

Sekisui House, Ltd.

Summary of the Q&A Session

FY2025 Briefing on ESG Management

Date	:	Wednesday, October 8, 2025, 4:00 p.m. to 5:05 p.m. (JST)		
Participants	:	Miwa Yamada	Executive Officer, Head of ESG Management Promotion Headquarters	
		Yuki Isaka	Operating Officer, Head of Environment Improving Department and Environmental Management Office (Chairperson of Environmental Subcommittee)	
		Hideaki Yasunobu	Executive Officer, Head of Corporate Management Strategy Headquarters (previously Head of Human Resources Development Department) (previously Chairperson of Social Improvement Subcommittee)	
		Naoki Kawamura	Executive Officer, Head of Corporate Institutional Management Department (Chairperson of Governance Subcommittee)	
		Hiroyuki Kawabata	Operating Officer, Head of Investor Relations Department	

<Summary of Question-and-Answer Session>

Question

- You are using the LCA (Life Cycle Assessment) technique to calculate the amount of CO₂ emitted from production to demolition. Is it possible to calculate the impact of circular economy CO₂ reductions and visualize the simultaneous realization of climate change mitigation and resource recycling?

Answer

- Being able to express the realization of decarbonization and resource recycling is an important issue that is being demanded by society, and we would very much like to address that. However, methods for calculating the effects of circular economy CO₂ reductions for buildings have yet to be established at this point in time. Investigations into calculation methods are making progress under the leadership of the government, and we are participating in the work of the committee and engaging in discussions. We intend to respond in coordination with the government's progress.

Question

- You have been engaged in the *Gohon no Ki* project to enhance nature positivity for many years. Is it possible to express the contribution to net zero in 2050 in terms of the amount of CO₂ absorbed? Also, do you have plans to monetize this, such as by selling the increase in CO₂ absorption by forests as credits?

Answer

- We cannot sell credits because we currently do not own any forests. Basic units have not been established, so it is not feasible to quantify the amount of CO₂ absorbed by garden plants that contribute to nature positivity. We hope that the *Gohon no Ki* project will appeal to customers on the basis of its nature positivity and well-being effects.

Question

- It looks as if the enhancing human capital value policies of “encouraging autonomy among increasingly diverse employees” while simultaneously “aligning efforts” are in conflict with each other. At the management level, how will you contrive and organize this?
In addition, will you also implement these initiatives at overseas locations?

Answer

- Autonomy and the aligning of efforts are not mutually opposed concepts, but are elements that complement each other and that we believe will generate synergistic effects. “Autonomy” means each and every employee acting on their own volition and taking responsibility for their actions. “Aligning efforts” refers to a situation in which employees understand the broad direction being taken by the Company and combine their strength to achieve those goals. Autonomy is a centrifugal force, while aligning of efforts is a centripetal force. It may be that individuals can achieve personal growth through autonomy alone, but working independently will not result in an effective organization, and if we only focus on rigidly aligning efforts then that will result in the loss of creativity. Our view is that it is important to promote both employee autonomy and the aligning of efforts when enhancing human capital value.

Because the nature of the labor market is different in other countries, we believe there are many employees who act with greater autonomy than those in Japan. This is exactly why we need to develop leaders who will firmly embed the Corporate Philosophy and the business strategy, and to build a leadership pipeline that includes overseas human resources. We believe this aligning of efforts is important, and we intend to work on it unwaveringly.