

Section

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Mid-Term Management Plan

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Development of Our Strategies and Positioning of the Fifth Mid-Term Management Plan

We formulated our Fifth Mid-Term Management Plan for the three years from FY2020 to FY2022 to help realize our global vision to make home the happiest place in the world. We are working to implement growth strategies with a fundamental policy of further strengthening core businesses and embarking on new businesses. We will further strengthen our current core businesses by honing our sensitivity and adaptability to market needs, and develop new business by promoting the Platform House Concept of equipping houses with services supporting the health, connectedness and learning that will underpin new lifestyles, as well as initiatives such as utilizing the Internet of Things (IoT).

We will also invest in the expansion of new businesses, including an overseas rollout of the Sekisui House technologies we have been cultivating, and work for sustainable growth by strengthening our foundation through open innovation and other measures.

FY2014-FY2016

Third Mid-Term Management Plan

Fundamental Policy

Strengthening Group synergies and taking on new challenges in the residential-related business

Key Measures

Built-to-order business

Enhance product appeal, ability to make proposals and construction capabilities

Supplied housing business

Enhance cooperation within the Group

Development business

Conduct quality community and town development
Build brands overseas
Establish asset value for the future

Main Management Indicators (FY2016 Results)

(Billions of yen)

Net sales	2,026.9
Operating income	184.1
Ordinary income	190.9
Profit attributable to owners of parent	121.8
EPS	¥175.48
ROE	11.3%

FY2017-FY2019

Fourth Mid-Term Management Plan

Fundamental Policy

Building the foundation for the residential-related business toward BEYOND 2020

Key Measures

Built-to-order business

Lead the industry as the top brand and take on the challenge of a new built-to-order business

Supplied housing business

Expand the business domain by creating new markets, taking advantage of existing houses

Development business

Focus on balance between growth investments and the asset turnover ratio

Overseas business

Increase business opportunities by providing high-value-added houses and housing environments in overseas markets

Main Management Indicators (FY2019 Results)

(Billions of yen)

Net sales	2,415.1
Operating income	205.2
Ordinary income	213.9
Profit attributable to owners of parent	141.2
EPS	¥205.79
ROE	11.5%

FY2020-FY2022

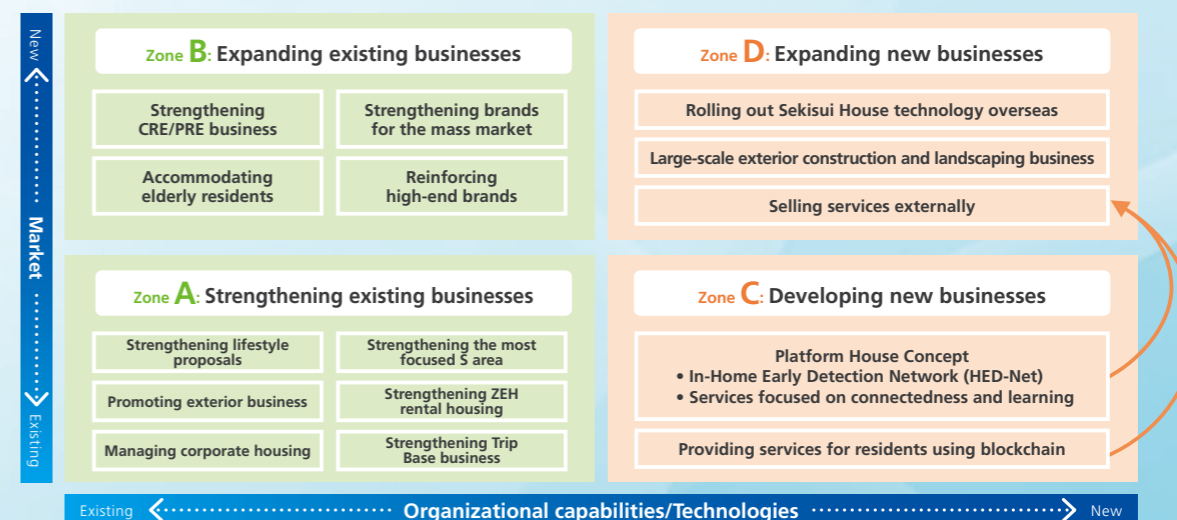
Fifth Mid-Term Management Plan

Management Direction

Deployment of growth strategies focused on the residential business domain

Fundamental Policy

Further strengthening core businesses and embarking on new businesses



Main Management Indicators

(Billions of yen)

	FY2020 (Results)	FY2021 (Plan)*	FY2021 (Results)	FY2022 (Plan)*
Net sales	2,446.9	2,553.0	2,589.5	2,787.0
Operating income	186.5	220.0	230.1	236.0
Ordinary income	184.6	218.0	230.0	234.0
Profit attributable to owners of parent	123.5	148.0	153.9	158.0
EPS	¥181.18	¥218.65	¥227.37	¥236.99
ROE	9.5%	10.7%	11.0%	10.5%

* Figures are the most recent revised values based on the business environment and progress since the Fifth Mid-Term Management Plan was announced.

Progress of the Fifth Mid-Term Management Plan

Key Measures

Built-to-order business

- Implement three brand strategies
- Promote focused S and A* area marketing

Supplied housing business

- Actively deploy proposal-based and environment-based remodeling
- Strengthen rental housing management and brokerage business through change in company name to “Sekisui House Real Estate”

Development business

- Pursue ROA management
- Generate stable profit by improving turnover and acquiring prime land

Overseas business

- Start the global rollout of Sekisui House technologies and advance to the next stage

*Areas in cities that the Company classifies as strategic locations for business development

FY2021 Progress by Business

Built-to-order business

Orders were strong for ZEH, Family Suite and other high-value-added proposals backed by our technological capabilities for both detached houses and rental housing. Despite the impact of higher material prices, the profit margin improved and both sales and operating income increased. The architectural/civil engineering business achieved its plan for operating income even though sales decreased amid the severe business environment.

Supplied housing business

In the remodeling business, the profit margin increased as orders for large-scale projects increased due to proactive promotion of proposal-based and environment-based remodeling projects. The real estate management fees business has continued to grow steadily, maintaining high occupancy rates and rent levels by providing high-quality buildings in prime locations, as well as building management and services that put tenants first.

Development business

In the houses for sale business, success in purchasing high-quality land and strengthening the sales organization resulted in substantial increases in sales and operating income. Sales in the condominiums business were strong, including high-end condominiums, and closings proceeded as planned, resulting in increases in sales and operating income. Sales and operating income in the urban redevelopment business were as planned.

Overseas business

Sales and operating income increased due to continued strong performance in the United States by the homebuilding business and the master-planned community business and the sale of three properties by the multifamily business, as planned. In December 2021, we made Holt a consolidated subsidiary, expanding our business area. In Australia, sales and operating income decreased due to a delay in recovery of the real estate market. In China, we progressed as planned toward completion of our projects.

Other

The exterior business strengthened proposals integrating housing and exteriors for detached houses, rental housing and other buildings, and conducted the *Gohon no Ki* Project that proposes the planting of tree species native to each area.

Businesses

Built-to-Order Business

Custom detached houses business

Rental housing business

Architectural/Civil engineering business

This business builds custom detached houses, rental housing and other properties under contract on land owned by the customer. The custom detached houses business promotes three brand strategies according to price range that offer added value in housing as well as high-quality, high-performance products. The rental housing business and architectural/civil engineering business provide high-quality, hotel-like rental housing, commercial buildings and other properties centered on urban areas, their priority strategic focus.



Review of FY2021 and Strategies Going Forward

In FY2021, both sales and operating income grew as severe business conditions persisted with the impact of COVID-19, rising prices for materials and other factors.

In the first range of products in the custom detached houses business, orders for Sekisui House noie brand houses gradually increased due to stronger information links with Group companies. At the same time, customer needs for housing increased as requirements for living spaces changed and diversified due to the impact of the COVID-19 pandemic. Under these circumstances, we won new orders for second- and third-range products Family Suite *Ouchi* Premium and SHAWOOD *KOKAGE LOUNGE*. Through these new high-added-value products, we address changing lifestyles by proposing spaces where residents can spend time at home in greater comfort. In addition, the adoption rate of our SMART-ECS next-generation indoor environment control system was a very strong 85%. As a result of these successful value-added proposals, the price per house continued to rise, improving the profit margin.


We expect customer interest in housing to continue. Therefore, we intend to pursue new appeal and value through our technologies, lifestyle design and services so residents can feel happiest spending time at home.

In the rental housing business, although growth was weak in orders for non-residential properties such as hotels and medical and nursing facilities,

orders for residential rental properties were strong due to a rapid increase in the ratio of net zero energy houses (ZEH) and the penetration of the Sha Maison brand, which maintains high occupancy rates and rent levels. The architectural/civil engineering business achieved its plan for operating income even though sales decreased amid the severe business environment.

To meet the targets of the Fifth Mid-Term Management Plan, the custom detached houses business will conduct its three brand strategies and implement a CRM strategy to attract more new customer inquiries and successfully close new contracts. The rental housing business will further strengthen its sales for corporate real estate (CRE) and public real estate (PRE), supply Sha Maison rental housing through value-added offerings, continue to promote its price leader strategy, and ramp up sales of 3- and 4-story rental properties that use our unique Flexible β System construction method. The architectural/civil engineering business will enhance collaboration with Konoike Construction and improve its proposal capabilities to strengthen its CRE and PRE businesses.

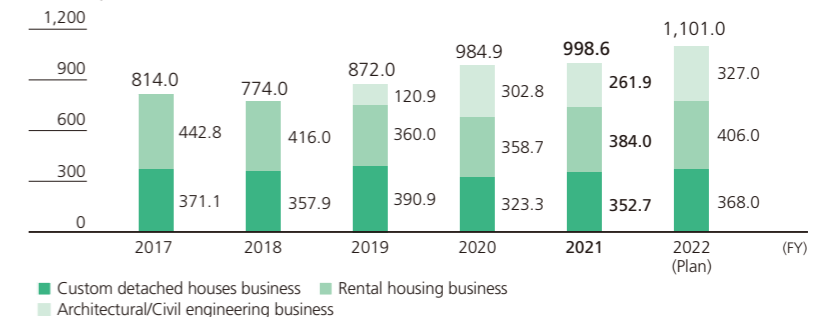
* CRM (customer relationship management) strategy:
A management strategy for ensuring continuous, stable profit by maintaining and improving relationships with customers

 **Family Suite *Ouchi* Premium**
(Japanese only)

 ***KOKAGE LOUNGE***
(Japanese only)

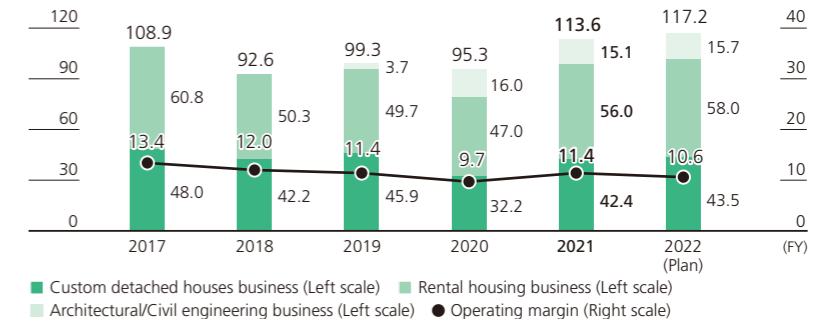
Sales

(Billions of yen)



Operating Income and Operating Margin

(Billions of yen)



Built-to-Order Business

Custom Detached Houses Business

We provide happiness through value-added offerings driven by leading-edge technologies and comfort and lifestyle design proposals tailored to residents that incorporate new services.

Technologies

Dynamic Frame System

The high-strength Dynamic Beam Sekisui House has developed enables large-scale pillar-free living rooms—spacious, open areas of approximately 50 square meters or more.



SHAWOOD Construction Method

Our metal joint (MJ) system reinforces the joints, which are considered a weak point of wooden houses. This enables large pillar-free spaces and atriums, which are difficult to achieve in ordinary wooden structures.



Lifestyle Design



Family Suite Ouchi Premium

A brand that is tailored to lifestyle changes such as the increase in time spent at home due to COVID-19.

KOKAGE LOUNGE

A large roof-covered space provides comfort to residents.



Services

PLATFORM HOUSE touch

A smartphone app showing the home's floor plan offers services to confirm conditions in the house, including self-monitored home security, monitoring of the living environment and notifications when other residents enter and exit.

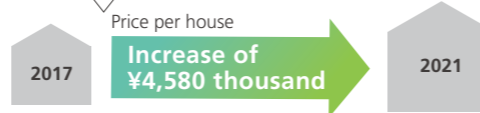
Page 27: PLATFORM HOUSE touch

Suite Concier

Sekisui House carefully selects services in areas including childcare, sleep and relaxation, and lifestyle assistance with the aim of increasing the customer experience value of happiness.



By integrating technologies,
lifestyle design and services:



Rental Housing Business, Architectural/Civil Engineering Business

We work for the happiness of owners and tenants by conducting area-specific marketing that specializes in city-center locations and introducing tenant services in high-quality, hotel-like rental housing.

Technologies



Flexible B System

High-strength columns and beams enable larger doors and windows and pillar-free open spaces with spans of up to nine meters.



Our patented technology reduces impact sound from the floor above to about half that of the L-65 floors used in conventional steel-frame construction.

Lifestyle Design



Sha Maison ZEH

Achieves both eco-friendliness and improved profitability. Tenants can sell electricity generated by photovoltaic power generation system.

Page 104: Promotion of ZEH in Sha Maison Rental Housing



Sha Maison Premier

This is the highest-grade rental housing in our history, offering the best in quality and value for tenants.

Services

Sha Maison Life CLUB App

This app provides a range of services including access to information useful for daily life and disaster preparedness, and a contact feature for reporting equipment breakdowns or other problems, with further service expansion under consideration.



Cumulative total of over 250,000 registered users

Blockchain-Based One-Stop Service for Renters' Pre-Occupancy Procedures

NEXCHAIN* reduces the burden on new tenants by offering a one-stop service for cumbersome procedures such as onsite inspection, lease preparation and contracts with utilities. The NEXCHAIN platform uses the blockchain to create an environment where users can safely disclose information and receive highly convenient services.

Sha Maison: Quality (Japanese only)

* NEXCHAIN: A consortium for developing an inter-enterprise information-sharing platform that securely links and utilizes data held by various companies

Close-Up

Quantitative Evaluation of Biodiversity Conservation from the *Gohon no Ki* Project over 20 Years

Since 2001, Sekisui House has been conducting its *Gohon no Ki* Project to promote the use of indigenous species in landscaping and greening. While taking local ecosystems into account, the project has included the planting of more than 17 million trees over the 20 years up to 2020. From 2019, we have been working with Kubota Laboratory (Faculty of Science, University of the Ryukyus) and Think Nature Inc. to quantitatively evaluate the contribution to urban biodiversity (conservation and restoration of biodiversity) of the 17,090 thousand trees we have planted with our customers' understanding and cooperation under this project. The findings show a substantial beneficial effect when compared with planting conventional horticultural and non-indigenous species. Results included a tenfold increase in the number of tree species native to each region, which is the foundation of regional biodiversity, as well as a doubling of the number of bird species and a fivefold increase in the number of butterfly species that residential districts can attract.

Sekisui House Nature-Positive Methodology



Businesses

Supplied Housing Business

Remodeling business

Real estate management fees business

This business supports owners of our custom detached houses, rental housing and other properties by proposing remodeling solutions and assists in rental housing management by subleasing, superintending or operating properties. In the remodeling business, we proactively conduct proposal-based and environment-based remodeling. In the real estate management fees business, we strengthen relationships with owners and improve services for tenants.



Review of FY2021 and Strategies Going Forward

In the remodeling business in FY2021, the COVID-19 pandemic made it difficult to visit customers' homes to make remodeling proposals and conduct sales negotiations. However, the methods we used to attract new customers were well received. For example, we conducted online consultations using the content of *Ouchi-de* Remodeling (Remodeling from Home) and held hands-on tours for small groups at our Tomorrow's Life Museum facilities. We also ramped up promotion of proposal-based remodeling such as Family Suite Renovation, which addresses growing interest in more comfortable living spaces and changes in lifestyle, as well as environment-based remodeling, which includes *Idocoro Dan-netsu* thermal insulation upgrades that focuses on key locations within the home and energy-generation remodeling using Ene-Farm fuel cells, storage batteries and other equipment. As a result, the ratio of orders for large-scale remodeling projects over ¥5 million increased, the profit margin improved and sales reached a record high.

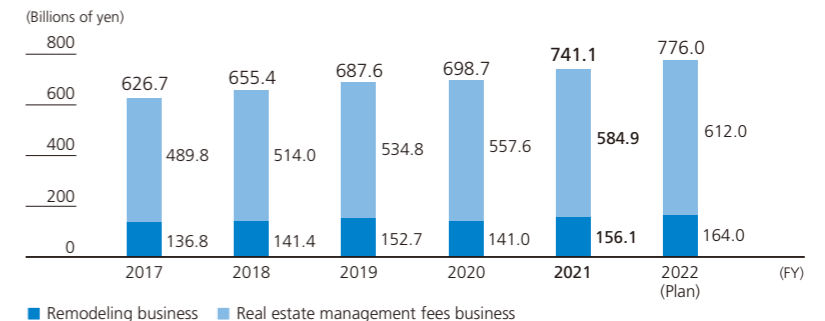
In the real estate management fees business, thorough area-specific marketing led to a steady increase in units under management, backed by strong orders for our high-value-added Sha Maison rental housing built in prime locations. In addition, we maintained high occupancy rates and rents and stable business growth as a result of high-quality property management

by the Sekisui House Real Estate companies, which proposed renovations to update older buildings to contemporary styles and provided lifestyle services to residents, among other initiatives.

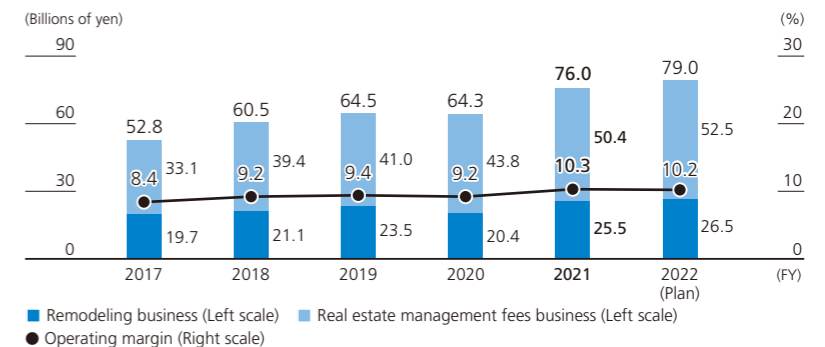
In the final year of the Fifth Mid-Term Management Plan, the remodeling business will proactively roll out its proposal-based remodeling to meet lifestyle needs as residents spend more time at home and environment-based remodeling for greater comfort and economy. In addition, a focus on remodeling rental housing will lead to greater satisfaction for tenants and improved asset value for owners. Securing and training human resources to support this business will be crucial, so we will ramp up recruiting and organize training programs.

The real estate management fees business aims to improve the asset value of properties by continuing to ensure high occupancy rates and by conducting thorough measures to increase rents through renovations upon tenant turnover. Sekisui House Real Estate Holdings, an intermediate holding company established in February 2022 to oversee the Sekisui House Real Estate companies, will lead efforts to improve owner and tenant services in rental housing for business growth.

Sales



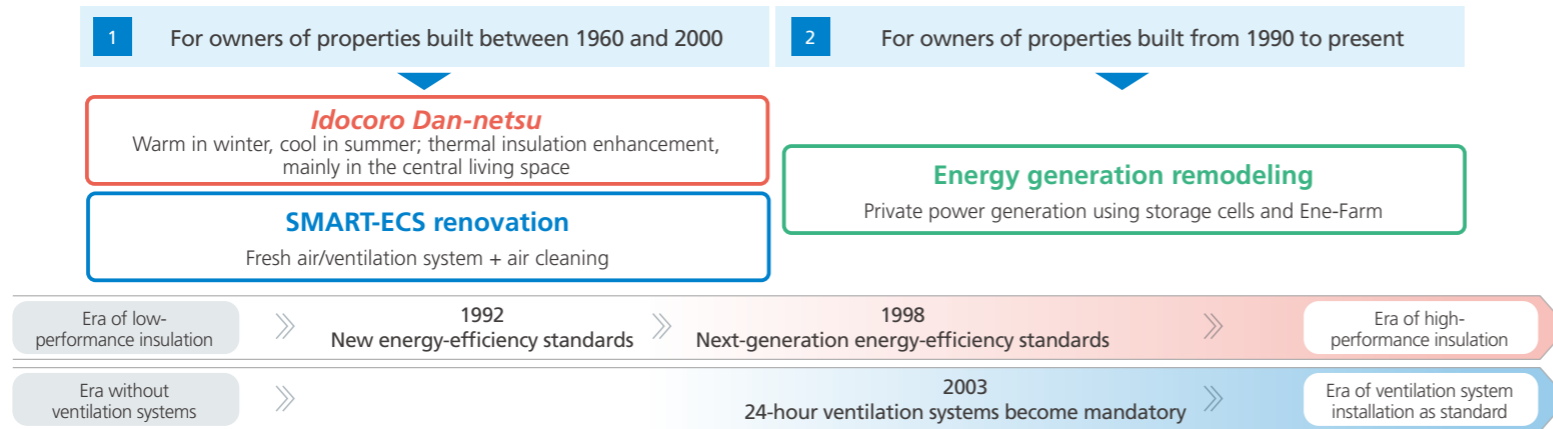
Operating Income and Operating Margin



Supplied Housing Business

Remodeling Business

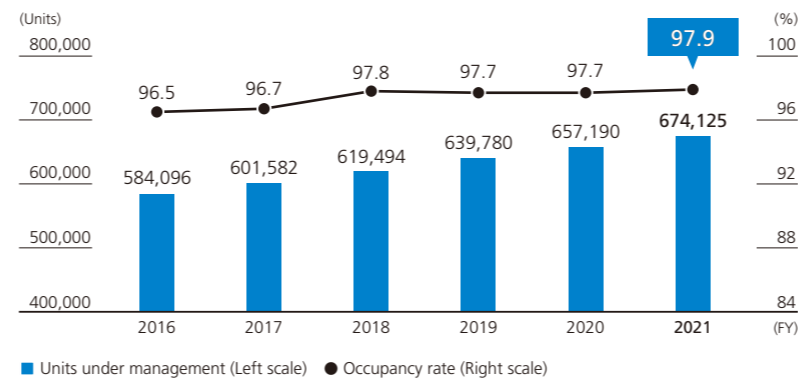
Sales of proposal-based and environment-based remodeling have been strong, and the ratio of large-scale remodeling orders is increasing. Popular proposal-based remodeling options include our Remodeling Support Beam System, which enables a reduction in the number of existing pillars and walls to create a large partition-free living space, and Family Suite Renovation, which addresses growing interest in more comfortable living spaces and changes in lifestyle. In addition, we offer a menu of environment-based remodeling options corresponding to the age of the property. In December 2021, we began sales of SMART-ECS Renovation for installation of our next-generation indoor environment control system, which is popular in newly built detached houses.



Real Estate Management Fees Business

We supply high-quality, high-performance Sha Maison rental housing with features such as hotel-like styling under a detailed strategy focused on area-specific marketing (prime city center locations). Moreover, management contracts with owners for whom we have built rental properties in the past are increasing. As a result of both these factors, the number of rental properties managed by Sekisui House Real Estate companies has grown steadily and now exceeds 670,000 units. Sha Maison has become a regional price leader by meeting the needs of tenants and enhancing their satisfaction. In addition, under our approach that puts residents first we are strengthening property management and conducting full renovations of older Sha Maison properties, including upgrading facilities and changing room layouts. In addition to maintaining occupancy rates at a high level despite the COVID-19 pandemic, these measures have also enabled rent increases averaging approximately ¥20,000 per tenant, increasing asset value for owners.

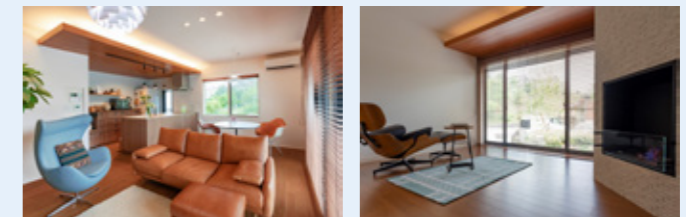
Units under Management and Occupancy Rate



Close-Up

Designing High-Quality Living Spaces in the Remodeling Business

Based on its global vision to make home the happiest place in the world, Sekisui House is proactively conducting proposal-based remodeling under its Family Suite Renovation concept of proposing a new style of home that reflects diverse values and unique lifestyles. Making a clear distinction from simple improvements in number or scale that the word “remodeling” used to imply, we formulate plans on matters such as comfort and eco-friendliness from a long-term perspective. We propose designs for enjoyable and relaxing daily living spaces, including richly textured interiors that appeal to all five senses, and exteriors linked with the townscape and the natural environment.



The H Family Residence in Yamaguchi Prefecture, built 24 years ago
This example of full-floor renovation encompasses the kitchen and bathroom and conversion of a room from traditional Japanese to Western style.

Family Suite Renovation
(Japanese only)

Businesses

Development Business

Houses for sale business

Condominiums business

Urban redevelopment business

This business starts with investments such as acquisition of land for development into houses for sale, condominiums for sale or rent, or office buildings to help create high-quality, verdant communities with good asset value. We emphasize ROA-focused management in development that generates stable earnings by improving asset turnover and acquiring prime land.



Review of FY2021 and Strategies Going Forward

In FY2021, the houses for sale business continued to actively purchase prime land. To meet the high level of demand, we strengthened the sales framework using streamed online property tours such as *Ouchi de Tochi Sagashi*, among other measures. In addition, amid increasing consumer interest in peaceful, verdant and beautiful townscapes, due in part to the increased time spent at home during the COVID-19 pandemic, the business focused on promoting sales to customers who were considering acquiring land for building. Orders remained strong.

The condominiums business developed its high-value-added GRANDE MAISON condominiums using a thorough area strategy as well as environmental performance and lifestyle proposals cultivated in the custom detached houses business. Sales increased as closings progressed as planned. In addition, to help achieve a decarbonized society, all units in GRANDE MAISON condominiums sold from FY2023 onward will be ZEH. Under our area strategy, we proactively acquired properties in prime locations in the four metropolitan areas of Tokyo, Nagoya, Osaka and Fukuoka.

The urban redevelopment business sold part of its stakes in Grand Front Osaka and W Osaka and sold rental housing including three Prime Maison properties to Sekisui House Reit, Inc. Occupancy rates remained firm for Group-owned properties, including office buildings and Prime Maison properties developed by the Company. However, earnings from hotels decreased as a result

of factors including a decline in the number of tourists due to the impact of the COVID-19 pandemic.

In the final year of the Fifth Mid-Term Management Plan, all three businesses will remain focused on ROA. Centered on Sekisui House and the Sekisui House Real Estate Group, the houses for sale business will strengthen coordinated land purchasing by the Group in target areas.

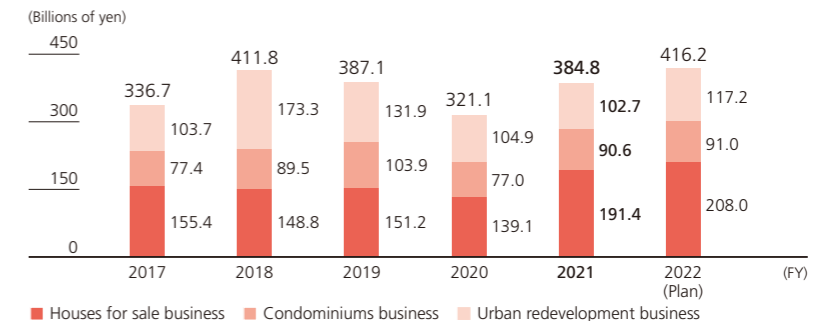
The condominiums business will continue to develop properties in Japan's four main metropolitan areas and to promote the rollout of ZEH-M (ZEH condominiums) as a product strategy that addresses social issues such as decarbonization and extending building life. It will also ramp up measures for long-life quality housing and air quality specifications, and work to improve services to make daily life more convenient for residents through the proactive introduction of IoT.

The urban redevelopment business will continue to ensure a stable pipeline by paying close attention to future trends in the real estate trading and financial markets. In addition to continuing to invest in rental housing and other properties with a relatively short recovery timeframe, the business will seek opportunities for new large-scale projects that keep in mind the asset turnover ratio of the portfolio as a whole. Ongoing promotion of the Trip Base *Michi-no-Eki* Stations Project will support regional revitalization.

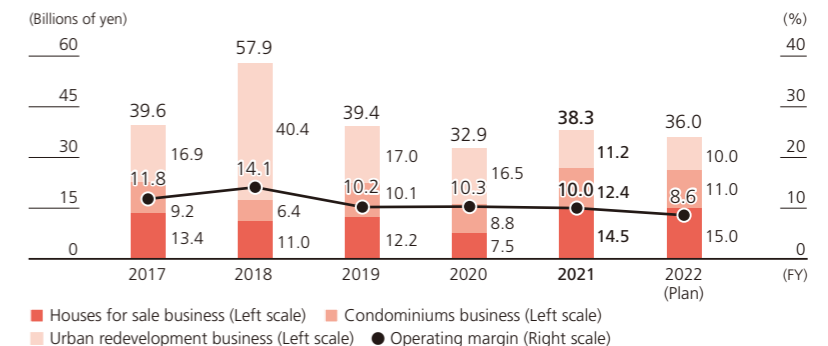
 **GRANDE MAISON: brand**
(Japanese only)

 **GRANDE MAISON: gallery**
(Japanese only)

Sales



Operating Income and Operating Margin



Development Business

Houses for Sale Business

Through our “smart common city” concept, the aim of which is to create communities with electrical power self-sufficiency under the four core themes of safety and security, health and comfort, eco-friendliness, and keeping watch, and through our support for fostering lasting attachments among inhabitants, we are working to create truly livable communities that take advantage of both technological capabilities and the connections between people.

 [Sekisui House Community Development](#)
(Japanese only)

SMART COMMON CITY AKAISHIDAI



Condominiums Business

We conduct our condominiums business mainly in Tokyo, Nagoya, Osaka and Fukuoka, applying the environmental strategies cultivated in our housing businesses to promote the development of ZEH-M condominiums.

All GRANDE MAISON Condominiums from FY2023 to Meet ZEH Specifications

We are steadily working to meet our target of making all the units of our GRANDE MAISON condominiums sold from FY2023 onward ZEH or all condominium buildings ZEH-M. All new construction starts in FY2021 already have specifications that meet ZEH or ZEH-M standards, and the planned ZEH and ZEH-M ratios for properties to be sold going forward are 85% for FY2022 buildings and 100% for FY2023 construction starts.

 [News release: All GRANDE MAISON Condominiums from FY2023 to Meet ZEH Specifications](#)
(Japanese only)

GRANDE MAISON Uemachi 1-chome Tower



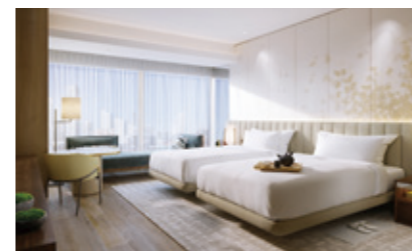
Urban Redevelopment Business

Sekisui House also develops large-scale properties such as offices, rental housing, commercial buildings and hotels, with a focus on attractive and highly valuable assets. We established Sekisui House Reit, Inc. and have created an exit strategy based on a pipeline support agreement between its asset management company, Sekisui House Asset Management, and its sponsor, Sekisui House.

Opening of Luxury Hotel The Westin Yokohama

In June 2022, The Westin Yokohama, run by global hotel chain Marriott International, Inc., opened in the Minato Mirai 21 district of Yokohama. Sekisui House manages the project as the organizer and Marriot International operates the hotel, providing high-grade facilities that meet the diverse demands for accommodations from customers including business guests from overseas.

 [Redevelopment business](#)
(Japanese only)

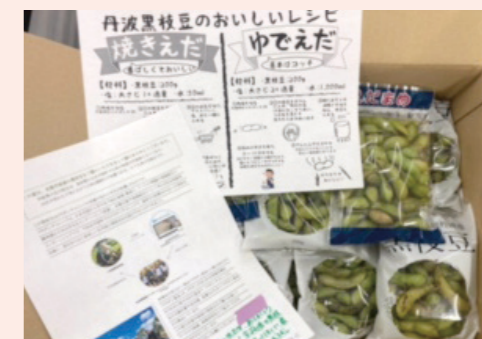


The Westin Yokohama

Close-Up

Regional Revitalization Project to Reduce Food Loss in Kyotamba

Sekisui House launched the Trip Base *Michi-no-Eki* Stations Project, a tourism-based regional revitalization business, in 2018. As a local initiative for the project, the Company spearheaded a three-party agreement with Kyotamba Town in Kyoto Prefecture and partner company KURADASHI Co., Ltd. to establish the KURADASHI Challenge, a social contribution internship. In this initiative, participating university students help to address crop spoilage and food waste by harvesting black soybeans, a local specialty, which had been left unharvested due to the aging farming population and worker shortage. Harvested crops are sold on the KURADASHI socially conscious shopping site. In this way, all three parties have contributed to the promotion of specialty products from Kyotamba, the expansion of sales channels, and regional revitalization.



Businesses

Overseas Business

We sell detached houses and residential land, and develop condominiums for sale or rent and other properties in five countries including the United States. Using the Sekisui House technologies we have cultivated in our domestic businesses in areas including safety, security and comfort, we will help resolve social issues in each country and conduct initiatives to provide new value in housing to maximize the happiness of our customers and society.

Overseas Business Regions and Major Projects



Review of FY2021 and Strategies Going Forward

In FY2021, the global COVID-19 pandemic caused labor shortages and supply chain disruptions that continue to the present. Under these circumstances, we conducted business activities according to the conditions in each country.

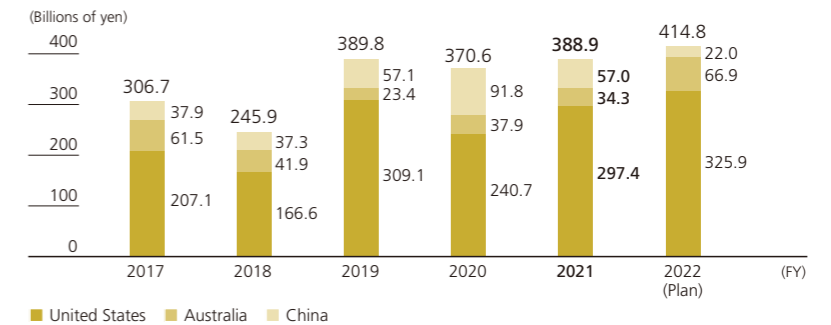
In the United States, business results substantially exceeded the target and served as the primary driver of the entire overseas business. In the multifamily business, city-center rental markets recovered significantly, with a few exceptions, and real estate investment by institutional investors was more active than anticipated. As a result, the sales prices of three projects exceeded expectations. The master-planned community business and the homebuilding business performed well as a result of strong demand for housing backed by low interest rates and rising demand for relocation to the suburbs due to the pandemic. On the other hand, in Australia, pandemic-related lockdowns delayed construction and therefore closings in the condominiums and homebuilding businesses. Lockdowns also significantly delayed the opening of model rooms in the United Kingdom, which had a substantial negative impact on sales. In China, however, both sales and deliveries of condominiums were steady, and earnings exceeded the plan. In Singapore, demand increased for relocation to the suburbs in search of a better living environment as remote work has become the norm, but this

trend also had a negative impact on sales of our city-center properties.

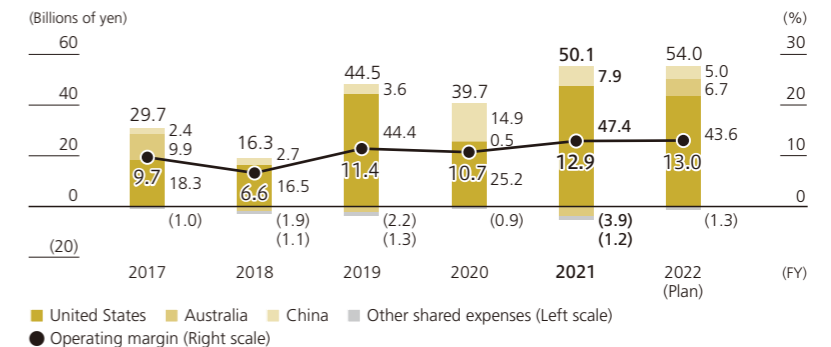
Under the Fifth Mid-Term Management Plan, the overseas business is working to bolster its financial position by raising profitability, including the operating margin and ROA, as it focuses on laying the foundation for future growth by acquiring land, creating a supply chain and taking other measures. We are also working to localize our businesses by emphasizing relationships of trust with outstanding local partners and focusing on developing capable local talent who understand our corporate philosophy and vision. By revising our strategies to address COVID-19 and other changes in the business environment when transferring Sekisui House technologies overseas, we aim to enhance not only our technological capabilities but also our services, such as our lifestyle design proposal capabilities and a fuller range of after-sales services, to offer customers the new value of happiness.

 [Overseas Business \(Global site\)](#)

Sales



Operating Income and Operating Margin



Note: Results of businesses in Singapore and the United Kingdom are recorded in equity in earnings of affiliates.

Overseas Business

United States Develop high-value-added rental properties and step up sales of houses based on lifestyle proposals and eco-friendly houses

Homebuilding business

Despite the substantial impact of supply chain disruptions, Woodside Homes improved its profit margin, performing strongly without major construction delays due to its efficient construction management and good collaborative relationships with subcontractors. In addition, by making Holt a consolidated subsidiary, we have broadened our service area from four to six states in the Western United States, enabling us to further expand sales of houses featuring Sekisui House technologies.

» Page 28: Homebuilding Business in the United States



Acacia at Cypress

The Ivey on Boren and The Ayer

Multifamily business

We are focusing on developing high-value-added rental housing using thorough research and carefully selected prime urban locations. With investors eager to purchase properties, we sold three projects in FY2021, in Portland, Denver and San Diego. We will continue to maximize earnings by selling properties at the optimal time according to market conditions.

Australia Help resolve consumer issues with basic and environmental performance developed in Japan

Since 2008, we have been conducting sales of detached houses and residential land, and developing condominiums, commercial facilities, complex and other properties in Sydney and Brisbane. Following the impact on FY2021 results from the delay in recovery of the real estate market due to ongoing restrictions on foreign investors, lockdowns due to the COVID-19 pandemic and other factors, we carried out a review of the business. We now plan to change the rollout area for the homebuilding business to coastal and northwestern Sydney, where demand for high-priced properties is expected, and to expand SHAWOOD sales in Australia.

The development business has been centered on large-scale projects, where we have established a high level of recognition as a developer. While focusing on sales of long-term, large-scale projects that we currently own, we will also consider selling some of our equity stakes. Going forward, we intend to make a policy shift to small and medium-sized projects to establish a business strategy based on asset turnover.



West Village

United Kingdom

We aim to utilize the pre-engineered housing technology and expertise we have cultivated in Japan to supply high-quality housing demanded in the U.K. market. We are also working to help resolve issues such as a serious housing shortage and the need for eco-friendly housing.



New Islington

China and Singapore

In China, mainly in the cities of Shenyang, Suzhou, Wuxi and Taicang, we have been conducting a townhouse business that leverages our track record in eco-friendly housing and a condominium business that creates world-class living spaces. We are making steady progress toward the completion of business, with expectations of completing closings for all units in all projects during FY2022.

In Singapore, we collaborate with leading local developers to develop high-value-added condominiums matching the lifestyles of Singaporeans and build complexes that include commercial facilities and offices.

Close-Up

Addressing ESG in the U.S. Homebuilding Business

At the SoCal MAME Awards* 2021, the Sommers Bend community developed by Woodside Homes and the model home exhibited there won the highest awards in five categories including Master Planned Community of the Year. Sommers Bend is a lifestyle-experience-oriented community that Woodside Homes has been involved in from the master planning stage. In addition to recognition for fully incorporating lifestyle proposals, which is an area of strength for Sekisui House, the community development received recognition for its landscaping and marketing, as well as for eco-friendliness such as the installation of solar panels.

Following our pilot project in Las Vegas, Woodside Homes plans to develop its first mass-produced SHAWOOD community at Sommers Bend. Using our unique SHAWOOD construction method, we aim to improve comfort and quality from the perspective of residents, shorten the construction timeframe, stabilize procurement and reduce waste materials as we promote the creation of sustainable communities and houses.

* The SoCal MAME (Major Achievements in Merchandising Excellence) Awards: Presented by the Greater Sales & Marketing Council and Building Industry Association of Southern California. Held since 1974, these awards have a long history in Southern California.



Sommers Bend

