

05 Next Stage

Charting the Path Forward

2026-2028 Strategy

In 2026, the Sekisui House Group embarked on a new three-year journey.

Our Mid-Term Management Plan outlines the future we seek to create and the path to achieve it.

Where are we headed?

What matters most along the way?

Looking toward the same future, each of us takes on new challenges.

Turning the future we envision into lasting growth.

Fundamental Policy under the Seventh Mid-Term Management Plan

Japan | Cultivating the Sekisui House Economic Sphere through Group-wide Capabilities
Overseas | Building a Growth Platform to Drive a Game-Changing Transformation

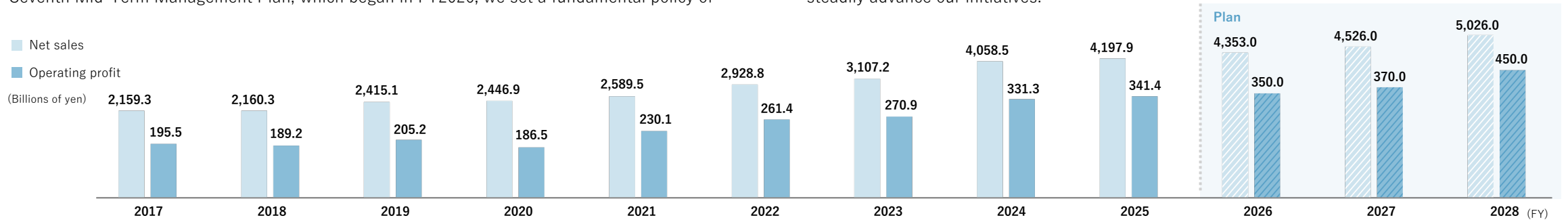


2026-2028 Seventh Mid-Term Management Plan

Evolution of Our Mid-Term Management Plans

Since our First Mid-Term Management Plan, which started in FY2010, we have worked to steadily and consistently expand our business domain centered on housing. In FY2020, we designated “Make Home the Happiest Place in the World” as our Global Vision, working to grow into a global company that leverages the core competencies developed since our founding to offer happiness from integrated technologies, lifestyle design, and services based on the residential domain. In our Seventh Mid-Term Management Plan, which began in FY2026, we set a fundamental policy of

“Cultivating the Sekisui House Economic Sphere through Group-wide Capabilities” and “Building a Growth Platform to Drive a Game-Changing Transformation.” Specifically, we aim to sustain growth in Japan by diving deeper into the strategies that yielded results in the Sixth Mid-Term Management Plan. Overseas, we seek to achieve transformative growth in the U.S. homebuilding business. We view the three years as a period for laying the foundations to achieve these goals, and we will steadily advance our initiatives.



Fourth Mid-Term Management Plan Fundamental Policy

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

Fifth Mid-Term Management Plan Fundamental Policy

Further strengthening core businesses and embarking on new businesses

Sixth Mid-Term Management Plan Fundamental Policy

Stable growth in Japan and proactive growth overseas

Seventh Mid-Term Management Plan Fundamental Policy

Japan | Cultivating the Sekisui House Economic Sphere through Group-wide Capabilities

Overseas | Building a Growth Platform to Drive a Game-Changing Transformation

Business Policies

Built-to-order business

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

Supplied housing business

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

Development business

Focus on balance between growth investments and the asset turnover ratio

Overseas business

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

Built-to-order business

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

Development business

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

Supplied housing business

- Actively deploy proposal-based and energy-efficient remodeling
- Strengthen rental housing management and brokerage business by enhancing brand value

Overseas business

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

Built-to-order business

- Strengthen our detached house brands
- Enhance the Sha Maison brand
- Construct a stable foundation to create sustainable value

Development business

Develop cities and rural areas through area marketing and investment decisions from a medium- to long-term perspective

Supplied housing business

- Practice property management that offers enhanced services
- Proposals to extend the life of our housing stock and to enhance its asset value

Overseas business

Shift from a development-focused business model to a dual approach that balances both the development business and the homebuilding business while actively promoting growth strategies for the homebuilding business

Built-to-order business

- Establish our custom detached house brands
- Expand orders in central urban areas through Sha Maison brand
- Deliver sustainable value by leveraging our environmental technologies and construction expertise

Development business

- Provide a broad range of real estate solutions that leverage our strengths in housing
- Build value connecting to the future of cities and rural areas

Supplied housing business

- Make Sha Maison PM Japan's premier property management company
- Further enhance the value of high-quality housing stock

Overseas business

- Accelerate the transfer of Sekisui House technologies
- Build a lean portfolio centered on the U.S. homebuilding business

2026-2028 Seventh Mid-Term Management Plan

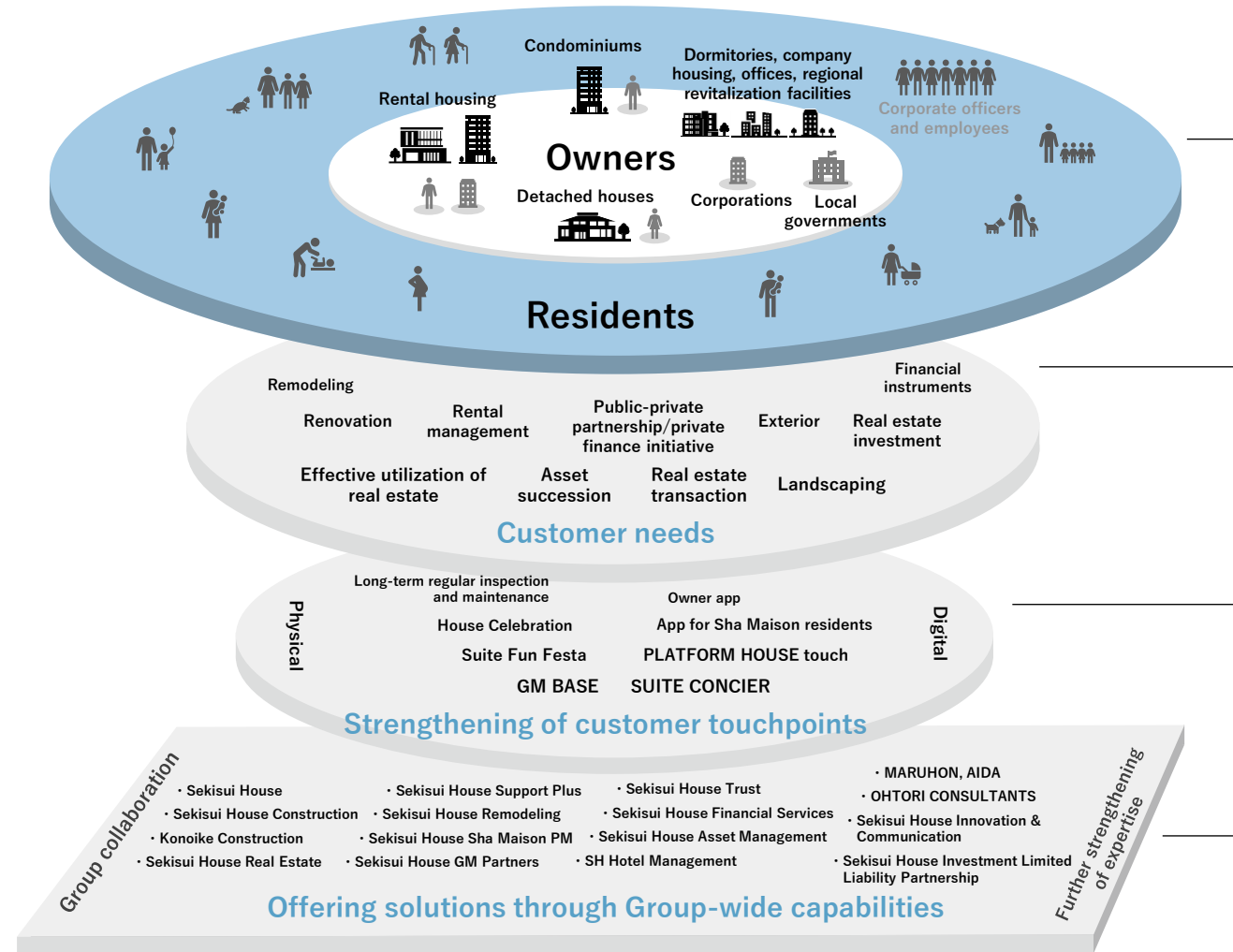
Japan | Cultivating the Sekisui House Economic Sphere through Group-wide Capabilities

We define our connections with the owners, residents, and their families of the 2.74 million homes we have supplied since our founding as the “**Sekisui House Economic Sphere**.”

The needs of owners and residents are expanding beyond the construction and management of their homes to include enhancing their quality of life and even asset utilization that leads to peace of mind for the future.

For example, our strengths lie in our ability to communicate with customers on an ongoing basis through Sekisui House Support Plus (Customer Service Centers) and Sekisui House Sha Maison PM companies. In recent years, we have been working to develop a communication platform utilizing digital tools to strengthen customer touchpoints.

By further strengthening both physical and digital customer touchpoints, we will uncover diverse needs and, through seamless Group collaboration, enable Group companies to leverage the expertise they have honed thus far to provide optimal solutions.



Since our founding, we have supplied 2.74 million homes. We support the lives of a large number of residents, including individual and corporate owners, as well as tenants and their families.

Housing-related needs are becoming increasingly diverse, encompassing not only housing construction and management, but also remodeling, renovation, rental management, real estate transactions, asset succession, and more.

In addition to the direct and continuous communication that we have long prioritized, we are also expanding our use of digital tools such as social media, PLATFORM HOUSE touch, and our app for residents.

Through organizational restructuring within the Group, we are strengthening the expertise of each business and establishing a system that enables us to address all housing-related issues in a one-stop manner.

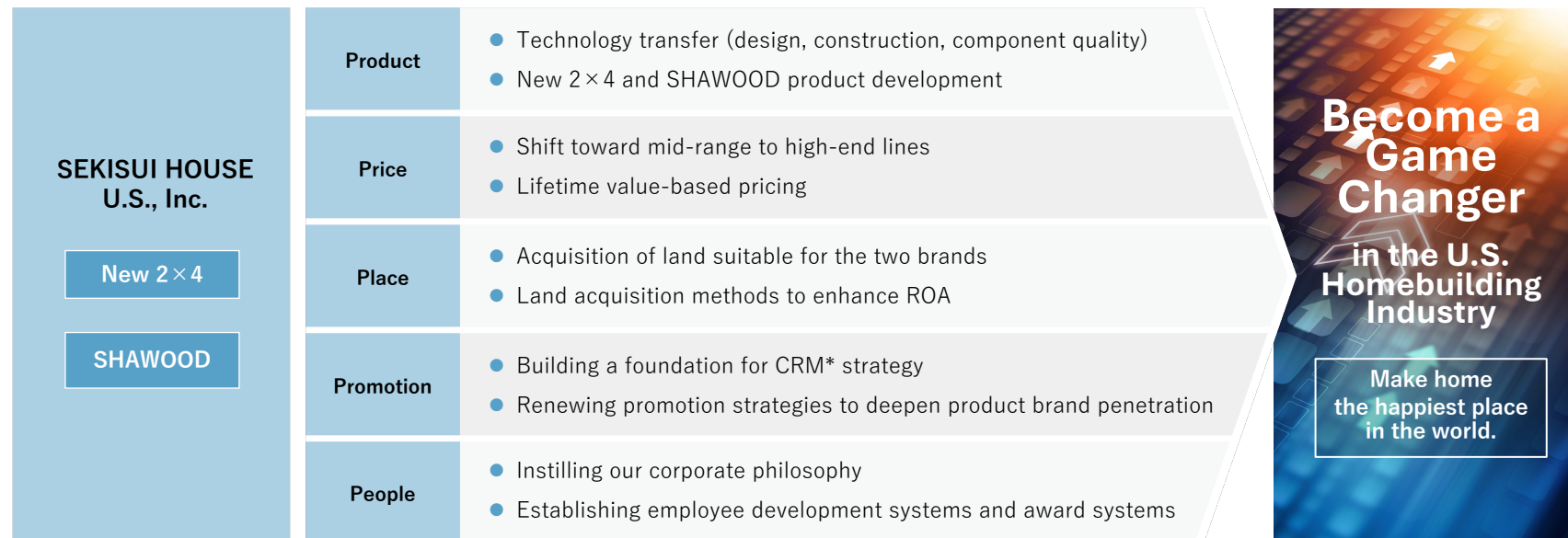
2026-2028 Seventh Mid-Term Management Plan

Overseas | Building a Growth Platform to Drive a Game-Changing Transformation

We are aiming to become a game changer in the U.S. homebuilding industry. To achieve this goal, we will focus on building a business foundation during the three-year period of our Seventh Mid-Term Management Plan to drive sustainable future growth.

Specifically, we will implement a unique value creation strategy centered on our two brands, “New 2×4” (tentative name) and “SHAWOOD,” to strengthen and establish our presence in the U.S. market. To this end, we have organized our business policy and strategy from five perspectives. For “Product,” we will promote the product development of New 2×4 and SHAWOOD. In particular, we consider the transfer of the high construction quality and quality management expertise cultivated in Japan to the U.S. our utmost priority in becoming a game changer. For “Price,” we will review our

pricing strategy and shift toward mid-range to high-end lines, as in Japan. We aim to establish a business model that is not reliant on price competition, but reflects durability and other forms of added value in the price. For “Place,” we will focus on acquiring land in areas suitable for mid-range to high-end lines. For “Promotion,” we will strengthen the appeal of our product brands through new promotional methods and sales proposals. And for “People,” we will focus on establishing development systems and award systems to enhance human capital value, including local sales, design, construction, and onsite supervision to instill the Sekisui House corporate philosophy. By implementing these five strategies in an integrated manner, we will secure a competitive advantage in our U.S. homebuilding business.



* Customer Relationship Management: Management systems and methods that aim to build and maintain good customer relations, create value, and enhance earnings by centrally managing data gained from customers and utilizing it in a timely and appropriate manner

Business Strategies | Built-to-Order Business

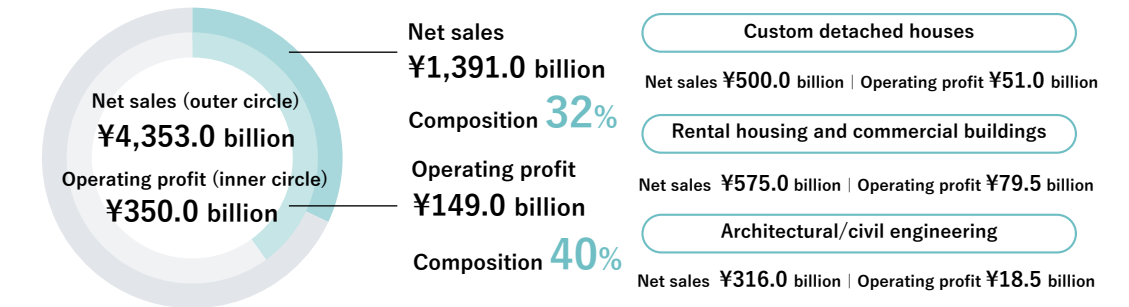


We will enhance brand value and profitability through high-value-added proposals and advancements in technical expertise

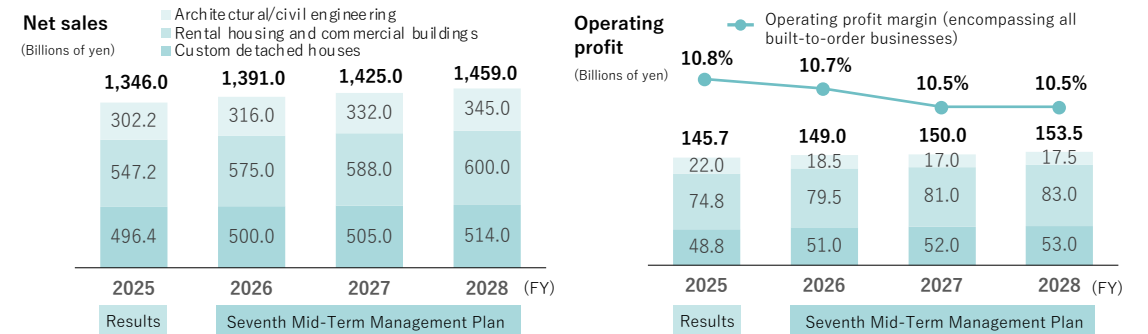
Within the built-to-order business, the custom detached houses and rental housing and commercial buildings businesses aim to create strong customer bases by providing high-value-added properties. Moreover, the architectural/civil engineering business, via Konoike Construction, takes on both governmental and private construction and civil engineering projects.

These businesses involve constructing buildings and other structures on land owned by customers. Accordingly, they are asset-light operations that require minimal investment, and generate stable cash flows.

FY2026 Plan Built-to-Order Business



* Calculation of the composition ratio does not include eliminations and back office



* We partially revised segment composition in FY2026. Thus, figures for FY2025 represent the figures after segment restructuring

In our Sixth Mid-Term Management Plan, we focused on supplying high-value-added properties and improving profitability. We established an intermediate holding company to oversee the Sekisui House Construction Group, aiming to enhance and expand our construction expertise, and launched the skeleton and infill business to contribute to the creation of high-quality housing stock in Japan.

Under our Seventh Mid-Term Management Plan, we will establish our brands in the custom detached houses business through advanced technologies and enhanced proposal capabilities, and expand orders in central urban areas in the rental housing and commercial buildings business by enhancing our area strategy and the Sha Maison brand. In the architectural/civil engineering business, we will deliver sustainable value by leveraging our environmental technologies and construction expertise.

Business Strategies | Built-to-Order Business

Custom detached houses

This business engages in designing and constructing custom detached houses on land owned by customers.



【Our competitive advantage】

- Offering high-value-added homes via our custom home design concept and the Company's unique construction methods (98% of homes are custom-built)
- The responsible construction system and consistent construction capabilities of the Sekisui House Construction Group and the Sekisui House Association

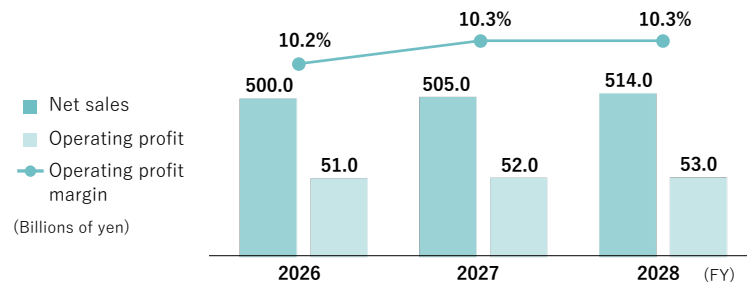
Growth strategy in the Seventh Mid-Term Management Plan

Establishing our custom detached house brands through the highest technology and advancement of proposal capabilities

Values and lifestyles involving housing are diversifying, while social needs for high-quality housing stock are growing. We will develop brand strategies for different price ranges, optimize sales activities through Group CRM, and integrate our technologies (technical expertise), lifestyle design (proposal capabilities), and broad range of diverse services to provide high-value-added housing that aligns with customer needs.

Business strategy and performance targets

- Enhancing our three-brand strategy
- Expanding CRM strategy
- Integrating our technologies, lifestyle design, and services



Rental housing and commercial buildings

This business engages in designing and constructing rental housing as well as commercial buildings (such as medical and nursing care facilities) on land owned by customers.



【Our competitive advantage】

- Delivering high-value-added assets that can be stably maintained over the long term, differentiated by the design flexibility and site adaptability made possible by our unique construction methods
- The responsible construction system and consistent construction capabilities of the Sekisui House Construction Group and the Sekisui House Association

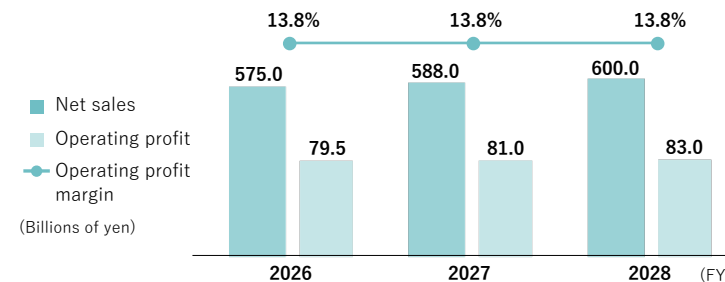
Growth strategy in the Seventh Mid-Term Management Plan

Expanding orders in central urban areas through enhancing area strategy and overwhelming strength of Sha Maison brand

Amid soaring construction prices in conventional construction methods and increasing corporate needs for effective asset utilization, we will promote Sha Maison ZEH, which employs a system where excess electricity is sold by individual residents, and strengthen our sales capabilities for corporations (CRE) and public organizations such as local governments (PRE) in order to increase orders in key areas through prefabricated housing.

Business strategy and performance targets

- Enhancing area strategy
- High-value-added Sha Maison
- Expanding CRE/PRE business



Architectural/civil engineering

This business engages in the construction of housing, such as condominiums; non-residential buildings, such as logistics centers; and civil engineering projects, including infrastructure development.



【Our competitive advantage】

- The technical expertise, construction expertise, and trusted relationships with suppliers that Konoike Construction has cultivated over more than 150 years since its founding

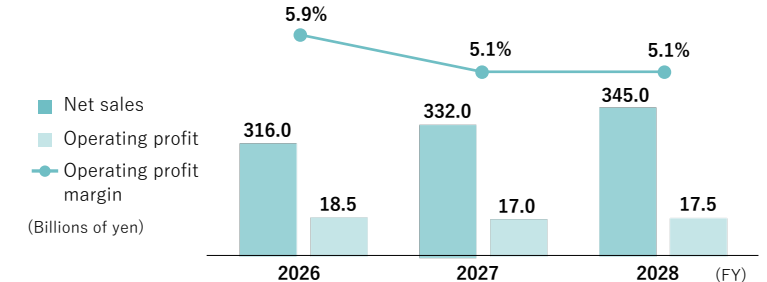
Growth strategy in the Seventh Mid-Term Management Plan

Delivering sustainable value to customers and society, leveraging our environmental technologies and construction expertise

Backed by robust private construction investment, we will focus on securing orders by balancing growth areas such as logistics and data centers with priority areas such as condominiums and office buildings. At the same time, we will aim to differentiate ourselves by offering unique environmental solutions to address the issue of aging social infrastructure.

Business strategy and performance targets

- Architectural construction: stable expansion of orders
- Civil engineering: differentiation through environmental solutions
- Strengthening construction expertise



Business Strategies | Built-to-Order Business

Custom detached houses

Integrating our technologies, lifestyle design, and services



We deliver value that aligns with people's lives, starting with their homes, through the integration of our technologies, lifestyle design, and services. First, our technologies, which enable us to deliver high-performance, highly durable, safe, and eco-friendly housing, serve as the foundation of our value creation. Furthermore, we have honed our lifestyle design, i.e., our ability to make proposals by diligently uncovering customers' sensibilities and design all aspects of the home, including the interior, centered on "life knit design," our system for proposing designs. Going forward, we will create new value by enhancing our analysis of aesthetic preferences using AI and further promoting the spread of services that assist residents, such as PLATFORM HOUSE touch.

Rental housing and commercial buildings

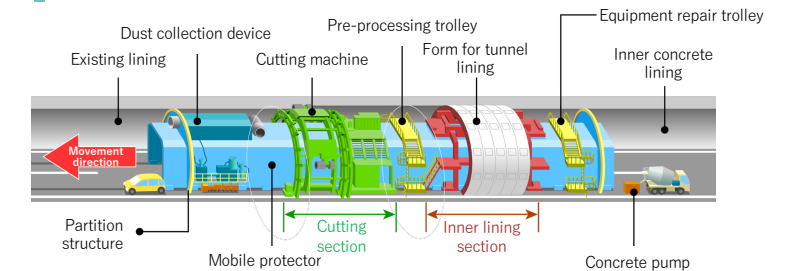
Thorough area marketing



We are committed to thorough area marketing in this business to ensure the long-term stable management of owners' rental properties and the happy lifestyles of each and every resident. We derive the housing truly needed in specific areas by thoroughly analyzing regional characteristics and demographics to clearly define the profile of prospective residents. Based on the results of our marketing analysis, we plan each building with optimized floor plans, facilities, and designs. By delivering housing that residents continue to choose, we achieve high occupancy rates and gain the support of the local community. At the same time, we support owners in increasing the value of their assets and managing rental housing that the local community takes pride in.

Architectural/civil engineering

Konoike Construction's technical expertise, the "Relining method"



The number of aging tunnels more than 50 years old is increasing throughout Japan. While swift action to address this issue is needed, repair work is sometimes postponed because road closures to carry out construction cause significant social and economic damage. Konoike Construction has been involved in civil engineering business since 1898, accumulating a wealth of experience. In 2022, it developed the "Relining method," a new construction method that enables the renovation of aging concrete linings without disrupting traffic. Going forward, we will continue to support the realization of a society where people can live with peace of mind by providing technologies that contribute to the development of resilient infrastructure.

Our ESG strategy for the built-to-order business

Custom detached houses

We will promote decarbonization through wider adoption of ZEH and renewable energy, while enhancing quality of life and expanding high-quality housing stock through housing and services that support health, connectedness, and lifelong learning.

Rental housing and commercial buildings

We will reduce energy consumption and advance decarbonization through wider adoption of Sha Maison ZEH, while maintaining asset value and enabling sustainable real estate use through asset inheritance and land utilization support from Sekisui House Trust.

Architectural/civil engineering

We will reduce environmental impact and promote decarbonization across the construction process through environmental technologies, while supporting safer, more sustainable construction through improved productivity and site conditions enabled by construction DX.

Value we create

Built-to-order business

By providing high-quality housing stock, we will improve quality of life and townscape beauty, promote comfortable, safe living environments and technology transfer, and contribute to creating valuable social capital for future generations.

Business Strategies | Supplied Housing Business

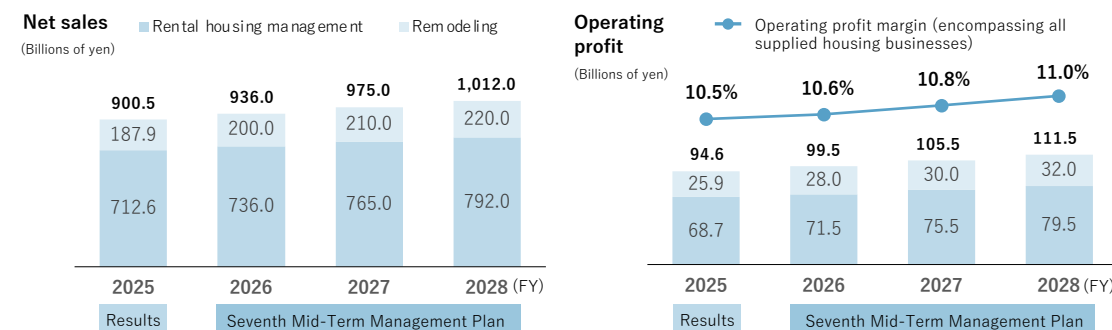
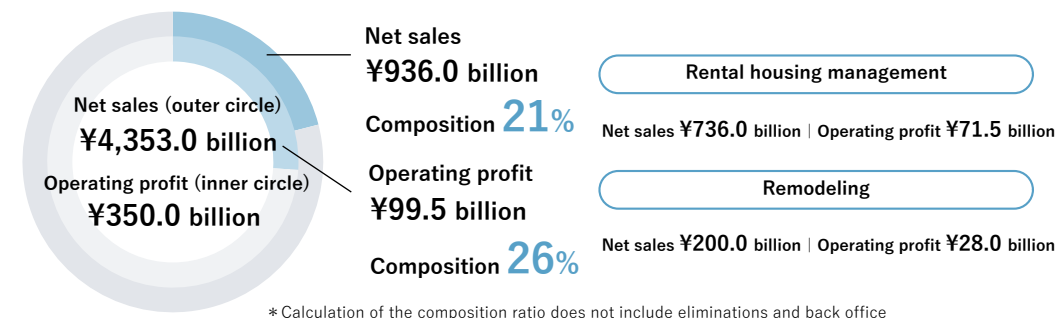


We will expand stable earnings by focusing on maximizing the profit of managed properties and expanding customer touchpoints

Under the supplied housing business, our rental housing management business—led by Sekisui House Sha Maison PM companies—manages rental housing. The remodeling business involves the remodeling and renovation of detached houses and rental housing aimed at maintaining and enhancing asset value.

The supplied housing business is an asset-light business that generates stable cash flow, mainly for custom detached houses and rental housing designed and constructed by the Company. Combined with the built-to-order business, these businesses together account for more than half of our consolidated net sales, forming a stable earnings base.

FY2026 Plan Supplied Housing Business



* We partially revised segment composition in FY2026. Thus, figures for FY2025 represent the figures after segment restructuring

In our Sixth Mid-Term Management Plan, we leveraged the strengths of our customer base to achieve stable growth in our rental housing management and remodeling businesses. Moreover, we implemented organizational restructuring across the Group to strengthen our expertise (establishment of Sekisui House Sha Maison PM companies and Sekisui House Support Plus, Ltd.).

Under our Seventh Mid-Term Management Plan, we will strive to improve asset value, resident satisfaction, and profitability in our rental housing management business to achieve our goal of “making Sekisui House Sha Maison PM Japan’s premier property management company.” We will further strengthen the customer base of our remodeling business by expanding touchpoints and enhance the value of high-quality housing stock.

Business Strategies | Supplied Housing Business

Rental housing management

This business primarily engages in the management of rental housing constructed by the rental housing and commercial buildings business.



Our competitive advantage

- Prospects for stable growth as newly constructed rental housing increases and the number of units under management expands
- Operating in regions with robust rental demand is helping maintain high occupancy rates

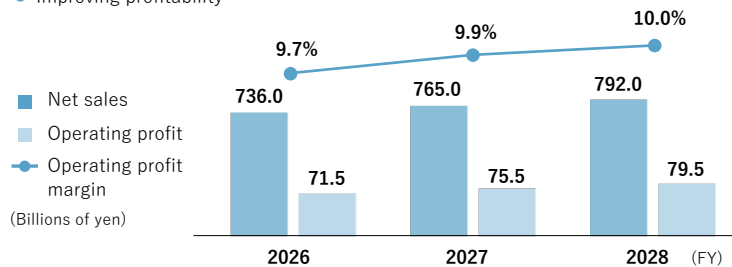
Growth strategy in the Seventh Mid-Term Management Plan

Making Sekisui House Sha Maison PM Japan's premier property management company

Amid the uptrend in rents for rental housing stemming from rising construction costs, we will maximize owners' asset value by achieving high occupancy rates and setting appropriate rents. Furthermore, we will boost services that enhance convenience for residents with the aim of further improving resident satisfaction and streamlining management operations, backed by accelerated DX, such as the provision of various online procedures.

Business strategy and performance targets

- Maximizing owners' asset value
- Further improving resident satisfaction
- Improving profitability



Remodeling

This business primarily engages in remodeling buildings constructed by the custom detached houses as well as the rental housing and commercial buildings businesses.



Our competitive advantage

- Prospects for stable growth due to strong relationships with property owners
- Sekisui House Support Plus, with 12 divisions, 30 customer service centers, and approximately 1,500 employees in charge of after-sales services

Growth strategy in the Seventh Mid-Term Management Plan

Further enhancing the value of high-quality housing stock

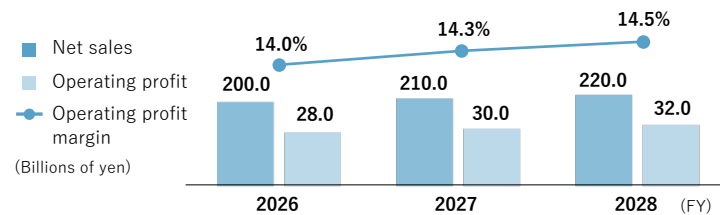
Amid policies aimed at improving the quality of existing housing, we will meet the needs for extending home longevity and enhancing asset value.

For detached houses, we aim to enhance stock value through daily maintenance and renovations tailored to resident lifestyles.

For rental housing, we will improve resident satisfaction and enhance owners' asset value through renovation proposals.

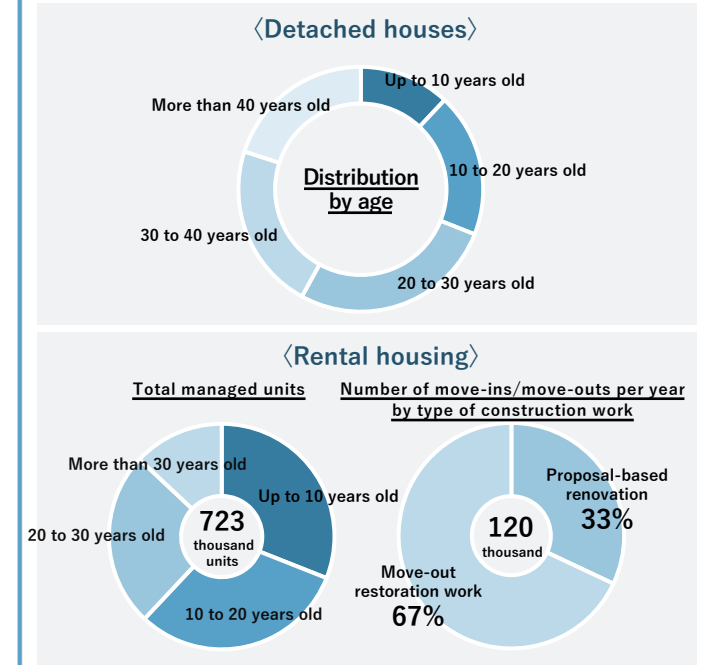
Business strategy and performance targets

- Detached houses
 - Further strengthening customer base through expansion of touchpoints
 - Enhancing housing stock value through proposal-based and environmentally friendly remodeling
- Rental housing
 - Promoting value-enhancing renovations



COLUMN

Remodeling business opportunities

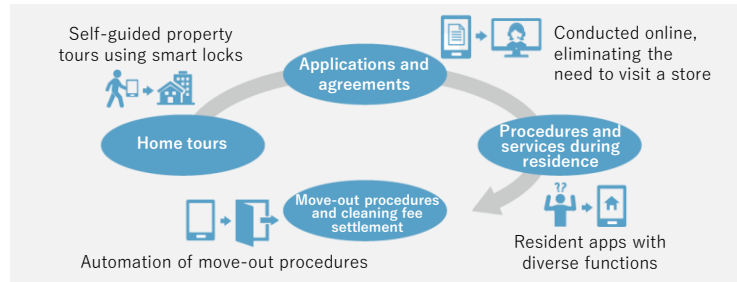


With both detached houses and rental housing having a broad age distribution, we propose appropriate renovations tailored to changing lifestyles and other needs. Furthermore, rental housing sees approximately 120 thousand move-ins and move-outs each year, providing opportunities for renovation and move-out restoration work. Based on the characteristics of each property, we propose solutions that accurately capture demand, thereby providing a high-quality living environment, maximizing owners' asset value, and achieving comfortable living for residents.

Business Strategies | Supplied Housing Business

Rental housing management

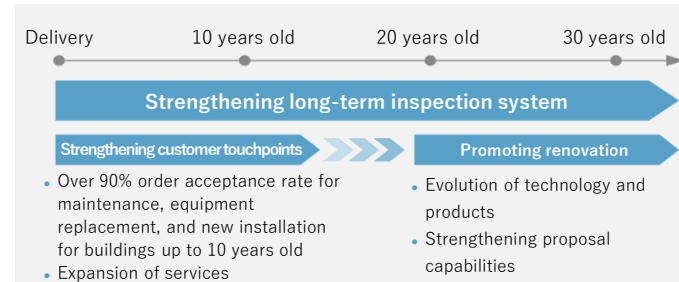
Efficient management through cutting-edge rental management models



Sekisui House Sha Maison PM companies are advancing the DX of rental management, building models that enable all processes to be completed online, from property searches to agreements, services during residence, and move-outs. This has led to increased operational efficiency through labor saving and the reduction of paper documents, while also enabling self-guided property tours and electronic agreements that eliminate the need for store visits. The percentage of electronic agreements for individual contracts has reached 95%, with residents highly valuing the convenience we offer. After move-in, 24-hour support through our dedicated app and the accumulation of service usage data ensure resident convenience and promote optimal services for living environments that provide comfort and peace of mind.

Remodeling

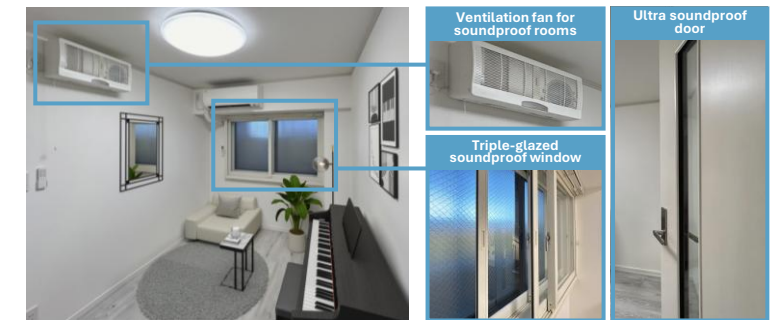
Expanding customer touchpoints and promoting renovations



For detached house remodeling, Sekisui House Support Plus handles all aspects of after-sales services, providing a wide range of small-scale works from air conditioner replacement to screen door replacement. Working closely with customers in this manner helps build long-term relationships of trust with them. Meanwhile, Sekisui House Remodeling focuses its management resources on enhancing proposal capabilities and developing human resources, carrying out remodeling work that provides happy lifestyles. Sekisui House Support Plus strengthens customer touchpoints through daily maintenance support and connects customers to Sekisui House Remodeling, thereby enhancing the value of housing stock.

COLUMN

Example of a rental property remodeling proposal that contributed to long-term stable management and rent increases



Given the scarcity of rental housing equipped with soundproof rooms, we transformed this home into a desirable choice for musicians by installing a full-fledged soundproof room.

This remodeling enabled us to raise the asking rent for 30-year-old rental housing, resulting in a remodel that satisfied the owner as well as the resident.

Our ESG strategy for the supplied housing business

Rental housing management

We aim to create and maintain a comfortable living environment that provides peace of mind through optimal management services, and support maintaining and enhancing asset value and extending building life through systematic and appropriate maintenance.

Remodeling

We will promote the shift to a supplied-housing society by extending the longevity of existing houses, and will reduce environmental impact and enhance quality of life in a sustainable manner through energy-saving renovations and proposals tailored to different life stages.

Value we create

Supplied housing business

By enhancing the value of existing houses, we will support lifestyles in which people can live happily for years to come, and contribute to a circular economy through long-term asset value, environmental consideration, and local community revitalization.

Business Strategies | Development Business

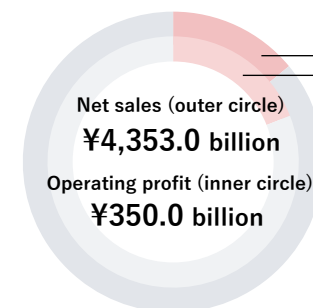


Provided by GRAND GREEN OSAKA developers (9 Joint Venture Companies)

Providing optimal real estate solutions and building value that connects to the future of cities and rural areas

The development business is comprised of the real estate and brokerage business, condominiums business, and urban redevelopment business, and aims for even greater growth by utilizing profits gained from the built-to-order and supplied housing businesses to drive high-quality development projects. Due to the upfront investments in acquiring land for development, we aim to manage the business with a focus on the asset turnover ratio and return on assets (ROA).

FY2026 Plan Development Business



Net sales
¥634.0 billion

Composition **14%**

Operating profit
¥70.0 billion

Composition **19%**

Real estate and brokerage

Net sales **¥430.0 billion** | Operating profit **¥32.0 billion**

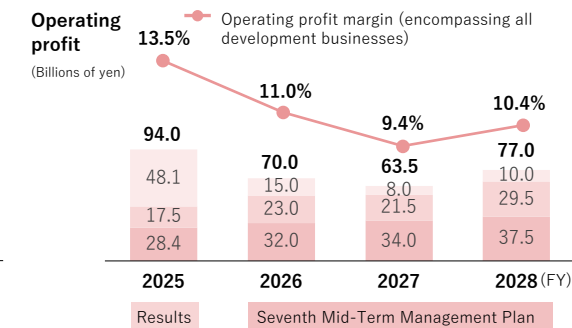
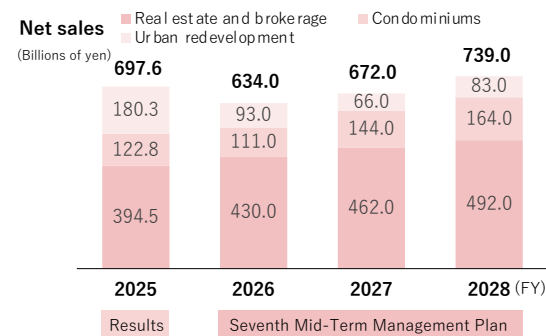
Condominiums

Net sales **¥111.0 billion** | Operating profit **¥23.0 billion**

Urban redevelopment

Net sales **¥93.0 billion** | Operating profit **¥15.0 billion**

* Calculation of the composition ratio does not include eliminations and back office



* We partially revised segment composition in FY2026. Thus, figures for FY2025 represent the figures after segment restructuring

In our Sixth Mid-Term Management Plan, Sekisui House Real Estate's real estate sales business, centered on high-quality residential land, performed well. Condominium sales and development property sales also exceeded our initial targets.

Under our Seventh Mid-Term Management Plan, in our real estate and brokerage business, we will leverage our strengths in housing cultivated thus far to provide a broad range of real estate solutions. In the condominiums and urban redevelopment businesses, we will build value connecting to the future of cities and rural areas as a living environment design company.

Business Strategies | Development Business

Real estate and brokerage

This business engages in the brokerage, acquisition, and sale of detached housing lots and income-generating properties, and sale of detached houses.



【Our competitive advantage】

- Leveraging the comprehensive strengths of the Sekisui House Group, which is strong in housing, to procure residential land
- Procuring and selling high-quality land for housing with a focus on achieving an asset turnover ratio of one or higher based on discernment cultivated through extensive experience

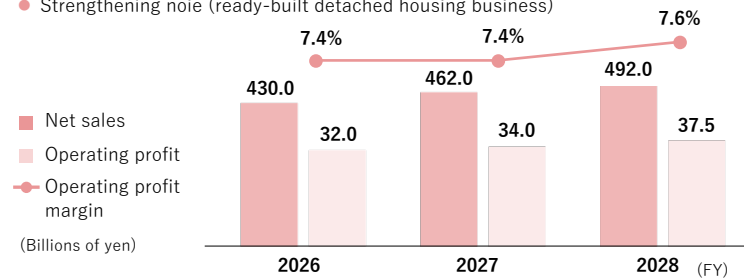
Growth strategy in the Seventh Mid-Term Management Plan

Providing a broad range of real estate solutions that leverage our strengths in housing

In response to the expanding demand for land in metropolitan areas and the diversification of asset management needs, we will strengthen procurement and expand sales of residential land by identifying prime real estate in key strategic areas. Furthermore, we will strengthen our ready-built detached housing business by supplying Sekisui House quality ready-built detached houses in carefully selected locations.

Business strategy and performance targets

- Strengthening procurement and sales of residential land
- Strengthening noie (ready-built detached housing business)



Business strategy and performance targets

Condominiums

This business engages in the development, sales, and management of GRANDE MAISON, our condominiums-for-sale brand.



【Our competitive advantage】

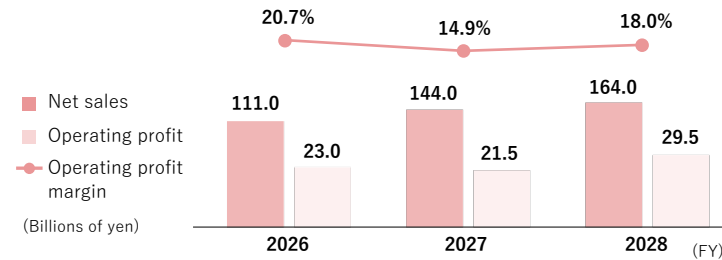
- Focusing on business development in strategic areas centered on Tokyo, Nagoya, Osaka, and Fukuoka (the four main metro areas)
- Providing high-value-added condominiums, all of which are ZEH-compliant starting with FY2023 properties

Growth strategy in the Seventh Mid-Term Management Plan

Building value connecting to the future of cities and rural areas as a living environment design company

Business strategy and performance targets

We will supply our unparalleled, high-value-added housing, GRANDE MAISON, in select areas within the four main metro areas in Japan, and further enhance brand value by expanding the community of Sekisui House fans through the new base (GM BASE).



Urban redevelopment

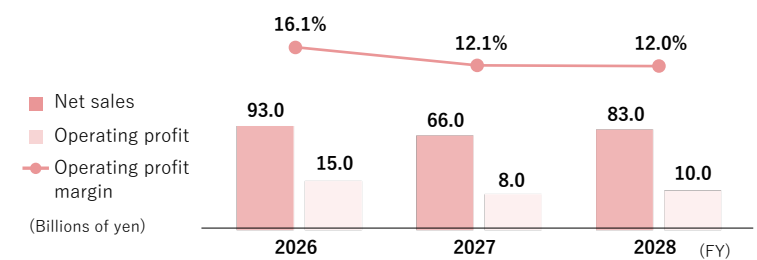
This business engages in the development of rental condominiums, office buildings, hotels, and similar properties in carefully selected areas.



【Our competitive advantage】

- Focusing on business development in strategic areas centered on Tokyo, Nagoya, Osaka, and Fukuoka (the four main metro areas)
- Exit strategies involving the sale of properties to such entities as Sekisui House Reit and other real estate investors

Amid continued robust demand for urban development in the four main metro areas in Japan, we will promote the expansion of rental condominiums (Prime Maison) and enhance asset value by improving the profitability of office and hotel properties. Furthermore, we will promote a regional revitalization hotel business centered on the Trip Base Michi-no-Eki Stations Project (development of accommodation facilities at roadside stations).



Business Strategies | Development Business

Real estate and brokerage

Building a brand for Sekisui House Real Estate, which is strong in housing



Established on February 1, 2025 as a new company specializing in real estate brokerage and sales, “Sekisui House Real Estate” aims to establish itself as a “real estate company strong in housing,” with approximately 70% of its land holdings being residential. Its strength lies in its ability to acquire residential land by leveraging the Group-wide capabilities of the Sekisui House Group, with one of its distinguishing features being its track record in real estate procurement and sales, as well as brokerage. To further strengthen its procurement capabilities, we are working to build its brand, including launching a TV commercial featuring actor Ryunosuke Kamiki, to ensure that the new company name is recognized by many stakeholders.

Condominiums

Expanding the community of Sekisui House fans with GM BASE as a hub



GM BASE was established as a salon for owners of GRANDE MAISON condominiums that provides information on housing and lifestyle, and as a community hub that brings new encounters to the neighborhood. It is located in the heart of each of the four main metro areas in Japan: Tokyo, Nagoya, Osaka, and Fukuoka. We hold workshops that allow people to experience local traditions and seasons. Moving forward, we aim to place GM BASE at the core of our efforts to strengthen customer touchpoints with a view to cultivating the Sekisui House Economic Sphere through events that owners of Sha Maison units and detached houses can participate in.

Urban redevelopment

Umekita Phase 2 Development Project, GRAND GREEN OSAKA



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Developed by a joint venture of nine companies, GRAND GREEN OSAKA is a town centered on UMEKITA PARK, an urban park of approximately 4.5 hectares directly connected to Osaka Station, and is composed of various functions, including office spaces, hotels, commercial facilities, innovation facilities, and residences, all while providing ample green space. Sekisui House, as the lead developer for the housing project, is responsible for two high-rise condominiums, “GRAND GREEN OSAKA THE NORTH RESIDENCE” and “GRAND GREEN OSAKA THE SOUTH RESIDENCE,” which serve as the core residences of the large-scale mixed-use development project, contributing to the enhancement of urban value.

Our ESG strategy for the development business

Real estate and brokerage

We aim to deliver housing that provides safe and happy lifestyles through prime land and comfortable housing, while facilitating the resale and turnover of existing homes through housing history information and supporting the fair evaluation and transfer of asset value.

Condominiums and urban redevelopment

We will promote decarbonization through adoption of ZEH-M and renewable energy, while strengthening disaster resilience and advancing community-building projects to enhance safety, attractiveness, and local economic vitality.

Value we create

Development business

By creating communities that respond to diverse lifestyles, we will enhance local attractiveness, scenery, and living environments, and contribute to a sustainable urban future through value creation rooted in local characteristics.

Business Strategies | Overseas Business

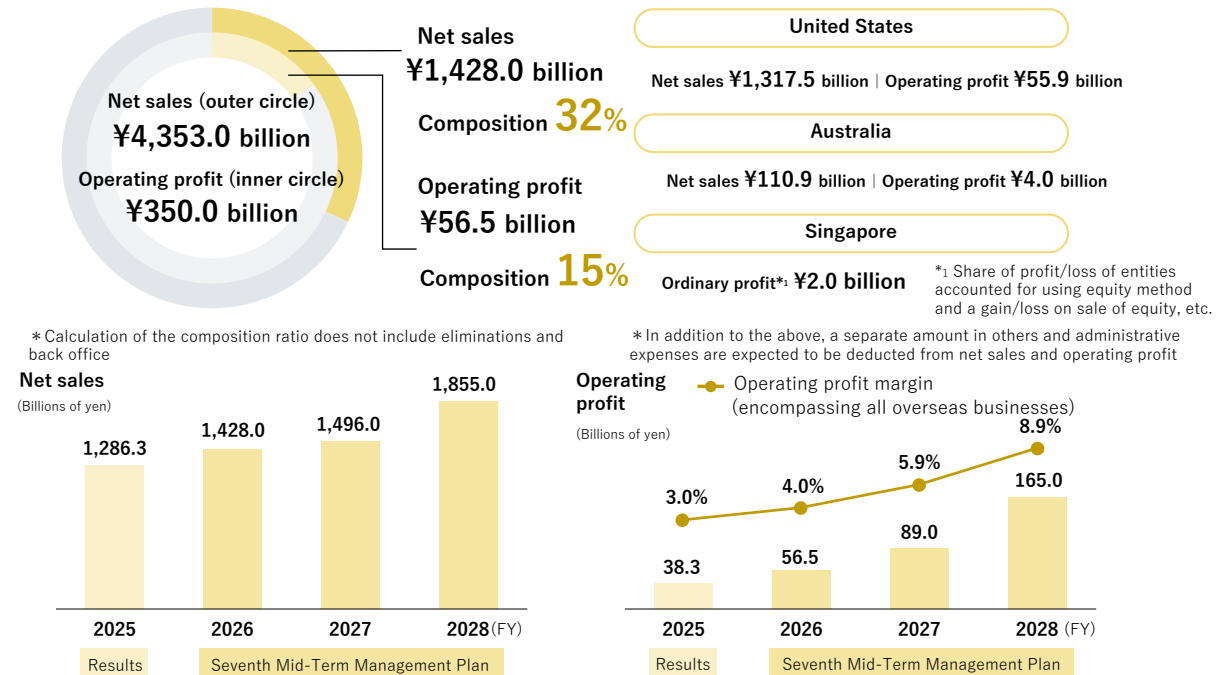


We will accelerate the transfer of Sekisui House technologies in the U.S. homebuilding business

Started in 2009, the overseas business now engages in selling detached houses, condominiums, and residential land as well as developing rental condominiums, commercial facilities, and mixed-use developments. Operations, which extend to Australia and Singapore, are currently focused on the United States.

We are expanding the Sekisui House technologies we have cultivated in Japan over the past 60 years to the global market and delivering high-quality housing. Through this, we aim to achieve one of the Company's sub-visions underlying its Global Vision to "Make Sekisui House technologies the global de facto standard."

FY2026 Plan Overseas Business



During the period of the Sixth Mid-Term Management Plan, under our fundamental policy of "proactive growth overseas," we completed a major M&A transaction and advanced the integration of four Group homebuilders. As a result, we launched a "One Company" structure under the new entity "SEKISUI HOUSE U.S., Inc." (SEKISUI HOUSE U.S.) starting in January 2026. Under our Seventh Mid-Term Management Plan, we will further accelerate the transfer of Sekisui House technologies developed in our domestic businesses and our brand building initiatives under this "One Company" structure in pursuit of transformative growth in the U.S. homebuilding business.

Business Strategies | Overseas Business (U.S.)

Homebuilding

A business that constructs and sells detached houses. Launched as SEKISUI HOUSE U.S. in January 2026.



【Our competitive advantage】

- Creating unique value and providing high-quality housing of Sekisui House quality through our original wooden-frame housing brand “SHAWOOD” and the planned sale of “New 2×4” (tentative name) products equipped with Sekisui House technologies

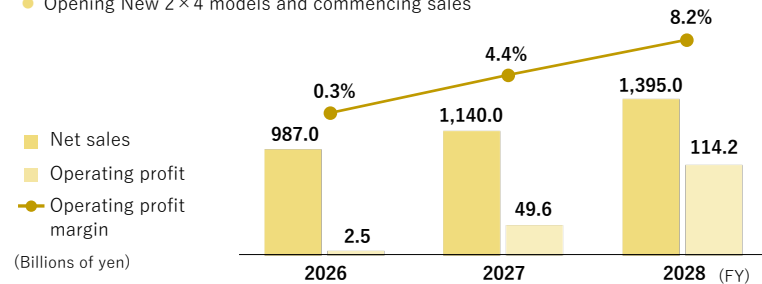
Growth strategy in the Seventh Mid-Term Management Plan

Launch of SEKISUI HOUSE U.S. as “One Company”

We will promote the development of New 2×4 and SHAWOOD products and strive for growth based on a two-brand strategy. We will extend Sekisui House’s unique high-quality standards, cultivated in Japan, to our U.S. homebuilding business, and shift toward mid-range to high-end lines. In addition, we will strengthen our sales capabilities through renewed promotion strategies, and while instilling our corporate philosophy as SEKISUI HOUSE U.S., we will achieve sustainable growth through human resource and system development.

Business strategy and performance targets

- Developing New 2×4 and SHAWOOD products
- Transferring Sekisui House’s quality standards and value-based sales approach
- Opening New 2×4 models and commencing sales



Master-planned community

This business mainly engages in the development of residential land for housing, but also the development of land for commercial and public facilities.



【Our competitive advantage】

- Synergies with the homebuilding business
- Accumulation of business management expertise to achieve high profit margins

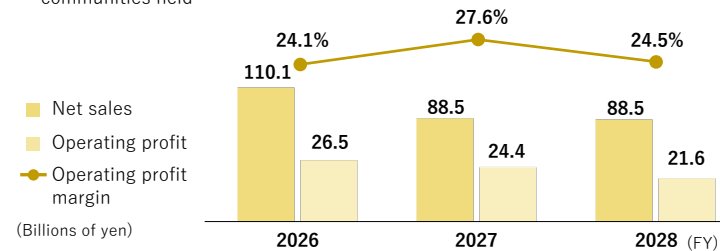
Growth strategy in the Seventh Mid-Term Management Plan

Securing high profitability by maintaining asset balance and strengthening Group collaboration

We aim to secure high profitability by maintaining stable asset balance and strengthening Group collaboration. We will continue to invest in high-quality projects to maintain an asset balance of ¥200.0 billion, and will expand our earnings base by strengthening sales of detached houses in the communities held, including through SEKISUI HOUSE U.S.

Business strategy and performance targets

- Expanding investment in high-quality projects and maintaining asset balance at ¥200.0 billion
- Strengthening detached housing sales by SEKISUI HOUSE U.S. in the communities held



Multifamily

This business sells rental housing after developing and leasing it to increase rental income and enhance asset value.



【Our competitive advantage】

- Building a high-quality portfolio by responding to market conditions and rotating assets

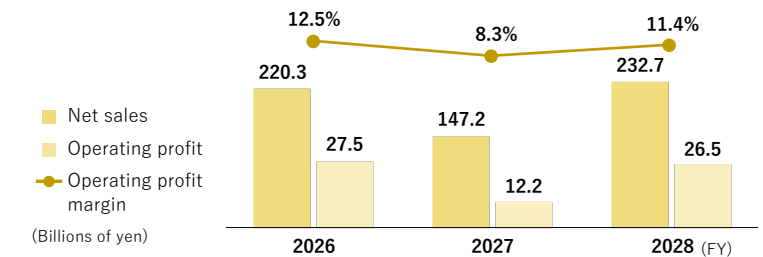
Growth strategy in the Seventh Mid-Term Management Plan

Reducing asset balance through sale of projects held and investment shift to high-turnover properties

We will reduce our asset balance through the sale of completed projects currently held in our portfolio and by shifting investments toward high-turnover properties. While strengthening our exit strategies, we will focus on high-turnover properties, primarily low- to mid-rise properties, to improve capital efficiency and ensure profitability.

Business strategy and performance targets

- Strengthening exit strategies
- Shifting to high-turnover properties, primarily low- to mid-rise properties



Business Strategies | Overseas Business (Australia/Singapore)

Australia

Homebuilding

By providing high-value-added housing through SHAWOOD, we are strengthening our business in the high-end markets of Sydney's coastal and northwestern areas.



Apartment & mixed-use development

We are expanding mixed-use development projects centered on condominiums in Sydney utilizing Japanese environmentally sustainable technologies and design principles.



* Illustration

【Our competitive advantage】

- Development of high-quality detached houses and condominiums utilizing Japanese housing technology and design principles
- Provision of high-value-added housing with strengths in highly accurate construction and environmental performance

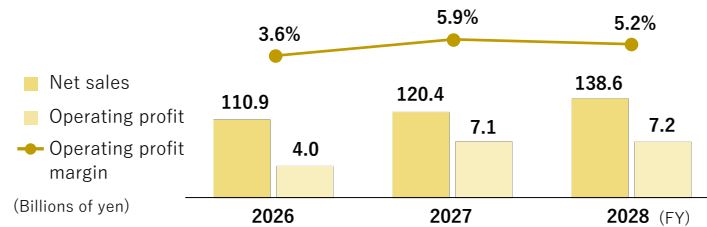
Growth strategy in the Seventh Mid-Term Management Plan

Establishment of product brands

In the homebuilding business, we will launch the “KOKAGE LOUNGE,” a product utilizing SHAWOOD’s unique technology, in the Australian market, and will implement promotional activities aimed at enhancing brand value. We will also aim to secure volume while maintaining high construction, component, and design quality. In the apartment & mixed-use development business, we will start the “GRANDE MAISON (GM)” condominium project, redevelop design and construction guidelines, acquire appropriate land, and establish sales locations and systems that convey GM's value.

Business strategy and performance targets

- Establishment of range-based strategy
- Start of GRANDE MAISON (GM) project



Singapore

Condominium development

We are advancing development projects centered on condominiums in partnership with leading developers in Asia.



【Our competitive advantage】

- Combining our advanced technical expertise and knowledge to strengthen the competitiveness of our business through closer collaboration with partners

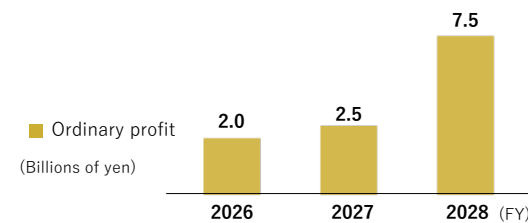
Growth strategy in the Seventh Mid-Term Management Plan

Continued investment in high-quality projects

We aim to establish a stable revenue base through strengthened partnerships. We will achieve sustainable growth by continuing close partnerships with prominent partners, searching for new partners with understanding of our investment policy and values, and examining new projects.

Business strategy and performance targets

- Strengthening partnerships and ensuring stable earnings



Our ESG strategy for the overseas business

U.S. homebuilding business

- Improving housing quality through the promotion of highly durable, high-performance homes
- Addressing housing shortages and supporting diverse lifestyles
- Transferring technology by creating jobs and developing local talent

U.S. master-planned community business and multifamily business

- Promoting environmentally friendly urban living through high-quality housing
- Building communities in harmony with local landscapes and cultures

Australia and Singapore

- Supplying high-quality, high-performance housing and advancing urban development
- Conserving ecosystems and greening communities for development in harmony with nature
- Co-creating value through stronger partnerships

Value we create

Overseas business

By bringing Japanese technologies and quality to global markets, we will create lifestyles and community value suited to local climates and cultures, while providing high-quality housing and enhancing technical expertise worldwide.

Topic | SEKISUI HOUSE U.S.

01

Become a Game Changer in the U.S. Homebuilding Industry—Launch of SEKISUI HOUSE U.S. as “One Company”—

Our path to becoming a game changer through the transfer of Sekisui House technologies

Since launching our U.S. homebuilding business in 2017, we have broadened our business areas while expanding our business with our three builders. In 2024, we welcomed M.D.C. Holdings, Inc. (MDC), the operator of Richmond American Homes, into the Group. This has enabled us to expand the scope and scale of our business areas, and to acquire a robust platform for the full-scale deployment of Sekisui House technologies.

In January 2026, we integrated these four Group homebuilders, including MDC, and made a fresh start as SEKISUI HOUSE U.S. This U.S. subsidiary will integrate Sekisui House technologies with business strategy expertise for developing mid-range to high-end lines. To promote this, we have dispatched and appointed a CSO*¹ and CTO*² from Japan, and are beginning our journey toward becoming a game changer, working in collaboration with local management on our management and business strategies and the transfer of Sekisui House technologies, among other measures.

We reorganized the business areas of SEKISUI HOUSE U.S., which span 14 states,

into six regions. Taking into account the characteristics of each region, we aim to build a growth model that achieves both quality and volume by leveraging the brand value and local presence of each builder, including appointing regional executives from each of the four pre-merger builder companies.

We aim to become a game changer in the U.S. homebuilding industry by aligning the efforts of all employees with a customer-centric approach, integrating the positive cultures cultivated by each company to date, and transferring Sekisui House technologies.

*1 CSO: Chief Strategy Officer

*2 CTO: Chief Technology Officer

SEKISUI HOUSE U.S., Inc.

Integrated into One Company



Launch of SEKISUI HOUSE U.S.

In January 2026, SEKISUI HOUSE U.S. launched as One Company, marking a significant milestone in our journey thus far. At the launch event, President Nakai directly communicated our vision and strategy to local employees, and I also had the opportunity to speak about our bright future. Integrating four companies with different histories, cultures, and work styles was a major challenge. This achievement was made possible thanks to the dedicated efforts, cooperation, and perseverance of team members across the United States. I am extremely grateful to everyone who helped make this integration a success.

We have established a robust foundation for the future. At present, we are working to foster a united corporate culture and strengthen

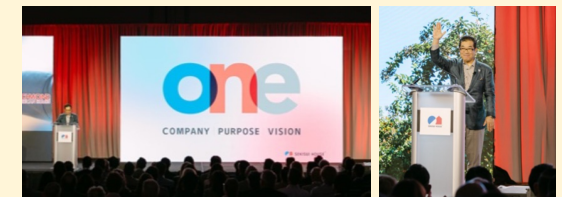
David Viger
SEKISUI HOUSE U.S., Inc.
CEO



communication across the organization, while also deepening our ties under a shared strategy with the aim of transforming the homebuilding industry. Furthermore, regarding the enhancement of our construction expertise, one of our top priorities, we are beginning to see steady results in construction precision, onsite cleanliness, and the mindset of our construction workers, through construction site visits and ongoing team collaboration. While this integration is a significant achievement, we have only just begun. As CEO, I will fully leverage the expertise and capabilities that underpin Sekisui House's uniqueness, providing even greater value to our customers and stakeholders, while aiming to establish a new standard in the U.S. homebuilding industry.

Event held in Los Angeles

On January 20, 2026, we held the SEKISUI HOUSE U.S. launch event in Los Angeles, bringing together many employees from across the United States. At the event, executives from Japan and the United States took the stage to share the significance of establishing the new company and our medium- to long-term growth strategy.



Topic | SEKISUI HOUSE U.S.

Our growth strategy moving forward

We are building a growth platform to drive a game-changing transformation centered on our two brands, “New 2×4” and “SHAWOOD.”

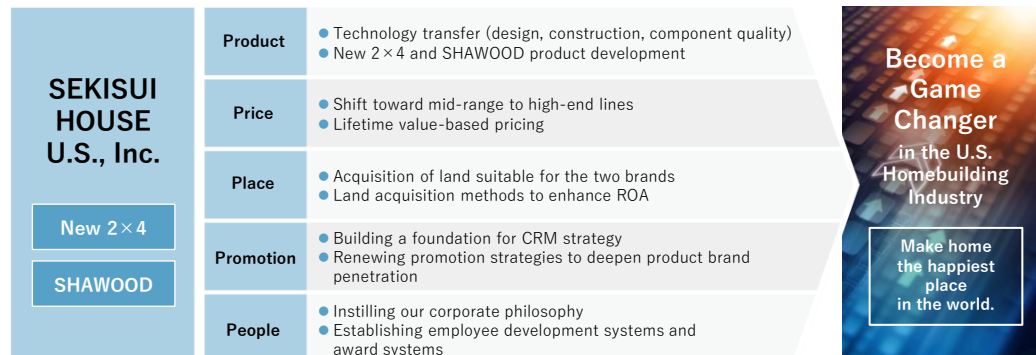
Our strategy is comprised of five pillars: Product, Price, Place, Promotion, and People. For Product, we will strengthen our overwhelming product appeal centered on construction quality; for Price, we will shift toward mid-range to high-end lines; for Place, we will acquire land suitable for the two brands; for Promotion, we will advance our sales and promotional activities; and for People, we will integrally strengthen human resource development.

The execution of these five pillars will be driven by our U.S. management team, along

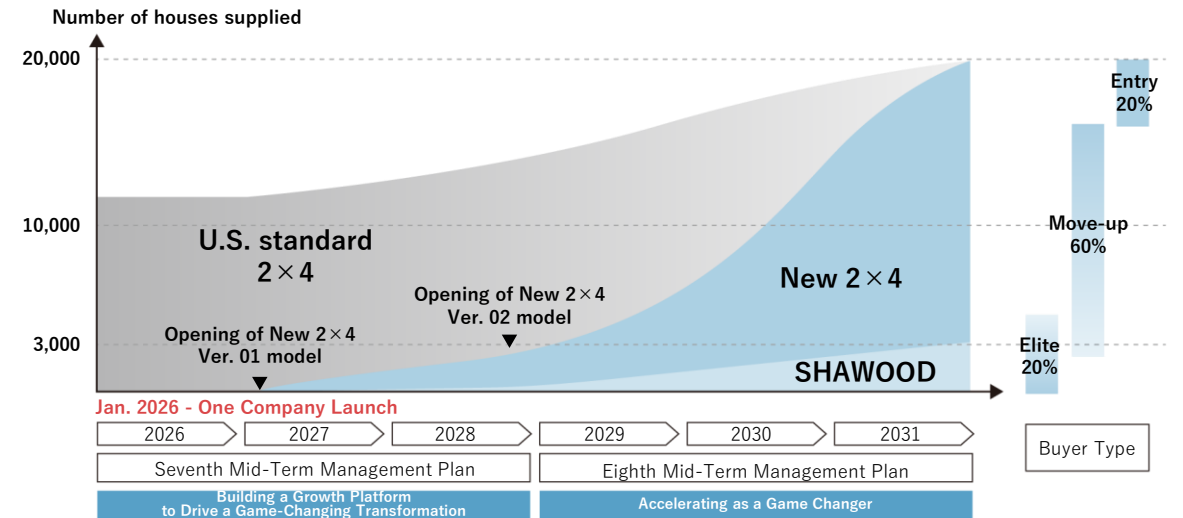
with members including our CSO, who has been relocated from Japan. Through the transfer of technology and the steady implementation of the five Ps, we aim to establish a growth model that will shift the axis of competition in the U.S. homebuilding market based on quality and added value, rather than simply acquiring companies for the purpose of scaling up.

The graph on the right shows our path to expanding supply for both brands. Starting with the opening of the “New 2×4 Ver. 01” model house scheduled for spring 2027, we will begin full-scale operation with the aim of establishing a supply framework of 20,000 units per year by 2031. In doing so, we will strive to move from foundation building to accelerated growth.

Building a growth platform to drive a game-changing transformation



Game-changing roadmap



Toward the expansion and adoption of Sekisui House technologies overseas

As the Head of Corporate Management Strategy Headquarters, I have primarily been involved in formulating and executing domestic growth strategies. Currently, as CSO of SEKISUI HOUSE U.S., I am responsible for expanding the strategic strengths cultivated in Japan overseas and ensuring their firm establishment. Specifically, I am driving business reform based on the five Ps shown in the diagram on the left. In particular, our Place and Promotion strategies are key fields that serve as the foundation of our competitive edge, and I recognize that establishing value propositions is

Yoshiyuki Kamiya
SEKISUI HOUSE U.S., Inc.
CSO



essential in the U.S. homebuilding industry, rather than simply competing on price. I am also focusing on instilling a culture that includes evaluation criteria and decision-making processes. While valuing what makes us Sekisui House, I will not unilaterally apply Japanese methods, but rather clearly share the intention behind them and the benefits they bring, thereby creating an environment where local members can think and act proactively through dialogue.

Topic | SEKISUI HOUSE U.S.

Transferring technologies from Japan to expand our U.S. homebuilding business

In Japan, the number of new housing starts looks poised for a long-term decline caused by the shrinking population and number of households. Meanwhile, the United States faces the persisting structural challenge of housing supply shortages due to population growth. Particularly with a large population of millennials and Gen Z, who are of home-buying age, we expect the market environment to remain stable in terms of housing demand. However, generally speaking, the construction quality of detached houses in the United States varies from property to property, meaning that quality is not adequately guaranteed. In contrast, SEKISUI HOUSE U.S. conducts high-level construction inspections and only sells homes that meet certain quality standards. We believe there is a considerable latent demand for high-quality homes, given that this contributes to the safety and

peace of mind of our customers. However, as we do not believe that homes can be sold based on construction quality alone, we will provide unique value by combining construction quality with design quality and component quality. In order to become a game changer in the U.S. homebuilding business, we plan to launch New 2 × 4 alongside our existing SHAWOOD brand under our Seventh Mid-Term Management Plan.

Our original product line, SHAWOOD, has already been recognized for its value throughout the United States. In 2025, Sommers Bend, the first SHAWOOD community in the U.S., received the top award at The Nationals 2025, the largest and most prestigious award program in North America's housing industry, followed by Folsom and Arcadia at The Nationals 2026. Going forward, we will aim to become a game changer in the U.S. homebuilding industry and strive for further business expansion.

Atsushi Hyodo
SEKISUI HOUSE U.S., Inc.
CTO



After joining the Company, I worked in product development and design departments at the head office, and then at a detached housing branch, where I was involved in the design of actual properties. After that, I transferred to the International Business Headquarters. I currently oversee the overall technology domain as CTO of SEKISUI HOUSE U.S. I am confident that Sekisui House's technologies can be fully applied in the United States. Its effectiveness has been demonstrated at

Sommers Bend, the first SHAWOOD community in the U.S., where many buyers cited high quality as their reason for purchase. Meanwhile, New 2 × 4 is still in its early stages. We are currently preparing to open our first model house in the spring of 2027. Understanding local housing culture and customer needs requires the expertise of local employees. We are promoting the transfer of Sekisui House technologies while focusing on close communication between local members and employees assigned overseas. Learning after launch is crucial for the deployment of New 2 × 4. We aim to steadily implement the PDCA cycle to establish the New 2 × 4 business.

SHAWOOD



**"Folsom" and "Arcadia" received
the top award in four categories at
"The Nationals 2026"**



05 Next Stage

Summary | Turning commitments into results

For the Sekisui House Group,
our Mid-Term Management Plan
is a promise to our stakeholders.
Not simply setting goals,
but turning them into results.
Adapting to change. Adjusting our course.
Step by step, we will fulfill that promise.

Reflection | Our path to the future

What kind of happiness do we want to create?
And how should we navigate toward it?
Our Mid-Term Management Plan points the way,
but it is each of us who takes the helm.
The choices we make today
help shape the future we envision.

