kinds of moments will they spend in this home?” “What kind of future are they imagining?”** With these thoughts in mind, she carefully creates each design plan, putting her heart into creating homes that support customers' happiness.

**Or consider one of our onsite supervisors.** He once found himself in tears after seeing a customer cry with joy when their home was completed. **“Building a home is one of life's biggest milestones. Being part of that moment—that's the most rewarding part of the job.”** Those smiles and tears are what give him pride in his work.

**And then there's a staff member from one of our Customer Service Centers.** After a major typhoon, she made a call to check on a customer's safety and was told, “Thank you so much for thinking of us.” She said her heart was deeply moved. **“I want Sekisui House to be the first name people think of in times of need.”** With that feeling in mind, she approaches each day with care and commitment.

Though we each play a different role, a **shared passion for creating happiness** unites every Sekisui House Group employee—and that is our strength.

## Happiness, as shaped by each individual



New equipment brings new ways of working, more comfortably. A workplace where smiles naturally emerge.



Treating others like family. Building lasting connections that extend into everyday life.



From those who build to those who live there. Condominiums where heartfelt intentions connect and smiles are shared.



Always thinking one step ahead. A unique sense of reassurance that only onsite supervisors can provide.



Caring for our customers' money as if it were our own. Trust that is built through genuine sincerity.



Going beyond expectations. Making the extraordinary feel like the everyday through technology.



Turning a familiar spaces into something special. An entrance that lifts your spirits every time you see it.



A calm, focused workplace where employees can thrive without distraction.



One thoughtful step at a time. The moment when personal trust becomes trust in the Company.

# The Sekisui House Group's Leadership

When people hear the title “CEO,” they often think of someone who builds a company. But for me, it is about something deeper—working alongside employees in the Sekisui House Group to continuously explore **how we can create new value for our customers.**

Our Global Vision, “Make Home the Happiest Place in the World,” may sound simple. But **it is a vision that only the Sekisui House Group can achieve**—because it is built on decades of dedication and the close relationships we have nurtured with our customers. It reflects who we are and what we stand for.

I believe that **“becoming a working member of society”** means taking on the responsibility of “contributing value to society.” For those who have chosen to begin their professional journey with the Sekisui House Group, I believe it is much more fulfilling to **use the Company's resources to create something meaningful.** I encourage every employee to make full use of what we have—to challenge themselves, to grow, and to make a difference.

To build the future we envision, we must be willing to take a different approach than we have in the past. That's exactly why I encourage our employees to **“drastically change the way things have always been done.”** Don't be constrained by precedent or convention—start from scratch, question everything, and work with your colleagues to explore what value society truly needs.

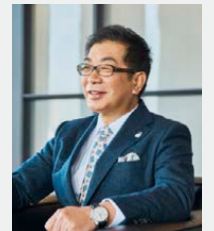
Value creation isn't reserved for a select few—**everyone has the power to drive it.** Even a small idea, if it brings happiness to a customer, is a **powerful innovation.**

## To all employees: “Treasure the time with friends and family, and nurture your own happiness.”

Throughout our careers, many of us have lived with the belief that “working hard is expected” and “taking time off might be seen as a weakness.” In the midst of busy schedules, we may have postponed time with family, declined invitations from friends, or set aside things that truly matter to us. But when we pause and reflect, we sometimes find ourselves asking—was that really the right choice? Perhaps a truly happy life is one where work has its rightful place, rather than taking over everything else.

That's why I want to share this message with all our employees: don't let yourself be bound by rigid ideas of how things “should” be. Instead, cherish your own version of happiness. For example, in Japan, it's common to take time off around national holidays. But I believe time off could be more personal and flexible. Rather than simply following convention, wouldn't it be better to live in a society where people feel free to spend time with those who matter most, when it matters most?

The Sekisui House Group aims to be a platform where each person can choose their own path in life. To support that, we have built programs and corporate culture that allow employees to act with autonomy and pursue their own happiness. And for those who seek that autonomy, we promise our full support. It may sound extreme, but I truly believe this: if each of you finds happiness, then the future will be happy too. So please, treasure the time you spend with your family and friends, and live a life that makes you happy.



**Yoshihiro Nakai**  
Representative Director of the Board,  
CEO, President, Executive Officer

# Our Corporate Story

積水ハウスの根本哲学は「人間愛」にある。  
事業はその展開である。

「人は住まいを創り、住まいは人を創る」と言われる。  
人間として豊かに感じ、快く感じ、  
安らぎを感じるような住み手本位の住まいの提供、  
快適で誇らしい街並みや安全で利便性のよい環境、  
あるいは近代的で合理性のある都市開発などを創造することは、  
当社の社会的使命を果たすゆえんであり、  
当社の存在意義であると同時に当社全員の誇りでもある。  
— 「創業からの30年に見る積水ハウスの原点」より

**Our fundamental philosophy is Love of Humanity.**  
**From this, our work begins—not just to build, but to care.**

*“People shape homes, and homes shape people.”*  
So we create spaces with warmth—places of comfort, peace, and quiet joy.  
We shape neighborhoods with grace—places of pride, belonging, and beauty.  
We envision cities with intention—places of legacy, life, and tomorrow.  
In these acts of creation, we fulfill our mission to society.  
This is the very essence of who we are—and the pride we carry, together.

— From “The Heart of Sekisui House: A Journey Through Its First Thirty Years”



## Our Corporate Story

### The Story of our Founding

#### Creating homes the world has never seen

In the late 1950s, Japan was still grappling with a severe housing shortage following the devastation of wartime air raids. Delivering homes as quickly as possible was an urgent priority. At the time, Japanese houses were traditionally built using wood, paper, and mud, and the idea of constructing homes with steel frames was virtually unknown—even globally. Inspired by an overseas trade magazine featuring an all-plastic house, four technicians—none with prior construction site experience—set out to develop a fire-resistant home, unlike anything the world had seen.



#### A new way of living begins here

With no precedents to guide them, the team combined their knowledge and solved problems independently, ultimately creating a livable home made from steel, aluminum, and plastic. This breakthrough challenged the conventional construction methods and materials of the era.

On August 2, 1960, the day after Sekisui House was founded, a newspaper advertisement was published with the message, “A new way of living begins here...” This message reflected the Company’s ambition not just to sell houses, but to redefine how people live.



#### Bold investments and reforms

In 1961, we introduced Sekisui House Model B, offering spacious layouts and customizable design, laying the foundation for the technologies and philosophies we uphold to this day. To address the housing shortage and deliver high-quality homes, we took responsibility for producing our own components and therefore established the Shiga Factory. We also began setting up a framework for the future-oriented production of pre-fabricated housing, while transitioning from agency-based sales to direct sales and reforming our distribution system to deliver only the necessary materials.



#### A continuous pursuit of challenges

One employee who joined in 1961 recalls, “Our goal was to create something that would become the core of the future—something that didn’t yet exist.” Sekisui House started with just 34 people. By the following year, in 1961, around 60 employees—including sales, design, and factory personnel—were all working together in a single office, openly sharing ideas and approaching their roles with the mindset of entrepreneurs. With no benchmark products to emulate and no competitors to chase, they placed their trust in one another, supported each other, and tackled challenges as a united team, developing new products and solutions day by day.



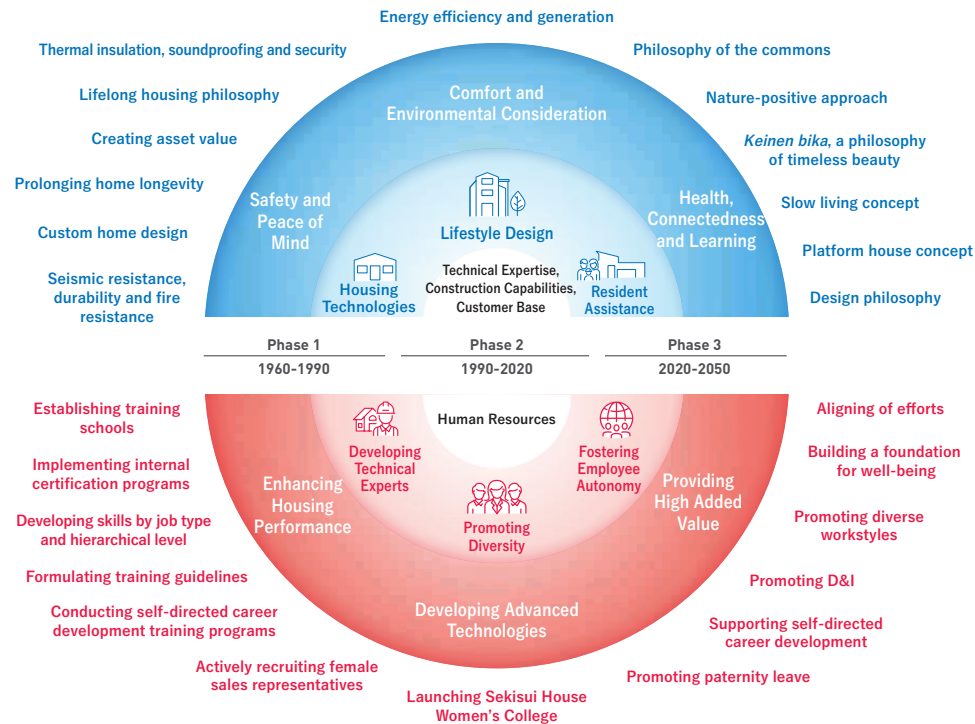
#### Sekisui House united in spirit, striving for new heights

The courage to defy convention, the passion to pursue dreams without worrying about tomorrow’s living expenses, and a sincere commitment to serving customers—these values were at the heart of our early days. Success was not measured solely by business performance or efficiency, but by the desire to bring joy to others and contribute to society. Top management, employees, and partner building constructors supported one another to keep the Company afloat during its fragile beginnings, when it nearly sank like a ship in troubled waters. Their bonds were rooted in genuine care. “To wish for another’s happiness, and to take joy in their joy”—this spirit is the very origin of Sekisui House.



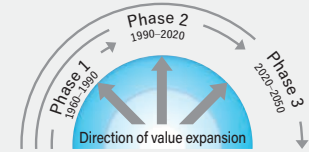
Our Corporate Story

The Sekisui House Group's Value Creation



Creating value that evolves with the times

Since its founding, the Sekisui House Group has continuously explored the potential of housing while remaining closely attuned to societal change. From addressing the post-war housing shortage, to responding to environmental challenges, and now entering the era of the 100-year lifespan, we have advanced our housing technologies and possibilities through three distinct phases. Throughout this journey, we have remained committed to delivering new forms of value that meet the evolving needs of society.



Phase 1 (1960-1990)

To address the post-war housing shortage, we focused on enhancing core housing performance standards such as seismic resistance, durability, and fire resistance, creating value in the form of safety and peace of mind. We prioritized the development of innovative technologies and the training of skilled technicians to carry those technologies forward.



Phase 2 (1990-2020)

As the impacts of climate change became more evident, we worked to improve thermal insulation and energy efficiency in homes, creating value in the form of comfort and environmental consideration. We also focused on building an environment where people with diverse perspectives could thrive, leading to the development of advanced technologies and services.



Phase 3 (2020-2050)

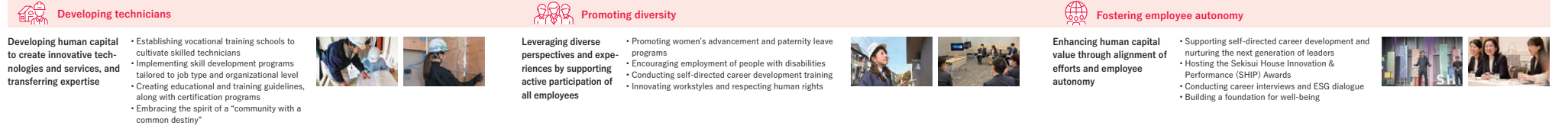
In pursuit of happiness in the era of the 100-year lifespan, we are working to further advance technological innovation while supporting employee autonomy that drives such innovation. Through this, we aim to create new value in health, connectedness, and learning.



## Our Corporate Story

### Shaping the future of living through technological advancement

The Sekisui House Group has expanded the concept of housing through continuous innovation and the enhancement of human capital value. Beyond improving the physical quality of homes (technologies), we have created new value in the form of happiness by integrating housing proposals (lifestyle designs) with services that support daily life.



## Our Corporate Story

### Evolving homes that foster lasting happiness

From pursuing safety and peace of mind in the home to coexisting with the environment and creating spaces that nurture emotional fulfillment, we are now focused on creating happiness in the era of the 100-year lifespan. As society and values continue to evolve, so do the homes we create.

2020–2050

#### Phase 3: Health, connectedness, and learning

In the era of the 100-year lifespan, we believe homes must support health, strengthen human connections, and foster lifelong learning. With this vision, we are developing new ways of living and lifestyle proposals that reflect these values.



**2020**  
Introduced Clearview Design, a wooden-frame home featuring large, sloped ceilings and extended eaves that evoke the feeling of being under a large tree canopy, with a gabled roof that blends seamlessly into the surrounding townscape

**2020**  
Adopted a next-generation indoor environment control system that ventilates and purifies air without opening windows, removing pollutants such as pollen and PM2.5 to maintain consistently clean and comfortable indoor air

**2021**  
Introduced a smart home service integrated with floor plans, enabling residents to monitor their home and family from outside the house, and allowing them to monitor their home and remotely operate equipment—all from a single smartphone

**2023**  
Developed a design proposal system that “weaves fondness over time,” reflecting residents’ sense of beauty through comforting interiors and exteriors that harmonize with the surrounding townscape

**2024**  
Launched in Southern California, the first SHAWOOD community in the United States—Sommers Bend—was highly praised for its safety, comfort, and beautiful design enabled by SHAWOOD’s unique construction method, earning multiple prestigious awards in the U.S. housing industry

1990–2020

#### Phase 2: Comfort and environmental consideration

As global environmental issues became more apparent and society began redefining “prosperity,” we created living spaces that harmonize with nature, offering both energy-efficiency and comfort.



**1995**  
Introduced the SHAWOOD construction method, a unique wooden-frame housing system that has become a signature series for Sekisui House

**1996**  
Standardized the use of double-glazed glass with excellent heat-shielding and thermal insulation properties while proposing new living concepts such as atrium-style spaces and open staircases in living rooms

**1997**  
Adopted a new construction method offering both high strength and design flexibility, meeting the growing urban demand for three-story homes

**1998**  
Created homes designed to be passed down through generations by incorporating ceramic roof tiles and Dyne Concrete exterior wall materials

**2000**  
Introduced a roof-integrated photovoltaic power generation system that combines aesthetic appeal, ease of solar equipment installation, comfortable living, and harmony with nature

**2001**  
Achieved high-quality housing with Bellburn exterior walls, which combine the texture of ceramics and the warmth of the soil with superior durability

**2007**  
Standardized the installation of SHEQAS, a newly developed seismic force-absorbing system for steel-frame houses, to realize earthquake-resistant housing

**2010**  
Introduced the Slow Living concept, creating a sheltered eave space that gently connects indoor and outdoor areas to offer a relaxed lifestyle in tune with the seasons

**2013**  
Achieved a net-zero energy balance by significantly reducing energy consumption through high thermal insulation and energy-saving equipment, while also utilizing energy-generating equipment

**2018**  
Created a comfortable living environment with high thermal insulation and seismic resistance, featuring a spacious, pillar-free living area and an expansive, eave-covered outdoor space

**2019**  
Realized steel-frame, three-to four-story detached houses for urban settings that offer privacy while providing a lifestyle surrounded by light, gentle breezes, and greenery

1960–1990

#### Phase 1: Safety and peace of mind

At a time when wooden homes were the norm, we introduced a new approach using steel, aluminum, and plastic to build high-quality housing that protected people’s lives and property. We established a stable supply system and supported the daily lives of many people.



**1960 Model A**  
Helped customers realize a sought-after lifestyle by using steel, aluminum, and plastic as primary materials while offering Western-style kitchens, dining rooms, and indoor baths

**1961 Model B**  
Adopted meter modules for the first time, providing more spacious interiors than traditional “shaku” modules, and introduced aluminum sashes for window frames

**1962**  
Developed a two-story version of the Model B, offering greater design flexibility while maintaining structural strength, leading to a series of signature Sekisui House homes

**1978**  
Released Sekisui House’s first named home model, “GRENIER” (houses with an attic), which utilized roof pitch to create attic space

**1981**  
Introduced a Western-style, modern home featuring a roof finial, designed to appeal to younger customers

**1983**  
Introduced for the first time a home design featuring clapboard-style exterior walls, a gabled roof with dormers, a roof finial with ventilation functionality, and white window sashes

**1983**  
Responded to demand for traditional Japanese housing design by incorporating tile roofs and interiors that reflected a distinctly Japanese aesthetic and atmosphere

**1984**  
Adopted Dyne Concrete as an exterior wall material for its superior strength, durability, and refined appearance, realizing a new residential style in urban areas

**1986**  
Proposed spaces for sunbathing and stargazing with roof balconies as well as second-floor rooftop balconies that blended seamlessly with exterior designs

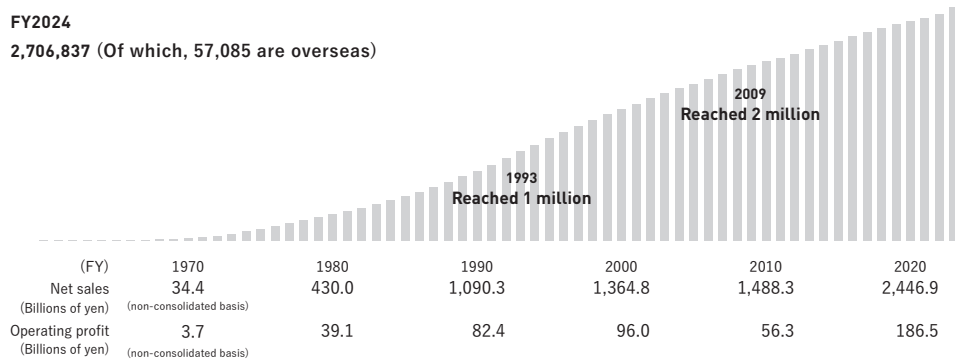
**1987**  
Received the first Good Design Award for our highest-grade home featuring Dyne Concrete, a fundamental design which continues to this day

## Our Corporate Story

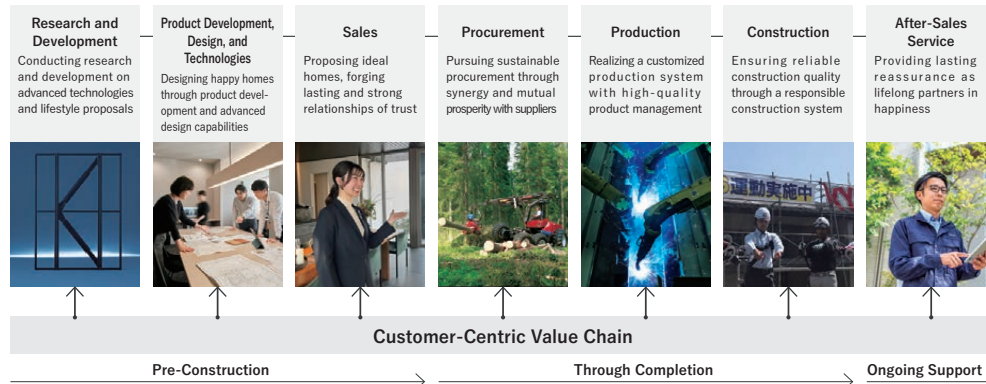
Sekisui House has delivered over 2.7 million homes to date. Because we believe that a home is where happiness grows, we aim to support every aspect of daily life as a lifelong partner to our customers. Guided by this belief, we have built a unique value chain in which the Group oversees every process involved in homebuilding. We have also expanded our business domains centered on housing and established a business model that enables sustainable value creation.

### Cumulative Number of Dwellings Built

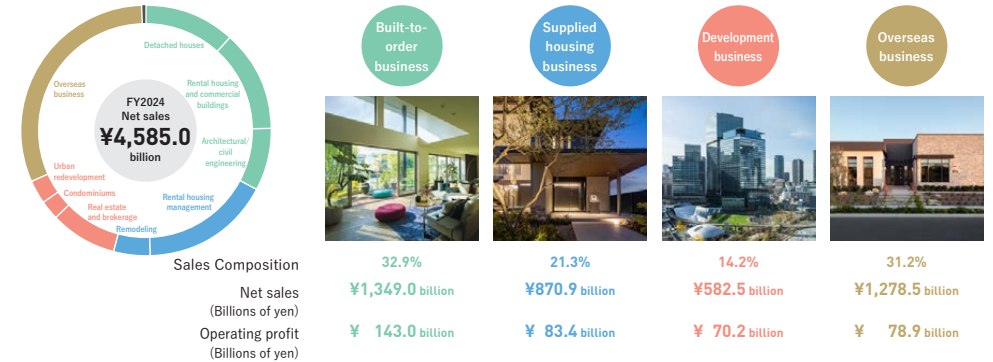
**FY2024**  
2,706,837 (Of which, 57,085 are overseas)



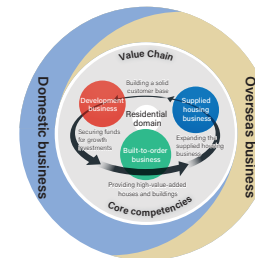
### Value Chain



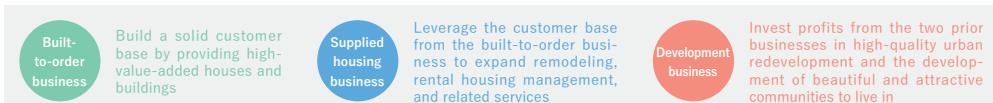
### Business Portfolio



### Business Models



Of the three business models in Japan, our built-to-order and supplied housing businesses are asset-light business models that do not require significant capital investments. The built-to-order business, which primarily includes homes and commercial buildings constructed by Sekisui House, is closely linked to the supplied housing business, which conducts property management and remodeling. Profits generated from these businesses are then invested into the development business, which requires larger capital input and earns large returns through high-quality development in a circular business model. In our overseas business, we are working to establish similar business models.



## Our Corporate Story

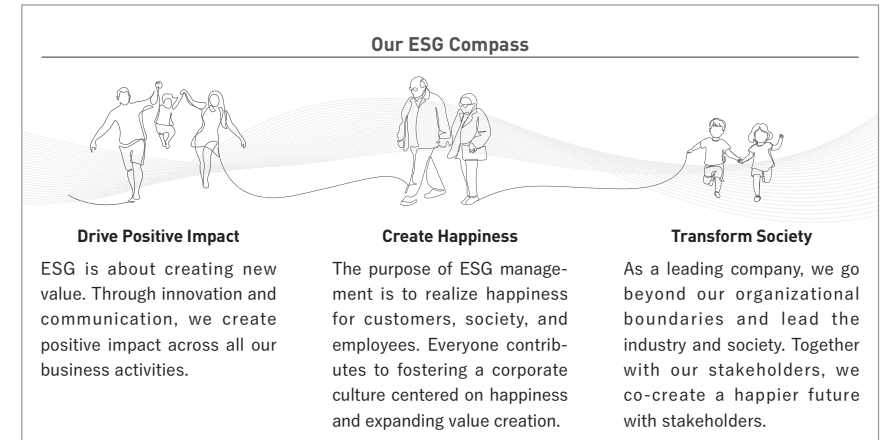
### Sekisui House's journey as a pioneer of each era

Our Corporate Philosophy, "Love of Humanity," embodies the three core principles that form the foundation of our value creation. First, based on the belief that a "company is made of its people," each person's practice of "Love of Humanity" fosters dynamic, inclusive management and serves as the driving force supporting sustainable growth. Second, "we strive for our customers' happiness, and create and provide products that they desire." By practicing this, we pursue true customer satisfaction while enhancing corporate value. Third, we aim to "always ask ourselves whether this is helpful to the customer and if it contributes to society" in the development of products, creation of high-quality environments, and rigorous selection of new business endeavors. These principles, embedded in "Love of Humanity," are the very essence of our business activities, which have consistently created value ahead of the times to benefit society. Even as times change, this philosophy remains unwavering. Today, it lives on and continues to evolve in the form of ESG management.

### Unwavering philosophies and evolving value creation

While Sekisui House's business activities have evolved with the times, the fundamental philosophy behind them has remained unchanged—to continuously create new value that contributes to society with a forward-looking mindset. Through this value, we aim to foster the happiness of our customers, society, and employees, set new standards, and continue amplifying happiness.

We have set a sub-vision to "Become a leading company in ESG management," with the aim of demonstrating even greater leadership in the field. We have positioned the ideals we have cultivated over time as "Our ESG Compass," guiding our efforts to create future value with a focus on three key questions: What value are we creating? How does it lead to happiness? And what kind of change does it bring about? These three perspectives form the core that connects Sekisui House's past, present, and future—and they will remain the unwavering source of our value creation in the years to come.



→P64 Leading Company in ESG Management

### Sekisui House has redefined norms in the housing industry

Pursuing what others have yet to attempt—because such efforts have the potential to improve lives. Through these "first steps," Sekisui House has gradually helped shape what is now considered standard. What we present here are a few lesser-known stories that illustrate how we have led the way forward.

#### 1967 Revolutionizing days off in the housing industry

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

At a time when evening and weekend meetings with clients were the norm—leaving little to no time for rest—Sekisui House introduced Wednesday closures at our sales offices. Prioritizing employee well-being, this initiative set a new standard for workstyles in the housing industry.

#### 1986 Integrating production system for entire homes



When it was widely accepted that "homes are built onsite," we established our own factories and pioneered pre-fabricated housing. In pursuit of the highest quality, we not only changed how homes were built; we transformed the entire framework of how they were delivered.

#### 1990 Establishing research center, an investment in society



We envisioned a facility that would benefit both the industry and our customers. Even with slightly higher costs, we considered it as a way to give back to society. With that in mind, we established one of the largest research centers in Japan and opened it to the public, helping redefine how people think about housing.

#### 2018 Supporting happiness through a paternity leave



"I want to spend time with my child." To make this simple, heartfelt wish a reality, we declared in 2018 that 100% of male employees would take at least one month of parental leave. This was a clear expression of our belief that a company should support family happiness—and we backed that belief with action.