

# **FY2025 Briefing on ESG Management**

**Sekisui House, Ltd.**

- 1. Foreword**
- 2. ESG Management**
- 3. Human Capital Value / Social Value**
- 4. Environmental Value**
- 5. Governance**
- 6. Q&A**

# 1. Foreword

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Operating Officer  
Head of Investor Relations Department  
**Hiroyuki Kawabata**

## Objectives of Today's Briefing

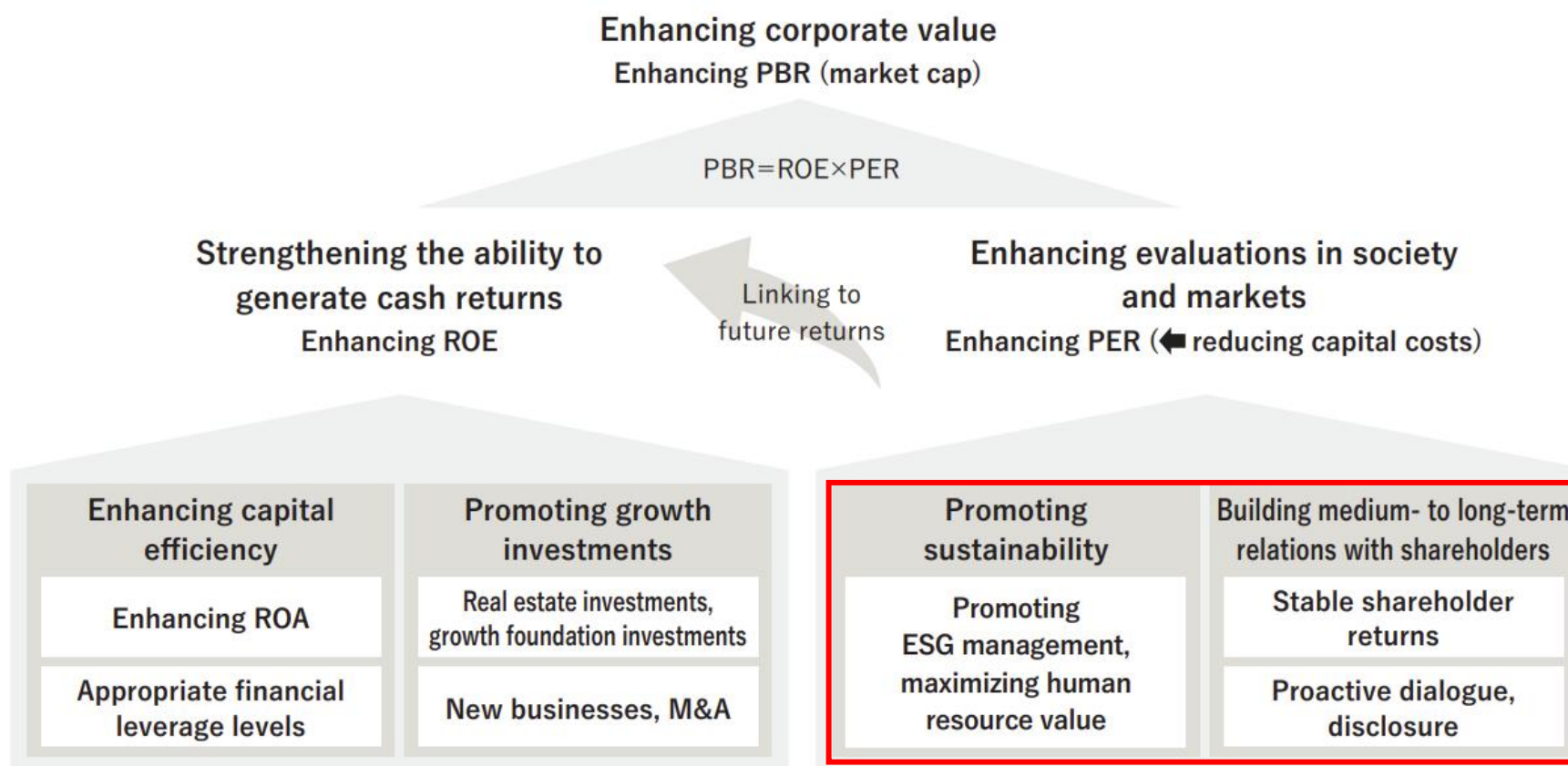
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- To engage shareholders, investors, and analysts in dialogue about Sekisui House's management strategy and related issues, deepen understanding of the Company's management, and so contribute to reducing the cost of capital and enhancing corporate value
- To convey the background to our ESG management initiatives and the issues involved in ways that were not possible to convey via the Value Report, ESG Fact Book, or other engagement tools, and to provide supplemental explanations regarding the outlook going forward
- To use the insights derived from engagement with the above groups to enhance ESG management going forward, and to reflect them in the planning and preparation of engagement tools from next year onward

## Positioning of This ESG Briefing

- Through today's briefing we seek to lower the cost of capital by facilitating a broader understanding of our ESG management initiatives

### Financial and Capital Strategies of the Sixth Mid-Term Management Plan



## Engagement with Institutional Investors, Shareholders, and Analysts

- Engagement with shareholders, investors, and analysts is positioned as an important management activity for the enhancement of corporate value
- Through IR activities conducted both in Japan and overseas, we proactively implement meetings and briefings with institutional shareholders, investors, and analysts

### Events for Institutional Shareholders and Investors and Analysts in FY2024

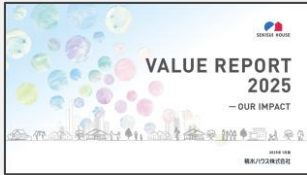




IR Event	Number of events held (Times/Total number of companies)	IR Event	Number of events held (Times/Total number of companies)
Financial results briefing	4 times	Overseas IR	6 times/ 55 companies
Management plan briefing	2 times	Conferences sponsored by securities firms	4 times/ 55 companies
ESG-related briefing	1 time	Tours of Company facilities	7 times/ 43 companies
Business overview briefing	1 time	Individual SR interviews	16 companies
Small meetings with Outside Director of the Board	2 times/ 16 companies	Individual IR interviews	405 companies
Small meetings with securities analysts	2 times/ 53 companies	Total number of companies in dialogue (including domestic institutional investors and analysts) (including overseas institutional investors)	643 companies (403 companies) (240 companies)

### Events for Individual Shareholders and Investors in FY2024

IR Event	Number of events held
Factory tours	1 time
Briefings organized by securities firms	2 times

# Guide to ESG-related Tools

- Our corporate website also makes available a variety of ESG information disclosure tools that are tailored to the application

Information Disclosure Tools			Value Report	ESG Fact Book (Introduction to initiatives)	ESG Data Book (Data)	Annual Securities Report	Business Report
							
Content	Financial	Future	●	-	-	●	●
		Results	●	-	-	●	●
	Non-Financial	ESG	●	●	●	●	As appropriate
		Other general	●	-	-	-	●
Publication month			July	July, updated as appropriate	April	April	September
Publication language			Japanese and English	Japanese and English	Japanese and English	Japanese and English	Japanese and English

## 2. ESG Management

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Executive Officer  
Head of ESG Management Promotion Headquarters  
**Miwa Yamada**

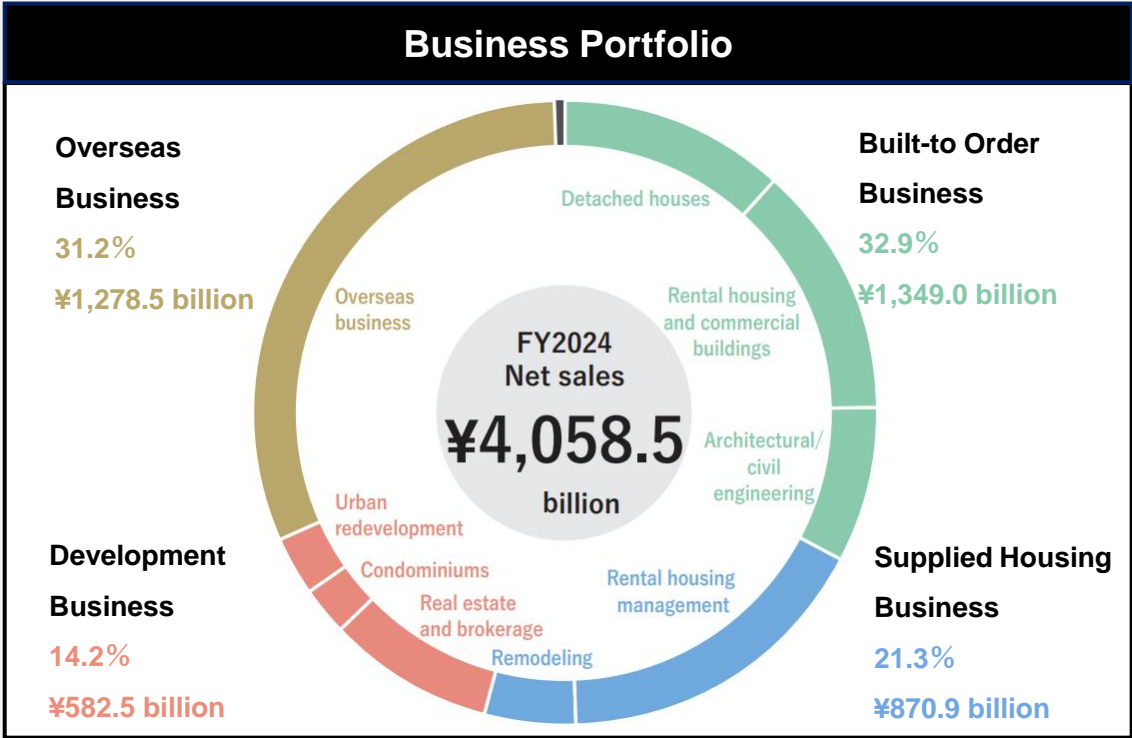
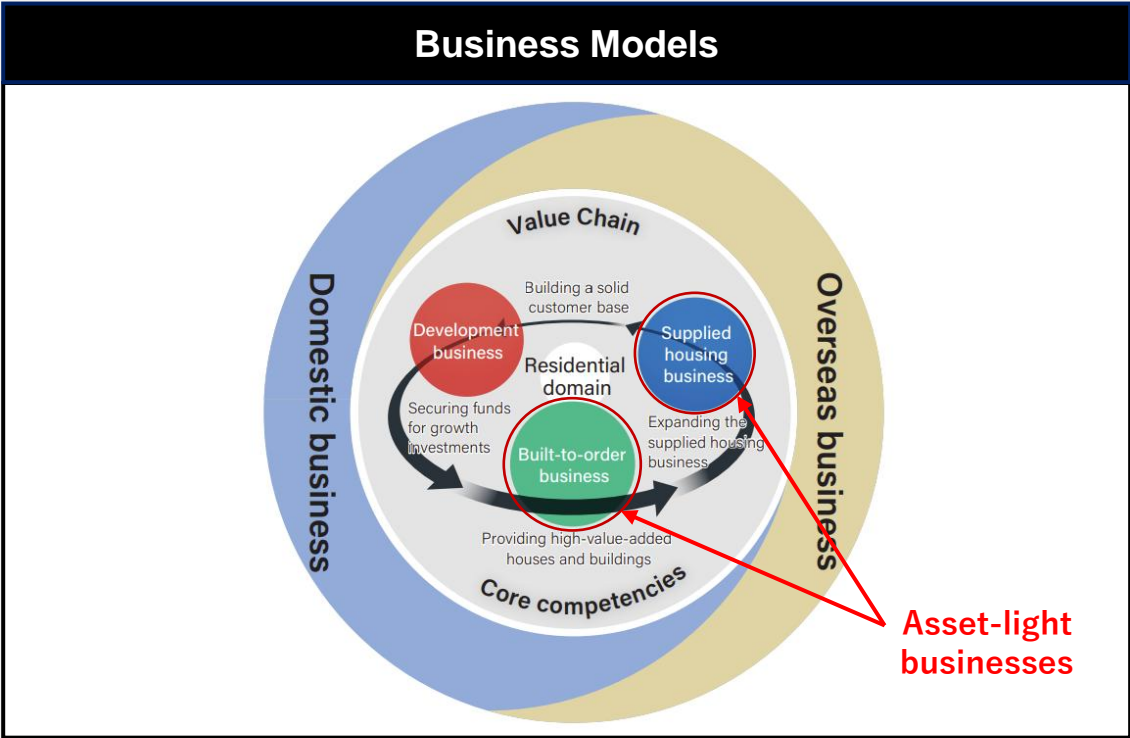
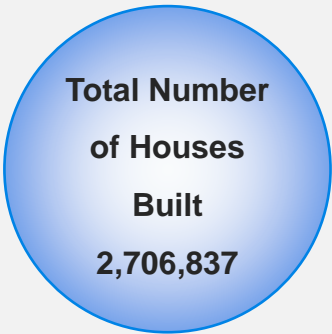
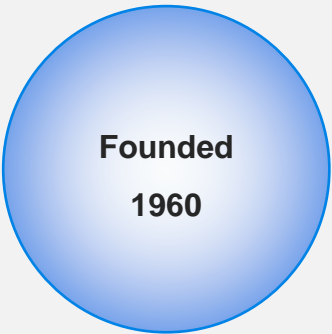


## What We Want to Convey to You Today

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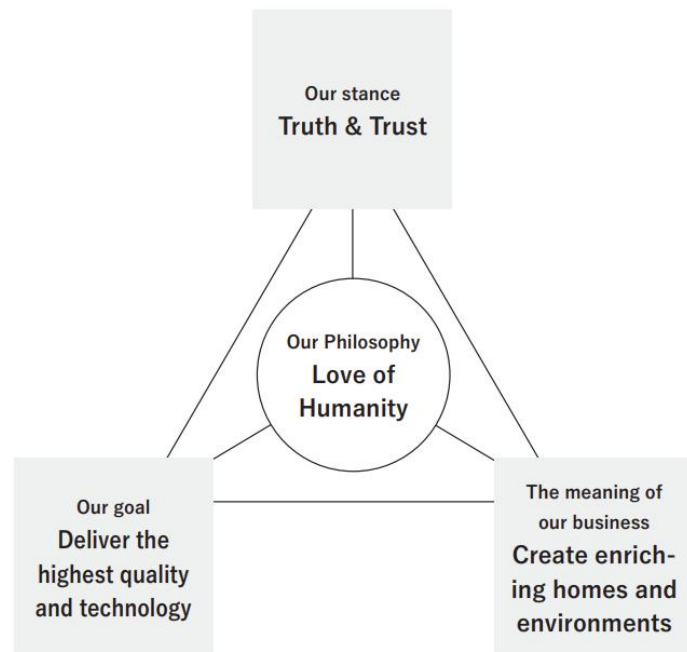
- **Sekisui House's ESG management is the practice of "Love of Humanity," which is our Corporate Philosophy.**  
**It means finding true value for customers, employees, society, and the environment, and realizing this through our business and activities, based on innovation and communication that is grounded in employee autonomy, and in accordance with our Global Vision of "Make Home the Happiest Place in the World."**
- **We believe that it is precisely in an era of mounting concern about divisions in the global economy and global society that ESG management will become the source of our competitiveness.**  
**We hope that today, by conveying information about Sekisui House's policies, initiatives, and challenging regarding E, S, and G, we will be able to contribute to your understanding of these matters.**

# About the Sekisui House Group



# Corporate Philosophy · Global Vision · SEKISUI HOUSE\_SHIP

## Corporate Philosophy



### Our Purpose

In 1989, 30 years after our founding, we defined our Corporate Philosophy through discussions with all employees. At the heart of all our business activities lies our fundamental Corporate Philosophy "Love of Humanity," which reflects our desire to bring happiness to others.

## Global Vision



### Our Vision

Established in 2020, the Global Vision and three sub-visions express the Sekisui House Group's aspiration to create new value that contributes to happiness in the era of the 100-year lifespan and represent our promise to the future.

## SEKISUI HOUSE\_SHIP

Creating new value through innovation.  
Fostering ideas through effective communication and collaboration.  
Taking proactive and independent action.  
Continually refining our technology and sense of beauty.  
Committing as professionals to making home the happiest place in the world.

### Our Identity

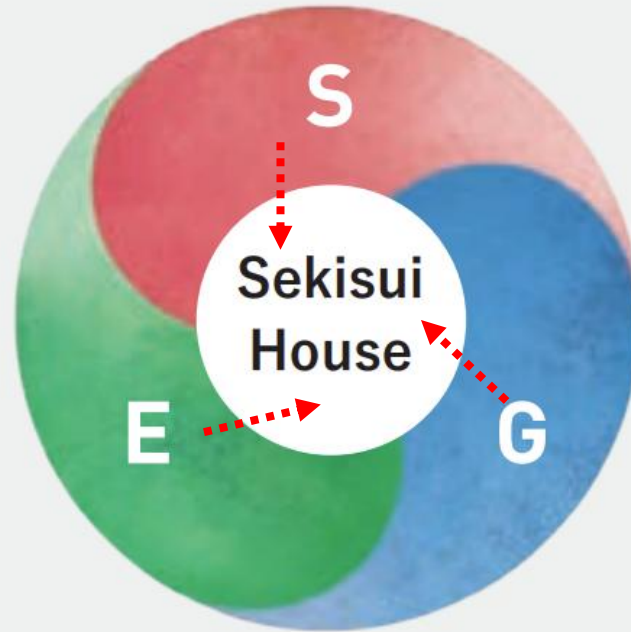
SEKISUI HOUSE\_SHIP, established in 2024, defines the kind of group we strive to be in order to realize our Global Vision and serves as a guiding principle for each employee across the Sekisui House Group.

# ESG Management That Enhances the Sustainability of Value Creation

- The responsibility to **remain close to the lives of the customers** to whom we have delivered more than 2.7 million houses
- **The mission of continuously building the standards of the future**, as a housing industry leader
- The practice of ESG management (Love of Humanity) to enable **the presence of Sekisui House itself to be sustainable**

## The Company is at the center of ESG

By working to identify and internalize the opportunities and risks associated with ESG, we will develop new products and services that contribute to **the happiness of customers, the environment, and society**, and conduct activities that mitigate risks in the manufacturing process.

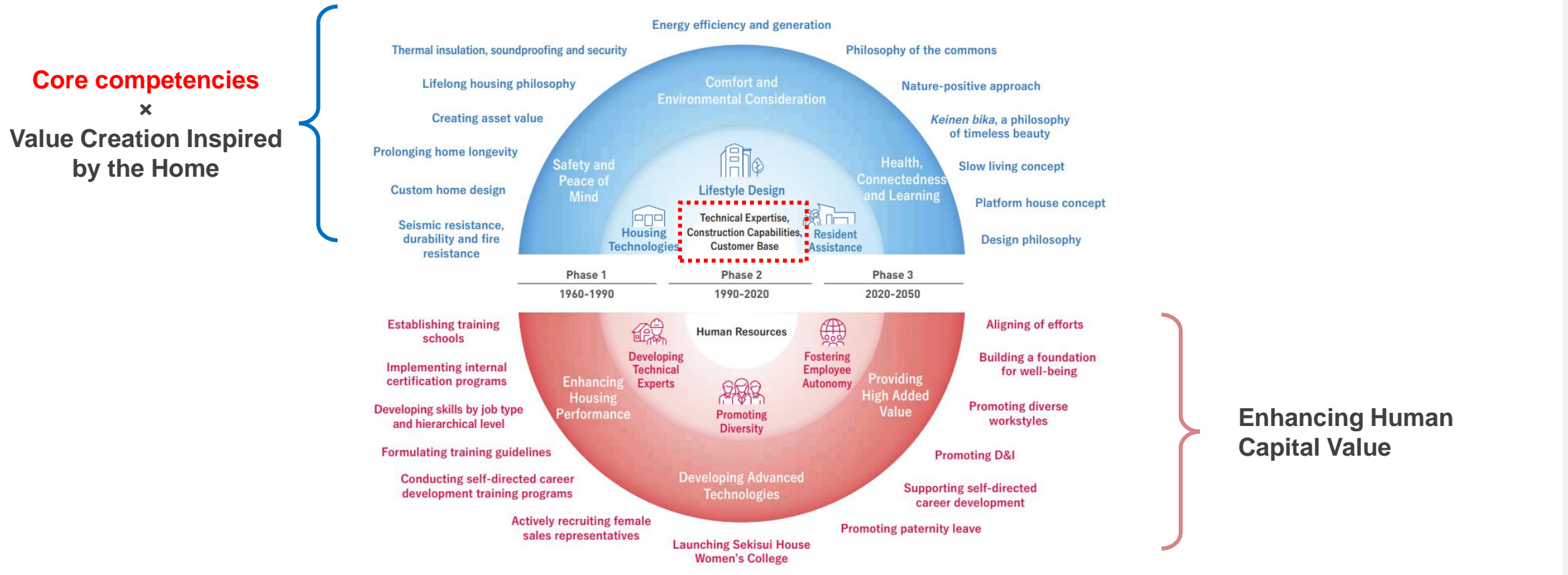


### Key themes

- Safety, peace of mind and comfort
- Asset value creation
- Extended useful life of housing
- Decarbonization
- Biodiversity conservation
- Resource recycling
- Coexistence with local communities
- Occupational health and safety/supply chain
- Promoting diversity
- Employee health and happiness
- Diverse workstyles / job satisfaction / Human resource development / self-directed career development
- Global Expansion of Group Governance
- Fostering an Organizational Culture Based on Trust through Communication

# The Sekisui House Group's Value Creation

- Since our founding, we have explored the potential of housing, while **remaining closely attuned to societal change**, and established core competencies
- Starting with the post-war housing shortage, we have addressed environmental problems and seen the beginning of the era of the 100-year lifespan
- We have advanced our housing technologies and possibilities through three distinct phases, delivering **new forms of value to meet the evolving needs of society**



## The Path to Realizing the Global Vision

- “Customer first” is in our DNA. **98% of houses are custom-built**. We are partners in building the happiness of each and every customer
- We work to **drive the evolution of the core competencies** that are our strengths
- By blending our business strategy and ESG strategy, we will “Make **Home** the Happiest Place in the World” **for customers, employees, communities, and society**

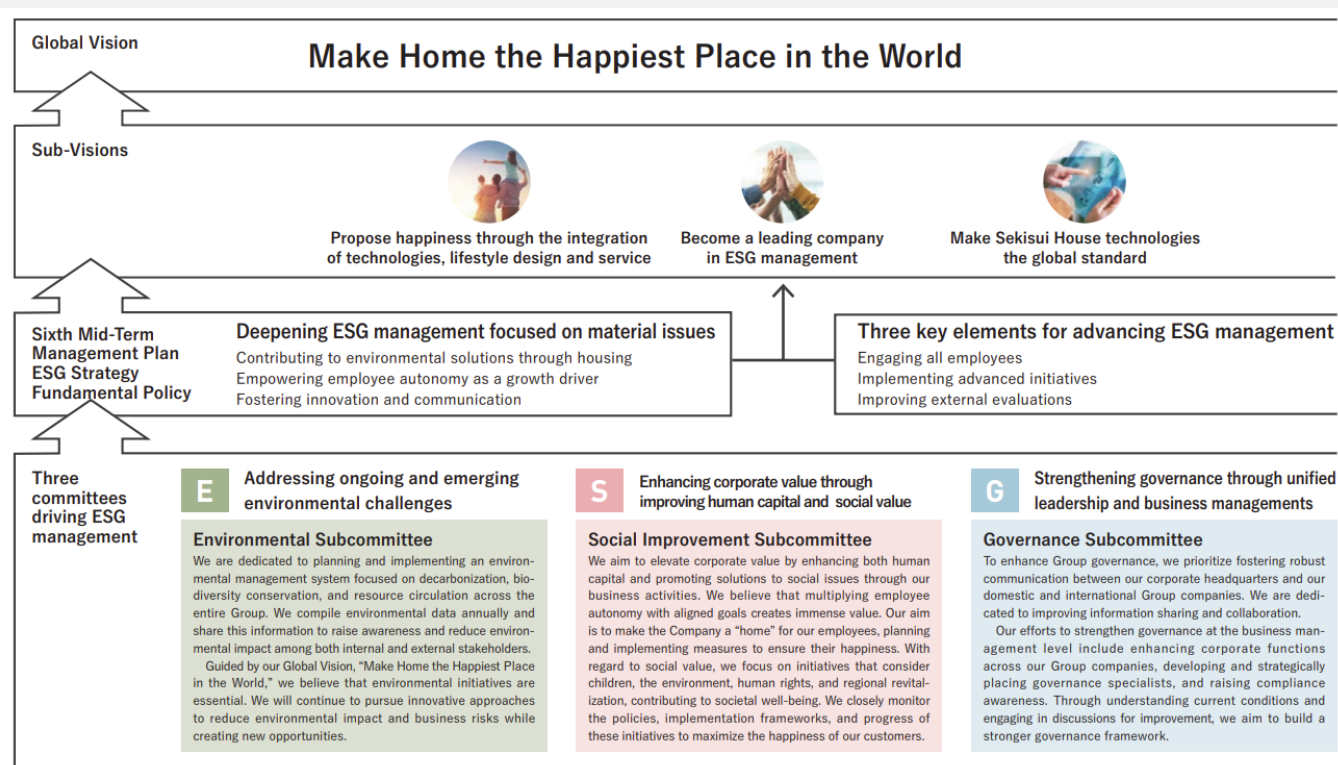
### Realization of the Global Vision





# ESG Initiatives in the Current Mid-Term Management Plan (FY2023-2025)

- Enhancing ESG management around the theme of deepening ESG management focused on material issues



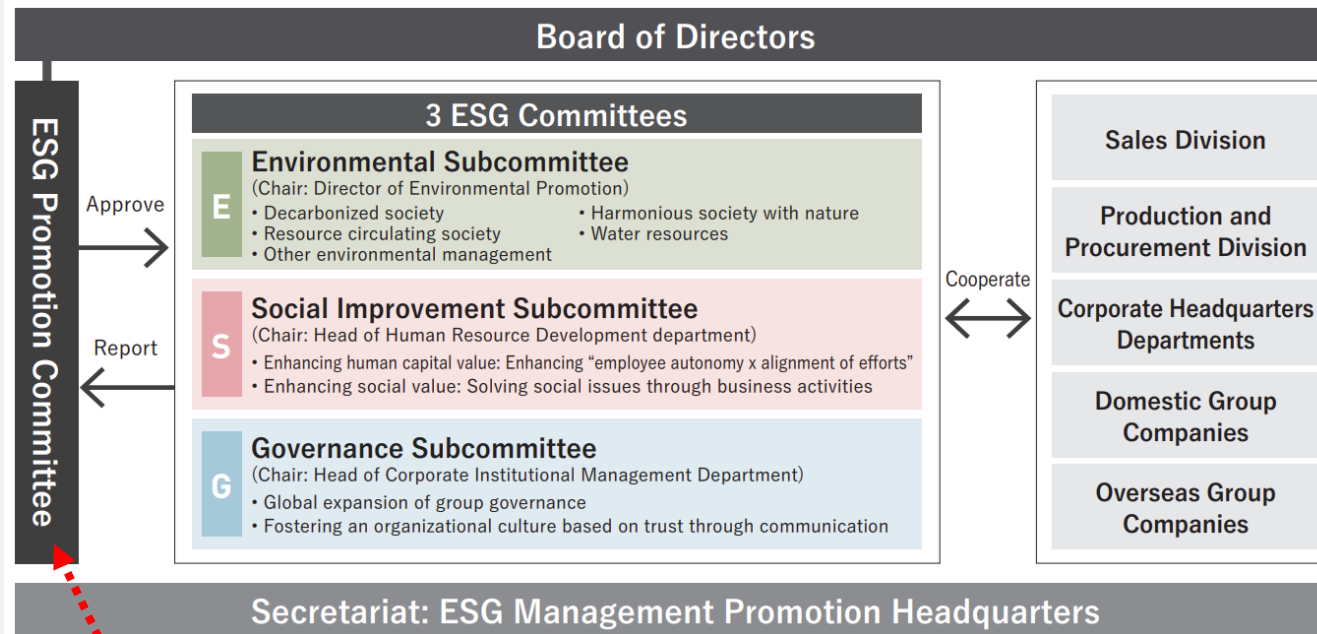
## Sixth Mid-Term Management Plan ESG Strategy Fundamental Policy

- 1. Deepening ESG management focused on material issues**
  - Contributing to environmental solutions through housing
  - Empowering employee autonomy as a growth driver
  - Fostering innovation and communication
- 2. Three key elements for advancing ESG management**
  - Engaging all employees
  - Implementing advanced initiatives
  - Improving external evaluations

# Ensuring the ESG promotion structure and its effectiveness

- ESG activities are monitored by the ESG Promotion Committee, whose membership consists of **two external experts and the chairs of the three ESG subcommittees**
- The three ESG subcommittees cooperate with business divisions to **direct activities on important ESG themes**
- Through ESG management that engages all employees, employee autonomy, and other initiatives, we **promote ESG management as something of which to take ownership**

## - ESG promotion structure -



Both Internal and Outside Directors attend as observers

## - Measures to increase effectiveness -









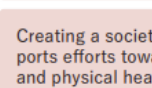
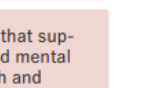
- ESG management that engages all employees  
Taking ownership of ESG management
- Sekisui House Innovation & Performance (SHIP) Awards  
Fostering a culture of innovation and communication
- ESG dialogue → SHS dialogue  
Business activities themselves are ESG

**Enhancing Human Capital Value =  
Employee Autonomy × Alignment of Efforts**



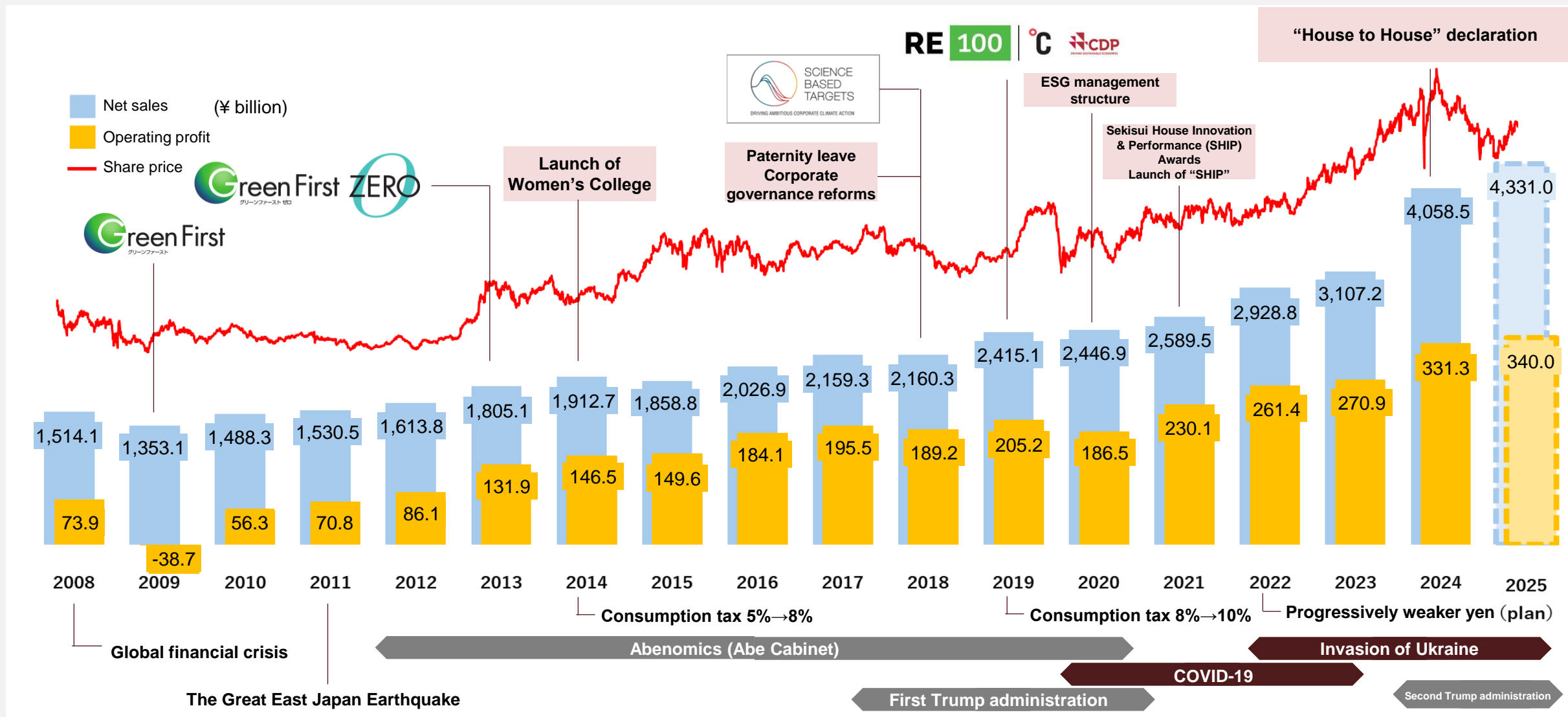
# Aligning efforts through KPIs

- The President's Award reflects selected KPIs as ESG indicators for business units
- ESG management indicators are also incorporated into the framework for evaluating executive remuneration, and encourage proactive engagement by employees and management

KPI	FY2023 Results	FY2024 Targets	FY2024 Results	Boundary	Connection	Customers' happiness (Output)	Social happiness (Outcome)	Future happiness (Impact)	Our mission			
Internal standard for evaluating detached houses (residence evaluation) <sup>1</sup>	3	★3 or more 70% or more	70%	◇1	ESG indicators	Creating comfortable living environments with safety and peace of mind	Improving regional quality of housing and shaping landscapes	Realizing a housing market where asset value is maintained  				
Internal standard for evaluating rental housing (Sha Maison Gardens) <sup>2</sup>	65.1%	Over 70%	64.4%	◇1	ESG indicators	Creating rich and fulfilling lives in connection with nature	Bringing greenery to towns and fostering value through local scenery					
Rental housing units renovated	7,058	7,600	5,756	3	PSU	Creating happy lives through comfortable residences	Improving housing quality that shape a community's assets					
KPI	FY2023 Results	FY2024 Targets	FY2024 Results	Boundary	Connection	Customers' happiness (Output)	Social happiness (Outcome)	Future happiness (Impact)	Our mission			
Ratio of detached ZEH homes	95%	90%	96%	◇1	ESG indicators PSU	Realizing comfortable living that reduces utility expenses	Contributing to lower CO <sub>2</sub> emissions from the residential sector	Promoting a decarbonized society				
Ratio of ZEH units for rent	76%	73%	77%	◇1	ESG indicators PSU	Providing rental housing with high environmental capabilities						
Rate of CO <sub>2</sub> emissions reduction from business operations	56.3%	—	62.3%	◇5	PSU	Improving the ease of work through higher efficiency	Spreading corporate decarbonization activities across all of society	Creating a society in harmony with nature				
Biodiversity-friendly tree planting ( <i>Gohon no Ki</i> Project)	19.85 million trees	21.00 million trees	20.69 million trees	◇1	ESG indicators	Creating living spaces where a connection with nature can be felt	Preserving urban ecosystems					
KPI	FY2023 Results	FY2024 Targets	FY2024 Results	Boundary	Connection	Customers' happiness (Output)	Social happiness (Outcome)	Future happiness (Impact)	Our mission			
Number of female managers	342 persons (4.34%)	350 persons	415 persons (5.01%)	5	PSU	Creating workplaces with diverse career options	Creating a society that promotes decision-making utilizing a variety of perspectives	Creating a society that fosters innovation				
Take-up rate for eligible male employee childcare leave	100%	100%	100%	6	PSU	Realizing workstyles that can keep family time important	Creating a society where it is natural to have both a family and career	Creating a society that brings out diverse values and creativity  				
Take-up rate for annual paid leave	80.3%	70%	79.9%	7	PSU	Refreshing minds and bodies and enhancing daily life	Creating a society that is easy to work in, innovative, and productive					
Average monthly work hours per person	169.58	175	170.17	6	ESG indicators	Realizing workstyles value personal time	Realizing a society where everyone can work flexibly	Creating a society that supports efforts toward mental and physical health and happiness  				
Walking Challenge participants and average step count	21,163 persons 6,652 steps	—	21,289 persons 6,957 steps	◇4	ESG indicators	Improving health and happiness through adherence to exercise habits	Improving health in every area					
Rate of employees opting for secondary medical checkups	88.1%	97%	90.3%	◇1	ESG indicators	Creating relaxing environments that reduce worries related to one's health						

# Business Growth History × Value Creation

- Link between ESG management and the business has been the driver of sustainable growth



## Results of External Evaluations

- Have achieved highest level of evaluation from the main external assessment agencies. Have also received high ratings for environmental and D&I themes



### Main external assessment

- MSCI: AAA (9.8/10)
- FTSE: 4.5/5
- Sustainalytics: 16/100

### Environment, D&I

- CDP: A list (Forests/Water Security)
- D&I Award: Best WORKPLACE

### Integrated Report

- GPIF: Outstanding integrated report (four agencies)
- Nikkei Integrated Report Award 2024: Grand S Prize

## Issues With ESG Management and the Path Forward

- ESG management is shifting from “engaging all employees” to “focus on value creation,” and existing KPIs are being shifted to KPIs linked to the resolution of social issues and the creation of businesses

### Transition to ESG management focused on value creation

Until now, the focus has been on building a foundation for all employees to take ownership of ESG and initiate action. Going forward, this will shift to management focused on creating new ESG value from all business activities

#### Direction of the Evolution of Our ESG Management



##### ESG management that engages all employees

All employees take ownership of ESG, think autonomously, and take action

##### ESG management focused on value creation

Create new ESG value from all business activities

#### Our ESG Compass: Key Elements of a Leading Company in ESG Management



##### Drive Positive Impact

ESG is the creation of new value. Through innovation and communication, we create a positive impact from all our business activities.



##### Create Happiness

The purpose of ESG management is to realize happiness for our customers, society, and employees. Everyone fosters a corporate culture centered on creating happiness and expanding value creation.



##### Transform Society

As a leading company, we go beyond our organizational boundaries and lead the industry and society. Together with stakeholders, we co-create a happier future with stakeholders.

### 3. Human Capital Value / Social Value

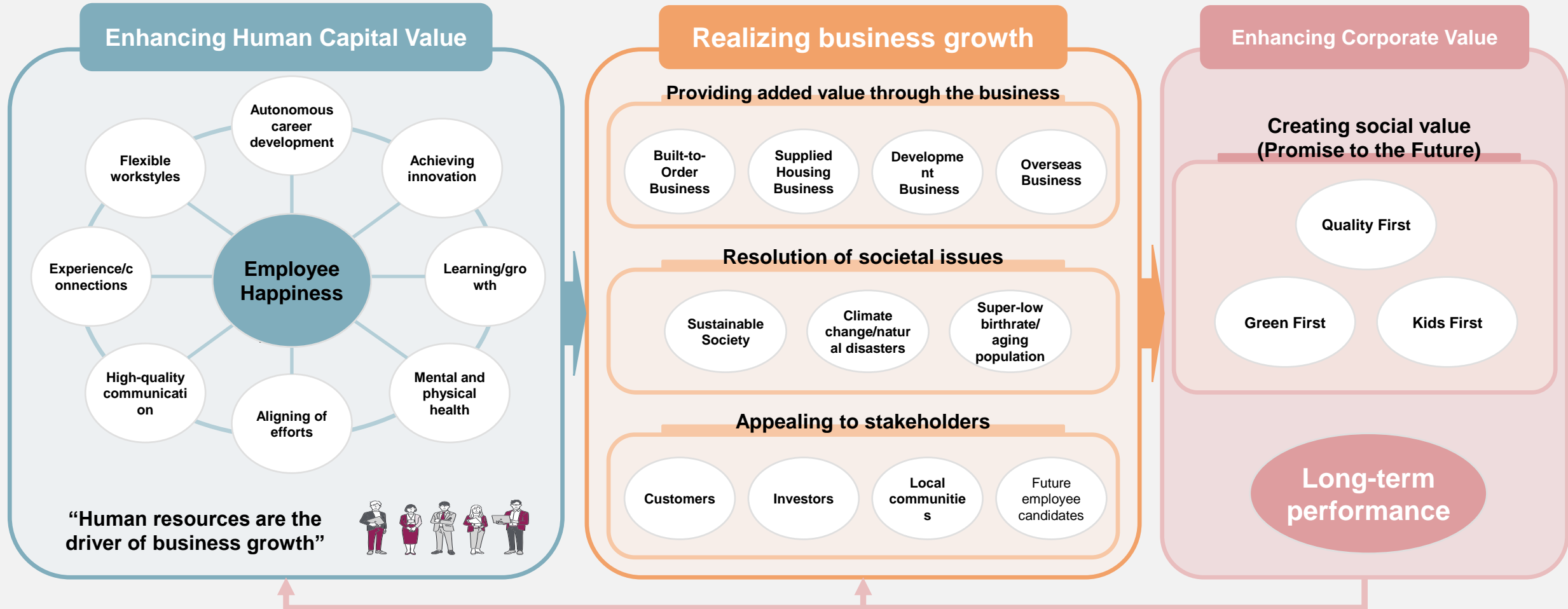
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Executive Officer  
Head of Corporate Management Strategy Headquarters  
**Hideaki Yasunobu**

**Enhance human capital value with a focus  
on employee happiness, and create social  
value through business growth**

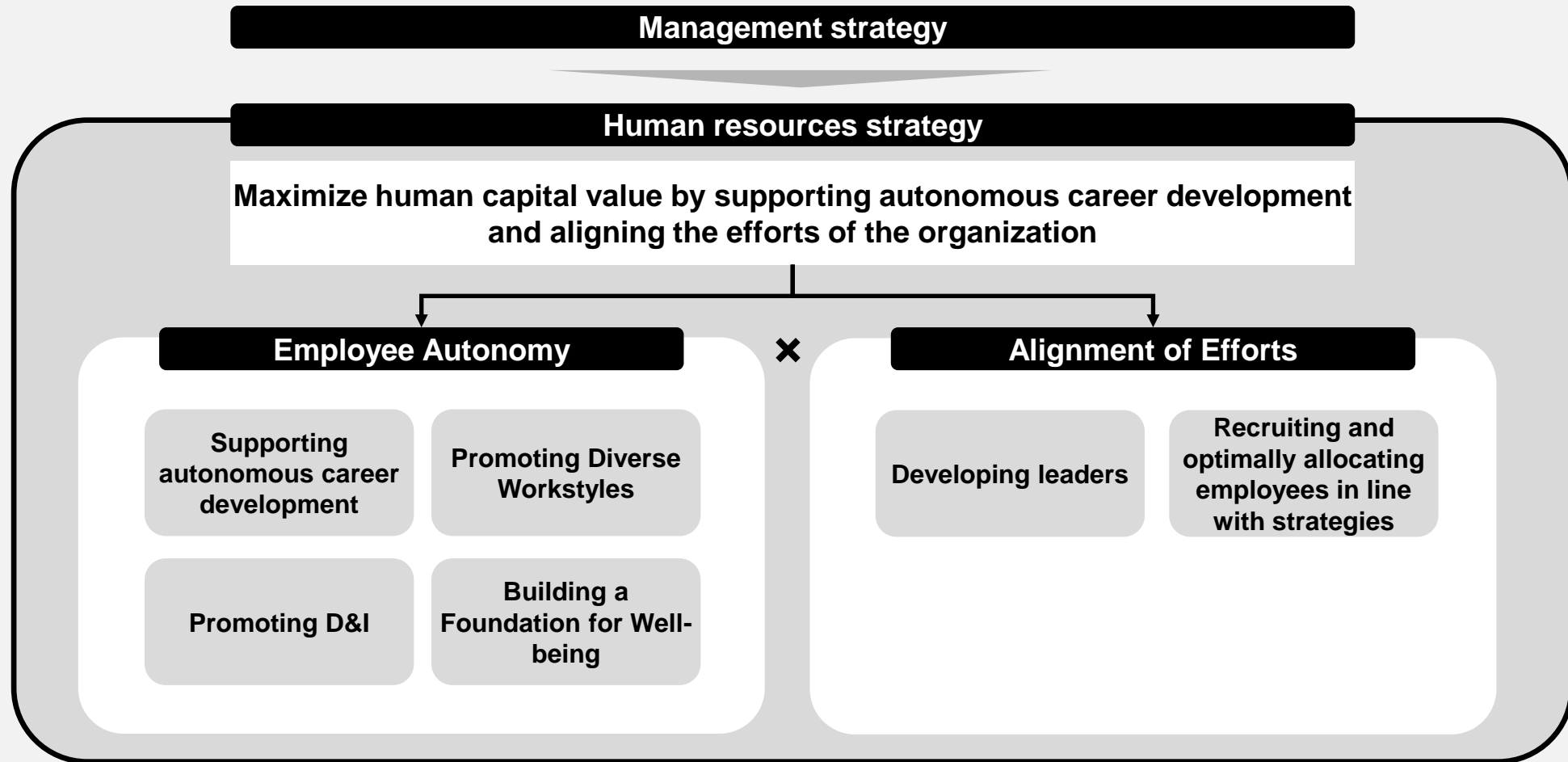
# Enhancing Corporate Value by Enhancing Human Capital Value

- Enhance human capital value with a focus on employee happiness, and create social value through business growth



## “Enhancing Human Capital Value”: Our Strategy Up to Now

- During the Sixth Mid-Term Management Plan, we planned and rolled out a variety of initiatives in accordance with the policy of “Employee autonomy × Alignment of efforts”





# “Enhancing Human Capital Value”: Initiatives

- We are enhancing human capital value through initiatives based on Sekisui House’s unique ideas

## Supporting self-directed career development

### Sekisui House Innovation & Performance Awards (SHIP)

#### Sekisui House Innovation & Performance (SHIP) Awards



Total number of ideas and initiatives submitted to SHIP  
6,000 (FY2021 to FY2024)

E.g.

- Hydrogen housing
- 3D printed housing
- Indoor theme parks for infants and children

ValueReport 2025 : P70

### Extensive internal certificated qualification system

#### Many certified qualifications unique to Sekisui House

Design	Platinum SP (47)	Onsite supervision
	Renovation Chief ARC (15)	
Structural Planning	Chief ARC (308)	
	Chief Constructor (126)	
After-Sales Service	Structural Planning SP (191)	
	CS Meister (36)	

FactBook2025 : P49

## Building a foundation for well-being

### Paternity leave

#### A leading company for paternity leave



Number of companies/ organizations endorsing  
2023: 119  
2024: 154  
2025: 174

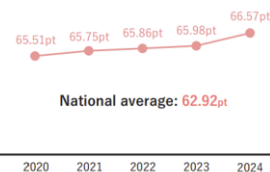
ValueReport 2025 : P88

### Well-Being Survey

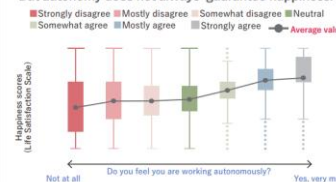
#### Connection between autonomy and happiness

Well-Being Circle total score

● Sekisui House Group



Happiness leads to autonomy.  
But autonomy does not always guarantee happiness.



ValueReport 2025 : P84

## Developing leaders

### Women’s College

#### Supporting the growth of female leaders



Of the 170 people completing training, 122 people were promoted to management

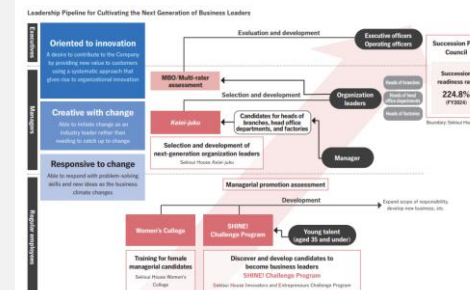
<Key features>

1. Role model engagement:
2. Individual career dialogues
3. Supervisor involvement
4. Executive-level exposure:

ValueReport 2025 : P87

### Leadership pipeline

#### Systematic development of the next generation of business leaders



FY2024 successor candidate preparation ratio was 224.8%

FactBook2025 : P64



## “Enhancing Human Capital Value”: Results

- We are actively increasing investments in human resource development and have made good progress in achieving KPIs

### Human resource development investments (education-related expenses)

Human resource development  
investments are on a rising trend

¥2,400 million  
(Target)

¥1,994 million

¥1,526 million

¥886 million

<Example initiatives>

- Women's College
- SHINE (selective training)

FY2022

FY2023

FY2024

FY2025

<Example initiatives>

- Education for autonomous career development
- Advanced learning support
- Education for crafter human resources

<Example initiatives>

- English language study
- Career coach certification
- Strengthening of management

<Example initiatives>

- DX training
- Strengthening of leadership/expertise

ValueReport 2025 : P81  
ESG FactBook 2025 : P96

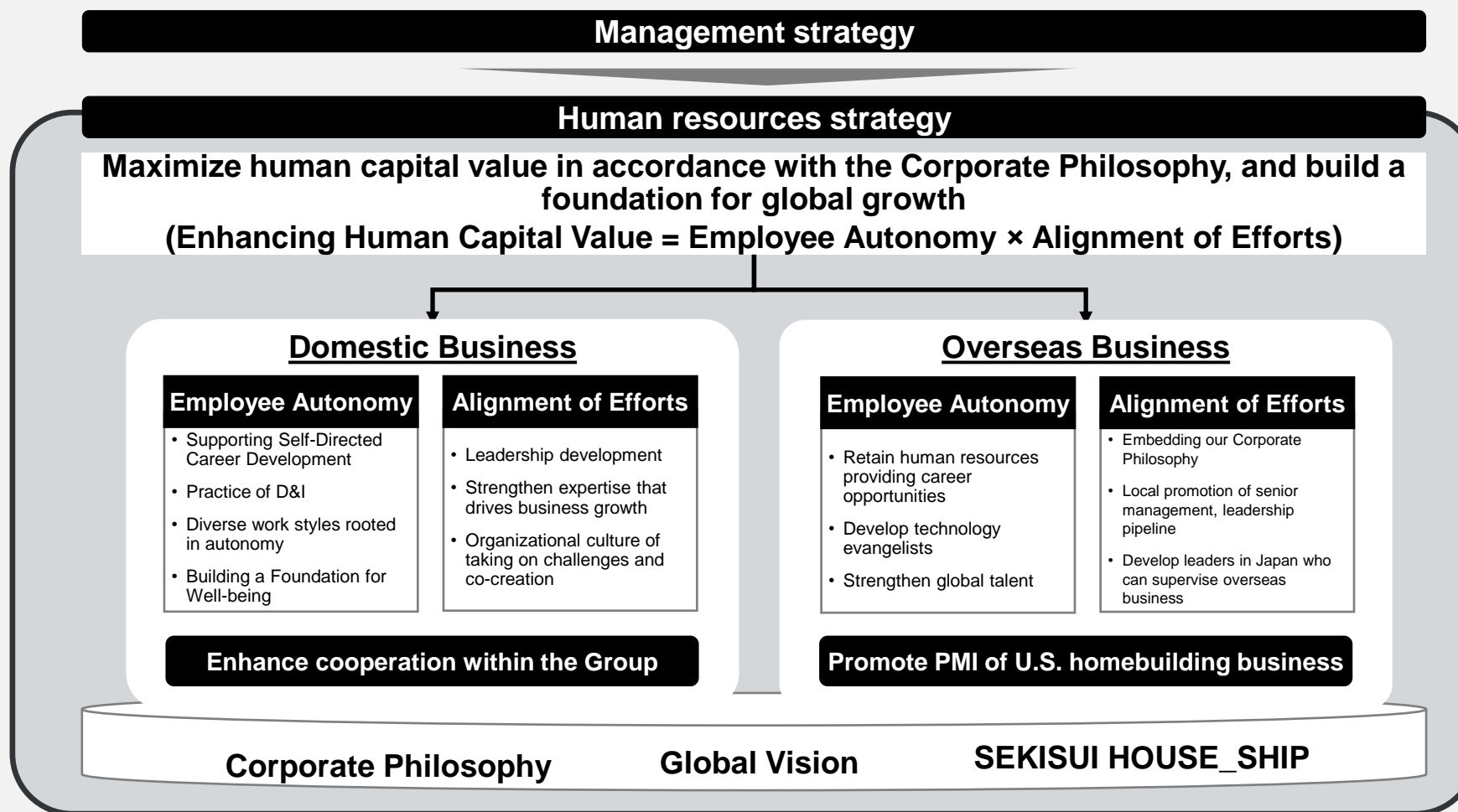
### Main KPIs

Key themes	No.	Indicator	Boundary of calculation	FY2023 Results	FY2024		FY2025
					Targets	Results	Targets
Promoting diversity	31	Number of female directors of the Board	◇1	3 persons	3 persons or more	3 persons	3 persons or more
	32	Number of female managers	◇3 (FY2023) ◇4 (FY2024, FY2025)	342 persons (4.34%)	350 persons	415 persons (5.01%)	80 persons or more
	33	Percentage of full-time female employees	◇2	29.4%	29.5%	29.8%	29.8%
	34	Percentage of female new graduates hired	◇3	38.3%	40%	35.9%	40%
	35	Employment rate of persons with disabilities	◇1	3.00%	2.97%	3.08%	2.72% <sup>a</sup>
Employee health and happiness			2	2.97%	2.86%	3.07%	2.66% <sup>a</sup>
	36	Rate of employees opting for the secondary medical checkup	◇1	88.1%	97%	90.3%	100%
	37	Walking Challenge participants and average step count	◇4	21,163 persons 6,652 steps	—	21,289 persons 6,957 steps	—
	38	ESG dialogue implementation (workplace basis)	◇2	100%	100%	100%	—
Diverse work-styles and job satisfaction/ Human resource development and self-directed career	39	Well-Being Circle total score	3	65.98pt	—	66.57pt	—
	40	Take-up rate for eligible male employee childcare leave	◇2	100%	100%	100%	100%
	41	Average monthly work hours per person	4	169.58 hours	175 hours	170.17 hours	175 hours
	42	Annual paid leave take-up rate	4	80.3%	70%	79.9%	70%
	43	Investment in human resource development	◇5	¥1,526 million	¥1,478 million	¥1,994 million	2,400 million <sup>a</sup>
	44	Cumulative number of employees who have acquired major qualifications required for specific duties <sup>a</sup>	◇1	24,566 persons	24,600 persons	25,068 persons	25,100 persons
	45	DX training participation rate	◇1	100%	100%	100%	100%
	46	SHIP registration rate and number of posts	◇4	30.8% 2,329	33% 2,700	30.7% 2,573	36% 3,000
	47	Cumulative number of participants in self-directed career development-related training	◇1	18,962 persons	20,505 persons	21,110 persons	22,030 persons

ESG FactBook2025 : P96

## “Enhancing Human Capital Value”: Strategy Going Forward

- Maximize human capital value in accordance with the Corporate Philosophy, and build a foundation for global growth



### <Challenges>

- Foster a culture that encourages autonomous growth and co-creation among employees
- Capabilities of employees and organizations following increases in the overseas sales ratio

### <Domestic Business>

- Use “InnoCom” to build spaces for taking on challenges and for co-creation
- Organizational development that generates a co-creative organizational culture

### <Overseas Business>

- Provide career opportunities to retain and develop careers for foreign human resources
- Expand employee movements aimed at technology transfer

## “Enhancing Social Value”: Our Strategy Up to Now

- In the Sixth Mid-Term Management Plan we designated four key themes, and worked to enhance social value

### Kids First

- Supported enhanced emotional and sensory development of children
- Housing education for children
- Continued Sekisui House Matching Program, a corporate program to match employee donations (Children's Fund)



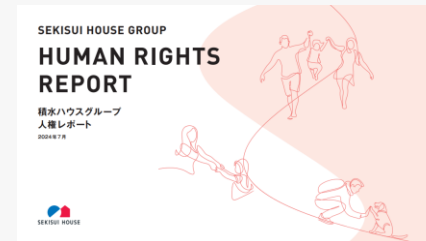
### Green First

- Promoted ZEH to create ethical lifestyle appeal
- Created social appeal based on Gohon no Ki Project
- Formed, managed, and recycled high-quality housing stock
- Continued Sekisui House Matching Program, a corporate program to match employee donations (Eco-Fund)



### Respect for human rights

- Promoted human rights due diligence among suppliers
- Promoted human rights due diligence for global employment



### Regional revitalization business

- Created employment for and trained housing construction workers
- Promoted Trip Base Michi-no-Eki Stations Project
- Submitted proposals for effective use of PRE (Public Real Estate)



## “Enhancing Social Value”: Initiatives

- The autonomous ideas of employees lead to housing that becomes social capital, and to the creation of social value in various forms

### Increase high-quality housing stock

#### Expand SI business

Made our original seismic resistance technology widely available, and began the industry's first joint construction business



8 partner companies  
as of  
the end of FY2024

<Numerical targets going forward>

- ✓ 500 buildings annually in FY2027
- ✓ Sales of 1000 buildings annually by FY2029

#### GM SHEQAS

Converting all GRANDE MAISON to long-life quality housing (2023 SHIP Grand Prix)



Decision taken to build two properties

<Numerical targets going forward>

- ✓ Increase the number of buildings \*Third property expected to start construction in fall 2025

### Train housing construction workers / strengthen their construction capabilities

#### Recruit and train housing construction workers

Recruited and trained crafters, mainly among those scheduled to graduate from high school



134 joined the Company in April 2025

<Numerical targets going forward>

- ✓ 1,000 workers by FY2033

#### Sekisui House Carpentry Competition (WAZA)

Connecting the unfailing techniques and mindset of Sekisui House Association workers to the future



26 workers carefully selected from around 5,000 people throughout Japan compete on the basis of such elements as accuracy of technique, beauty of construction, and thorough safety management

### Nurture rich emotional and sensory development in children who bear the destiny of the future

#### JUNOPARK

Housing edutainment facility to nurture emotional and sensory development of children



Open day: August 5, 2025

Location: Kizugawa City, Kyoto

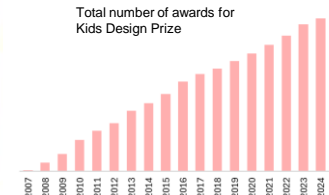
Fee:  
Adults ¥1,000, children  
¥500

#### Kids Design Prize

This has continued for 19 consecutive years since the first event in 2007, and prizes have been awarded for a total of 127 works



Total number of awards for Kids Design Prize

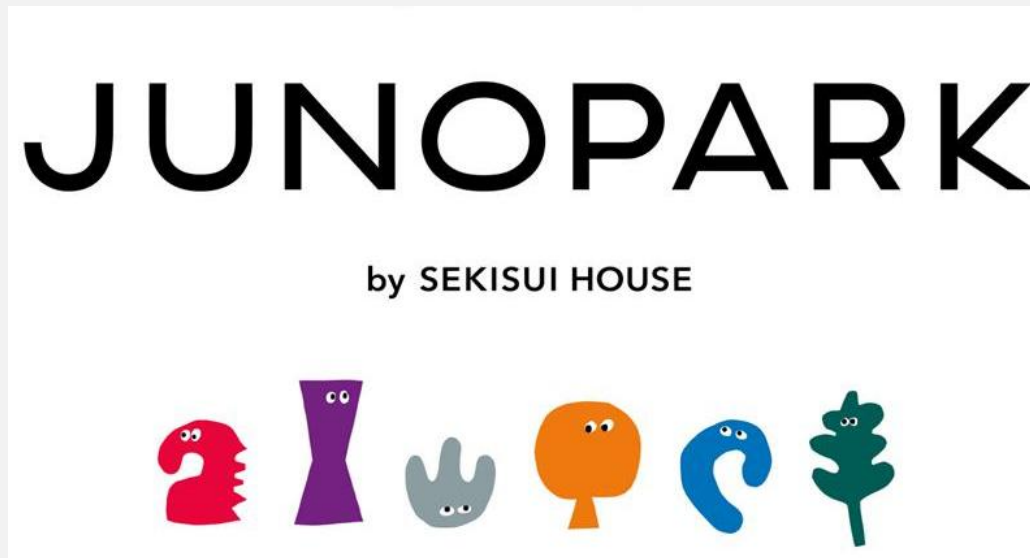




## “Enhancing Social Value”: Initiatives

JUNOPARK opened August 5, 2025

Opened JUNOPARK, a novel experiential housing education facility that fosters emotional and sensory development in children, in Kizugawa City, Kyoto.



## Forward-looking initiatives: developing DX talent and creating new businesses

- In cooperation with Sekisui House Innovation & Communication, Ltd., which was established in February 2024, we will work to achieve enhancements in human capital value and the creation of new businesses

### Nurturing people to support innovation

#### Developing DX business partners

Developing human resources with specialist knowledge in AI and data science, and developing human resources who can resolve business issues

#### DX talent development programs



#### Business translators

Resolve business issues using data analysis and AI

#### AI experts

Human resources specializing in data analysis and AI

### Nurturing businesses that generate innovation

#### Reverse pitch event

We held an event at which we explained the issues facing Sekisui House and the technologies we need, and solicited proposals

#### May 2025's reverse pitch



#### Sleep

Soliciting advanced technology and fresh ideas for “contented sleep”

#### Circular economy

Soliciting ideas for building a new recycling system for the “Circular Design from House to House”

#### CVC

Investing in startups that can help resolve societal issues, with a focus on housing

#### Investment track record

Established in April 2024, has taken stakes in four companies

- Venture capital boutique originating in Kyoto University
- Company conducting construction management using 360-degree cameras
- Company spun out from new NTT Docomo business
- Company engaged in advanced initiatives in generative AI field

## 4. Environmental Value

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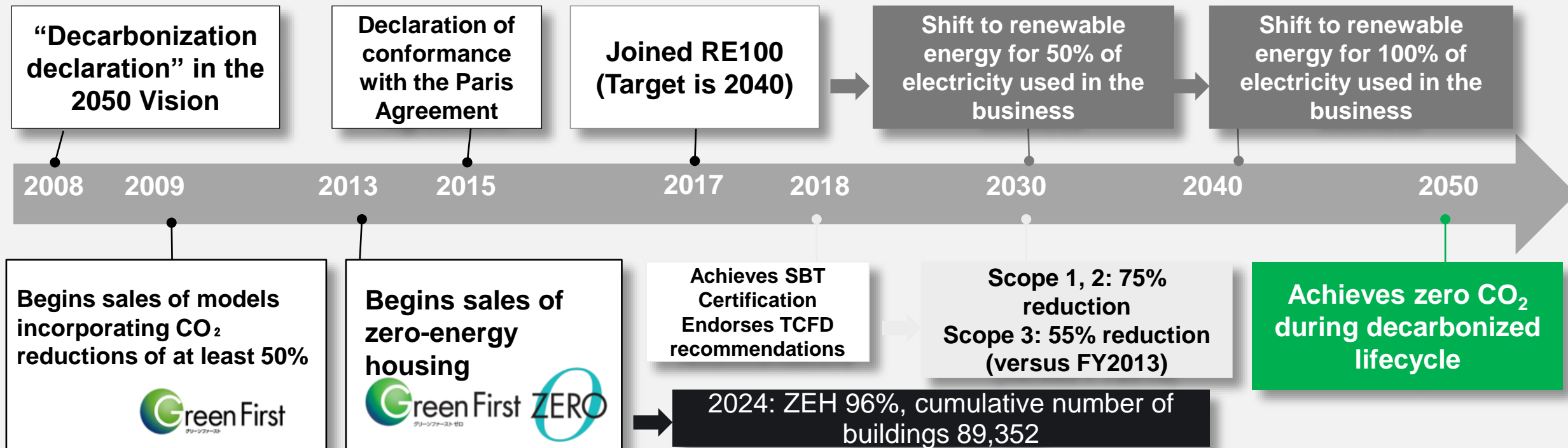
**Leading the construction industry with an environmental strategy that is integrated into the business strategy to achieve corporate sustainability**

**Continuing to generate new standards for environmental initiatives through cooperation with stakeholders**

Chairperson of Environmental Subcommittee  
Operating Officer  
Head of Environment Improving Department and  
the Environmental Management Office  
**Yuki Isaka**

## Our Environmental Initiatives Up to Now

- Our environmental initiatives began in 1999, originating in the Environmental Future Plan, which sought to achieve harmony between people, cities, and the planet, based on our technical expertise
- We have led the housing industry in terms of initiatives to make the housing lifecycle sustainable, with the objective of achieving decarbonization by 2050





## Our Environmental Initiatives Up to Now

- From the start of the Environmental Future Plan, we set key themes as the three pillars of the environmental strategy.
- We generate environmental value as a leading company by identifying risks, opportunities, and changes in the external environment in which the business operates

### Changes in the external environment

- Promotion of net zero
- Biodiversity conservation
- Promotion of a circular economy
- More frequent natural disasters
- Obligation to comply with energy saving standards

### Risks

- Increase in the severity and frequency of natural disasters caused by climate change
- Increase in costs due to introduction of carbon pricing
- Deforestation and damage to biodiversity
- Increase in social issues due to mass waste disposal
- Increased severity of natural disasters

### Opportunities

- Increase in demand for housing with high energy-saving performance, etc.
- Increase in the use of renewable energy
- Business opportunities based on natural capital and biodiversity conservation
- Business opportunities based on a recycling-oriented society
- Increase in demand for highly durable housing, etc.



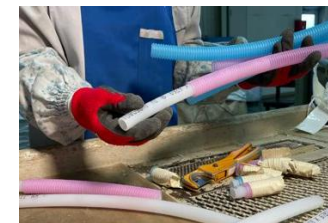
## 1999 Environmental Future Plan



### Decarbonization



### Biodiversity conservation



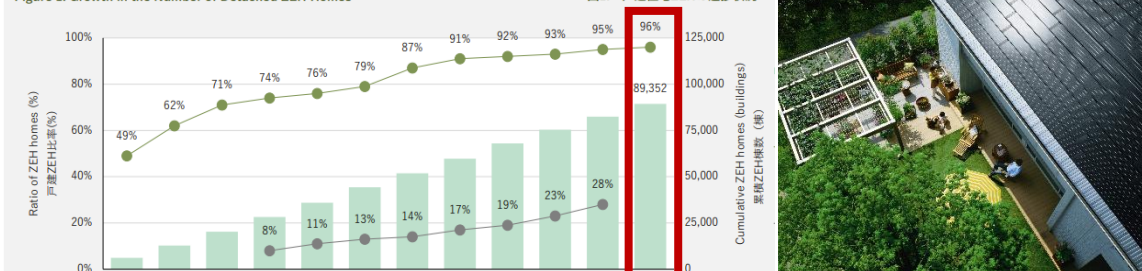
### Resource recycling

# Initiatives aimed at decarbonization

- Promote decarbonization of products (ZEH, ZEB, etc.), decarbonization of business activities (shift to renewable energy).

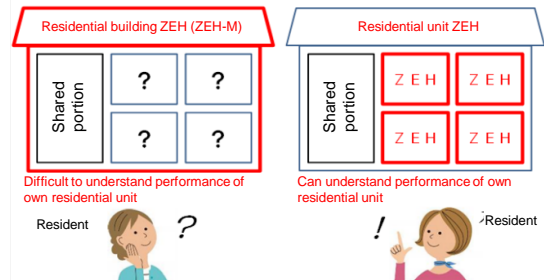
## Decarbonization of products (Scope 3-11)

Figure 1. Growth in the Number of Detached ZEH Homes



Ratio of ZEH in new-build detached houses reaches record high of 96% in FY2024

Has achieved level of 90% or more for 5 consecutive years

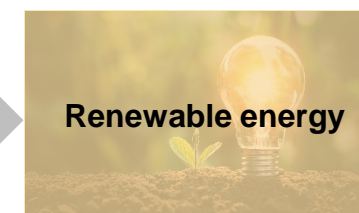


Ratio of rental housing “Sha Maison ZEH” units in FY2024: 77%  
Will address future increase in ZEH demand through ZEH housing, which has significant advantages for residents

## Decarbonization of business activities (Scope 1, 2, Scope 3 for others)



Fossil fuels



Renewable energy

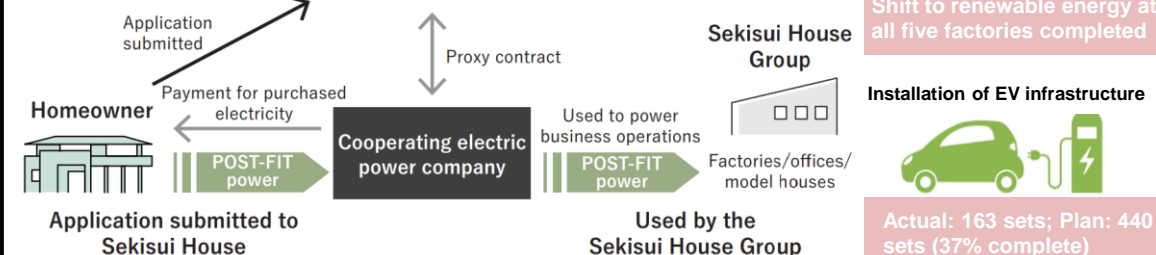
### Overview of Sekisui House Owner Denki

Dispelling the anxiety of homeowners with solar power generation systems

Purchase of post-FIT electricity for 11 yen/kWh



Aiming for RE100



Have concluded contracts to purchase excess electricity with approximately 50% of eligible homeowners  
Steadily increasing the ratio of renewable energy for electricity used in business activities such as zero-CO<sub>2</sub> company vehicles

# Biodiversity Conservation Initiatives

- Enhancing corporate value and community value based on the foundation we have built with customers and suppliers over more than twenty years

## Gohon no Ki Project

25th anniversary next year, have procured equivalent to >20m trees

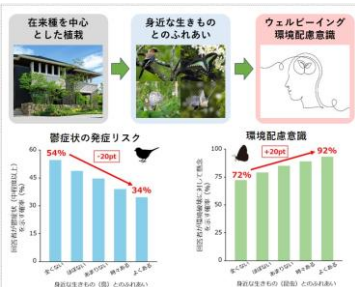
Contributing to urban NP through engagement with customers, employees, suppliers, and administrative institutions



Assessed quantitatively in 2021 as being activities that increased urban greenery and wildlife

## Joint research with University of Tokyo

Verification of relationship between biodiversity and well-being



Verified connection between gardens with biodiversity and lower risk of depression

## Fair Wood / Wood procurement

### Wood procurement guidelines

Promoting with suppliers with the aim of achieving sustainable wood procurement



2025/8/25 Briefing on revisions to Wood Procurement Policy and Guidelines

### Implementing local due diligence

Survey of procurement regions, local interviews

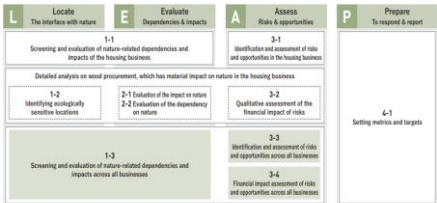


Wood procurement due diligence in Thailand/Vietnam, 2024

## TNFD/information disclosure

### TNFD

Early disclosure of our business risks and opportunities using LEAP approach



Verification of direct impact on operations is planned

### Procurement survey of main raw materials

Surveyed main materials of steel, aluminum, and sand to identify procurement risks



Interviews with suppliers are underway

FactBook2025 : P64



# Resource Recycling/CE Initiatives

- Using our circulatory network, we will work with our suppliers to realize a new approach to housing

## Resource recycling (zero-emission system)



**New construction site waste: 37,000t 100% recycled annually**  
(FY2023 figures)

## Circular Design from “House to House” project



Under the slogan of “Let’s remake the way we build,” we have begun activities aimed at building housing consisting only of recycled materials<sup>\*2</sup> (including reusable and renewable materials, etc.) and sustainable resources, by reassessing the more than 30,000<sup>\*1</sup> components from which a house is made. Working with our suppliers, we aim to commercialize this by 2050.

<sup>\*1</sup> Derived by totaling the number of products listed in our components factory shipment invoices (including sub-materials). Assumes a 2-story light steel-frame detached house with a floor area of 162m<sup>2</sup>.

<sup>\*2</sup> Recycled materials: components that include the main component materials. Recycling method is not limited to closed-loop recycling or horizontal recycling. Reusable components: components created on the assumption they will be reused. Renewable components: components that include main component materials that use raw material derived from biomass and other renewable resources.


# KPIs (1) Main Environmental Indicators

Excerpt from p.95 of [ESG\\_factbook.pdf](#)

- Steady progress being made in main environmental indicators linked to material issues.

Key themes	No.	Indicator	Boundary of calculation	FY2023	FY2024	
				Results	Targets	Results
Decarbonization	11	Ratio of detached ZEH homes	◇1	95%	90%	96%
	12	Ratio of ZEH units for rent	◇1	76%	73%	77%
	13	Ratio of ZEH condominiums for sale	◇1	100%	100%	100%
	14	Number of insulation upgrades for existing houses (Idocoro Dan-netsu houses)	Sekisui House Remodeling, Ltd.	1,699	—	—
		Number of insulation upgrades for existing houses (revised)		—	3,600	4,874
	15	Rate of CO <sub>2</sub> emissions reduction from new housing and similar operations	2	38.0%	—	39.1%
	16	Rate of CO <sub>2</sub> emissions reduction from business activities	3	56.3%	—	62.3%
	17	RE100 achievement rate	3	52.3%	—	58.3%
	18	Percentage of Company electric vehicles (including hybrids)	3	15.5%	32%	28.7%
	19	Percentage of supplier setting science-based targets	◇1	39.5%	—	46.5%
Biodiversity conservation	20	Sustainable wood procurement rate	—	97.2%	97.5%	97.1%
	21	Rate of zero-deforestation wood procurement	—	89.8%	92%	92.5%
	22	Biodiversity-friendly tree planting (Gohon no Ki Project)	◇1	19,840 thousand	21,000 thousand	20,691 thousand
Resource recycling	23	Waste rate (new construction)	◇1	5.9%	—	6.0%
	24	Waste recycling rate (new construction)	◇1	100%	100%	100%
	25	Waste recycling rate (maintenance and remodeling)	Sekisui House, Ltd., Sekisui House Remodeling, Ltd.	94.8%	—	95.0%

- Progress towards “SBT 1.5°C certification” reduction target (versus FY2013)  
Scope 3-11: 39% reduction, Scope 1,2: 62% reduction



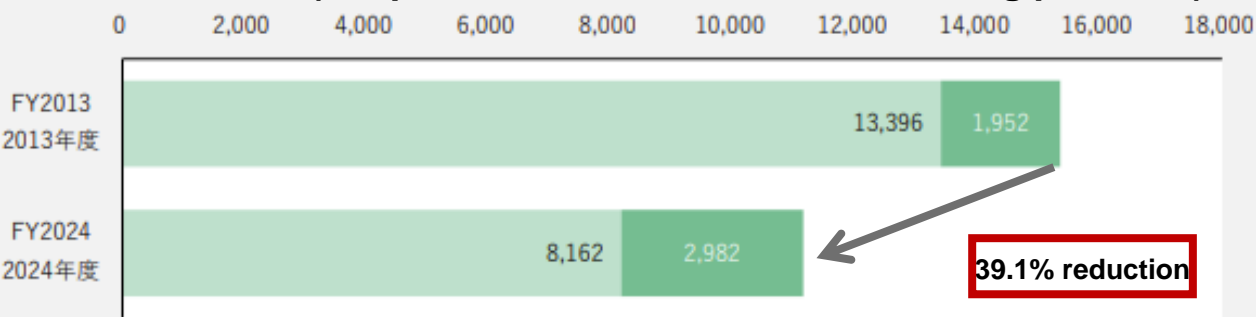
SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

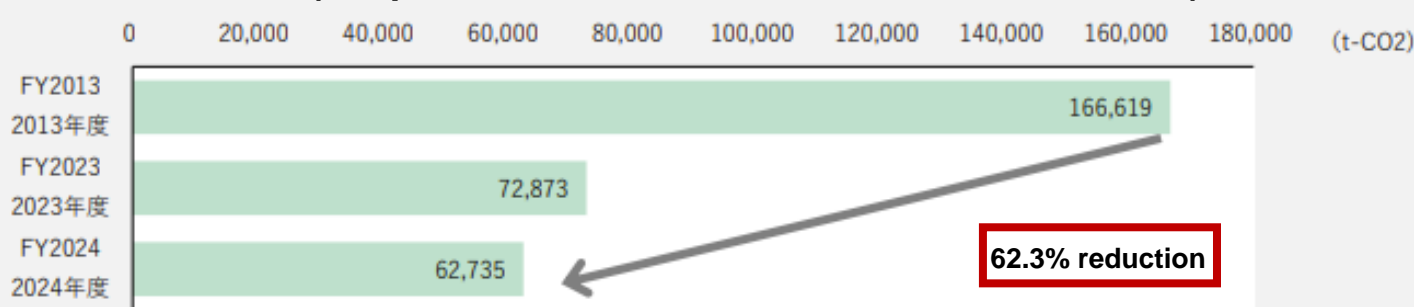
**Details of 1.5°C commitment**  
“SBT 1.5°C certification” by FY2030

Scope 1,2: 75% reduction versus FY2013  
Scope 3-11: 55% reduction versus FY2013

●FY2024 results (Scope 3-11: decarbonization of housing products)



●FY2024 results (Scope 1,2: decarbonization of business activities)



## Example of Link Between Business Growth Generated by Environmental Business and Environmental (Social) Value

[“Sha Maison ZEH orders in first half of FY2021 exceed orders for the entirety of the previous year”](#)  
[- News Release - corporate/IR/ESG/recruitment - Sekisui House](#)

- Rental housing “Sha Maison ZEH” enable comfortable living for residents throughout the year
- Compared to general rental housing, CO<sub>2</sub> emissions when occupied are reduced by 93% and utility expenses are cut by 30%
- Resilience in the event of a major power outage caused by a natural disaster
- Providing the option of ethical housing that enables everyday comfort for residents, while contributing to the prevention of global warming and controlling utility expenses

**Sha Maison ZEH: 57,284 units cumulative**  
(as of end-January 2025)



## Issues and Key Points to Work on Going Forward

- We will build a framework to implement the themes of the shift to a decarbonized society, biodiversity conservation, and resource recycling/CE initiatives, comprehensively and across the organization
- Viewing housing as a societal asset, we will minimize both our dependence and our impact on natural capital, and work towards building a sustainable system

### Decarbonization

- Cooperation with suppliers aimed at LCAs, decarbonization of construction materials
- Respond to new ZEH standards, upgrade housing stock to save energy, pursue collaboration between development and strategy divisions
- Build system in preparation for mandatory disclosure of sustainability information from 2027 onward (links with securities reports, SSBJ, CA law)

Achieve SBT targets ahead of schedule by 2030, and cooperate internally/externally for net zero in 2050

### Biodiversity

- Address soaring prices for raw materials, procurement risks
- Identify procurement information, etc. in the overseas business
- Build engagement with customers, employees, and local communities that will enhance community value

Aim for DCF 100% by 2030  
Promote dialogue with stakeholders with the aim of achieving nature-positive approach by 2050

### Resource recycling/CE

- Strengthening of laws and regulations related to waste
- Cooperation with suppliers regarding the reuse of construction materials
- Setting of indicators, etc. to evaluate recycling, and appropriate cost assessments

“House to House” by 2050  
Increasingly stringent zero-emission systems  
Use collaboration with suppliers, industry, and academia to investigate sustainable resource usage and to set evaluation indicators



## 5. Governance

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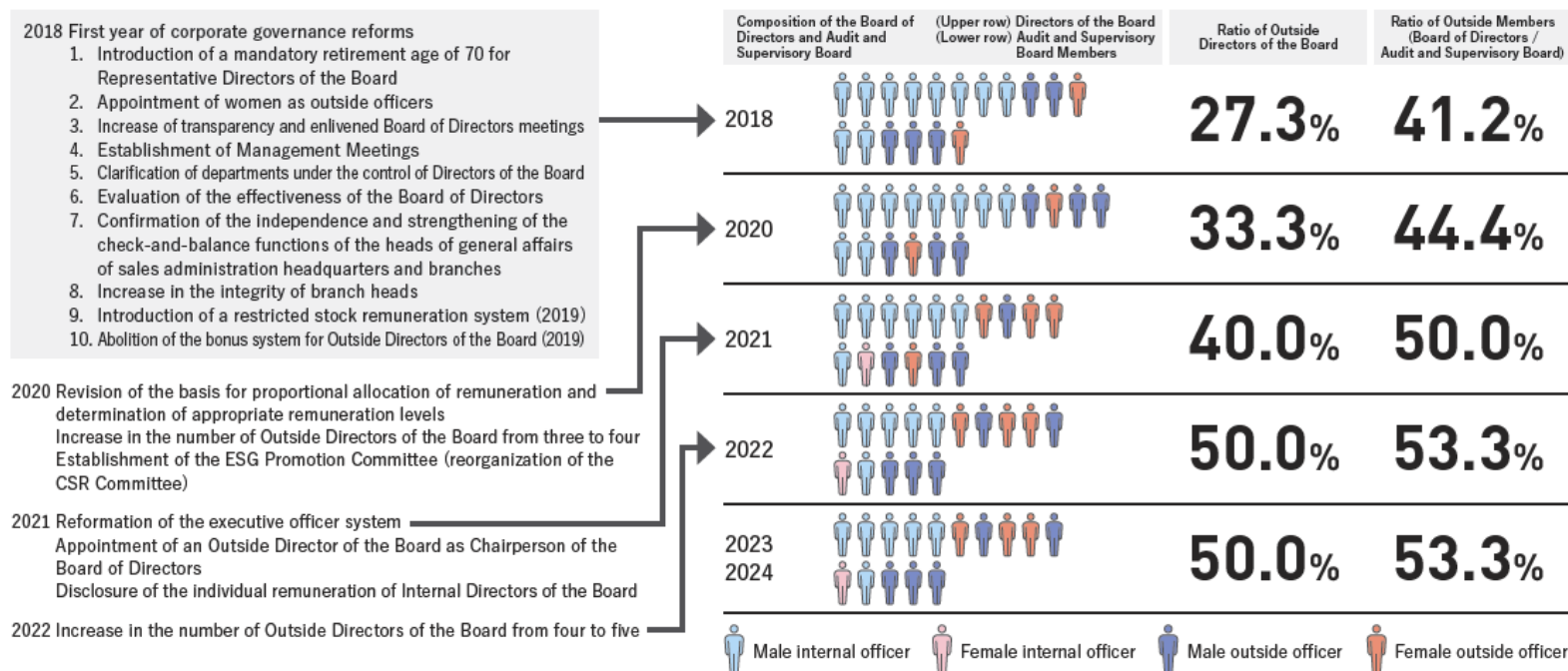
**Promoting Governance Enhancements Through Both  
Senior Management and Business Management to  
Provide the Driving Force of Innovation and  
Communication**

Chairperson of the Governance Subcommittee  
Executive Officer  
Head of Corporate Institutional Management Department  
**Naoki Kawamura**

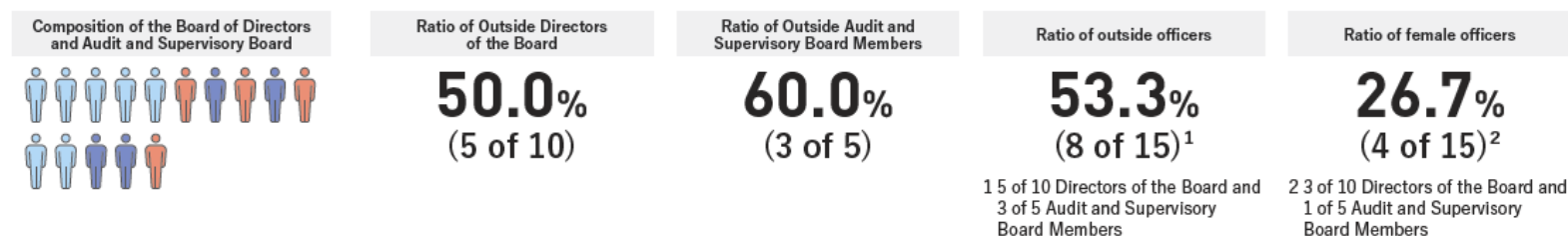
## How We Have Strengthened Governance Up to Now

- Since 2018, we have implemented a variety of governance reforms to respond to the changing needs of the times with respect to corporate governance

### Changes in Governance



### Corporate Governance Highlights (As of April 23, 2025)



# Details of the Sixth Mid-Term Management Plan (Governance Area)

## ● Promoting governance through both senior management and business management

### Promoting strengthening of governance through both senior management and business management - Driving force of innovation and communication -

#### Senior Management Level

1. Moving forward from the development of a corporate governance framework to the new stage of realizing its functional effectiveness
2. Increasing the sophistication of stakeholder engagement

#### Senior Management Level

1. **Moving forward from the development of a corporate governance framework to the new stage of realizing its functional effectiveness**  
— The Board of Directors, now equipped with greater diversity than before, exercises its functions to the fullest. —
  - **Facilitating lively Board room discussions in accordance with our Global Vision**
    - Enhancing the Board of Directors' functions via a third-party evaluation of its effectiveness
    - Delegating authority from the Board of Directors to Management Meetings and other bodies
  - **Strengthening the effectiveness of our senior management candidate pipeline**
    - Strengthening our pipeline by upgrading the selection process for Executive Officers and operating officers
    - The Personnel Affairs and Remuneration Committee monitors the effectiveness of the management pipeline
2. **Increasing the sophistication of stakeholder engagement**  
— Exercising spontaneous judgment for consistent information disclosure. —
  - **Further upgrading our mode of information disclosure**
    - Enhancing the content of information being disclosed about the current status of the linkage between tackling material issues and strengthening corporate governance
    - Securing consistency in information disclosure and reinforcing its effectiveness as messaging

#### Business Management Level

1. Rolling out Group governance systems on a global basis
2. Fostering a corporate culture based on mutual trust achieved via robust communications

#### Business Management Level

1. **Rolling out Group governance systems on a global basis**  
— Removing boundaries between domestic and overseas Group entities, with the aim of creating a network based on mutual trust. —
  - **Establishing Group governance in the U.S.**
    - Ensuring that our U.S. operations are supervised by clearly defined regional headquarters functions on an ongoing basis
    - Allocating human resources to local subsidiaries based on their functions
  - **Promoting the governance network**
    - Stepping up the development of governance specialists and optimally allocating them to domestic and overseas Group companies
    - Strengthening corporate functions in place at domestic and overseas Group companies
  - **Enhancing our internal audit structure for global auditing**
    - Developing internal audit functions aligned with the size of domestic and overseas Group companies as well as risks specific to each
2. **Fostering a corporate culture based on mutual trust achieved via robust communications**  
— Aiming for the creation of a workplace that ensures psychological safety for employees and empowers them to work vibrantly. —
  - **Developing an environment aimed at raising compliance awareness among employees**
    - Promoting training for all employees while encouraging the active use of whistleblowing and counseling hotline systems
  - **Strengthening our capabilities for autonomous organizational management**
    - Securing a greater number of leaders equipped with robust integrity

## Progress of the Sixth Mid-Term Management Plan (Governance Area)

- Senior management level: increase in strategy discussions, promotion of the management talent pipeline, enhancements to securities report disclosure
- Business management level: promotion of PMI for U.S. homebuilding business, revitalize the whistleblowing/counseling system

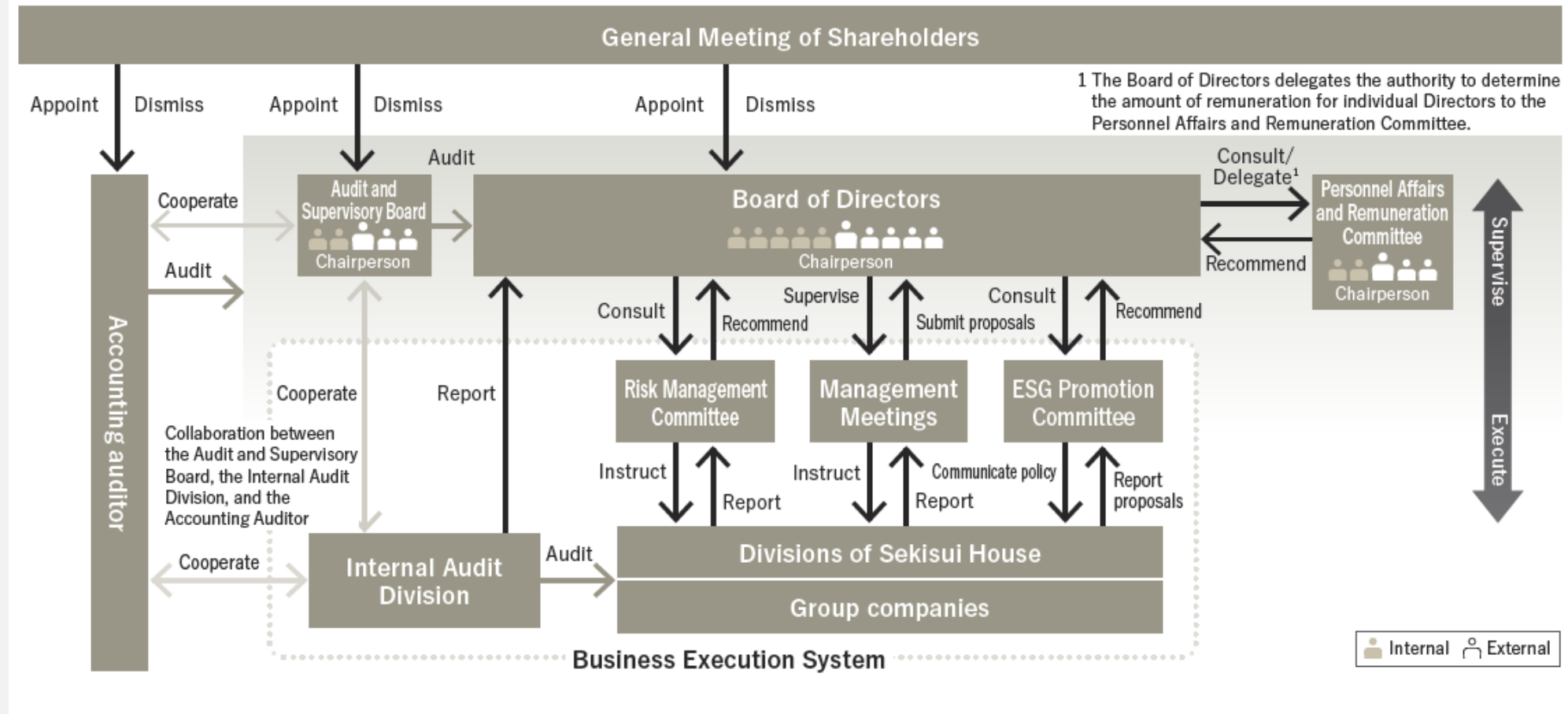
		Evaluation	Evaluation comments
Senior management level	Moving forward from the development of a corporate governance framework to the new stage of realizing its functional effectiveness	○	<ul style="list-style-type: none"> <li>Delegation of authority from Board of Directors to Management Meetings (raising of amount required for submission of Board of Directors agenda items) [November 2023]</li> <li>Formulation of requirements for next CEO [December 2023]</li> <li>Increase in opportunities for global-level discussion from the Group management and financial perspectives [FY2024]</li> </ul>
	Increasing the sophistication of stakeholder engagement	○	<ul style="list-style-type: none"> <li>Non-financial information in the securities report (for the 73rd fiscal year) selected as an example of best practice by Financial Services Agency [submitted April 2024]</li> <li>Publication of securities report (for 74th fiscal year) before general meeting of shareholders and simultaneous disclosure in English [submitted April 2025]</li> </ul>
Business management level	Rolling out Group governance systems on a global basis	○	<ul style="list-style-type: none"> <li>Promotion of PMI for U.S. homebuilding business (shift to “One Company” approach) through the U.S. Homebuilding Steering Committee and SHRH Committee [FY2024]</li> <li>Dispatch from Japan of resident employees working in audit, legal affairs, and accounting [FY2023-2024]</li> <li>Allocation to main subsidiaries of employees involved in governance [February 2025]</li> </ul>
	Fostering a corporate culture based on mutual trust achieved via robust communications	○	<ul style="list-style-type: none"> <li>Restructuring of whistleblowing and counseling system (consolidation of external contact points, expansion of those covered) [June 2024] ⇒ Increase in number of whistleblowing/counseling cases</li> <li>Expansion in the number of people receiving risk management training, promotion of training to increase integrity among the next cohort of management, such as branch managers</li> </ul>

Main indicators	Target level for 2025	As of end 2H 2024	Evaluation	Evaluation comments
Response to CG Code based on reviews from assessment agencies	9th or higher	1st (FY2024)	◎	Improved ranking compared to 4th place of previous year (second consecutive year)
Number of whistleblowing/counseling cases (Compliance Helpline, Sexual and Power Harassment Hotline) *Cases per 1000 employees	-	10.9 cases (FY2024)	-	Increase from 10.5 cases of FY2023. Targets have not been set, so only results are shown
Progress rate for strengthening security (versus fiscal year plan)	100%	100% (FY2024)	◎	Rate of achievement versus the FY2024 plan: “The various businesses are being operated in accordance with the requirements and rules for security”

## Moderate separation of supervision and execution (corporate governance structure)

- The chairpersons of the Board of Directors and the Audit and Supervisory Board, and of the Personnel Affairs and Remuneration Committee are all outside officers, and the Board of Directors is composed of equal numbers of internal and Outside Directors

Corporate Governance Structure (As of April 23, 2025)



## CEO Evaluation and Selection Process

- The Personnel Affairs and Remuneration Committee (a majority of the members of which are Outside Directors) evaluates the current CEO every year, and promotes the formulation of a development framework for the CEO's successors

### Key Points of CEO Evaluation

<b>Qualification requirements</b>	Embodies our Corporate Philosophy and possesses a broad perspective	Whether they extensively promote specific measures based on our Corporate Philosophy to achieve our Global Vision
<b>Competence requirements</b>	Conceives solutions to problems confronting society	Whether they accurately understand social issues and clearly envision how to resolve them as they develop business models
	Innovates to create new markets	Whether they properly delegate authority to foster a creative corporate culture that can respond to new markets
	Cooperates with various stakeholders	Whether they are constantly continuing to build and strengthen relationships with customers, employees, suppliers, investors and other stakeholders
	Develops organizations that enhance the Group's comprehensive power	Whether they, as the leader of the entire Group, are at the forefront of evolution and development of organizational systems, including those supporting global operations
<b>Motivation and health</b>	Supports the stability of mid-term management	Whether they pay attention to their health, and are motivated to complete their duties as the head of management

### Human Resource Requirements for the Next CEO

<b>Qualification</b>	<ul style="list-style-type: none"> <li>• Capable of carrying out the Sekisui House Group's social duties and, to this end, personifying our corporate philosophy</li> <li>• Possesses unshakeable, firm integrity</li> </ul>	
<b>Competence</b>	Conceptualization	Understands new issues caused by social change, conceives of future plans to realize happiness through housing, and develops business models accordingly
	Innovativeness	Elicits diverse ideas in conversations, uses a flexible way of thinking to take appropriate opportunities to promote rapid innovation
	Cooperation	Accepts a variety of people, can create strong and trusting relationships with various stakeholders
	Organizational development ability	Fosters a highly autonomous global organizational culture, increases the value of the Sekisui House Group's human resources
<b>Mindset</b>	<ul style="list-style-type: none"> <li>• Has a strong determination to lead the entire Sekisui House Group based on their personal responsibility</li> <li>• Is dedicated and continuously passionate towards realizing our Global Vision</li> </ul>	

## Strengthen the management talent pipeline

### ● Entrusted Executive Officers

Senior Management Assessments are implemented by an external organization to arrive at a comprehensive assessment of their current capabilities and their potential for growth

After deliberations by the Personnel Affairs and Remuneration Committee, feedback on the results of the assessment is given and a development plan for the future is formulated

As of October 1, 2025

Division	Directors of the Board who also serve as Entrusted Executive Officers	Entrusted Executive Officers	Employed Executive Officers	Operating Officers
	Yoshihiro Nakai (Representative Director of the Board, CEO, President, Executive Officer)			
Division of Built-to-Order Business	Hiroshi Shinozaki (Director of the Board, Senior Managing Officer) Yasushi Omura (Director of the Board, Senior Managing Officer)	Takahiro Kondo (Managing Officer)	4 Officers	13 Officers
Division of Development Business	Toru Ishii (Director of the Board, Senior Managing Officer)	Takehisa Yanagi (Managing Officer) Toru Tsuji (Managing Officer)	3 Officers	2 Officers
Business Strategy Division	—	Kohei Hirota (Managing Officer) Hiroaki Yoshida (Managing Officer) Norio Adachi (Managing Officer)	3 Officers	4 Officers
ESG Division	—	Haruhiko Toyoda (Senior Managing Officer)	2 Officers	1 Officer
Finance Division, Administration Division	Satoshi Tanaka (Representative Director of the Board, Executive Vice President, Executive Officer)	Keizo Yoshimoto (Senior Managing Officer) Toru Fujita (Managing Officer)	2 Officers	2 Officers
Human Resources Division, Auditing Department		—	1 Officer	2 Officers
Division of Technology and Production	—	Masaru Noma (Senior Managing Officer) Koya Matsumura (Managing Officer)	5 Officers	6 Officers
Affiliated Companies	—	Kazunori Ito (Managing Officer)	3 Officers	5 Officers



# Remuneration Governance

- **Decisions on the individual remuneration amounts for Directors and Entrusted Executive Officers, are delegated to the Personnel Affairs and Remuneration Committee**
- **Introduction of Shareholding Guidelines (applies to internal Directors)**
- **Stock Remuneration Return (Malus and Clawback Provisions)**

Type of remuneration			KPIs	Outline and reasons for selection of indicators for performance-related remuneration
Fixed	Basic remuneration		—	The amount shall be determined based on criteria such as representation rights and position, and shall be paid on a monthly basis.
Variable	Short term	Performance related bonuses	Consolidated ordinary profit	The amount shall be calculated by multiplying consolidated ordinary profit, a key management indicator, by a predetermined bonus coefficient based on each Director of the Board (including the CEO and excluding Outside Directors of the Board). The bonuses shall not be paid if profit attributable to owners of parent is less than ¥120 billion.
	Medium term	Performance-related stock remuneration (PSU) <sup>1</sup>	ROE and ESG management indicators	ROE (a key financial indicator for the medium term) and a non-financial ESG management indicator shall be used as performance indicators. A Reference Number of Share Units corresponding to a predetermined standard for each Director of the Board (including the CEO and excluding Outside Directors) position shall be granted. The number of units to be granted shall depend on the level of achievement of ROE and ESG management indicators during the evaluation period spanning three consecutive fiscal years. At the end of the evaluation period, the number of units granted shall range from 0% to 150% of the reference amount. Half of the units granted shall be issued as shares and half in cash for tax payment. Management indicators shall have an 80:20 weighting in the evaluation, and ESG management indicators shall be subject to rigorous review by the Personnel Affairs and Remuneration Committee to ensure objectivity and transparency in goal setting and evaluation.
	Long term	Restricted stock remuneration (RS) <sup>2</sup>	—	Shares of Sekisui House, Ltd. common stock (with transfer restrictions) shall be granted corresponding to the predetermined basic amount set by position for each Director of the Board (including the CEO and excluding Outside Directors). The transfer restrictions shall be lifted when the individual ceases to serve as a Director of the Board or Executive Officer.

1 PSU: Performance Share Unit 2 RS: Restricted Stock

## ESG Management Indicators (Performance Share Units)

- The setting of targets for the various indicators and decisions on evaluation are made by the Personnel Affairs and Remuneration Committee

- Governance indicators

Disclosure/domestic Group governance conducted in accordance with the Corporate Governance Code

⇒ Information security/overseas Group governance

**ESG Management Indicators and Target Values for Performance Share Units (PSU4) for FY2023 through FY2025**

ESG Management Indicators		Numerical Target (January 31, 2026)	Weighting
Environment	Rate of CO <sub>2</sub> emissions reduction from business activities (Scope 1–2)	59%	40%
	Ratio of detached ZEH homes	92%	
	Ratio of ZEH units for rent	75%	
Social	Number of female managers	350	30%
	Take-up rate for eligible male employee childcare leave	98%	
	Take-up rate for annual paid leave	70%	
Governance	Strengthening information security systems	Group-wide business will be properly operated following requirements and rules for security	30%
	Establishment of Group governance in the U.S.	U.S. subsidiaries establish unified business supervisory functions	

**Indicators and Target Values for ESG Management-Related Performance Share Units (PSU5) for FY2024 through FY2026**

ESG Management Indicators		Numerical Target (January 31, 2027)	Weighting
Environment	Rate of CO <sub>2</sub> emissions reduction from business activities (Scope 1–2)	62%	40%
	Ratio of detached ZEH homes	95%	
	Ratio of ZEH units for rent	77%	
Social	Number of female managers	410	30%
	Take-up rate for eligible male employee childcare leave	98%	
	Take-up rate for annual paid leave	70%	
Governance	Establish governance and risk management frameworks for the U.S. homebuilding businesses	Following guidance from the U.S. Homebuilding Steering Committee, we have begun implementing and operating various policies and measures	30%
	Establish governance and risk management frameworks for the overseas development businesses	Be able to implement and operate all policies and measures of the overseas development business	

# Enhanced disclosure of non-financial information

- Securities report submitted in April 2024 was included for the first time by the Financial Services Agency for a collection of best-practice documents

「サステナビリティに関する考え方及び取組」 4. 「人的資本、多様性等」の開示例

積水ハウス株式会社（1/3）有価証券報告書（2024年1月期） P11-13,28-29,33

多様性

4-22

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【従業員の状況】 ※ 一部抜粋

(4) 管理職に占める女性労働者の割合、男性労働者の育児休業取得率及び労働者の男女の賃金の差異

①提出会社（注4）

(1)

(中略)

<男女の賃金差異についての補足説明>

積水ハウス株式会社における男女の賃金差異（全労働者55.2%、正規雇用労働者59.3%）については全労働者に占める正規雇用労働者の割合が約9割、正規雇用労働者の中でも総合職が7割超を占めていることが大きく影響しています。そのため、以下主に総合職について記載します。

1) 等級ごとの賃金差異について

同一等級の賃金は同等です。当社は職群及び等級ごとに賃金水準を設定しており、総合職の男女の基本給月額額の差異は以下のとおりです。

	女性平均基本給/ 男性平均基本給
管理職	97.9%
P5	96.5%
一般社員	100.3%
P4	99.7%
P3	99.8%
P2	99.8%
P1	99.5%

※一般社員には5つの等級（P5～P1）があります。

2) 現状の取組みと経年推移

女性活躍推進については20年前から課題意識を持ち、2005年より女性総合職を積極的に採用し、女性従業員の育成と定着を促進するため、専門部署（現 ダイバーシティ推進部）を設置し、柔軟な働き方に代表される仕事と育児・介護の両立支援制度の拡充等の諸制度の整備を進めています。これらの取組みが奏功し、2007年から2023年における平均勤続年数の伸びは女性が2.2倍（4.6年→9.9年）と男性の1.2倍（15.8年→19.7年）を大きく上回る結果となり、女性正社員比率についても年々高まっています（2007年度は16.1%→2012年度は17.5%→2017年度は20.8%→2022年度は24.3%→2023年度は24.9%）。また、2023年度における年代別の女性正社員比率では20代が38.5%、30代が35.5%、40代が23.5%、50代が12.2%と、20代-30代の若年層の女性正社員比率が高くなっています。

<女性正社員比率の推移（2007年度以降5年毎と直近）>

当社の女性正社員比率推移

2007年度 2023年度

16.1% → 24.9%

事業年度	当社	当社及び主要な連結子会社
2007年度	16.1%	18.8%
2012年度	17.5%	21.5%
2017年度	20.8%	25.1%
2022年度	24.3%	28.9%
2023年度（直近）	24.9%	29.4%

（注）主要な連結子会社は、積水ハウス不動産グループ各社、積水ハウス建設グループ各社、積水ハウスリフォーム㈱、積水ハウス ノイエ㈱。

<2023年度の年代別女性正社員比率（当社）>

若年層ほど女性比率が高い

年齢構成	比率
～29歳	38.5%
30～39歳	35.5%
40～49歳	23.5%
50～59歳	12.2%
60～65歳	5.4%

Points that caught our attention as examples of best practice

(1) Quantitative data on the state of salary differentials by job category and rank were provided as a supplemental explanation for salary differentials between men and women

(2) Included specifics on initiatives implemented to promote women's advancement over time, including quantitative information

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# “One Company” approach for the U.S. homebuilding business.

**CEO**  
David Viger

**MDC**  
HOLDINGS INC.



**New 2x4**

**2x4 COO**  
Paul Peterson

**MDC**  
HOLDINGS INC.



**SHAWOOD®**

**SHAWOOD COO**  
Roger Gannon

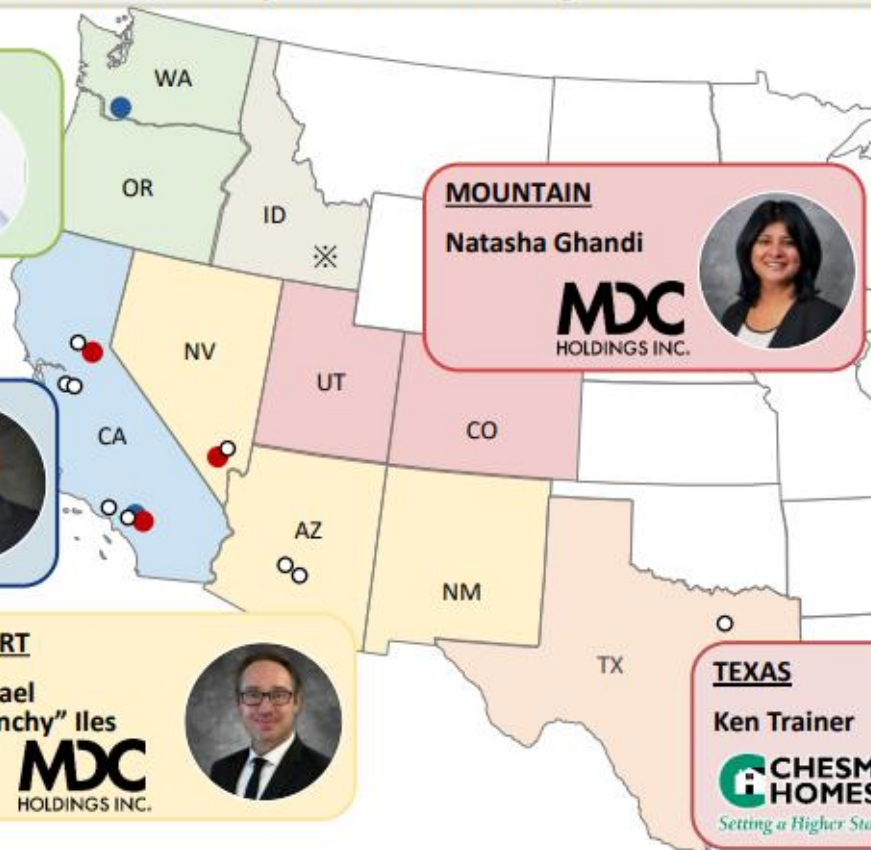
**Woodside**  
HOMES



## - Six areas of operation and Regional Leaders under the One Company framework

### PACIFIC NORTHWEST

Rian Tuttle



### MOUNTAIN

Natasha Ghandi

**MDC**  
HOLDINGS INC.



### SHAWOOD

Map legend:

● For sale

Sommers Bend /57 lots  
Arcadia /40 lots  
Folsom /41 lots

● Construction underway

Magnolia Ranch /41 lots  
The Glades /24 lots

○ Pipeline

9 Project /508 lots

Starting with trials on the West Coast, expanding step by step toward the East

### New 2x4

Launched pilot communities in NV, AZ, CO, and TX

### CALIFORNIA

John Bayless

**MDC**  
HOLDINGS INC.



### DESERT

Michael  
“Frenchy” Iles

**MDC**  
HOLDINGS INC.



### TEXAS

Ken Trainer

**CHESMAR**  
HOMES  
Setting a Higher Standard



### EAST

Jack Gallagher

**MDC**  
HOLDINGS INC.

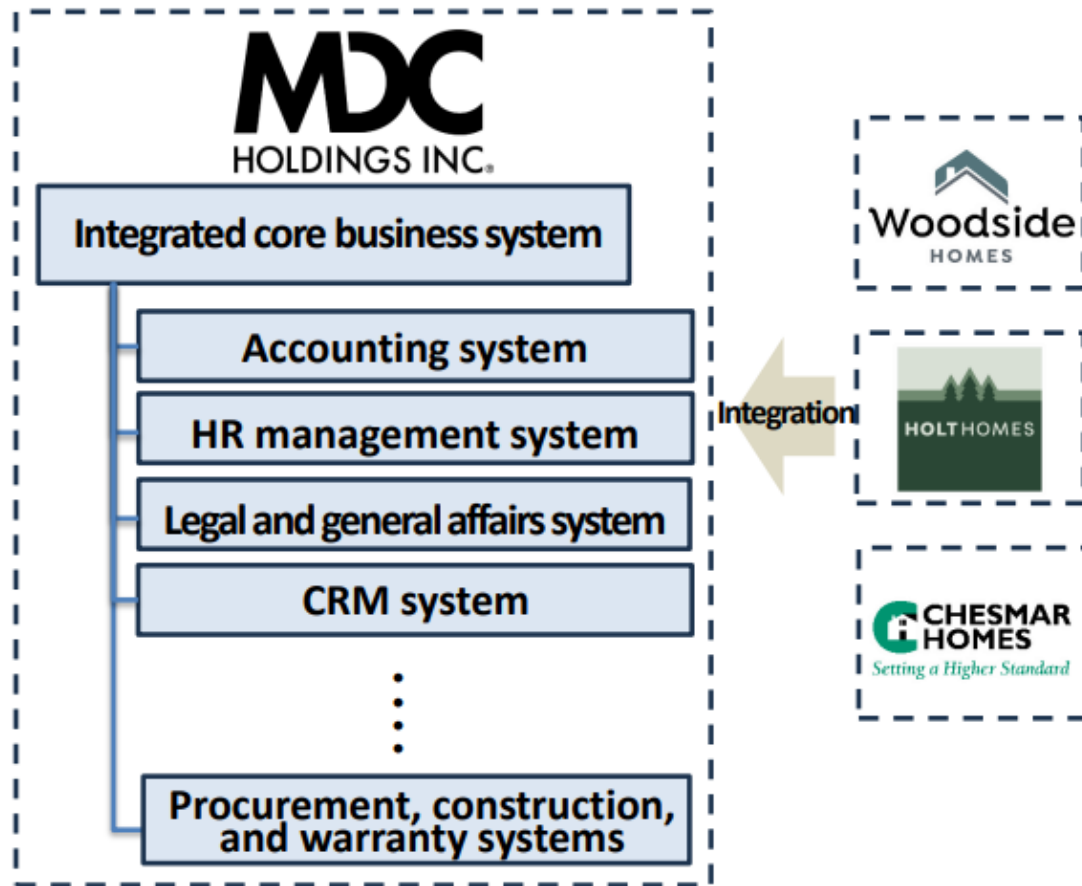




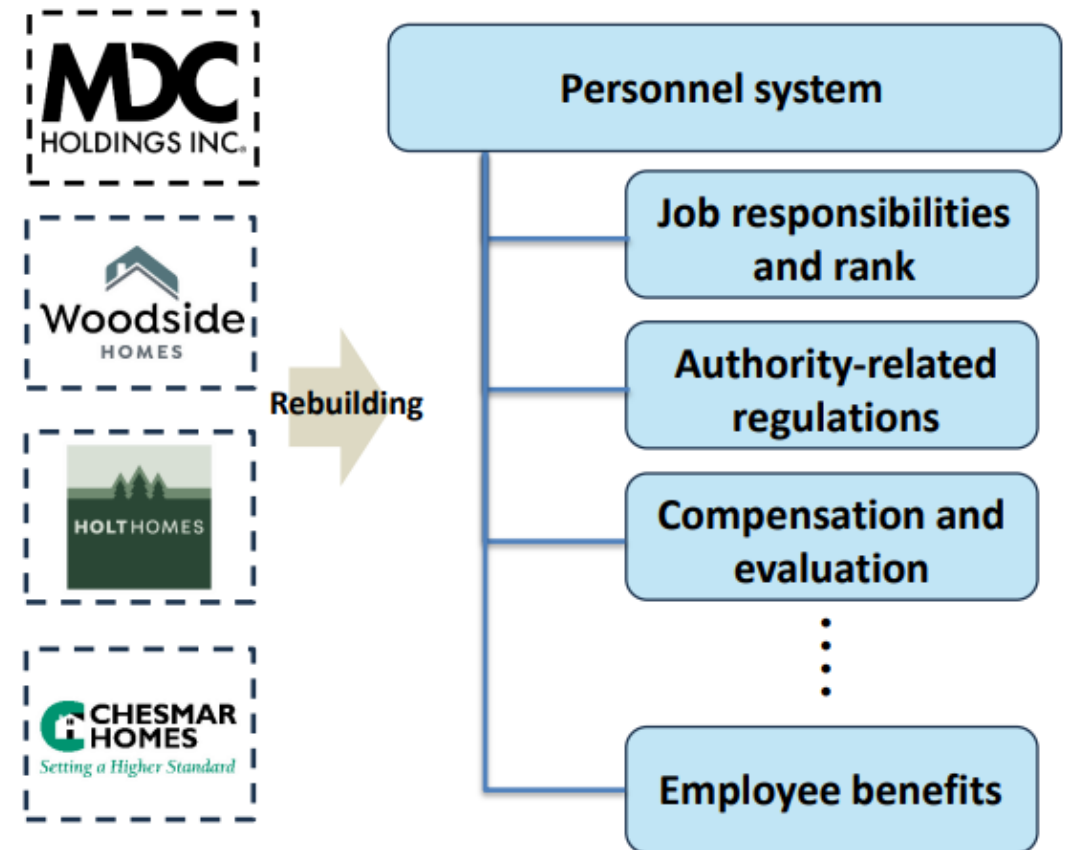
“One Company” approach for the U.S. homebuilding business.

## The platform for transferring Sekisui House technologies

### Integration into MDC's IT system



### Integration and rebuilding of the personnel systems of the four builders



# Strengthening Expertise and Governance through Restructuring of Domestic Group Companies

## Sekisui House Real Estate Group

- February 2022  
Adoption of an intermediate holding company structure
- February 2025  
Restructured into the brokerage/real estate business (Sekisui House Real Estate) and the rental business (Sekisui House Sha Maison PM Group companies)

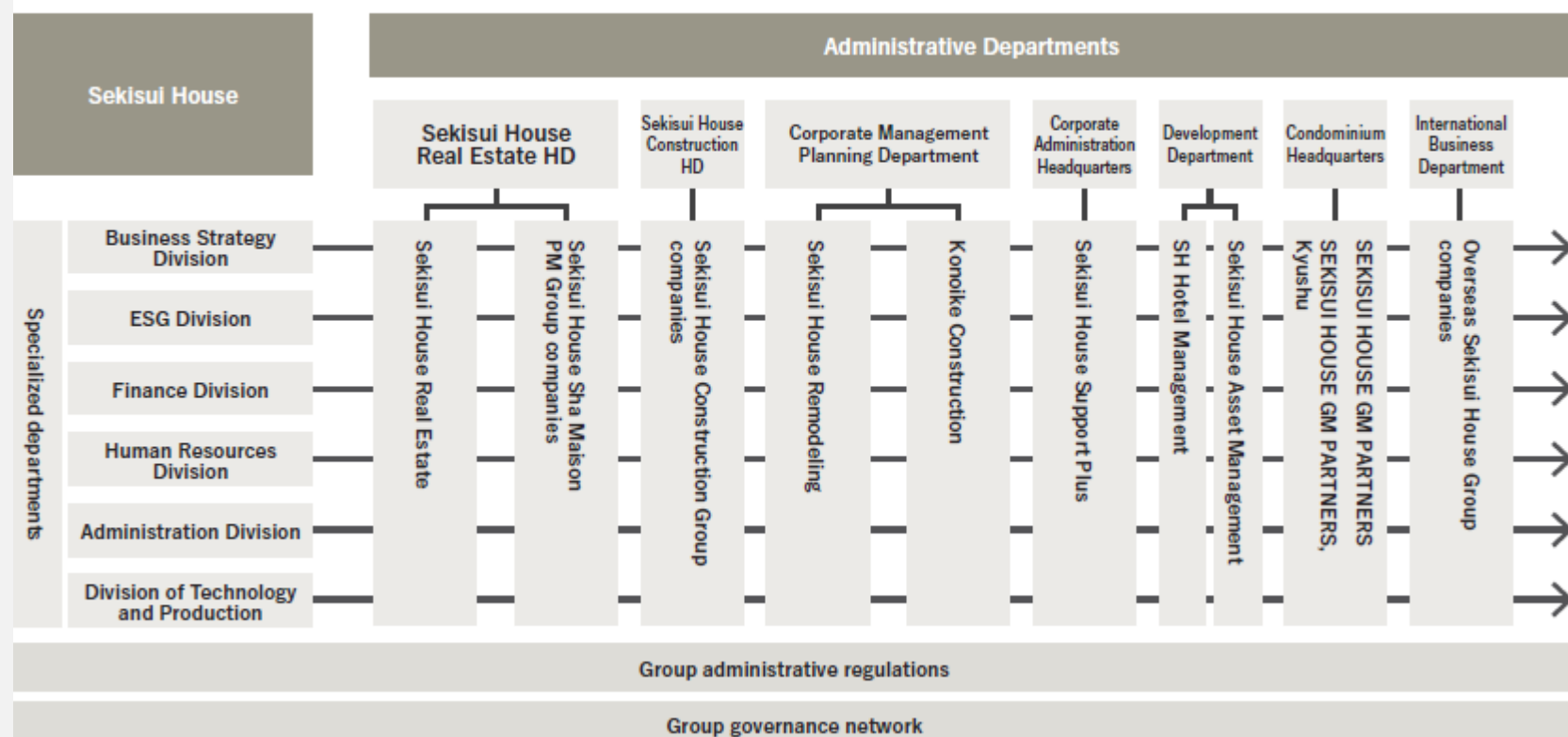
## Sekisui House Construction Group

- February 2024  
Adoption of an intermediate holding company structure

## Sekisui House Support Plus

- February 2025  
Spin-off of after-sales service business

Management Framework for Main Group Companies (as of February 1, 2025)



## Establishing of Head Office Organizations to Promote Group Management

- **February 2025: Corporate Institutional Management Department, Department of Global Legal Affairs and Special Projects**
- **April 2025: Group Corporate Management Control Department**

Department/name	Role
Corporate Institutional Management Department	Strengthening of cooperation with corporate departments of domestic Group companies (+ institutional administration, legal disclosure)
Department of Global Legal Affairs and Special Projects	Identifying issues at overseas Group companies, and providing implementation and support for plans and proposals to resolve them
Group Corporate Management Control Department	Strengthening of FP&A* functions for Group management (formulation of numerical plans, tracking of progress, analysis and verification of performance of all types, and submission of proposals to management and operating divisions)

\*Financial Planning & Analysis



## Promotion of Compliance

- Promoting Active Use of Internal Reporting Systems and Consultation Services

Overview of the Sekisui House Group’s Whistleblowing and Counseling Hotline Systems				
	Point of contact		Consultation methods	Scope of Reports and Consultations
Sekisui House Group Compliance Helpline	Internal contact: Human Rights and Compliance Promotion Department  External contact: Law office		Phone Letter Email	Available to Group officers, employees, and ongoing business partners. Accepts reports and consultations regarding actual or potential violations of laws and regulations, or the Sekisui House Group Corporate Ethics Guidelines and Corporate Code of Conduct in connection with business operations.
Sexual and Power Harassment Hotline				Available to Group officers, employees, and ongoing business partners, handles consultations related to sexual harassment, power harassment and other human rights concerns, including those associated with pregnancy, childbirth, childcare leave, and nursing care leave.
Sekisui House Global Helpline			Email (English language support available)	Designated for officers and employees of overseas subsidiaries. Covers issues such as sexual harassment, bullying or human rights violations, and actual or suspected breaches of laws, regulations, or corporate ethics related to business activities.
Number of Consultations Received by the Internal Reporting and Consultation Services				
	2022	2023	2024	
Sekisui House Group Compliance Helpline	32	63	81	
Sexual and Power Harassment Hotline	213	253	258	

## Issues and Key Points to Work on Going Forward

- **Strengthening of Governance to Align With Changes in the Management Environment Is Necessary for the Domestic and Overseas Group as a Whole**

### Senior Management Level

- ◆ Response to the increase in the ratio of Group performance, including the U.S. business
- ◆ Rising importance of selecting and evaluating managers at Group companies
- ◆ Address sustainability disclosure

- ◆ Further enhancement of Board of Directors discussions on global strategy
- ◆ Expand management talent pipeline further through the Group
- ◆ Building and operation of a structure to address disclosure

### Business Management Level

- ◆ Establish a governance structure tailored to the circumstances of the various overseas and domestic Group companies
- ◆ Further enhanced risk management, including overseas areas such as information security and real estate management
- ◆ Variations in the degree to which the Corporate Philosophy and Code of Conduct have been absorbed

- ◆ Rolling out Group governance systems on a global basis  
Establish governance structure, including shift to “One Company” approach for U.S. homebuilding business  
Design and strengthen governance structure aligned with Group companies
- ◆ Strengthening of global risk management
- ◆ Foster a corporate culture focused on integrity

## Issues With ESG Management and the Path Forward

- ESG management is shifting from “engaging all employees” to “focus on value creation,” and existing KPIs are being shifted to KPIs linked to the resolution of social issues and the creation of businesses

### Transition to ESG management focused on value creation

Until now, the focus has been on building a foundation for all employees to take ownership of ESG and initiate action. Going forward, this will shift to management focused on creating new ESG value from all business activities

#### Direction of the Evolution of Our ESG Management



##### ESG management that engages all employees

All employees take ownership of ESG, think autonomously, and take action

##### ESG management focused on value creation

Create new ESG value from all business activities

#### Our ESG Compass: Key Elements of a Leading Company in ESG Management



##### Drive Positive Impact

ESG is the creation of new value. Through innovation and communication, we create a positive impact from all our business activities.



##### Create Happiness

The purpose of ESG management is to realize happiness for our customers, society, and employees. Everyone fosters a corporate culture centered on creating happiness and expanding value creation.



##### Transform Society

As a leading company, we go beyond our organizational boundaries and lead the industry and society. Together with stakeholders, we co-create a happier future with stakeholders.

## Promise to the Future

- Fulfill our promise to the future by increasing human capital value with a focus on employee happiness, and through business growth in Japan and overseas

### Promise to the Future

#### Quality First

Superior quality and functionality |  
Harmony with the surrounding landscape  
Beautiful homes that are loved across  
generations

#### Green First

Combination of comfort with  
environmental consolidation |  
Harmony with nature  
Biodiversity conservation |  
Circular economy

#### Kids First

Support the happiness of employees and  
their families who nurture the rich  
emotional and sensory development of  
children

**Although this document was prepared on information believed to be credible, Sekisui House does not guarantee the accuracy or the completeness of the information. The information herein contains forward-looking statements based on the judgment of the Company.**

**The Company is under no obligation to publicly update or revise any forward-looking statements. Certain risks and uncertainties could cause the company's actual results to differ materially from any projections presented here.**