

CREATE HAPPINESS

The Sekisui House Group— Creating Happiness

02

Evolving Our Core Competencies and Creating Value

This section highlights the value we create by evolving our core competencies, which the Sekisui House Group has cultivated over many years, and leveraging these strengths to implement medium- to long-term strategies for sustained value creation.

STORYLINE

01
DRIVE POSITIVE IMPACT

Our Journey of Value Creation and the Future We Envision

02
CREATE HAPPINESS

Our Unique Values and Evolving Strengths

03
TRANSFORM SOCIETY

Our Long-Standing Mission and Progress

04
INNOVATION AND COMMUNICATION

Our Foundational Values and Human Capital Value

05
FINANCIAL STRATEGY AND CORPORATE GOVERNANCE

Financial and Capital Strategy, Corporate Governance

Unparalleled Values

The Sekisui House Group possesses unique and enduring strengths that distinguish us from any competitor.

These include our advanced technical expertise, trusted construction capabilities, and our customer base of over 2.7 million homes delivered worldwide.

Built through the tireless efforts and challenges faced by our predecessors, these irreplaceable assets have been passed down to us.

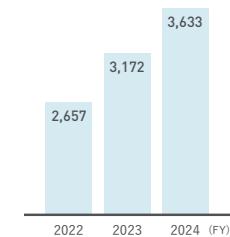
By positioning these core competencies as our “competitive edge,” we continue to develop and implement strategies to create new value.

Refining these strengths and passing them on to future generations—that is the true driving force behind the Sekisui House Group’s evolution.

Highlights

First-Class Registered Architects

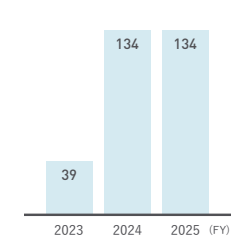
(Persons)



A total of 3,633 employees have been certified as first-class architects, contributing to the realization of high-quality housebuilding.

Crafters Hired

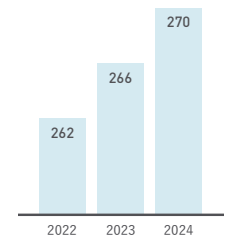
(Persons)



In FY2024, we strengthened crafter recruitment, hiring 134—about 3.8 times the average of the past three years.

Cumulative Number of Dwellings Built

(Thousand units)



Cumulative number of dwellings built, including overseas, has reached 2.7 million units, forming the foundation of our customer base.

Unparalleled Values

The Sekisui House Group's

Core Competencies

Over our more than 60-year journey, the Sekisui House Group has cultivated a range of strengths. These include superior technical expertise that enables continuous innovation and advanced design proposals; exceptional construction capabilities that rigorously adhere to stringent Company-specific criteria exceeding legal regulatory standards; and a solid customer base built on deep bonds and trusted relationships with customers.

These core competencies were born out of efforts to fulfill our founding mission—addressing housing shortages and protecting people’s lives and property from disasters—while putting into practice our Corporate Philosophy of “Love of Humanity” and steadily building trust with our customers.

These core competencies, passed down from our predecessors, form our robust “competitive edge” for formulating and executing forward-looking strategies, and they serve as the driving force behind our sustained competitive advantage, something that was not achieved overnight.

We will continue to strengthen the core competencies essential to achieving our Global Vision and generate unparalleled value by leveraging the strength of group collaboration.

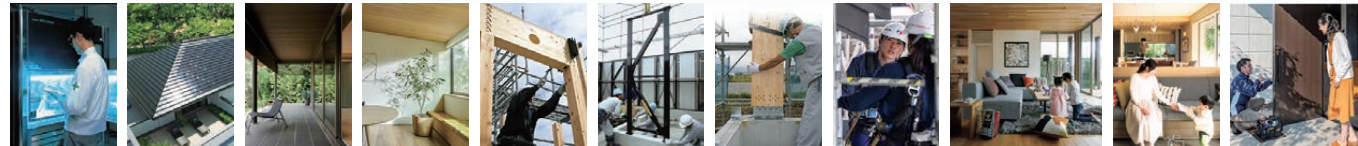
The Sekisui House Global Vision Make Home the Happiest Place in the World



Technical Expertise

Construction Capabilities

Customer Base



Comprehensive Housing R&D Institute

SHIAWASE SUMAI Institute

Sekisui House Construction Group

Sekisui House Association/ Primary Work Constructor Association

Sekisui House Support Plus

Sekisui House Remodeling

DESIGN OFFICE

Konoike Construction

Educational training centers and training schools

Sekisui House Sha Maison PM

Sekisui House Real Estate

Sekisui House GM Partners

Our Corporate Philosophy
“Love of Humanity”

Solving the post-war housing shortage and protecting people’s lives and property

Our Customer-First DNA

Custom home design
98% Custom-built

Building deep bonds and trusted relationships with customers

Unparalleled Values

Our Technicians

Pushing Beyond Limits

Housing styles evolve over time. By capturing these subtleties and providing advanced technology, research and development, and innovative design, we have consistently pioneered new eras. At the core of this is our desire to bring happiness to every individual's life. Guided by the belief that we must always offer our customers the most advanced technologies, our skilled and passionate technicians continue to explore new possibilities in housing and create unparalleled value.

OUR VALUE The Sekisui House Group's technical expertise

R&D Division: Origin of Sekisui House technologies

Our R&D Division continuously verifies and evaluates the fundamental performance of our housing, striving for value creation. From the development of new construction methods and advanced technologies to the multifaceted research on happiness, lifestyle design, and daily living services, we conduct a wide range of housing-centered research and development.



Established the Comprehensive Housing R&D Institute in 1990
Established the SHIAWASE SUMAI Institute in 2018
Patents held: 1,059
Design rights held: 409

* The SHIAWASE SUMAI Institute conducts research on how homes can bring greater happiness the longer one lives in them—based on the belief that, in the era of the 100-year lifespan, the pursuit of happiness in daily life is more important than ever.

Production and Procurement Division: Backbone of our high-quality production system

By maintaining a rigorous quality management system led by in-house inspection specialists well-versed in our strict internal standards, we manufacture high-performance, high-quality components. As the first in the industry to achieve ISO 9001 certification, our Production and Procurement Division ensures consistent quality in every home we deliver.



In-house certified inspectors: 1,544
Certified manufacturing skilled employees: 3,435
Production bases: 6
Domestic distribution bases: 40

Design Team: Bringing ideas to life

We implement a stringent in-house certification program and assemble dedicated teams of architects, interior coordinators, exterior designers, and onsite supervisors—each with strong design proposal capabilities tailored to legal regulations and site conditions. These teams work together to create ideal living spaces that reflect each customer's unique vision.



First-Class Registered Architects: 3,633
Chief Architects: 308
Platinum Specialists: 47
Structural Planning Specialists: 191
Interior Coordinators: 172

OUR STRENGTH The source of our strength

Giving shape to a sense of beauty

Happiness is the starting point of our ideas. With a refined aesthetic sense and spirit of inquiry, we capture the subtleties of daily life. These qualities are embedded in our technologies, enabling us to express and give form to the sense of beauty in our hearts.

The power to shape the future and set standards

At the core of our efforts to anticipate societal needs and evolve housing styles is the belief that technology is a means to create happiness.

Incorporating feedback

Customer feedback is integral to our research and development efforts. To reflect this, we have established various internal working groups that drive product development and technological innovation.

Technical expertise that resonates throughout the world

Our passion for creating better homes and advancing technology has resonated internationally, bringing about new standards in the global housing industry.

OUR ENHANCEMENT Enhancing our strengths

Evolving technologies that shape the future

Driven by the belief that the technology we offer customers must always be cutting-edge, Sekisui House has continually advanced our technical capabilities with a forward-looking vision. Beyond housing, we pursue ongoing research and take on challenges to create unprecedented value, contributing to greater happiness and the realization of net-zero goals. By simultaneously inheriting and innovating advanced technologies, we drive Japan's housing industry forward and further evolve our unique technologies for expansion in the global market.

Advancing our technical expertise and expanding globally

- Organizational reform of the Factory Production and Procurement Division (FY2023)
- Making our original seismic resistance technology widely available → P.50-51
- Initiatives to transfer our original technologies to the U.S. and Australia → P.29

Core Competencies | Technical Expertise

Topic | Further enhancing our strengths The Sekisui House Group's technical expertise

OUR PROGRESS The Sekisui House Group's journey

Thorough verification and persistence

Our technical experts all share a common commitment: to experiment, verify, and validate thoroughly on their own until they achieve satisfactory results. Strict durability standards are set based on both test equipment results and actual field research findings. Over 10 years of research were dedicated to developing the SHEQAS seismic control system and the Airkis high-quality indoor air system, including full-scale house construction for verification.

**Continually advancing our technology**

In 1976, guided by the belief that “foundations are the most crucial aspect of a building,” we became the first housing manufacturer to establish preliminary ground condition surveys. In 1979, we started pilot testing aseismic technology, and since 1995, we have pursued improvements in seismic and wind resistance for wooden-frame housing. In 2006, we introduced a wooden-frame house that eliminates the need for a traditional foundation and have continued to develop construction methods that combine advanced foundation technology with spatial creativity.

**Sharing our seismic technology**

We launched the Skeleton and Infill (SI) business, a joint construction business that makes our original seismic resistance technology, “foundation direct joints,” widely available. This technology has demonstrated a record of zero destroyed or damaged homes during major earthquakes. By combining this original technology with the high-precision construction capabilities of all Sekisui House Construction Group companies, we are working with eight partner companies to expand the availability of wooden-frame homes that offer both seismic resistance and comfort across Japan.

**Transferring our original technologies overseas**

We are expanding Sekisui House technologies developed in Japan to the global market. In North America in particular, we are integrating our high-durability and environmental technologies along with high-precision construction methods into existing 2x4 construction style. Through the rollout of two products, the “New 2x4” and “SHAWOOD,” we aim to realize our Global Vision, which is guided by the fundamental policy of “Make Sekisui House technologies the global de facto standard.”



OUR EXPERTISE Passion and dedication to our craft

Challenging the status quo

At the heart of Sekisui House's technological innovation is a mindset of constantly asking, “Is this truly the best solution?” By challenging industry norms, conventional practices, and rebuilding from the ground up, we have delivered safety and comfort beyond imagination while creating new value.

Pursuing reliable performance

A single house is said to require tens of thousands of components. If we cannot find a product that meets our performance standards, we thoroughly pursue the desired specifications through internal development and joint research. By enhancing all structural elements based on scientific evidence, we consistently provide unwavering peace of mind.

Refining construction methods

Through independent research, we have developed and continuously refined a variety of construction methods, based on the steel-frame, wooden-frame, and 2x4 methods. Our in-house research teams drive innovation in structure, construction, and design, maximizing the potential of each method.

Pioneering industry innovation

Since our founding in 1960, we have achieved numerous industry firsts. From introducing meter modules and conducting full-scale seismic tests to adopting high-performance thermal insulated double glazing, we have continually pioneered uncharted territory—leading the way to create new value in housing and driving technological innovation in the housing industry.

Committing to the highest standards

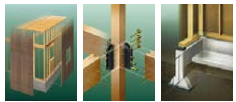

Our original construction methods create spacious living areas, while our heavy-gauge steel rigid structure enables superior strength and large, column-free spaces. We set strict in-house standards that exceed domestic regulations for exterior materials with beautiful textures and outstanding functionality as we focus on technologies that realize happiness for the future.

Core Competencies | Technical Expertise

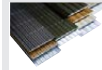
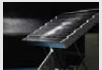


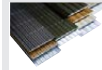
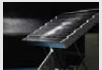
















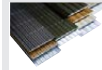
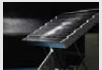









Topic | Further enhancing our strengths Transferring Sekisui House technologies overseas

Aiming to become a game changer in the U.S. homebuilding industry, we are advancing the transfer of Sekisui House technologies overseas.

SHAWOOD (Selected examples as of March 2025)

<p>SHAWOOD construction method (technology) S-MJ Construction Method developed by Sekisui House</p>   <p>Achieves structural beauty and precision of the S-MJ framing at Sommers Bend</p>	<p>Highly durable technologies (technology) Bellburn ceramic exterior wall with superior fire resistance and durability</p>   <p>Standardizes all Sommers Bend homes with Bellburn ceramic exterior walls, achieving refined design and high performance</p>	<p>Environmental technologies (technology) ZEH provides electricity even during power outages, ensuring continued comfort and peace of mind</p>   <p>All Sommers Bend homes come standard with storage cells and our U.S. version of ZEH</p>	<p>Clearview (lifestyle design) Creates open, tranquil spaces that seamlessly connect indoor and outdoor environments</p>   <p>Achieves a clear view with ceiling heights over 3.5 meters at Sommers Bend</p>
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New 2x4 (Selected example as of March 2025)

<p>Highly durable technologies (technology)</p> <table border="1"> <tr> <td data-bbox="1232 390 1355 522"> <p>Bellburn ceramic exterior walls</p>  </td> <td data-bbox="1355 390 1478 522"> <p>Highly durable roof materials</p>  </td> </tr> <tr> <td data-bbox="1232 535 1355 667"> <p>Highly weather-resistant paint</p>  </td> <td data-bbox="1355 535 1478 667"> <p>Highly durable joints</p>  </td> </tr> </table> <p>Conducting customer awareness surveys on the quality and environmental technologies of the 2x4 construction method/ Identifying and selecting potential domestic partner manufacturers/Building relationships with U.S. suppliers</p>	<p>Bellburn ceramic exterior walls</p> 	<p>Highly durable roof materials</p> 	<p>Highly weather-resistant paint</p> 	<p>Highly durable joints</p> 	<p>Environmental technologies (technology)</p> <table border="1"> <tr> <td data-bbox="1512 390 1635 522"> <p>Thermal insulation and airtightness</p>  </td> <td data-bbox="1635 390 1758 522"> <p>Synchronizing batteries for energy-saving, generation and storage</p>  </td> </tr> <tr> <td data-bbox="1512 535 1635 667"> <p>SMART-ECS (Next-generation indoor environment control system)</p>  </td> <td data-bbox="1635 535 1758 667"> <p>PLATFORM HOUSE touch (living environment monitoring)</p>  </td> </tr> </table> <p>In the process of finalizing the core product concept</p>	<p>Thermal insulation and airtightness</p> 	<p>Synchronizing batteries for energy-saving, generation and storage</p> 	<p>SMART-ECS (Next-generation indoor environment control system)</p> 	<p>PLATFORM HOUSE touch (living environment monitoring)</p> 	<p>Lifestyle proposals (lifestyle design)</p> <table border="1"> <tr> <td data-bbox="1780 390 1904 522"> <p>Storage</p>  </td> <td data-bbox="1904 390 2027 522"> <p>Kitchen</p>  </td> </tr> <tr> <td colspan="2" data-bbox="1848 535 1971 667"> <p>Smart Universal Design</p>  </td> </tr> </table> <p>In the process of finalizing the core product concept</p>	<p>Storage</p> 	<p>Kitchen</p> 	<p>Smart Universal Design</p> 	
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Improving design and construction quality for the New2x4

Transferring design quality
We are working to develop a U.S. version of our Planning Standard System (PSS), which serves as the foundation for realizing Sekisui House's Life Style Solution (LSS).

Transferring construction quality
We are working toward establishing a unified construction inspection standard for our four U.S. companies based on Sekisui House's precise and rigorous inspection criteria.




SHAWOOD Planning Standard System



SHAWOOD responsible construction system

Increasing the number of technicians assigned from Japan to the U.S. to support the transfer of Sekisui House technologies

We aim to create a future where people can live happily in homes that are environmentally considerate and support healthy lifestyles, by transferring the original environmental technologies we have established in Japan to the U.S. While the U.S. has traditionally been perceived as having lower environmental awareness, recent years have seen a rapid increase in consumer consciousness around environmental and health concerns due to the frequent natural disasters and the impact of the COVID-19 pandemic. In particular, states where we operate, such as California, Washington, and Colorado, are recognized as progressive regions with a strong focus on environmental consideration and health. In our U.S. business, we have been providing environmentally considerate homes that exceed industry standards. To respond to increasingly sophisticated customer needs, we expanded the number of Sekisui House technicians assigned to the U.S. in 2025, including experts in environmental fields. Going forward, we will work in close collaboration with relevant departments at our Japan headquarters and U.S. Group companies to adapt and implement Sekisui House's environmental and health-related technologies—such as net zero energy houses (ZEH), advanced thermal insulation and airtightness technologies, the next-generation indoor environment control system “SMART-ECS,” and the high-quality indoor air system “Airkis”—to the U.S. market, aiming to bring greater happiness to people in the United States.



Yusaku Takeda
SVP Head of SH Tech Transfer
Assigned to the U.S. since October 2017

Unparalleled Values

Happiness Created by

Construction Specialists

We possess unparalleled value found nowhere else in the world. This value is embodied in the spirit of “a community with a common destiny,” built on the idea of combining strengths and supporting one another in our work. Since our founding, we have continued to strengthen our bonds and unity with the Sekisui House Construction Group and the Sekisui House Association, who share our passion and commitment to delivering the highest quality. With world-class craftsmanship and an unmatched spirit, our professionals create distinctive value as true artisans of homebuilding.

OUR VALUE The Sekisui House Group's construction capabilities

Responsible construction system

Based on the belief that “foundations are the most crucial aspect of a building,” we established Sekiwa Construction in 1973 as a company specializing in foundation work. We implemented a responsible construction system to ensure high construction quality. Today the Sekisui House Construction Group continues to uphold and support this responsible construction system.



Sekisui House Construction Group:
8 companies

Construction workers: 4,657
Of which, crafters: 590
Onsite supervisors, etc.: 1,244

Sekisui House Association

For Sekisui House, built on a foundation of responsible construction, partner building constructors are irreplaceable. United by a shared desire to bring happiness to our customers, we established the Sekisui House Association and work together on such initiatives as improving construction techniques and enhancing working environments.



Sekisui House Association:
2,628 companies

Primary work constructors:
313 companies
Construction workers (carpenters)
at primary work constructors:
2,982

Sekisui House Cooperation Association

With the conviction that ensuring a safe and secure working environment for the employees of our partner building constructors is a vital responsibility, we established the Sekisui House Cooperation Association in 1982. Through this association, we operate various programs, including a funded pension system, income compensation programs, and skilled worker rewards.



Sekisui House Cooperation Association:
Approx. 12,000 companies

Educational training centers and training schools

In 1982, we established a vocational training school to improve construction quality, pass on skills, and develop talent. Targeting employees of Sekisui House Construction companies and partner building constructors, these training schools also feature an internal certification program. Graduates actively contribute as construction technicians (crafters) and construction managers.



Number of educational training centers
and training schools in Japan:
3

Cumulative number of graduates:
3,278

OUR STRENGTH The source of our strength

A community with a common destiny

Based on the belief that the housing business is built on the collaboration of many people, we unite our vision and strengthen our bonds with partner building constructors to deliver the highest quality.

Pride in excellence

We apply exceptional craftsmanship to each and every home, delivering construction that exceeds customer expectations. Attention to detail and pride in our work are the foundation of our superior quality.

World-class skill and spirit

By combining precise construction techniques with a spirit of craftsmanship, we deliver homes of the highest global standards—homes built not only with skill, but also with a sincere wish for our customers' happiness.

Sincerity and responsibility

Reliable quality is born from sincerity and a strong sense of responsibility. We approach each home with genuine care and dedication, supporting safe, comfortable living.

OUR ENHANCEMENT Enhancing our strengths

Expanding our world-class construction capabilities and construction systems overseas

Sekisui House's construction capabilities are supported by individuals who possess both exceptional technical skills and strong character, learning from one another as a “community with a common destiny.” In addition to passing advanced construction techniques on to the next generation, we also share Sekisui House technologies, along with expertise in construction processes and quality management, with our overseas Group builders. We are building a system capable of delivering high-quality homes in global markets as we continue evolving our trusted construction capabilities through the integration of people and technology.

Strengthening our construction capabilities and expanding them globally

- Organizational restructuring of Sekisui House Construction Holdings (FY2023)
- Sekisui House Carpentry Competition, WAZA → P.32
- Recruiting and Training Crafters → P.31

Core Competencies | Construction Capabilities

Topic | Further enhancing our strengths through the active participation of crafters

The active participation of crafters

Since its founding, Sekisui House has worked to maintain and improve construction quality by establishing a strong construction system, developing human resources, and passing down technical expertise through various initiatives, including the launch of foundation-specialized companies and the creation of educational training centers and schools. In 2023, the Sekisui House Construction Group renamed its construction technicians “crafters,” and strengthened recruitment and training programs for multi-skilled professionals while also promoting a work environment where employees can continue working with peace of mind. Here, we introduce the active participation of our crafters, who deliver the highest quality and technology.

Number of crafters hired:
134 new hires in April 2024 (340% YoY)

New crafters who have acquired reliable skills through six months of training at Sekisui House's education training centers



Never forgetting the spirit we started with

A 2024 graduate

After starting with NB framing and then moving on to the Flexible β System, I've had many opportunities to learn practical techniques and develop my own unique and efficient work methods. Exchanging ideas with my peers who joined the Company alongside me has also deepened my understanding. No matter how much experience I gain, I will never forget the spirit I started with. My goal is to one day become a master crafter who can pass on the knowledge, skills, and experience I've acquired to the next generation.



I want to learn as much as I can from my senior colleagues

A 2024 graduate

As I became more comfortable with my training, I was able to ask the trainer more specific questions about what I didn't understand, which helped improve the clarity of my work. On actual job sites, I want to take the initiative to find things I can do—such as cleaning and organizing—whenever I have free time. I'll keep in mind that what we learn at the training school is just a small part of a greater whole, and I hope to absorb as much knowledge as I can from senior colleagues and other skilled craftsmen.

Senior crafter actively contributing across Sekisui House construction companies nationwide



I want to continue growing by building up small experiences

A 2022 graduate

I chose to become a crafter because I thought the carpenters who built my childhood home were so cool and I admired them. Since becoming a crafter, I've been steadily learning the job and gradually taking on different tasks. I still remember how happy I was when a senior colleague complimented me, saying “Nice work,” after I managed to finish a small section on my own for the first time. I hope to continue growing so I can contribute in many different settings.

Value Created by the Active Participation of Crafters

Drive Positive Impact: The Sekisui House Group's Initiatives

1973

Established a specialized company¹ to manage foundation work and ensure construction quality

¹ Sekisui House Construction Group

1982

Opened an accredited vocational development school to train and develop technical experts



1983

Started the Sekisui House Chief Technician Certification² for Sekisui House Cooperation Association to certify housing construction skills

² Authorized by the Ministry of Labour

2008

Introduced Sekisui House Remodeling Meister System for employees in the remodeling business

2024

Implemented revised HR policies and practices for Sekisui House Construction's “crafters,” our home-building craftsmen, to promote their development

Create Happiness: Happiness Created by the Active Participation of Crafters

Output

- Increased hiring numbers
- Improved remuneration (up to 10% increase in starting salary)
- Reinforced training school framework and innovated workstyles
- Enhanced transparency of construction skills and fostered multi-skilled talent
- Revised HR policies and practices and implemented a skill matrix for evaluations



Outcome

- Improved transparency in job ranks and evaluations
- Enhanced career development and motivation
- Stabilized working and living conditions
- Acquired and passed on technical skills
- Cultivated multi-skilled talent



Transform Society

Impact

- Improve housing quality
- Stabilize the housing supply
- Create high-quality housing stock
- Create employment opportunities
- Revitalize regional economies

Core Competencies | Construction Capabilities

Topic | Further enhancing our strengths through the Sekisui House Carpentry Championship

The Sekisui House Carpentry Championship, WAZA 2024

Sekisui House's homebuilding is supported by the exceptional skills of the Sekisui House Association's craftsmen and their heartfelt dedication to creating happiness. To express our gratitude and respect for these craftsmen, as well as to showcase their top-level skills while passing on their techniques and spirit to future generations, we launched the Sekisui House Carpentry Championship, WAZA, in FY2023. In FY2024, we introduced a new "Under-35 Division" alongside the existing "Master Division," creating a new platform to support the next generation of carpentry professionals. A total of 13 participants per division selected from approximately 5,000 craftsmen across Japan, competed in home interior construction, where they demonstrated their technical precision, beautiful craftsmanship, and strong commitment to safety.



Master Division
Gold Prize

In 2024, I received the Bronze Prize and told myself, "I'll do my best to avoid any mistakes." With that mindset, I tackled each day—and this year, I was honored with the Gold Prize. On the way home from last year's competition, my son expressed his desire to become a carpenter and has since been gaining experience. Now, I have a new goal: in five years, to participate together in the competition—me in the Master Division and my son in the Under-35 Division.



SV of Operations
SH Residential Holdings

I was truly impressed by the high level of *waza* (craftsmanship) and the care taken to perform the work in the best manner possible. In Japan, one person can carry out tasks that might require three people in the U.S. We are both excited and challenged to match the skill level of Sekisui House's craftsmen. What stood out most was their spirit and mindset. I also felt that the strong bond between Sekisui House and its craftsmen is what makes the company exceptional. As we work to expand Sekisui House's technology globally, we look forward to deepening collaboration between Japan and the U.S., sharing mindsets and skills to achieve greater outcomes.



SVP of National Construction
M.D.C. Holdings

I was deeply impressed not only by the high level of *waza* (craftsmanship), but also by the meticulous preparation, precision in execution, and the passion and pride with which the work is approached. I would love to bring these values and mindsets back to the U.S., as I am convinced that additional efforts in preparation and precision in every aspect of the work are key to enhancing quality. If outstanding craftsmen like those at Sekisui House in Japan were to come to the U.S., I believe it would inspire us to raise our quality standards even higher, and this is something we genuinely look forward to.

Sharing Sekisui House's technology and quality globally through the active participation of our crafters | As our overseas business grows, we are assigning crafters abroad to share Japan's advanced construction techniques.



Assigned to Australia in FY2024

At first, I was excited when I found out I would be assigned, but as the departure date approached, I started to feel a bit anxious as well. However, once I arrived, the six months turned out to be full of valuable learning experiences and enjoyable moments. When there was no interpreter, we communicated through gestures or by writing things down on paper.

To improve construction quality and shorten construction timelines, we worked alongside local crafters to build SHAWOOD homes, providing guidance through on-the-job training. I was deeply inspired by their dedication to their work, and I hope to continue passing on our techniques and further expand Sekisui House quality around the world.

Sekisui House Construction
Chugokushikoku
Koki Joyama



Assigned to Australia in FY2024

There's no end to refining construction techniques, but when I heard local crafters say, "Sekisui House construction is more precise," after seeing other companies' construction sites, I felt a deep sense of confidence and pride in our technical capabilities. By insourcing the framing and exterior work while respecting local construction styles and values, we were also able to improve efficiency and shorten construction timelines.


Experiencing the importance of overseas markets firsthand was invaluable, and I was especially happy when members of the Sekisui House Group who came to visit said they were moved by seeing Japanese and Australian crafters working together. If given the opportunity, I would love to continue developing my skills overseas.

Sekisui House Construction
Chugokushikoku
Takashi Matsumoto

Unparalleled Values

Creating the Future with

Our Customers



Home is a cherished place where happiness is nurtured. That is why we place great importance on sharing our customers' thoughts and fostering deeper connections, supporting their homes throughout their lifetime. We continuously ask ourselves what is truly valuable and necessary for our customers, striving to create a future where happiness endures. Through ongoing, heartfelt communication, we build lasting connections with our customers, further strengthening our inherent customer-first philosophy.

OUR VALUE The Sekisui House Group's customer base

Customer Service Centers

Our Customer Service Centers play a vital role in building long-lasting relationships with homeowners. These locations support safe and comfortable living environments by providing prompt and appropriate assistance, serving as contact points for all housing-related concerns, including after-sales services.



Cumulative number of dwellings built:	2.7 million
Sekisui House Support Plus:	12 offices
Customer Service Centers:	30
Employees specializing in after-sales services:	1,523

Remodeling and real estate

Our remodeling and real estate business responds to a wide range of housing needs by offering high-quality remodeling proposals, promoting the circulation of pre-owned homes, and supporting effective land use. Through these efforts, we help optimize living environments over the long term and enhance the value of our homes.



Remodeling centers:	38
Remodeling employees:	1,979
Sekisui House	
Real Estate Group:	10 companies

Experience facilities

Sekisui House's experience facilities allow visitors to fully appreciate the comfort and technical excellence of our homes. At our model houses and display homes, guests can explore the latest housing equipment and design concepts. By offering a hands-on experience that engages all five senses, we support customers realize their ideal homebuilding vision.



Tomorrow's Life Museum:	5 locations
SUMUFUM TERRACE:	7 locations
Display homes:	263
JUNOPARK:	1 location*
* To be opened August 2025	

OUR STRENGTH The source of our strength

Connecting with customers

Our homebuilding begins with understanding and staying close to our customers' hopes and ideals. Through meaningful dialogue that resonates personally, we bring their aspirations to life.

Customer trust

We have earned the enduring trust of our customers by delivering technology and quality that respond to the insights and desires that evolve with their changing lifestyles.

Relationships with customers

For our customers, the true relationship begins after they move in. We believe in the importance of continuing to take responsibility for their futures and ensuring their happiness.

Partnerships with customers

By connecting with our customers on a personal level and deepening our understanding of their needs, we work together to create beautiful homes and townscapes. These ongoing efforts are what empower us to build a happier future.

OUR ENHANCEMENT Enhancing our strengths

Deepening relationships beyond the home

The relationships of trust we have built with our customers over the years are a valuable asset to the Sekisui House Group. By anticipating lifestyle changes and enhancing services that support homes and all aspects of daily life, we aim to stay close to each customer and deepen bonds even further.

Strengthening our customer base

- Sekisui House Support Plus, a company specializing in after-sales services → P.34-35
- Sekisui House Sha Maison PM, a company specializing in the rental management business → P.35
- Sekisui House Real Estate, a company specializing in the real estate and brokerage business → P.35
- Sekisui House GM Partners, a company specializing in condominium management that provides services to enhance the asset value of GRANDE MAISON condominium owners

Core Competencies | Customer Base

Topic | Further enhancing our strengths Sekisui House Support Plus

Customer Service Centers, the closest partner in supporting our customers' happiness


A sincere wish for our customers' happiness has always been at the heart of the Sekisui House Group's journey. By building these heartfelt connections, we have nurtured deep, enduring trust. This strong bond is the foundation for our value creation, and we have built a Group-wide framework to continue this journey alongside our customers.

Our Customer Service Centers embody the Sekisui House Group's commitment to caring for our customers and their homes. In order to continue protecting our customers' valuable assets, we have introduced "I/e-Log," a system for managing data for individual residences, and established a management structure that enables prompt and accurate inspections and repairs.

Sekisui House Support Plus, aspiring to be "Japan's top housing concierge"

Sekisui House Support Plus, Ltd., a company specializing in after-sales services for homes, was established as a separate entity in February 2025. With the mission to Make Home the Happiest Place in the World the company aspires to be "Japan's top housing concierge," offering personalized support that remains close to each customer.

Customer Service Centers across Japan work in close coordination, not only responding swiftly to housing-related issues to ensure safer and more comfortable daily living, but also providing advice and information to help customers lead happier lives. Through these efforts, we continue to provide added value through our after-sales services.

 Sekisui House Support Plus



Happiness Created by Customer Service Centers

A home is the stage on which our customers' lives unfold, where everyone living there can experience true happiness. With this belief at the heart of our work, we value the trust we build with our customers and support homebuilding that ensures peace of mind. Our nationwide Customer Service Centers are at the forefront of this effort, always staying close to our customers.

Standing close and providing support

We received a consultation about a door that had recently become difficult to open and close. Understanding that even small changes can affect a customer's sense of security, we promptly visited the home and adjusted the door. Our role is to listen closely to these everyday concerns and work together with our customers to create a happy living environment.

Housing value that lasts into the future

Homes can increase in value over time. For example, by proposing improvements to insulation performance during regular inspections, we have enhanced comfort, reduced utility costs, extended home lifespans, and increased asset value. We prioritize proper maintenance and care to support happiness that continues into the future.

Lasting peace of mind

Our Customer Service Centers, where customers can easily seek advice and receive prompt support when needed, play a vital role in providing peace of mind. By supporting homes that can be passed down through generations, we continue to protect our customers' lives and happiness, built on a foundation of unwavering trust.

Happiness from working at Customer Service Centers

We work closely with our customers every day, dedicated to solving their problems. Through repeated home visits, we build trust and sometimes hear personal stories. Even when the initial request is for a repair, deeper conversations often reveal that a different approach is needed to truly meet their needs. Beyond simply responding to requests, we offer proactive advice to prevent issues and collaborate with our Group companies to provide the best possible proposals, including remodeling when appropriate.




Core Competencies | Customer Base

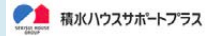
Topic | Further enhancing our customer base

Sekisui House Support Plus

Aiming to become Japan's top housing concierge

On February 1, 2025, the after-sales services business of the Customer Service Centers was established as an independent company, Sekisui House Support Plus, Ltd. With the launch of its operations, the company aims to add value to the existing support services such as regular home inspections and maintenance, and deliver lifelong value to our customers.

 Sekisui House Support Plus



Tomoaki Minobe, President,
Representative Director of
the Board
Hiroyuki Kitamura, Managing
Director of the Board
Sekisui House Support Plus, Ltd.



Among homebuilders, Sekisui House may be unique in having separate companies dedicated to both remodeling and after-sales services. Our mission is to “make home the happiest place in the world” and to ensure that happiness lasts forever. Over my 26 years in the contracting division, I’ve come to deeply realize that one of the main reasons customers choose Sekisui House is the high quality of our after-sales services. Building on the after-sales service expertise we have accumulated over the 37 years since the establishment of our Customer Service Centers in 1987, we will continue to advance our businesses and systems to further strengthen the unwavering trust our customers place in Sekisui House.




Our approximately 1,500 after-sales service professionals support our customer base, which is one of our core competencies as well as one of our greatest assets and strengths. By standardizing the previously inconsistent services across different regions, we aim to further reinforce our customer base and establish our brand identity built on the mindset of “if anything happens, we can rely on Sekisui House Support Plus,” while also enhancing and expanding our supplied housing business. Currently, we handle nearly 1.1 million customer inquiries each year. While maintaining a customer-first approach and responding to owner requests, we also deliver added value through proactive proposals.

Sekisui House Sha Maison

Aiming to become Japan's top property management company

On February 1, 2025, we reorganized Sekisui House Real Estate Group's rental business, which manages over 700,000 rental units with a consistently high occupancy rate, into six regional property management (PM) companies. With a focus on accelerating digital transformation and clarifying roles and responsibilities, we aim to enhance services for Sha Maison owners and tenants.

 Sekisui House Sha Maison PM



Hiroataka Kuroda, Executive
Officer
Yasushi Sawada, Executive
Officer
Sekisui House Real Estate
Holdings, Ltd.



Property management (PM) refers to rental management and operations designed to enhance the asset value of real estate. Each of our PM companies has over 40 years of proven results and expertise rooted in their local communities. By conducting management tailored to regional characteristics while unifying business strategies and workflows, we are working to standardize and strengthen our services for both property owners and tenants, as well as improve our management systems to accelerate our growth. Following the launch of the Sha Maison Life CLUB app, an app for tenants, introduced in FY2023, we are committed to further evolving our services to maximize satisfaction for owners and tenants and enhance our brand value.



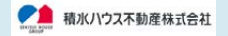
A unique strength of the Sekisui House Group lies in the collaboration between our PM marketers and sales representatives. Together, they manage operations and deliver proposals informed by a deep understanding of Sha Maison's characteristics and market trends, enabling optimal recommendations for property owners. Looking ahead, our increasingly skilled PM marketers will leverage proprietary data from market analyses and tenant surveys conducted by our PM companies to support the expansion of new contracting projects. We strive to be recognized—both internally and externally—as Japan's top property management company, while pursuing the happiness of owners, tenants, and employees alike.

Sekisui House Real Estate

Aiming to become the top regional real estate company specializing in housing

On February 1, 2025, we consolidated our real estate and brokerage operations, previously divided among six regional companies, into a single entity: Sekisui House Real Estate, Ltd., a specialized company focused on real estate brokerage and sales. By strengthening our real estate for sale and promoting detached houses for first-time buyers, we aim to become a real estate company with even greater expertise in housing, supporting customers through every stage of homeownership from relocation to inheritance.

 Sekisui House Real Estate



Ichiro Otaka, President,
Representative Director of the Board
Masanori Nishikawa, Executive
Vice President, Representative
Director of the Board
Sekisui House Real Estate, Ltd.



We aim to grow our core businesses—real estate acquisition, sales, and brokerage—by leveraging our strong Group-wide collaboration that sets us apart from our competitors. Operating as a single, nationwide entity enables us to allocate talent and capital based on the market size and potential of each region while also standardizing our property acquisition criteria. Human resources are the key to success in the real estate business. To advance our business strategy, we share both successful and unsuccessful case studies across the Company to foster talent capable of analyzing markets through a multifaceted lens. Closer collaboration with our parent company, Sekisui House, will further contribute to acquisitions of high-quality properties.



We will define our area strategies for residential land and focus investment capital accordingly. For commercial land, we will define separate areas by usage and concentrate on strengthening both acquisition and sales. Additionally, as a new business following an organizational restructuring, we will launch a ready-built detached housing business targeting child-rearing families under the concepts of “supporting child-rearing” and “homes that increase asset value.” We will also actively engage in our solution services business and expand our real estate consulting services for corporate clients. By offering comprehensive housing consulting tailored to each customer's life stage, we aim to create new value and strengthen our position in the market.

Core Competencies

Unparalleled Values

Connecting Ideas and
Combining CapabilitiesGroup
Cooperation

With the aim of further strengthening core competencies, we have enhanced the expertise of each Group company through organizational restructuring and the establishment of specialized entities. To fully leverage the strength of each entity, it is essential to foster strong connections across the Group. Another core competency of the Sekisui House Group is our ability to create value through cooperation, sharing ideas and combining capabilities. By blending each employee's expertise with a strong sense of team unity, the value created by the Group continues to expand.

OUR VALUE Sekisui House's Group cooperation

Organizational restructuring and establishing specialized entities to enhance expertise

The Sekisui House Group has engaged in organizational restructuring and the establishment of specialized entities to enhance our three core competencies. We aim to strengthen the entire Group by deepening each Group company's expertise in their respective fields and developing their autonomous decision-making practices, empowering each company to act with responsibility and discretion. These efforts have led to strong performance and accelerated growth through improvements in overall quality, technical expertise, construction capabilities, and the customer base.

Synergy born from Group cooperation

The process of deepening expertise can sometimes lead to issues like reduced coordination between companies. For this reason, in addition to the "enhancement" that strengthens individual capabilities, "horizontal cooperation" will be key to integrating Group-wide capabilities. For example, Sekisui House Support Plus actively shares information and insights, such as new building instructions, renovation projects, SumStock referral data, and remodeling initiatives, enabling the Group to co-create value that would be difficult to achieve alone.

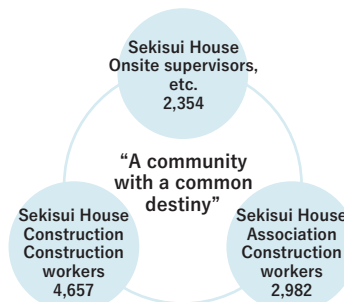
Cooperation ability as another core competency

Among our three core competencies, the power of Group cooperation is indispensable. Through the mutual collaboration among companies with diverse roles and strengths, we can identify root issues from multiple perspectives and develop more creative solutions. By connecting the expertise of each company, we demonstrate our comprehensive strengths as a united Group. Moving forward, we will continue to create greater value by enhancing cross-organizational cooperation by sharing ideas and aligning our efforts.

OUR STRENGTH "A community with a common destiny" and Group cooperation

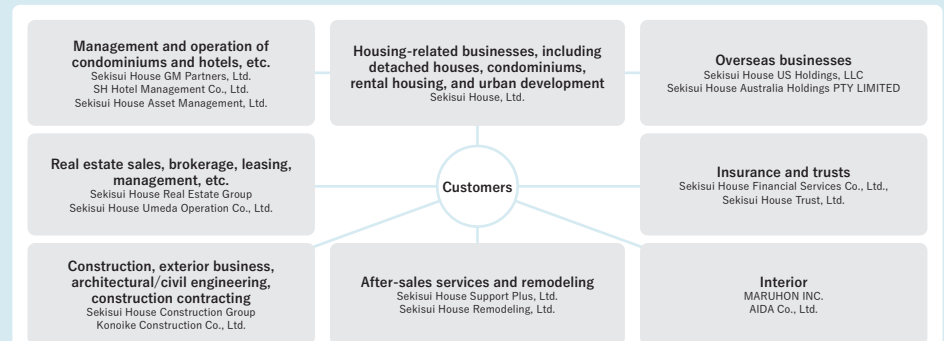
"A community with a common destiny"

The concept of "a community with a common destiny" reflects our commitment to working together by combining strengths and supporting one another. In line with this philosophy, we have built strong relationships of trust with partner building constructors and partner companies, bonds we deeply value.




Supporting beyond homebuilding, together as a Group

The Sekisui House Group operates 101 branches and sales offices across Japan and collaborates with 376 Group companies to deliver a comprehensive range of housing-related services under an integrated system. Beyond residential construction, we also engage in urban development projects such as hotels and office buildings, expanding our business to create happiness in diverse forms.



Value Chain

Through continuous efforts to advance the core capabilities in housing and environmental technologies essential to residents' quality of life, the Sekisui House Group integrates research and housing proposals to pursue new value creation. To enhance the sustainability of our value chain, we have developed a range of initiatives and measures under the Sixth Mid-Term Management Plan (FY2023–2025), addressing key risks and opportunities identified in our mid- to long-term strategic policies.

	Strengths	Risks and Opportunities	Strategic Actions (in the Sixth Mid-Term Management Plan)	Value Creation
Research and Development	<ul style="list-style-type: none"> Established the world's largest Comprehensive Housing R&D Institute in 1990 Opened Japan's first Human Life R&D Institute in 2018, dedicated to happiness research Conducts R&D utilizing our extensive housing data and expertise 	<ul style="list-style-type: none"> Potential loss of business opportunities due to slow or inadequate responses to technological innovation and social challenges Escalating severity of natural disasters exacerbated by climate change 	<ul style="list-style-type: none"> Focusing R&D on housing disaster risk, societal sustainability, and longevity solutions Developing environmental technologies for houses that contribute to health Facilitating R&D through collaborative efforts across sales, technology, production, and other departments Collaborating externally on R&D efforts (with other companies, academic institutions, etc.) Enhancing and nurturing the R&D talent pool 	<p>We are deepening our well-established technologies for safety, security, comfort, and environmental consideration. These form the foundation of our comprehensive R&D efforts that integrate technologies, lifestyle designs, and services, all striving to cultivate happiness in the era of the 100-year lifespan.</p>
Product Development, Design and Technologies	<ul style="list-style-type: none"> Pioneering original technologies that set the industry standard Home to 3,633 first-class architects as of FY2024 Chief Architects, nurturing elite in-house architectural talent 	<ul style="list-style-type: none"> Adapting to lifestyle changes Embracing value diversification Broadening spectrum of housing performance expectations (environmental adaptation, natural disaster response, health safety, etc.) 	<ul style="list-style-type: none"> Undertaking design R&D centered on customer happiness Advancing environmental technologies for a sustainable future Innovating original technologies to create high-quality housing stock 	<p>Dedicated to consistently outpacing competitors with the highest quality and technology, we are at the forefront of developing products that align with homeowners' requirements. Leveraging sophisticated design proficiency, we realize personalized "free-design" homes that encapsulate each resident's unique vision.</p>
Sales	<ul style="list-style-type: none"> Trust and a strong track record nurtured over time, and a commitment to aligning with customer needs Consulting skills to uncover latent needs, leading to proposals for long-term happy living Ability to generate proposals for corporate entities and public organizations 	<ul style="list-style-type: none"> Intensifying competitive environment Changes in housing policy Changes in and end of support measures for home purchases 	<ul style="list-style-type: none"> Advocating for long-life quality housing Proposing the creation of assets that offer value for customers and local communities Reinforcing inter-company collaboration to reliably capture business opportunities Encouraging the active participation by female sales representatives 	<p>Sales, serving at the front line of customer engagement, closely aligns with customer needs to deliver proposals that shape the perfect home, nurturing enduring and robust relationships of trust for the future.</p>
Procurement	<ul style="list-style-type: none"> Robust supply chain structured for coexistence and mutual prosperity with suppliers Engagement in CSR procurement as aligned with the United Nations Global Compact  Commitment to FairWood procurement in accordance with our Wood Procurement Guidelines 	<ul style="list-style-type: none"> Escalating costs and limitations in raw material supply Repercussions from natural disasters and geopolitical instabilities Human rights considerations within the supply chain Impact of wood procurement on ecosystems and forests 	<ul style="list-style-type: none"> Solidifying the resilience of the entire supply chain, including secondary and tertiary suppliers Fortifying CSR procurement that pursues coexistence and mutual prosperity with suppliers Advocating for decarbonization and respect for human rights throughout the supply chain Advancing our commitment to FairWood procurement Championing zero deforestation practices 	<p>Building a house requires an intricate assembly of numerous components. Embracing our CSR Procurement Guidelines, we collaborate with diverse suppliers to achieve sustainable procurement practices.</p>
Production	<ul style="list-style-type: none"> A robust production and quality management system leveraging AI, IoT and big data analytics alongside robotics House-specific production enabled by adaptable production lines and logistical support In-house development of production technologies integrating the latest advancement 	<ul style="list-style-type: none"> Rapid increases in the costs and availability of raw materials Increasing logistics expenses and scarcity in transportation personnel Workforce shortages at production line sites R&D aimed at decarbonization Threats of cyber attacks on production systems 	<ul style="list-style-type: none"> Enhancing quality control and reforming production and logistics by further utilizing advanced technologies Streamlining production through advancing automation and fostering a worker-friendly environment Moving forward with decarbonization strategies, including raw material recycling, energy conservation, and energy transition, while bolstering cybersecurity 	<p>Our distinctive production system manages each phase from manufacturing to delivery individually for every home, consistently assuring high quality across all homes under our sophisticated quality control for industrialized housing.</p>
Construction	<ul style="list-style-type: none"> Construction capabilities and the synergy within the Sekisui House Construction Group and about 7,000 partner organizations, bonded by the spirit of a community with "a common destiny" Group-wide system for construction quality control, continuous improvement, and record management and retention Three education and training centers across Japan and a technical training facility in Vietnam to cultivate future talent 	<ul style="list-style-type: none"> Decrease in construction capabilities due to aging and shortages of skilled personnel Shortage of human resources caused by employee turnover and recruitment shortfalls Reduced construction site productivity due to climate-induced environmental degradation Occupational accidents and accidents involving the general public 	<ul style="list-style-type: none"> Enhancing work efficiency and improving conditions at construction sites and work environments for greater safety and happiness Recruiting and nurturing diverse talent Strengthening collaboration with Konoike Construction, known for traditional construction expertise and civil engineering business 	<p>We have instituted a responsible construction system through the Sekisui House Association, consisting of all Sekisui House Construction companies and partner organizations, where we maintain a construction environment that nurtures high quality and fosters the advancement of construction techniques.</p>
After-Sales Service	<ul style="list-style-type: none"> Commitment to customer service that leaves a lasting impression on customers Extensive after-sales service structure with approximately 1,500 dedicated employees Information system for centralized management of maintenance data starting from new construction 	<ul style="list-style-type: none"> Decline in customer satisfaction due to service delays Potential for data leaks, including customer information 	<ul style="list-style-type: none"> Strengthening trusting relationships with homeowners Enhancing availability and responsiveness for service through 24/7, 365 days phone support and AI chatbot technology Reinforcing information management and response strategies 	<p>Proper after-sales service, which we regard as intrinsic to a home's value, assures continual comfort for residents. We offer unwavering peace of mind through long-lasting support, embodied by programs, such as our initial 30-year warranty program and U-trust System.</p>

Management Capital

Management capital, which propels our business activities and drives value creation, is categorized into six key areas: human capital and organizational culture; production and distribution bases; R&D, technology, and brands; energy and raw materials; construction capabilities and customer base; and financial foundation. Considering the Sekisui House Group's operating environment, we orient resource allocation and investment decisions toward enhancing value creation and establish related indicators for key themes.

Human capital Human capital and organizational culture

We aim to elevate the value of our human capital by enhancing employee autonomy and ensuring alignment of efforts. Our strategies include actively recruiting diverse talent, supporting skill enhancement through our internal certification program, and focusing on strategic workforce placement. Additionally, we are dedicated to cultivating a workplace culture where all employees can actively engage in innovation and communication.

Employee Autonomy

Participants in the self-directed career development training program: **21,110**
Investment in human resource development: **¥1.994 billion**

Promoting D&I

Percentage of full-time female employees:¹ **29.8%**
Number of female managers:² **415**
Employment rate of persons with disabilities:³ **3.07%**

Alignment of Efforts

Succession readiness rate for key positions: **224.8%**

Manufacturing capital Production and distribution bases

Our domestic operations encompass production bases (factories) equipped with manufacturing production lines and distribution bases (logistics centers) responsible for delivering materials to construction sites across the country, enabling customized home construction. To minimize environmental impact, we have adopted a modal shift to rail for transporting materials between factories. We have also invested in enhancing production facilities to improve production efficiency and in component production equipment crucial for our development business.

Capital Investment

¥99.8 billion (+¥13.1 billion)

Resource Recycling Centers

23 locations (domestic)

Production and Distribution Bases

Production bases: **5** domestic
Distribution bases: **44**

Intellectual capital R&D, technology, and brands

We are advancing cutting-edge research and development across a broad spectrum, from enhancing the quality of detached houses, rental properties, and other properties to pioneering new technologies and improving comfort and environmental performance. Furthermore, we are nurturing an innovative culture and are proactively focused on technological advancement and breakthroughs to drive sustainable growth.

Research and Development

Research and development expenses:
¥10.5 billion (+¥1.5 billion)

Technological Innovation

Number of patents held: **1,059**
Number of design rights held: **409**

R&D Institutes

Comprehensive Housing R&D Institute
SHIAWASE SUMAI Institute
Techno Centers (owned by Konoike Construction): Osaka, Tsukuba

Natural capital Energy and raw materials

We are dedicated to sustainability-conscious CSR procurement. Our approach includes FairWood sourcing, securing forest certification, and fostering coexistence and mutual prosperity with our suppliers through procurement due diligence and supporting the local production and consumption of domestic lumber. Moreover, we are committed to reducing energy consumption and minimizing environmental impact through our proprietary initiatives.

Biodiversity Conservation

Sustainable wood procurement rate:⁴ **97.1%** (-0.1 percentage point (ppt))
Gohon no Ki Project: **20.69 million** trees planted (+850,000 trees)

Decarbonization

Rate of CO₂ emissions reduction from business activities:⁵ **62.3%** (+6.0 ppt)
Percentage of suppliers setting science-based targets: **46.5%** (+7.0 ppt)

Resource Circulation

Waste generation: **1,045 thousand tonnes** (-99 thousand tonnes)

Social capital Construction capabilities and customer base

With the industry's leading total number of homes built, we boast a solid customer base supported by our construction capabilities. Our construction framework binds the Sekisui House Group and partner construction companies together in a shared commitment to our common goals under the spirit of "a community with a common destiny," and our after-sales service, managed by our Customer Service Centers, strengthening our enduring connections with homeowners.

Total Number of Houses Built

Total Number of Houses Built:
2.7 million units
Japan: **2,649,000 units** (+31,000 units)
Overseas: **57,000 units** (+13,000 units)

Construction capabilities

Sekisui House Association: **2,585**
Number of crafters hired: **134** (1.0x)

After-Sales Services

Sekisui House Support Plus
Sekisui House Remodeling
Sekisui House Real Estate Group

Financial capital Financial foundation

We believe that maintaining a strong financial foundation is essential for meeting the trust placed in us by our customers and other stakeholders. We aim to seize every opportunity for business expansion and strive to further enhance corporate value while maintaining a balanced approach to growth strategies, financial soundness, and shareholder returns.

Equity Capital

Equity capital: **¥1,962.1 billion**
Equity capital ratio: **40.8%**

Long-Term Credit Rating

Japan Credit Rating Agency: **AA**
Rating and Investment Information: **AA-**
S&P Global Ratings: **BBB+**
(as of May 2025)

1 Sekisui House, Ltd., Sekisui House Real Estate Group, Sekisui House Construction Group, Sekisui House Remodeling, Ltd., and Sekisui House noie Limited
2 Sekisui House, Ltd. and domestic consolidated subsidiaries
3 For FY2024, of the companies listed in 2, the 27 domestic consolidated companies subject to statutory requirements to hire persons with disabilities (including the Company).
4 Sekisui House and major domestic and overseas consolidated subsidiaries. In FY2024, 40 companies.

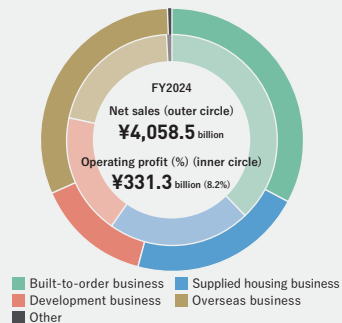
Value Created from Our Businesses

Under our Sixth Mid-Term Management Plan (FY2023–FY2025), we established the fundamental policy of pursuing stable growth in Japan and proactive growth overseas, aiming to create value through our four housing-related businesses.

By formulating and steadily implementing strategies that maximize the value of our core competencies—technical expertise, construction capabilities, and customer base—we are creating value that contributes to solving social issues and achieving sustainable corporate growth. In FY2024, we achieved record highs in both net sales and operating profit, demonstrating the tangible results of our integrated business and ESG strategies.

This section highlights key business activities from FY2024 that illustrate how the Sekisui House Group creates happiness, the path toward generating an impact, and the ESG value we deliver.

Composition of net sales and operating profit in FY2024



→ P.90-93 Financial and Capital Strategy

The Sekisui House Global Vision Make Home the Happiest Place in the World

Built-to-order business

By providing high-quality housing stock, we improve quality of life and the beauty of townscapes, creating valuable social capital that can be passed down to future generations.

FY2024 Results

Net sales
¥1,349.0 billion
Operating profit (%)
¥143.0 billion (10.6%)

Social value

- Creating living environments that provide safety and peace of mind
- Promoting housing that realizes happiness
- Creating employment opportunities and passing on technologies

Supplied housing business

By enhancing the value of existing houses, we support long-term living and contribute to the realization of a circular economy.

FY2024 Results

Net sales
¥870.9 billion
Operating profit (%)
¥83.4 billion (9.6%)

Social value

- Creating and maintaining long-term asset value
- Revitalizing local communities and economies

Development business

By creating communities that support diverse lifestyles, we highlight the unique appeal of each region and build a future for sustainable communities.

FY2024 Results

Net sales
¥582.5 billion
Operating profit (%)
¥70.2 billion (12.1%)

Social value

- Improving the quality of landscapes and living environments
- Enhancing community appeal by leveraging regional characteristics

Overseas business

By expanding Japanese technology and quality to the world, we collaborate in developing new lifestyles and community values suited to local climates and cultures.

FY2024 Results

Net sales
¥1,278.5 billion
Operating profit (%)
¥78.9 billion (6.2%)

Social value

- Expanding high-quality housing globally
- Creating local employment opportunities
- Contributing to technological advancements

Values we create

The Sixth Mid-Term Management Plan Stable Growth in Japan and Proactive Growth Overseas

Built-to-order business

Providing high value-added homes and commercial buildings on land owned by customers

Strengthening detached housing and the Sha Maison brands while establishing a foundation for sustainable value creation



- Detached housing
- Rental housing and commercial buildings
- Architectural/civil engineering

→ P.101-102 Results and Growth Strategies

Supplied housing business

Offering high-quality rental housing management and home remodeling services

Enhancing asset value through advanced property management and proposals focused on longevity



- Rental housing management
- Remodeling

→ P.103-104 Results and Growth Strategies

Development business

Supplying residential lots, high-quality condominiums, and office buildings in desirable areas

Promoting high-quality community development through medium- to long-term investment decisions based on area marketing



- Real estate and brokerage
- Condominiums
- Urban redevelopment

→ P.105-106 Results and Growth Strategies

Overseas business

Addressing global housing needs by leveraging Japan's top-tier quality and advanced technologies

Expanding growth strategies tailored to each country's characteristics through both homebuilding and development businesses

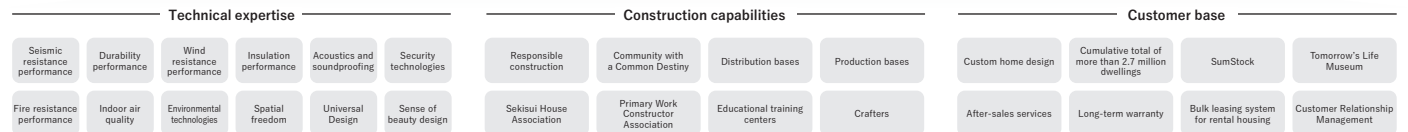


- Homebuilding/Master-planned community (U.S.)
- Multifamily (U.S.)
- Australia/Singapore

→ P.107-113 Results and Growth Strategies

Overview and key measures

Core Competencies Technical Expertise Construction Capabilities Customer Base



Core competencies

Value Created from Our Businesses

Built-to-order business

Creating new experiential value through digital connectivity

“AI Clone Owner” service

Aiming to realize customer happiness throughout the homebuilding process, Sekisui House launched Japan’s first “AI Clone Owner” service in November 2024.

This service was developed with the cooperation of seven homeowner influencers who built homes with the Company. AI analyzed and learned from their Instagram posts to build clones that respond as if they were the owners themselves. Prospective homebuyers can exchange messages with these AI clones 24/7, experiencing the “real feel of living” and “everyday happiness” that cannot be conveyed by sales representatives or catalogs alone.

 “AI Clone Owner” Service

Going forward, we will analyze conversation data between AI Clone Owners and prospective homebuyers to enable responses tailored to space and interior-related preferences, thereby improving usability. This will allow us to further enrich the customer experience in the digital field as we strive to offer new value proposals based on customer needs.



This service utilizes “Digital Staff” from AIQ Inc., a generative AI service that integrates “AI profiling,” which visualizes human insights, with large language models (LLM) to enable lifelike communication.

Output	Outcome	Impact	ESG value created
An AI clone trained on the social media posting patterns of homeowners	Reducing the uncertainties and doubts of prospective homebuyers	Enhancing transparency and accessibility in the homebuying process	Environment: Reducing the environmental burden by cutting down on paper use, travel, and energy consumption through digital touchpoints
A 24/7 chat tool available for prospective homebuyers	Clarifying the vision of lifestyles and increasing purchase motivation	Bridging the information gap and enabling choices for a happier lifestyle	Social: Bridging the information gap by sharing real-life living experiences, enabling everyone to make informed housing choices
A digital touchpoint that shares real voices from everyday life	Creating a new customer touchpoint beyond traditional sales channels	Creating a new customer experience model that integrates people and digital technology	Governance: Ensuring trust and transparency through the privacy-conscious use of AI and close collaboration with homeowners


Built-to-order business

Creating new logistical value through cross-industry cooperation

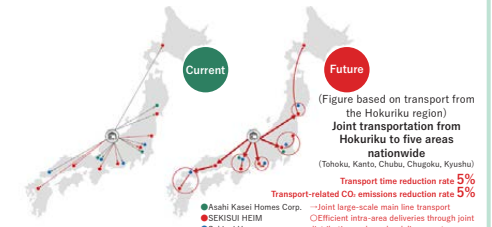
Council of Four Housing Logistics Companies

The housing industry is facing serious challenges, including a shortage of logistics personnel, declining transport efficiency, and rising environmental burdens. In response, Sekisui House launched the “Council of Four Housing Logistics Companies” together with Asahi Kasei Homes Corp., Sekisui Chemical Co., Ltd. and Senko Co., Ltd. as a cross-industry initiative to tackle these issues.

This council’s objective is to develop a new logistics model that enhances transport efficiency and reduces environmental burdens through industry-wide cooperation. By implementing joint transportation and delivery mechanisms, we aim to reduce driver workloads and establish a sustainable logistics system.

 Council of Four Housing Logistics Companies

Through this council, we aim to create three key values: optimized logistics, reduced environmental burden, and a stabilized housing supply, while also contributing to improved reliability and quality assurance across the entire housing industry.



[Four collaborative measures] ① Shared use of vehicles and distribution bases; ② Joint procurement and transport from component manufacturers; ③ Shifting to larger vehicles and utilizing relay transport between company hubs to boost delivery efficiency; and ④ Eco-friendly deliveries to reduce transport-related CO₂ emissions

Output	Outcome	Impact	ESG value created
A method for shared transportation and delivery	Reducing driver transport hours by approximately 17,000 annually (for 2,160 trucks)	Ensuring a stable housing supply and strengthening social infrastructure	Environment: Reducing CO ₂ emissions through shared delivery and vehicles use, contributing to a lower environmental burden
A system for the shared use of logistics hubs	Improving safety by easing the burden of long-distance transport	Reducing environmental burdens by cutting CO ₂ emissions by approximately 500 tonnes annually (equivalent to about 35,800 cedar trees)	Social: Improving working conditions for drivers, increasing talent retention, providing secure employment, enhancing safety, and stabilizing housing supply
A collaborative platform formed by four partner companies	Lowering supply risk by stabilizing the delivery of housing materials	Building a sustainable logistics model for the housing industry as a whole	Governance: Building a highly transparent and efficient system and realizing sustainable supply chain management through cross-industry collaboration and the use of logistics data and digital transformation (DX)

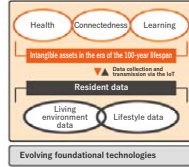
Value Created from Our Businesses

Built-to-order business

Progress of the Platform House Concept

2020 Announced the Platform House Concept

We envision a new form of housebuilding that plays a role in supporting well-being throughout the era of the 100-year lifespan by expanding our business domain from the home itself to services that enrich residents' daily lives. Platform House enables residents to install services under three key themes—health, connectedness, and learning—to deliver tailored experiences for each resident.



2021 Launched sales of “PLATFORM HOUSE touch”

As the first phase of the Platform House Concept, we developed “PLATFORM HOUSE touch.” This smart home service uses big data on housing and connects with floor plans to enable users to control home equipment regardless of their location. Since 2021, we have offered features such as “home remote control,” allowing users to operate home appliances via a smartphone interface connected to the home’s layout; “self-monitored home security,” which checks for anomalies at windows or entrances; and “living environment monitoring,” which visualizes indoor conditions through temperature and humidity sensors.

An app that enables access to the home's status from a floor plan



- Home remote control
- Self-monitored home security
- Living environment monitoring
- Front door lock reminder notification
- App-based lock/unlock notifications
- Arrival/departure notifications
- Comprehensive control/confirmation

 PLATFORM HOUSE


2023 Established a “lifestyle analysis platform”

By using AI to analyze daily life log data accumulated through PLATFORM HOUSE touch, we have created a framework for proposing optimal services based on unconscious behavioral patterns. By visualizing “life moments,” when awareness of one’s lifestyle surfaces, we aim to understand the very source of users’ habits and actions to provide more closely aligned services. In 2023, we began collaborating with HAKUHODO Inc. to establish a co-creation database. By visualizing subconscious behaviors and partnering with various service providers, we are working to realize a new platform that expands the possibilities of daily life.

2024 Services developed from the “lifestyle analysis platform:” Visualizing a home’s status and its residents’ behavioral habits via AI analysis, and providing crime prevention through the “emergency home security” service

AI analysis of visualized “life moments” revealed a clear gap between residents’ perceived security awareness and their actual behavioral habits. As a result, we teamed up with ALSOK (SOHGO SECURITY SERVICES CO., LTD.) to offer the “emergency home security” service which adjusts pricing according to behavioral habits, starting in December 2024.

This service visualizes the security-conscious behaviors of customers and displays them on an app, promoting increased security awareness and encouraging behavioral improvement. By reflecting a user’s behavioral habits in the pricing model, it serves as the world’s first crime prevention security service that encourages behavioral changes. Utilizing AI to visualize residents’ actions through data creates new value and promotes safer, more secure lifestyles.

 Emergency home security

Issue

Discrepancy between perceived security awareness and actual behavioral habits

Improvement of home security and crime prevention is a fundamental function of homes

Advancement of AI technologies and the growing importance of personalized crime prevention

Initiative

AI analysis of life moments via the lifestyle analysis platform

Visualization and feedback for security awareness through behavioral data analysis

Pricing based on security-conscious behaviors and a 24-hour emergency response service (Provided by ALSOK)

Value created

Reducing the risk of becoming the victim of a crime through improved security-conscious behaviors

Achieving lifestyles with greater safety and peace of mind while improving the quality of living environments

Fostering security awareness through behavior-linked pricing that encourages behavioral change

Mitigating social costs through improved community safety

Connection to ESG management

Customer happiness

- Achieving a lifestyle with greater safety and peace of mind: Visualizing behaviors with AI and providing immediate responses during emergencies
- Implementing behavior-linked pricing: Creating a transparent system where pricing changes according to security-conscious behaviors
- Promoting an eco-friendly lifestyle: Connecting lighting and electricity with security systems to achieve reduced energy consumption

Societal happiness

- Improving community crime prevention capabilities: Expanding individual behavior improvements to the entire community, contributing to crime deterrence
- Promoting energy-efficient homes: Expanding energy-efficient housing throughout society
- Utilizing reliable data: Building a secure collaboration system that ensures privacy protection

Value Created from Our Businesses

The Value created by PLATFORM HOUSE

Employee
Voice

PLATFORM HOUSE touch

PLATFORM HOUSE is a new approach to housing based on Sekisui House's "Platform House Concept." Leveraging advanced technology and residents' data, PLATFORM HOUSE offers services that contribute to happiness in the era of the 100-year lifespan, under the themes of "health," "connectedness," and "learning." The first phase of this concept is "PLATFORM HOUSE touch." As an example, it allows users to check the status of their home and control devices—such as room temperatures and lighting—from anywhere with a smartphone. To date, it has been installed in 5,000 new houses, representing 30% of our newly designed and built detached houses.



A new proposal for living: Accessing "my home" with the palm of your hand.



PLATFORM HOUSE touch allows users to access their home's status while viewing the floor plan of their house. For example, the "living environment monitoring" feature displays temperature and humidity changes both inside and outside the house in a graph and can send an alert notification when there is a risk of heatstroke. The program's key feature is its easy, intuitive operation using floor plans and icons.



Another feature called "home remote control," allows users to check and control certain devices from both inside and outside the house. One of the planning team members mentioned, "Parents who both work and have elementary school children may feel uneasy not knowing if their children have returned home from school." In response, a system was created where unlocking the front door with a card key sends a notification to the parents working in their offices.



During a pilot project surveying 22 homeowners, we received feedback on the "home remote control" feature. One customer said it was "very convenient," especially appreciating the ability to "open all the house shutters at once." Hearing this made me very happy. I find it motivating to know that our efforts to improve our services can ultimately lead to the happiness of our customers.

"Why is this service necessary?" We value thinking about the reason behind every feature.



During the planning phase, we also discussed ideas such as "If we turn on the air conditioner before taking a bath it gives families more time together," and "Heatstroke is common inside the house, how can we solve this?" We gathered insights from everyday life as a team. From there, we held further discussions to identify what was truly necessary and simulated how IT could solve these concerns. The project was then finalized and moved into the development phase led by our team.



When the app was first released, it included a feature to electronically lock a house from outside. However, many customers asked, "Why can't we also unlock the door from outside the house?" We carefully considered this feedback, asking ourselves, "Why is this service necessary?" and "What will make our services more convenient and safer for customers?" As a result, we released the unlock feature in December 2024, and it was well-received. I believe the ideal is for customers to access the services they want, whenever they need them.

The key is to consistently maintain a "user-first" approach.



This service and app represented a new challenge for our Company. To deliver services that meet lifestyle needs and desires, we had to consider appropriate levels, designs, and quality. We also didn't want it to just be a "remote control app." Since it handles various types of information, such as monitoring homes and families, we carried out user testing for operability from the planning stage, pushing forward through trial and error.



We have received many favorable comments from users, such as "Thanks to PLATFORM HOUSE touch, I now have more peace of mind and time," and "It's reassuring to be able to check when my kids come home every day. It's also great to be able to monitor room temperatures and whether the doors and windows are locked."



Since the ultimate goal of the Platform House Concept is to provide happiness to our customers, the entire team consistently maintains a user-first approach. PLATFORM HOUSE touch is still in its early stages, so we frequently encounter errors not caught during testing or receive additional requests from customers. The team continues to discuss improvements, advance daily tasks, and regularly plan new features. Currently, the service is available for new detached houses and remodeled properties, but we hope that in the future, it will be available for the Group's condominiums, rental properties, and even properties from other companies.

Value Created from Our Businesses

Supplied housing business

Realizing the future of the environment and lifestyles through renewable energy and EVs

EV charging stations at Sha Maison ZEH units

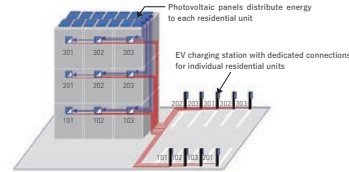
Sha Maison ZEH is a net zero energy house (ZEH) under the Company's rental housing brand Sha Maison. It offers a system in which photovoltaic power generation is connected to each unit and excess electricity is sold by individual residents, enabling tenants to enjoy both a comfortable living environment and lower utility costs. Since FY2020, we have been actively promoting unit-level ZEH, and in FY2024, the ratio of ZEH¹ in our rental housing increased from 76% in the previous fiscal year to 77%.

Moreover, in December 2023, we established a framework to equip each Sha Maison ZEH residential unit with dedicated electric vehicle (EV) charging stations and have been advancing implementation efforts since.

1 Ratio of ZEH Ready or higher-grade units

 ESG Fact Book P6 Contributing to a Decarbonized Society.

This initiative helps reduce utility costs for residents and supports the transition to a decarbonized society by addressing the shortage of EV charging infrastructure and enabling charging with renewable energy.



1. By enabling EV charging at each residential unit using solar-generated renewable energy, we contribute to further decarbonization through EV adoption
2. By partially using excess solar energy from residents' homes to recharge EVs, we contribute to reduce energy and utility costs for residents

Development business

A new form of urban living envisioned through GRANDE MAISON

GRANDE MAISON

GRANDE MAISON is a series of high-value-added condominiums developed based on area strategies focused on the four major metropolitan areas of Tokyo, Nagoya, Osaka, and Fukuoka. Starting in FY2023, all units have been constructed as net zero energy houses (ZEH),² and all buildings as net zero energy condominiums (ZEH-M).³ Through these efforts, we are working toward the realization of a decarbonized society.

By incorporating designs that utilize natural ventilation and lighting, installing vacuum double-glazed windows to ensure both expansive views and high thermal insulation, and adopting solar power generation and Ene-Farm household fuel cells, we have balanced environmental performance and comfort.

2 ZEH or higher-grade units 3 ZEH-M Oriented or higher-grade units

 GRANDE MAISON

Additionally, by emphasizing greenery and incorporating the *Gohon no Ki* Project, which utilizes native tree species in landscaping plans and enhancing shared spaces such as entrance halls and courtyards, we have created beautiful townscapes while preserving local cultures. In doing so, we maintain comfort and asset value for urban residents while continuing to create new landscape value and establish new standards for urban living.



Starting in FY2024, we began introducing Sekisui House's unique structural material, "GM SHEQAS," and are actively promoting Long-Life Quality Housing certification.

→ P71 GM SHEQAS

Output	Outcome	Impact	ESG value created
<p>Providing ZEH rental housing where excess electricity is sold by individual residents</p> <p>Establishing ZEH rental housing where excess electricity is sold by individual residents and each unit has dedicated electric vehicle (EV) charging stations</p> <p>Promoting EV charging using renewable energy</p>	<p>Reducing utility costs for residents and creating a comfortable living environment</p> <p>Providing a comfortable and convenient living environment for EV users</p> <p>Supporting the long-term stable management of rental properties</p>	<p>Promoting the adoption of EVs and addressing the shortage of EV charging infrastructure</p> <p>Reducing the rate of CO₂ emissions through renewable energy</p> <p>Contributing to the realization of a decarbonized society</p>	<p>Environment: Promoting further decarbonization in transportation by transitioning from gasoline vehicles to EVs and enabling charging with renewable energy</p> <p>Social: Contributing to improved convenience for residents and addressing the shortage of EV charging infrastructure through rental housing equipped with EV charging stations</p> <p>Governance: Supporting the long-term value retention of managed properties and stable rental housing operations by adopting forward-thinking technological solutions</p>

Output	Outcome	Impact	ESG value created
<p>Supplying condominiums with ZEH and ZEH-M specifications</p> <p>Enhancing energy-saving performance through high thermal insulation and airtightness</p> <p>Introducing eco-friendly facilities and improving shared spaces</p>	<p>Realizing a comfortable lifestyle with safety and peace of mind while enhancing asset value</p> <p>Improving resilience and reducing utility costs</p> <p>Preserving beautiful urban landscapes and local cultures</p>	<p>Promoting decarbonization in urban areas</p> <p>Creating urban communities that are strong against disasters</p> <p>Coexisting with local communities and enhancing the value of urban landscapes</p>	<p>Environment: Realizing a decarbonized society through energy-saving and energy-creating housing and promoting biodiversity</p> <p>Social: Creating urban living environments that offer peace of mind by designing homes that are comfortable and harmonious with local communities</p> <p>Governance: Ensuring asset value and resident satisfaction through eco-friendly, disaster-resilient, and aesthetically conscious design and quality management</p>

Risks and Opportunities

The Sekisui House Group analyzes medium- to long-term issues that impact value creation, identifies risk factors associated with changes in the external environment, and positions these risks as opportunities for future business development. These insights are then utilized to formulate our business strategies.

