

03 Core Competence

Advancing Unique Value

Our Strengths

Technology.

Craftsmanship.

Customer relationships.

These strengths have been shaped
by our commitment to Love of Humanity
and a customer-first mindset.

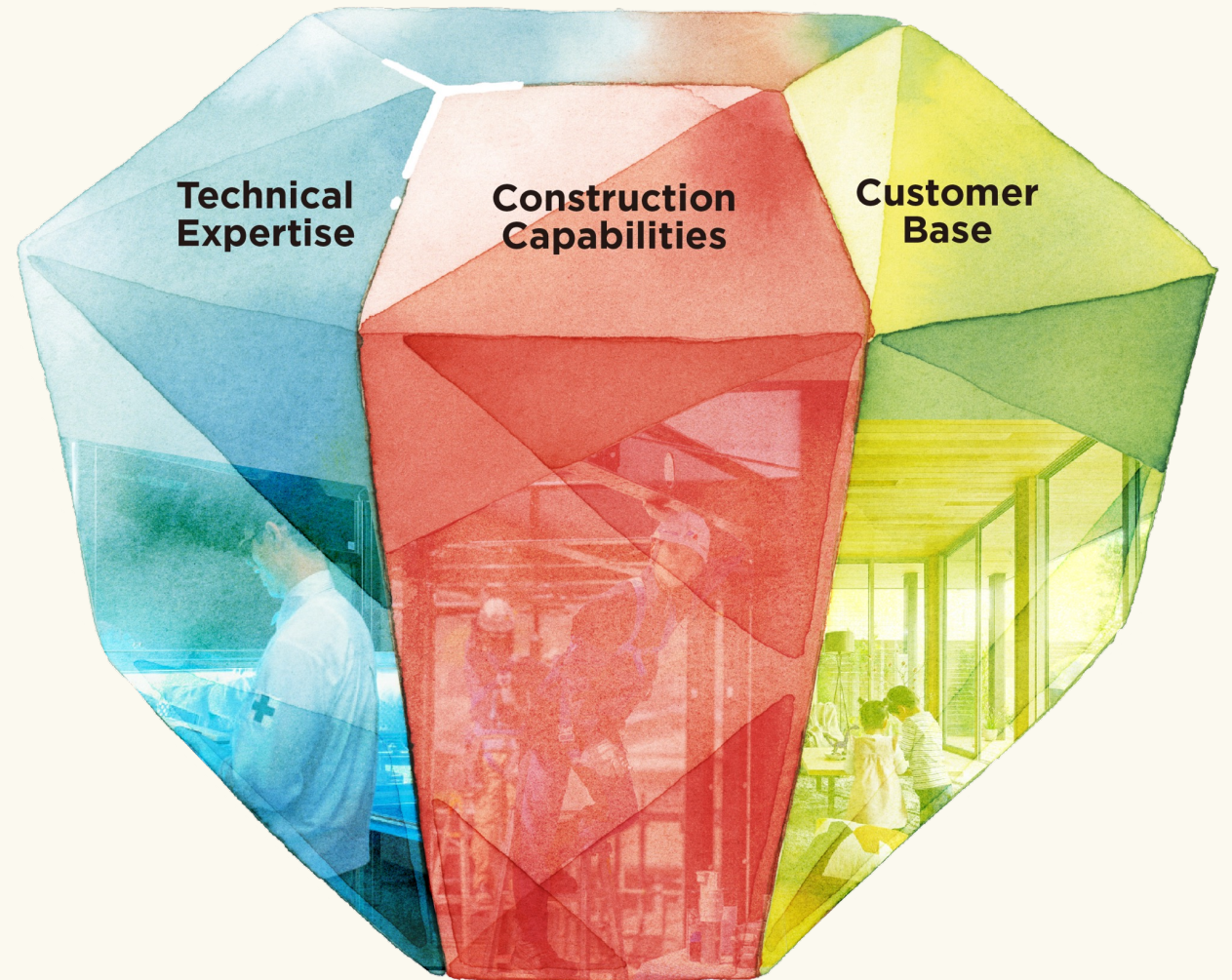
Refining them.

Bringing them together.

Creating new value.

That is what drives our value creation.

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



Corporate Philosophy: "Love of Humanity"
as our fundamental philosophy

Customer-First DNA

Custom home design: 98% custom-built

Core Competencies

The Lasting Value We Have Built

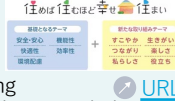
Since our founding in 1960, Sekisui House has grown through a continuous commitment to challenge and innovation.

From pioneering industrialized housing and building our own factories to establishing an integrated construction system, launching homeowner visits and Customer Service Centers, and advancing research and technological development, each initiative reflected our determination to place customers first while responding to the needs of the times.

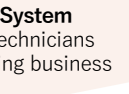
These efforts were shaped by the decisions and actions of those who came before us, always striving to find the best solutions to the challenges they faced.

The business we operate today is built on that legacy. This page looks back at how our predecessors forged new paths and established the foundations that continue to support our growth today.

Technical Expertise

- 1961 Developed Sekisui House Model B**
 Adopted meter modules, the first in the housing industry, creating larger living spaces. This laid the foundation for our distinctive approach to home design, combining flexibility with highly insulated exterior walls and wood interiors.
 
- 1990 Established Comprehensive Housing R&D Institute**
 Established Japan's largest housing research facility by integrating the Comprehensive Housing R&D Institute with the *Nattoku Kobo* experiential research center.* (*Renewed as JUNOPARK in 2025)
 
- 1997 Developed the world's first β System construction method**
 Ten years after its conception, we developed a structural system using a heavy-gauge steel rigid-frame structure, enabling the construction of three-story detached houses.
 
- 1997 Developed the SHAWOOD MJ construction method**
 Developed an innovative timber-frame construction method using metal connectors as structural components to increase joint strength.
 
- 2004 Developed the SHAWOOD SMJ construction method**
 Developed a foundation-direct joint system that transfers seismic forces directly to the foundation while enabling greater spatial flexibility.
 
- 2018 Established Human Life R&D Institute***
 Japan's first research institute dedicated to scientifically exploring happiness and proposing practical ways to help people achieve it. (*Now SHIAWASE SUMAI Institute)
 

Construction Capabilities

- 1961 Opened the Shiga Factory***
 Built a large-scale factory to produce housing components in-house, supporting the delivery of high-quality homes. The factory symbolized our determination to help address Japan's housing shortage through our own efforts.
 (*Production function discontinued following the 2009 restructuring of our production system)
 
- 1964 Formulated a policy for our direct sales and responsible construction system**
 Concluded that separating sales and construction was inconsistent with our philosophy, and established an integrated system under which we assume responsibility from sales through after-sales services.
 
- 1973 Founded Sekiwa Construction, a company specializing in foundation work**
 Founded Sekiwa Construction* to carry out foundation work in-house, aiming to improve construction quality and earn greater customer trust.
 (*Now the Sekisui House Construction Group)
 
- 1982 Established vocational training schools for technicians**
 (*Vocational training schools accredited by prefectural governors)
Established the Sekisui House Cooperation Association
 (*Organization of partner constructors supporting various operational programs)
 
- 1983 Established the Sekisui House Chief Technician Certification**
 An in-house certification program covering foundation, exterior, and interior work
 
- 2008 Established the Remodeling Meister System**
 An in-house certification program for technicians engaged in the Sekisui House remodeling business
 

Customer Base

- 1975 Began distributing the lifestyle magazine *Kizuna* to owners of detached homes**

- 1985 Started homeowner visits**
 As part of our after-sales services
 
- 1987 Established Customer Service Centers**


The name "Customer Service Centers" reflects our commitment to caring not only for our customers but also for the homes they value. Through Ie-Log, a system that manages information on individual homes, we have established a framework enabling timely inspections, maintenance, and repairs, helping protect these assets for years to come.

- 1999 Established Remodeling Centers**
 Enhanced information sharing
 
- 2004 Established weekend reception services at Customer Service Centers**

- 2020 Established the Customer Service Center Owner Desk**


Core Competencies

Evolving Our Strengths

To further strengthen the core competencies inherited from those who came before us, we have undertaken a series of reforms in recent years.

By deepening expertise in each area and maximizing value creation, we have also reviewed our organizational structure and spun off selected businesses into independent companies. These reforms were designed with the future growth of the Sekisui House Group in mind and are steadily building the foundation for our Seventh Mid-Term Management Plan, which began in FY2026.

Strong core competencies enable us to formulate, execute, and evolve our strategies. This page highlights the key initiatives that have further strengthened our capabilities through these reforms.

Technical Expertise

2020 Built the first SHAWOOD concept home at IBS (International Builders' Show) 2020, the largest housing exhibition in the U.S.

2023 **SI Business: Delivering our original structural framing system**
A joint construction business in which Sekisui House designs the skeleton, Sekisui House Construction handles construction, and partner companies provide the infill. [URL](#)



2024 **Opened InnoCom Square**
An open innovation facility [URL](#)
Established a corporate venture capital fund



2025 Sommers Bend, the first SHAWOOD community in the United States, received the top award at The Nationals 2025, North America's largest housing awards program.



In Australia, SHAWOOD's SHINKA HOUSE II received the HIA Housing Awards in New South Wales in 2025 and nationally across Australia in 2026.



Construction Capabilities

2023 **Reorganized the Sekisui House Construction Group** [URL](#)

2023 **Held the Sekisui House Carpenter Championship WAZA**
Recognizing and celebrating the skills and dedication of members of the Sekisui House Association while passing their craftsmanship on to future generations and the wider industry.
(* Held continuously since 2024)



2023 **Strengthened recruitment and training of crafters* at Sekisui House Construction Holdings**

* Skilled housing tradespeople with diverse capabilities are essential to creating high-quality homes. We plan to expand our workforce to approximately 1,000 crafters by 2033, roughly three times the 2023 level.

[URL](#)



2025 **Transferred Sekisui House's construction quality expertise to the U.S.**

- Deployed Japanese technicians to the U.S.
- Established a common inspection standard across U.S. Group companies based on our advanced construction expertise



Customer Base

2020 **Established Sekisui House GM Partners Co., Ltd.**
A company specializing in condominium management [URL](#)

- Consolidated the condominium management businesses of the Sekisui House Group to provide comfortable living support and high-value-added services

2025 **Spun off Sekisui House Support Plus, Ltd.**
A company specializing in after-sales services [URL](#)

- Separated the after-sales services operation of Customer Service Centers into an independent company to provide greater value-added services

Reorganized Sekisui House Sha Maison PM
A company specializing in the rental management business [URL](#)

- Reorganized the rental business division of Sekisui House Real Estate Group companies to enhance services for unit owners and tenants

Reorganized Sekisui House Real Estate
A company specializing in the real estate and brokerage business [URL](#)

- Consolidated six companies into one to strengthen our value creation capabilities in the real estate-for-sale business and accelerate detached-housing sales

Opened GM BASE

A condominium sales hub [URL](#)

- Created a place where condominium buyers, owners, local residents, and partner companies can gather, connect, and engage

Core Competencies

From Evolving Expertise to Group Strength

As we have deepened expertise across our businesses, we have reached a stage where we can connect those strengths to create greater value.

Group collaboration is one of the key themes of the Seventh Mid-Term Management Plan, which began in FY2026. The plan seeks to connect the information, functions, and customer touchpoints held by Group companies across the organization.

The organizational restructuring and establishment of specialized companies we have pursued in recent years are part of this effort. The goal is to create value where 1+1+1 becomes 10 or even 20. Because we specialize in housing-centered businesses, companies and people with different areas of expertise can connect organically to create new value.

By bringing together our evolving expertise and leveraging our collective strengths, we will accelerate value creation across Japan and overseas.

- P.87 The Sekisui House Economic Sphere
- P.86 2026–2028 Seventh Mid-Term Management Plan

Technical Expertise

2026–2028 Seventh Mid-Term Management Plan Expanding Sekisui House technologies for happiness

Japan

- Advance design capabilities that enhance aesthetic, environmental, and housing stock value
- Improve processes through digital innovation

Global

- Establish SHAWOOD design concepts tailored to the characteristics of each business area, further enhancing value
- Launch New 2x4 incorporating Sekisui House's construction, materials, and design expertise, while advancing efforts to introduce high-durability and environmental technologies

Construction Capabilities

2026–2028 Seventh Mid-Term Management Plan Advancing the construction capabilities that underpin the Sekisui House brand

Japan

- Continue recruiting and developing skilled crafters while strengthening quality and safety
- Maximize our construction capabilities through the use of a construction management platform



Global

- Improve construction quality through the deployment of technicians overseas and training for local site supervisors

Customer Base

2026–2028 Seventh Mid-Term Management Plan Deepening relationships beyond the home

Japan

- Further strengthen the customer base through an extended touchpoint network
- Provide higher value-added services



Global

- Build the foundation for our CRM strategy and refresh promotional strategies to strengthen product brand awareness

Group Cooperation

Expertise creates lasting competitive advantage

The expertise cultivated through organizational restructuring and the establishment of specialized companies has accelerated decision-making and strengthened on-site capabilities, delivering tangible results across each business domain. These efforts have enhanced competitiveness in their respective fields, while continued specialization has steadily reinforced the business foundation of the Sekisui House Group.

Connecting strengths amplifies value creation

At the same time, maximizing the value of this expertise requires strong collaboration across the Group. By sharing information and coordinating functions across design, construction, after-sales service, and real estate, we are expanding customer touchpoints, improving proposal capabilities, and delivering integrated value across multiple business domains. These connections are essential to maximizing our expertise.

The power of collaboration

New opportunities emerge when Group companies share information and insights gained through new construction, renovation, SumStock utilization, and remodeling initiatives, while drawing on one another's expertise and experience. The combination of these diverse strengths creates the unique capabilities of the Sekisui House Group and broadens the scope of our value creation, enabling us to create value in new ways.

Technical Expertise

Our Technicians Pushing Beyond Limits

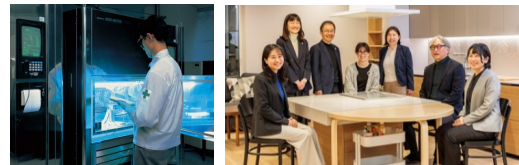
The way people live continues to evolve. By recognizing these changes and incorporating advanced technology, R&D, and innovative design, Sekisui House has helped shape new eras of housing. Driven by a commitment to delivering happiness to our customers, our skilled technicians continue to expand the possibilities of homebuilding and create unique value.

What they share is a willingness to experiment, test, and refine ideas until they achieve results they can trust. In durability, we have established rigorous standards based on actual performance data. We also devoted more than a decade to developing the SHEQAS seismic force-absorbing system and Airkis, an indoor air quality system designed to create healthier living environments, validated through full-scale homes.

R&D Division: Creating Sekisui House technologies

To enhance the value of housing, we conduct research and development in housing performance, new construction methods, and advanced technologies. We also develop services and lifestyle proposals that support happier lives. These efforts generate intellectual property and form the foundation of Sekisui House technologies.

Comprehensive Housing	
R&D Institute	Established 1990
SHIAWASE SUMAI Institute	Established 2018
Patents held (Japan)	1,283
Design rights held (Japan)	468



Pursuing Excellence in Quality and Technology

Seismic resistance	Energy efficiency	Space proposals
Durability	Renewable energy generation	Design proposals
Fire resistance	Environmental consideration	Lifestyle proposals
Thermal insulation	Universal design	Happy homes
Sound insulation		
Security		

► Delivering our original structural framing system

Design Professionals: Bringing ideas to life

Under a rigorous internal certification system, design professionals, including architects, interior coordinators, and site supervisors, combine their expertise to bring each customer's ideal home to life while addressing regulations and site-specific challenges. Together, they create homes tailored to individual lifestyles and needs.

First-class registered architects	3,590*
Interior coordinators	189*
Chief architects (in-house certified)	350*
Structural planning specialists (in-house certified)	165*

* As of April 1, 2026



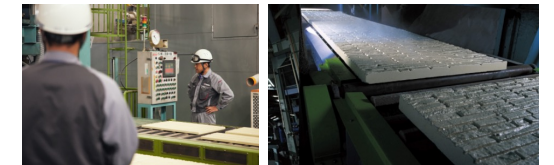
Design Proposals through Technical Expertise

- Technical foundations and in-house certifications supporting high-quality operations
- Self-directed learning and networking opportunities for our chief architects
- Detached Housing College, Sha Maison College, Platinum College, and Townscape College
- Career trial programs for design, site supervision, and management

Production and Procurement Division: Supporting high-quality production

The Production and Procurement Division maintains rigorous quality standards through in-house inspection specialists and advanced quality management systems. By manufacturing high-quality components, the division supports reliable homes. As the first in the industry to achieve ISO 9001 certification, we remain committed to quality.

Registered in-house inspectors	1,516
Holders of publicly recognized manufacturing-related certifications	3,115
Production sites	5
Domestic logistics centers	45



Production Technologies for Custom Home Design

- Customized production tailored to customer needs
- High quality and efficiency through robotics
- Thorough quality control by dedicated inspectors
- Manufacturing technologies for original exterior wall materials
- In-house development of manufacturing equipment and systems

Technical Expertise

Our Technicians Pushing Beyond Limits

What can we do to build even better homes? Sekisui House's technicians are constantly asking that question. Unbound by existing technologies or conventional wisdom, their pursuit of what lies one step beyond is not confined to laboratories and research facilities. Customer expectations gathered through our sales teams and Customer Service Centers often

become the starting point for new technological development, pushing our technicians beyond perceived limits. Our goal is not simply to improve housing performance, but to give shape to happier living. The SHAWOOD KOKAGE LOUNGE featured on this page stands as a symbol of these challenges and the progress achieved through collaboration across the Group.



SHAWOOD "KOKAGE LOUNGE"—Building on 15 Years of Experience in Japan, Entering a New Stage of Global Expansion

It All Began with Customers' Voices

"I want to live more openly in a home made of wood." Those words became the starting point for a development project launched in 2005. Rather than accepting that such a request was difficult to achieve in wooden housing, we chose to respond through technology. Our goal was to combine high performance, including seismic resilience and thermal insulation, with spacious, open living environments. That decision marked the beginning of a 15-year effort to push the limits of wooden structural engineering.

Making the Impossible Possible

Development was built on years of steady experimentation. We repeatedly tested every element, from the size and length of individual screws used in the joints to the materials themselves, while continuously refining our metal joint connection system. Every detail was carefully examined and improved. There were periods when results fell short of expectations. Yet we kept asking, "How can we make this work?" and continued building knowledge through countless small-scale tests. Those efforts steadily expanded the possibilities of SHAWOOD.

15 Years, One Answer

Our goal was to create a large, column-free wooden space comparable to reinforced concrete or steel-frame construction. By adopting Clearview Design and incorporating floor-to-ceiling windows, we created a sense of openness that extends beyond the home. We also achieved a seamless connection between interior and exterior spaces by extending the warmth and texture of wood from the sloped ceiling to the eaves. By refining structure and design as an integrated whole, we created living spaces that combine openness, comfort, and ease.

Toward the Next Evolution

The technologies developed through this journey gave rise to KOKAGE LOUNGE, a home that combines visual openness with the comfort and sense of security of being sheltered beneath a great tree, bringing these qualities into everyday living. Continuing to evolve from the voices of our customers, KOKAGE LOUNGE has now expanded into Australia and the United States. Building on 15 years of effort and innovation, we will continue pursuing happier living on a global scale.



Atsushi Otsuka
Tama Branch,
Sekisui House, Ltd.



Akira Hirose
Deputy Head of Research &
Development Headquarters,
Sekisui House, Ltd.



Image
(CGI)

Construction Capabilities

Construction Specialists Building Happiness

A value found nowhere else in the world. At its heart is the spirit of *Unmei Kyodotai*, founded on the belief that people work together, support one another, and share a common destiny.

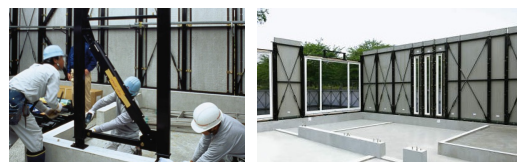
Homebuilding depends on the efforts of many people. Guided by this belief, we have fostered strong bonds between the Sekisui House Construction Group and the Sekisui House Association, committed to the highest quality. These relationships form the foundation of construction capabilities unmatched anywhere in the world.

With world-class craftsmanship and an unwavering commitment to excellence, our construction specialists devote their skills to every home they build. Through attention to detail and pride in their work, they deliver quality that exceeds customer expectations and creates distinctive value.

A Responsible Construction System: Ensuring high construction quality

Based on the belief that the foundation is the most important part of any building, we established Sekiwa Construction, a foundation specialist, in 1973 and created an in-house responsible construction system. Today, the Sekisui House Construction Group continues to uphold construction quality across Japan.

Sekisui House Construction Group 8 companies	
Construction personnel	4,786
Crafters (included in the above)	685
Site supervisors and others	1,295



Scale | A Robust Construction Network

Sekisui House Construction Holdings
(Sekisui House Construction)
Foundation/Exterior

Strong and trusted relationship

Sekisui House Association
(Primary Work Constructor Association)
Interior

Unmei Kyodotai and responsible construction
(approximately 7,700 people across the three trades combined)

The Sekisui House Association: Sharing a commitment to happiness

Partner constructors are essential to responsible construction. United by a shared commitment to happiness, we established the Sekisui House Association and the Sekisui House Cooperation Association. Together, we continue improving construction skills, working environments, and welfare programs.

Sekisui House Association	2,609 companies
Primary work constructors	299 companies
Primary work constructor personnel (carpenters)	2,838
Sekisui House Cooperation Association	approximately 12,000 companies



Quality | Skill Development and Evaluation

Training skilled crafters
Basic skill training at vocational schools



Sekisui House Carpenter Championship WAZA
Passing top-level skills and craftsmanship to future generations



Education and Training Centers: Passing skills to future generations

To improve construction quality, pass on skills, and develop talent, we established vocational training schools in 1982. Serving Sekisui House Construction Group employees and partner constructors, they operate certification programs. Graduates work as crafters and managers in Japan and overseas.

Education and training centers and vocational schools	3 locations
Sekisui House Construction graduates	716
Partner constructor graduates	346
Cumulative graduates	1,064

* Over the past 13 years (2013–2025)



Sustainable and stable construction capabilities built on industry-leading quality and precision standards

Construction Capabilities

Construction Specialists Building Happiness

How can we build the ideal home with the highest quality? This is the question that those involved in construction at Sekisui House continue to ask. Guided by the vision in each design, the unique conditions of every site, and our millimeter-level standards, they constantly strive to go one step further, always keeping in mind the peace of mind and happiness that come after a

home is completed. At the heart of this pursuit are the construction systems and talent development initiatives we have built since our founding. Through efforts to pass on skills and craftsmanship and expand opportunities in Japan and overseas, the construction capabilities of the Sekisui House Group continue to evolve. This page highlights some of these initiatives.



Sekisui House Group's Ever-Evolving Construction Capabilities

Creating Happiness through Multi-Skilled Crafters: Recruiting and developing crafters

Since our founding, we have strengthened construction quality by building a robust construction system, developing talent, and passing on technical expertise through initiatives such as foundation-specialized companies and vocational training schools. In 2023, the Sekisui House Construction Group renamed its construction technicians "crafters" and expanded recruitment and training programs for multi-skilled professionals while promoting a workplace where employees can continue working with confidence and stability.

Strengthening crafter recruitment

- **112 hires** joining in April 2026
- Cumulative total: 423 (as of April 2026)
- Target workforce: 1,000 (by April 2033)

Crafter development

- Enhanced training and mentoring
- Greater transparency in construction skills
- Improved compensation and HR programs
- Skill matrix evaluations and more

Passing Skills and Spirit to Future Generations: The Sekisui House Carpenter Championship *WAZA*

Guided by the founding spirit of celebrating the skill and dedication of carpenters and passing it on to future generations, we hold the Sekisui House Carpenter Championship *WAZA*. A total of 26 competitors selected from approximately 5,000 carpenters nationwide compete in craftsmanship, precision, and quality. The event also brings together families and colleagues, creating opportunities to celebrate one another while inspiring the next generation through the skills and dedication on display.



Bringing Japan's Construction Capabilities to the World: Dispatching technicians overseas

As our overseas business expands, more than 40 technicians have been dispatched overseas to share the construction expertise and quality standards developed in Japan. In the United States, they provide technical guidance and quality management at local construction sites, helping establish Sekisui House quality standards and laying the foundation for consistent construction quality.

Visits to events such as the Sekisui House Carpenter Championship *WAZA* have also deepened appreciation among leaders of overseas Group companies, not only for advanced technical skills but also for Japan's meticulous preparation, precise workmanship, attention to detail, and pride in craftsmanship.

Expectations are growing for these skills and values to be shared across the Group, accelerating the transfer of construction expertise across countries and regions and fostering the next generation of construction leaders.

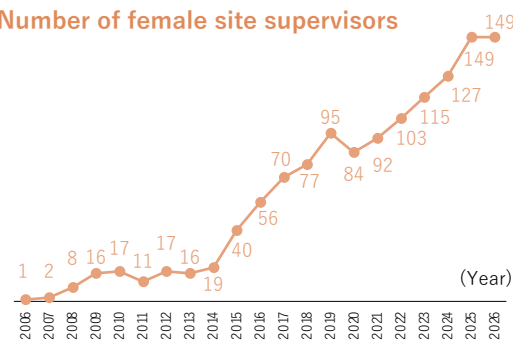
Construction Capabilities

Construction Specialists Building Happiness

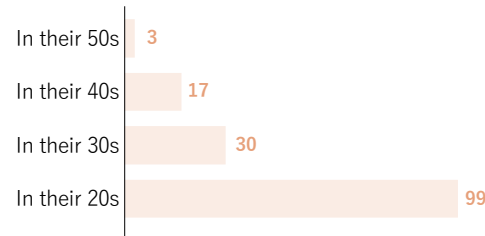
Diverse Perspectives Transform the Worksite: Construction Capabilities Continue to Evolve

Construction quality is built through countless decisions made on site. Every choice, from scheduling and task coordination to meticulous attention to detail, shapes the quality of the finished home. The growing presence of female site supervisors has broadened on-site perspectives, strengthened situational judgment, and improved team responsiveness. Supported by an environment where employees can continue working with confidence, these strengths have taken root across worksites and contribute to high-quality housing stock that supports happy living for many years to come.

Number of female site supervisors



Number of female site supervisors
by age group, as of January 2026



Individual Efforts That Advance Our Construction Capabilities

I joined Sekisui House because I shared the desire to support customers in creating their ideal homes and was inspired by our Global Vision of “Make Home the Happiest Place in the World.” A site supervisor is responsible for the schedule, quality, and safety from planning through handover, bringing to life the vision entrusted to us by sales and design teams. Seeing customers and their families look forward to their new home is one of the most rewarding aspects of the job.

What makes this work especially meaningful is the spirit of co-creation that naturally exists on site. Craftsmen, designers, and sales staff support one another, and whenever a decision is difficult, someone is always ready to help. These relationships are what enable us to maintain the highest standards of quality.

We also value open communication and positive interaction on site. The ability to continue working alongside craftsmen from the Sekisui House Association is one of Sekisui House’s strengths. Because we share common standards and ways of thinking, communication is smoother and construction quality remains consistent.

Going forward, I hope to continue improving construction quality by looking beyond conventional approaches and creating happiness for everyone involved, ultimately helping build better homes.



Joined in 2020,
Detached Housing Business,
Site Supervisor

A Form of Happiness Nurtured Over 20 Years, Carried into the Future

Individual Efforts That Drive Change

- From pioneering assignments in 2006 to full-scale recruitment and retention from 2014
 - Building networks through the Female Site Supervisor Conference
 - Sharing and visualizing on-site challenges
 - Dialogue and mindset shifts involving supervisors and training personnel
- Female site supervisors active across all 17 regional headquarters nationwide (2025)

Support Systems That Empower Employees

- Pregnancy work guidelines and phased training enhancements
 - Introduction of uniforms and maternity uniforms for women
 - Provision of women’s restrooms, lightweight safety belts, and helmets
 - Pair-buddy systems to reduce reliance on individuals and respond to unexpected absences
- High return-to-work rates after parental leave and a workplace where employees can continue working with confidence (2025)

Advancing Construction Capabilities That Expand Happiness

- 149 female site supervisors in 2026 (approximately 8 times the 2014 level)
 - Female site supervisor ratio: 2% (2014) → over 10% (2026)
 - Promotion and retention of young technicians, recruitment, and team-based construction systems
 - Advancement of global construction quality and on-site management
- Evolving construction capabilities that contribute to high-quality housing stock (future plan)

Customer Base

Customer Relationships Nurturing Happiness

A home is where happiness grows. That is why we value understanding and sharing our customers' aspirations, staying close to them throughout their lives, and continually asking what creates value for them. Through these efforts, we strive to help build a future where happiness can endure for generations.

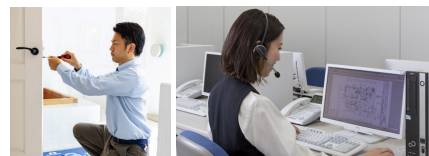
Through ongoing dialogue and trusted relationships, we strengthen the customer-first philosophy that has long been part of Sekisui House's DNA. These relationships extend beyond the home, connecting a diverse range of businesses and services to form the Sekisui House Economic Sphere, where homes, lifestyles, and services come together to enrich people's lives.

 P.87 The Sekisui House Economic Sphere

Customer Service Centers: Staying close to our customers

Customer Service Centers play a central role in building lasting relationships with our customers. As a trusted point of contact after move-in, they provide prompt support and respond to inquiries, helping customers enjoy comfort and peace of mind at home.

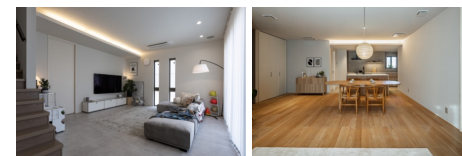
Cumulative homes built	2,749,520
Sekisui House	
Support Plus	12 business divisions
Customer Service Centers	30 locations
After-sales service staff	1,496



Remodeling and Real Estate Services: Supporting diverse living needs

Our remodeling and real estate businesses support diverse living needs through high-quality renovation proposals, the circulation of pre-owned homes, and effective use of real estate. These efforts optimize living environments and enhance housing value.

Sekisui House Reform offices	38 locations
Sekisui House Reform employees	2,000
Sekisui House Real Estate Group	11 companies
Sekisui House Real Estate sales offices	87 locations



Experience Facilities: Bringing ideal living to life

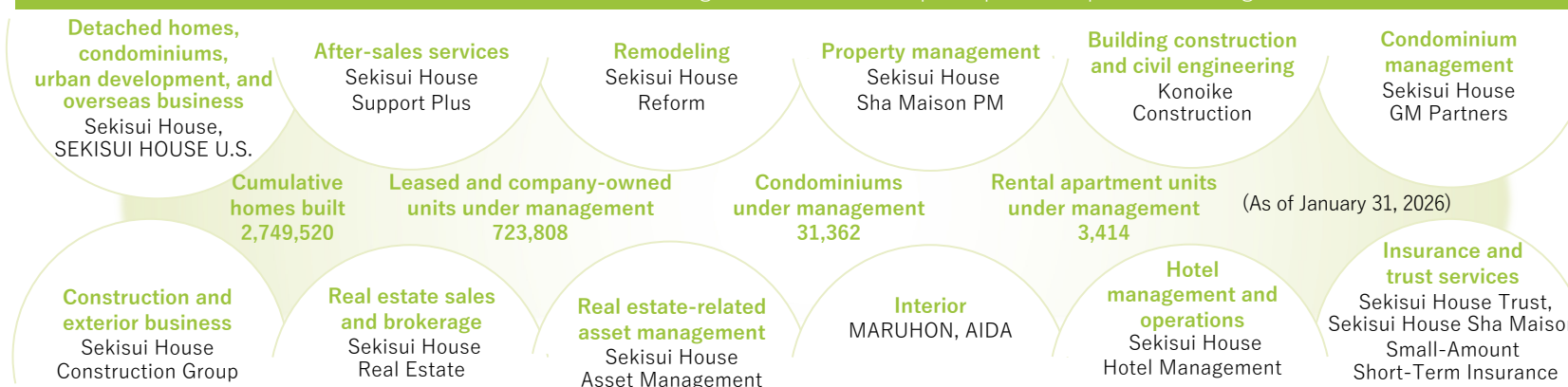
Our experience facilities allow visitors to explore the comfort, performance, and design excellence of our homes. Through model homes, exhibits, and hands-on experiences engaging the five senses, customers can find inspiration for their ideal lifestyle.

Tomorrow's Life Museum	5 locations
SUMUFUMU TERRACE	7 locations
Housing exhibition centers	253 locations
JUNOPARK	1 location



Staying Connected with Our Customers

99 branches and sales offices nationwide work together with 301 Group companies to provide housing-related services



Customer Base

Customer Relationships Nurturing Happiness

Creating New Value through Deeper Group Collaboration

To further strengthen our customer base, we established Sekisui House Support Plus in 2025 by spinning off our after-sales services business. We also separated the rental management and real estate brokerage businesses of Sekisui House Real Estate, building a structure that provides one-stop responses to a wide range of housing-related needs.

Under the Seventh Mid-Term Management Plan (FY2026–FY2028), we will further strengthen Group collaboration while deepening our expertise to provide more advanced services and solutions. This page introduces the progress of these initiatives and the direction set out in our Mid-Term Management Plan.

🔗 P.86 2026–2028 Seventh Mid-Term Management Plan
🔗 Value Report 2025 P.35

Sekisui House Support Plus, Ltd.: Becoming Japan's leading housing concierge

Sekisui House Support Plus builds on the Sekisui House Group's customer base, one of our core competencies, and serves as a trusted partner that stays close to homeowners in their daily lives.

Under the Seventh Mid-Term Management Plan, we aim to further strengthen our customer base by expanding customer touchpoints. As a specialized after-sales service company, we

will expand our services beyond periodic inspections and maintenance after handover into preventive maintenance and equipment replacement. By providing high-value-added services as a housing concierge, we aim to enhance lifetime value (LTV). We will also strengthen Group collaboration and play a central role in customer engagement, helping to further deepen the Sekisui House Economic Sphere.



Tomoaki Minobe
President, Representative
Director of the Board
Sekisui House Support Plus, Ltd. 🔗 [URL](#)

Sekisui House Sha Maison PM: Becoming Japan's leading property management company

Sekisui House Sha Maison PM has maintained stable and robust performance, supported by the high-quality homebuilding and meticulous management and operational systems developed by the Sekisui House Group over many years. To support stable long-term management, we have established systems that maximize owners' asset value through proactive remodeling proposals while expanding

tenant services through app development.

Going forward, we will accelerate the digital transformation of property management operations and improve efficiency. Sekisui House Real Estate Holdings will continue to evolve as a housing and lifestyle platform, providing real estate services that offer peace of mind to both owners and residents while supporting sustainable growth.



Hirotaka Kuroda
Director of the Board,
Sekisui House
Real Estate Holdings, Ltd. 🔗 [URL](#)

Sekisui House Real Estate, Ltd.: Becoming a leading housing-focused real estate company

As a specialist in real estate brokerage and sales, Sekisui House Real Estate has strengthened our ability to respond to a broad range of housing-related needs through a one-stop approach. By expanding our property sales and growing our detached housing development business, we continue to enhance our real estate solutions while staying close to customers at every stage of life, from purchasing or changing

homes to building assets.

Under the Seventh Mid-Term Management Plan, we will leverage Group collaboration to strengthen residential land acquisition and sales and expand the Sekisui House *noie* business. We will also invest in priority strategic areas and optimize talent allocation. Through housing-focused real estate solutions, we will further enhance value for our customers.



Ichiro Otaka
President, Representative
Director of the Board,
Sekisui House
Real Estate, Ltd. 🔗 [URL](#)

Management Capital

Management Capital

Enabling Value Creation

The Sekisui House Group possesses a diverse range of management capital, including human capital, technology, trusted customer relationships, and a Group-wide business network. By leveraging these assets, we have built an integrated value chain that encompasses every stage of homebuilding. At the same time, we have strengthened our distinctive capabilities and expanded our business domains beyond housing.

The connection among these forms of capital is what drives value creation. The expertise and ambition of each employee advance our technologies, which in turn support construction quality and strengthen trust with customers. That trust then extends into value creation across the entire Group.

Going forward, we will continue to build on the strengths of our management capital and value chain, deepen collaboration across the Group, and drive sustainable value creation.

Management Capital

Human Capital

People with diverse expertise support every aspect of homebuilding. The challenges embraced and growth achieved by each employee drive value creation and strengthen lasting value.

Investment in talent development: **¥2.207 billion** (+¥213 million)

Number of employees (consolidated): **32,186** (−79)

Technological and Intellectual Capital

Investment in intangible assets, including R&D and intellectual property, supports innovation, enhances housing value, and enables distinctive homes and technologies.

R&D expenses: **¥10.5 billion** (−¥60 million)

Patents held: **1,283** (+224)

Manufacturing and Construction Capital

Our proprietary quality standards and advanced construction systems enable high-quality homebuilding. Years of construction expertise support customer confidence and trust.

Capital expenditures: **¥99.6 billion** (−¥190 million)

Production sites in Japan: **5**

Customer Capital

The trust we have built with customers over many years forms the foundation of our business, while connections that begin with housing continue creating opportunities for new value.

Cumulative homes built in Japan: **2.679 million** (+30,000)

Cumulative homes built overseas: **70,000** (+13,000)

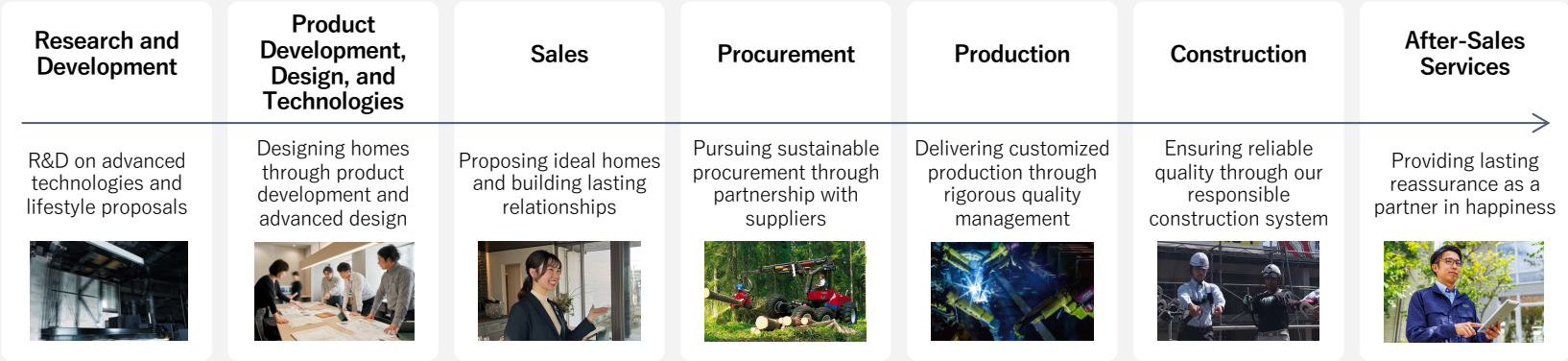
Group Capital

Collaboration among Group companies operating across diverse businesses expands the Group’s capabilities, creating new value by combining diverse expertise and strengths.

Group companies: **301** (−75)

Overseas locations: **257** (−69)

Value Chain



Topic | Intellectual Property

Our Intellectual Property Strategy

Supporting Our Core Competencies and Carrying Their Value into the Future

Our core competencies are the source of value for the Sekisui House Group, cultivated through years of sustained effort. Based on our belief that the foundation is the most important part of a building, we became the first homebuilder in Japan to introduce preliminary ground surveys in 1976 and began verification testing of earthquake-resistance technologies in 1979. We subsequently developed proprietary technologies, including the SHAWOOD SMJ construction method and the SHEQAS seismic force-absorbing system, significantly improving the reliability of our homes.

Since then, we have continued uncompromising technological development, extending even to structural components hidden inside walls and the columns and metal fittings that support them. At the same time, we have pursued design excellence to create homes that remain loved across generations.

However, the more valuable these

technologies become, the greater the risk of imitation, making it harder to translate that value into earnings. Patents and design rights are therefore essential to mitigating this risk and generating returns commensurate with our investment. By securing intellectual property rights, we reinforce our core competencies and establish a competitive advantage.

Trademark rights are also important for accurately conveying the quality of our homes and the appeal of our businesses. We have therefore secured trademarks not only for our core business names such as “Sha Maison” and “SHAWOOD,” but also for customer-facing names such as “Suite Concier” and “Home Visit Days,” and for social contribution initiatives such as “Green First” and the “Gohon no Ki Project.”

In this way, intellectual property rights are both a foundation of management and an expression of our technicians’ commitment to housing safety, our designers’ dedication to detail, and our employees’ commitment to society. They also help us share with society the future we seek to create.

積水ハウスの賃貸住宅 シャーメゾン
Sha Maison

積水ハウスグループの美術館
住まいの参観日

シャウウッド
SHAWOOD

グリーンファースト
Green First

Internal Structure for Intellectual Property

To make effective use of intellectual property in management, we must raise IP literacy throughout the Company and integrate management, R&D, business operations, and intellectual property activities.

To this end, we prepare an annual IP Report that visualizes the results and data of our intellectual property activities and make it available to all employees. Using the IP Report, we explain key aspects of IP management to executives, including Outside Directors, at management meetings. We also brief the heads of technical divisions on the latest intellectual property developments across the housing industry. These initiatives enable our IP strategy to support both management and R&D strategies.

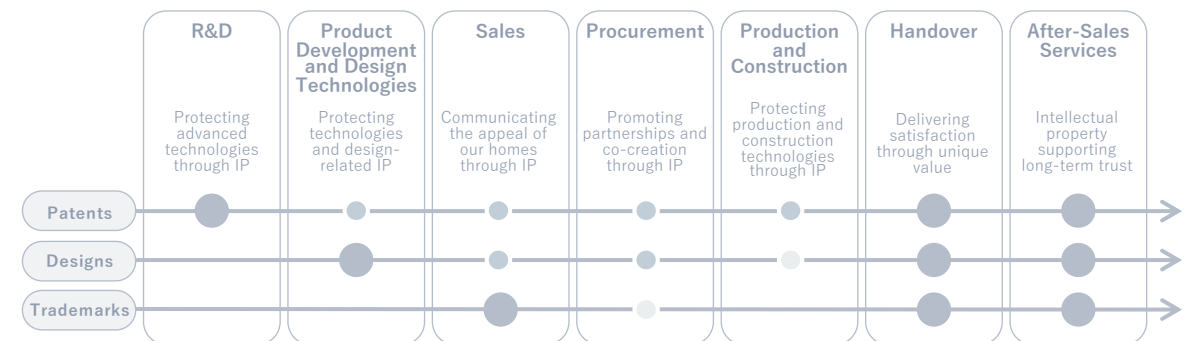
In addition, employees appointed as

intellectual property officers in each business division meet annually with members of the Intellectual Property Department to exchange views based on the IP Report, identify business challenges that intellectual property can help resolve, and promote projects addressing those challenges.

For example, if the sales division wants to communicate a product’s appeal more effectively, we can develop tools that use patent rights to explain the distinctiveness of the relevant technology to customers. This allows intellectual property to contribute directly to resolving business challenges.

By making full use of the IP Report, we embed intellectual property throughout management and every stage of our business, supporting Sekisui House both now and in the future.

■ Relevance of intellectual property across business stages



Topic | Intellectual Property

Intellectual Property Supporting Our Future Business

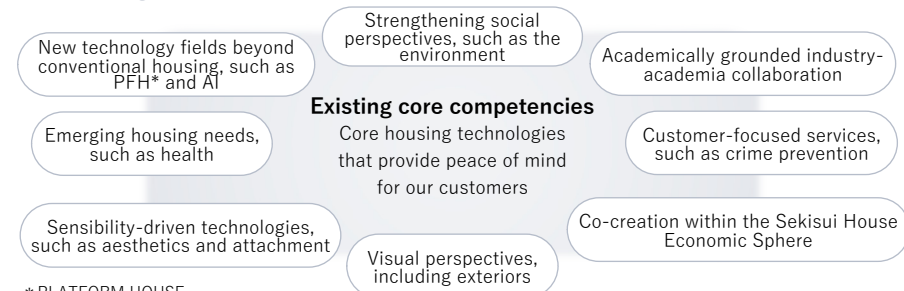
■ Expanding our core competencies

As expectations for housing continue to change, we are working to expand our core competencies through intellectual property. With an eye on the Seventh Mid-Term Management Plan, the Intellectual Property Department and R&D Division are working together to set KPIs for high-value-added patents that increase the value of our homes. This includes technologies developed through co-creation with other companies and technologies not previously used in conventional housing. Through these efforts, we aim to improve the quality of our patent portfolio. (1. Expanding our core competencies)

■ Strategic acquisition of intellectual property rights

For patents, we analyze our portfolio across building components, brands, social contribution technologies, and trademarks to identify the rights needed for our businesses. For each application, we clarify its purpose and assess its value. We protect important intellectual property through a balanced combination of patents and design rights while pursuing a strategic approach to rights acquisition. (2. Rights held in Japan) We also analyze third-party rights and explore the use of AI to improve operational efficiency.

1. Expanding our core competencies



* PLATFORM HOUSE

■ Advancing our business in the U.S. and Australia

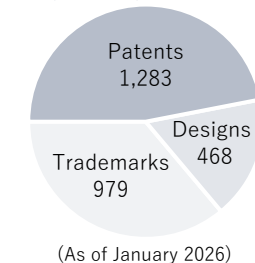
To transfer proprietary Japanese technologies overseas, we have increased patent applications in the U.S. and Australia since FY2023, building an intellectual property foundation for our businesses in both countries. We are also securing foreign design rights, which have been relatively uncommon in the housing industry, and trademarks to extend the trust associated with the Sekisui House brand to the U.S. and Australia. (3. International patent applications)

■ Governance and risk management

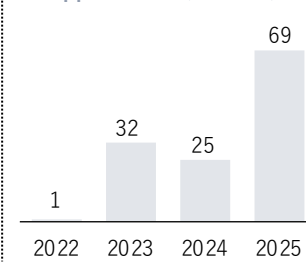
The homes offered by the Sekisui House Group represent a culmination of proprietary technologies. Because we also respect the intellectual property rights of other companies, we have not experienced any significant intellectual property disputes to date. We will continue to ensure Group-wide governance and reduce intellectual property risk.

In markets such as the U.S., where intellectual property litigation is common, it is difficult to eliminate risk entirely. We therefore continue to manage risk appropriately through collaboration with external experts and share information about these risks with our Risk Management Committee and other relevant bodies.

2. Rights held in Japan (number)



3. International patent applications (number)



Intellectual Property Systems in Developing Countries and Their Contribution to Sekisui House's Business

I provide support, however modest, to international students, including government officials, from developing countries such as those in Africa, who come to Japan to learn about intellectual property systems. Through discussions with participants, I have found a common challenge: even where resources exist, technological capabilities and industrial infrastructure often remain underdeveloped.



Jun Aoki
Operating Officer, Head of
Intellectual Property
Department,
Sekisui House, Ltd.

For this reason, they come to Japan, a country that achieved economic growth through technology after the war, to study intellectual property systems and pursue transformational change in their own countries. However, establishing a system alone does not automatically lead to economic development. Sekisui House does not place primary emphasis on generating returns through intellectual property licensing. We do not believe that relying on licensing income as a source of business competitiveness and earnings is necessarily desirable. Instead, we seek returns by applying technologies we create within our businesses.

I therefore tell these students that, while it is important to build an intellectual property system suited to their country, they should not rely on that system alone. Rather, they should pursue economic development and build an intellectual-property-based nation that leverages its strengths and appeal.

I sometimes imagine receiving news that these students have achieved prosperity through intellectual property and seeing Sekisui House homes spread across a more prosperous Africa. That is a future I hope to see.

03 Core Competence

Summary | Strengths for the future

Technology.

Craftsmanship.

Customer relationships.

These core competencies
make it possible to envision the future.

To shape what comes next,
we continue to refine them.

By evolving the strengths that are uniquely ours,
we continue expanding the choices
available for the future.



Reflection | Our core competencies

Core competencies.

Behind those words,
we see the people who have shaped them.

The quiet pride of never settling.

The determination to make things
better for the next person.

Perhaps what we inherit is not only our strengths,
but also the commitment to keep refining them.