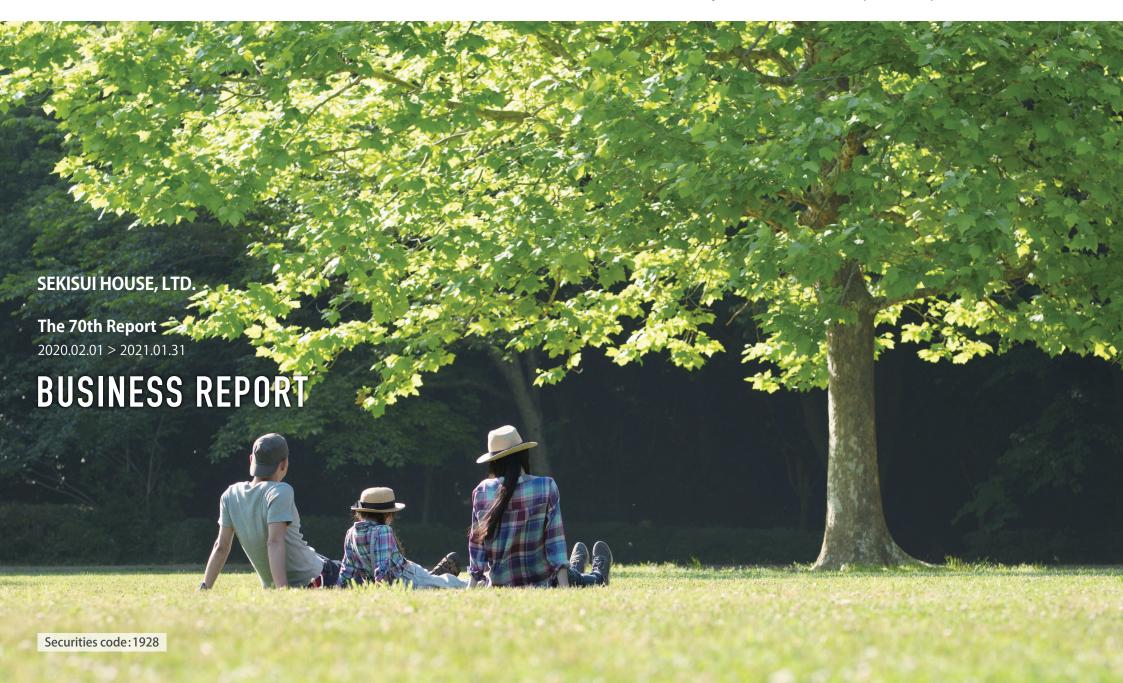


## Special Feature

# Future in which Homes Support Good Health

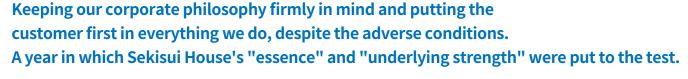
World's first, In-Home Early Detection Network (HED-Net)



# **Top Message**

Representative Director President & CEO

Yoshihiro Nakai



To mark its 60th anniversary in 2020, the Sekisui House Group announced a 30-year global vision of "make home the happiest place in the world," and launched a host of new initiatives. Right in the middle of this, the COVID-19 pandemic sent shock waves through the global economy, creating great uncertainty about the future. On the upside, however, the COVID crisis prompted a radical review of the nature of housing and living environments to meet the needs of healthcare and the "new normal" and led to a surge of interest in such matters. We have always pursued high quality, safety, security and comfort in all our business activities including when supplying housing products or making lifestyle proposals and, now, quite unexpectedly, the performance of our housing products and our living proposals tailored to customer lifestyles have proven effective in appealing to customers, enabling us to quickly put each of our businesses back on the recovery track. We will continue making progress towards achievement of our Fifth Mid-Term Management Plan.

## ■ Global Vision for 2050

## Make home the happiest place in the world



Propose happiness through the integration of technologies, lifestyle design and services



Become a leading company in ESG management



Make Sekisui House technologies the global de facto standard

Become a global company that offers integrated proposals of technologies, lifestyle design and services, based on the residential domain

## Question 1

## What actions have you taken in response to the COVID-19 pandemic and what are the outcomes of these actions so far?

It has all been a process of trial and error, but our longstanding commitment to "Innovation & Communication" has proven successful. It has facilitated and accelerated the whole problem-solving process- from sharing problems and making decisions to implementing countermeasures. Take our "Ouchi de Sumai Zukuri" service, for example, where we communicate with customers by phone or using a web conference system, we were quick to set up the system itself, swiftly meeting the requirements of our frontline sales team, and produced the TV ad for the service in just three days. The people appearing in the ad are our employees. We were also quick to start on the development of "SMART-ECS," a next-generation indoor environment system for the "new normal," and managed to launch a unique system combining a ventilation system, air purifier and a "home care plan" in December.

Because we live in urgent times, our frontline sales team will keep making tiny innovations, driven by a sense of responsibility. Underlying these activities is the objective set out in our corporate philosophy to "remain a leader in developing products with superior quality and leading technology that meet customer needs." We are determined to overcome this difficult situation by continuing to translate the ideas of individual employees into company-wide action in the future.

Question 2

# You launched your Fifth Mid-Term Management Plan last year. What initiatives did you implement during the first fiscal year and what is the outlook for next fiscal year?

We pushed ahead with what needed to be done without delay and, if anything, the sense of crisis gave us momentum. Our lifestyle-type model houses "Minna No Kurashi 7 stories", which opened in September, have been well received. We sense a good response to our new empathetic style of making proposals to customers, inviting them to experience happy homes.

Our overseas business, which focuses on the "transplantation" of Sekisui House technologies, is also performing well. Earthquake resistance, fire prevention, and heat insulation. The time is ripe, with countries around the world such as the United States showing a growing interest in "housing performance," to the degree that we almost question "Housing really needs to be examined to such level." To focus efforts on developing products which take into account the unique characteristics of the land, a pilot project is currently underway in Las Vegas.

In Japan, you can also look forward to the evolution of the Platform House Concept, with HED-Net, an in-home early detection network with a rapid response service for acute illnesses currently being piloted, as the starting point.

Meanwhile, as part of efforts to strengthen governance, we are encouraging the delegation of authority to those on the ground through measures such as the reorganization of our executive officer system. These changes will not only help improve efficiency and ensure the proper performance of duties but will also raise awareness of a wider range of employees who are supporting frontline operations. We are increasingly confident that the corporate climate which will develop based on this framework will be pivotal for achieving our plan.

Question 3

# Interest in ESG is growing around the world. What are the key points of Sekisui House's approach

## What are the key points of Sekisui House's approach to ESG management?

The Sekisui House Group aims to become a leading company in ESG management, striving for growth as a global company. On this basis, we established the ESG Management Promotion Headquarters in June. ESG is an integral part of all our business activities based on our corporate philosophy. Rather than embedding ESG management from above, we will encourage employees to act autonomously based on an understanding of the essence of ESG management. Such an environment is in itself ESG, that is, a company exists within ESG, not the other way round.

We have identified the material issues (materiality) for realization of a sustainable society that will come under scrutiny from ESG investors, clarifying the direction we need to move in. We are confident that the efficient investment of management resources in accordance with these guidelines will yield output which supports sustainable growth.

Moving forward, our focus will be on "innovation for the greater good" to solve social issues around the world. Accelerating alliances that transcend boundaries and cross-sector and cross-disciplinary collaborations such as the Platform House Concept also constitute "the greater good". Recognizing that it falls to us to play a a central role in such innovation, we will move this important mission forward with strong determination.

**Top Message** 

Performance Report

**Special Feature** 

**Business Domain** 

YoY (13.7%)

**Topics** 

## 0 3 D

## **Performance Report**

## **Consolidated Financial Results Highlights**

Net sales Operating income YoY +1.3% YoY (9.1%)

**Ordinary income** 

Profit attributable to owners of parent 
Total number of houses built

YoY +37,912 units

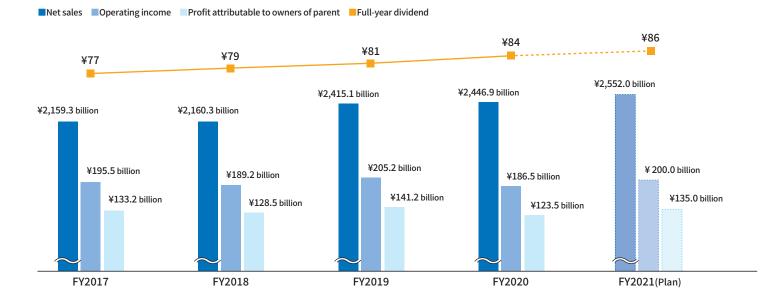
(Rillions of ven)

¥ 2,446.9 billion ¥ 186.5 billion

¥ 184.6 billion ¥ 123.5 billion

2,506,598 units

In FY2020, the first fiscal year of the Fifth Mid-Term Management Plan, consolidated net sales were ¥2,446.9 billion, and consolidated operating income was ¥186.5 billion, falling due to the COVID-19 pandemic. However, earnings exceeded the revised plan announced in September 2020, reflecting efforts to build relations with customers including taking steps to prevent the spread of infection and quickly adapting to holding meetings online, and the full-year dividend was ¥84, an increase of ¥3 from the previous fiscal year. In FY2021, we expect to see a recovery, including strong orders in the custom detached houses, rental housing and remodeling businesses and improved profitability and, on this basis, we project gains in sales and income, with net sales of ¥2,552.0 billion and operating income of ¥200.0 billion. Sekisui House plans to increase its dividend for the tenth consecutive fiscal year, paying a full-year dividend of ¥86, which represents an increase of ¥2 year on year.



Balance Sheet	(Billions of yen	
	As of January 2020	As of January 2021
Current assets	1,816.0	1 700 7
Noncurrent assets	818.7	1,780.7 845.1
Total assets	2,634.7	2,625.8
Current liabilities	821.8	835.7
Long-term liabilities	506.0	421.2
Total liabilites	1,327.8	1,256.9
Net assets	1,306.8	1,368.8
Total liabilites and net assets	2,634.7	2,625.8

### **Cash Flows**

		(Bittions of Jen)
	FY2019	FY2020
Cash and cash equivalents at beginning of period	342.8	583.2
Net cash provided by operating activities	363.7	191.9
Net cash used in investing activities	(65.2)	(95.5)
Net cash used in financing activities	(148.1)	(77.6)
Effect of exchange rate changes on cash and cash equivalents	(3.9)	(1.9)
Cash and cash equivalents at end of period	583.2	600.2

(Billions of yen)

(Billions of yen)

#### **Built-to-order business**

#### Net sales

Net sales increased, reflecting the posting of sales of Konoike Construction Co., Ltd., which became a consolidated subsidiary, in the architectural/civil engineering business. Next fiscal year, sales growth is projected, partly due to improvement of orders in the custom detached houses and rental housing businesses.

984.9

+8.3%

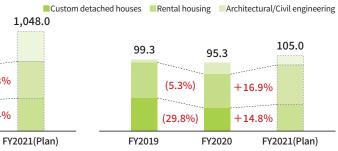
+6.4%

### (Billions of yen)

(Billions of yen)

### Operating income

Profitability improved, reflecting an increase in the unit price which offset decreased income in the custom detached houses and rental housing businesses. Next fiscal year, we forecast higher income thanks to higher sales and improvement in profitability.



## Supplied housing business

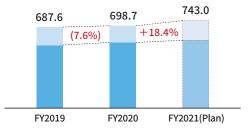
#### Net sales

The remodeling business recorded decreased sales due to the effects of COVID-19. Next fiscal year, we project increased sales on the back of a recovery in orders driven by growing demand for comfortable lifestyles.



The gross margin of the remodeling business improved as a result of proposal-based and environment-based remodeling. Next fiscal year, we forecast profit growth in line with steadily growing real estate fees.







## **Development business**

+150.3%

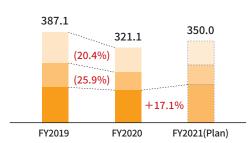
872.0

FY2019

#### Net sales

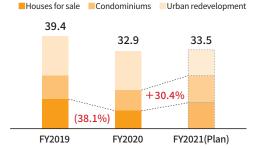
FY2020

In the condominiums and urban redevelopment businesses, sales fell partly due to a difference in the scale of properties sold. Next fiscal year, we project increased sales, driven by strong demand for houses for sale among first-time buyers.



### Operating income

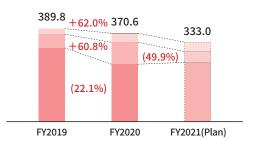
The houses for sale business reported lower income mainly due to a decrease in large-scale land for sale. Next fiscal year, income is expected to increase largely due to the delivery of large condominium properties.



### Overseas business

#### Net sales

The overseas business posted lower sales, reflecting a decrease in unit sales in the multifamily business in the United States, despite increased revenue in Australia and China as well as from the sale of houses in the United States. Next fiscal year, we project lower sales, reflecting fewer properties delivered in China.

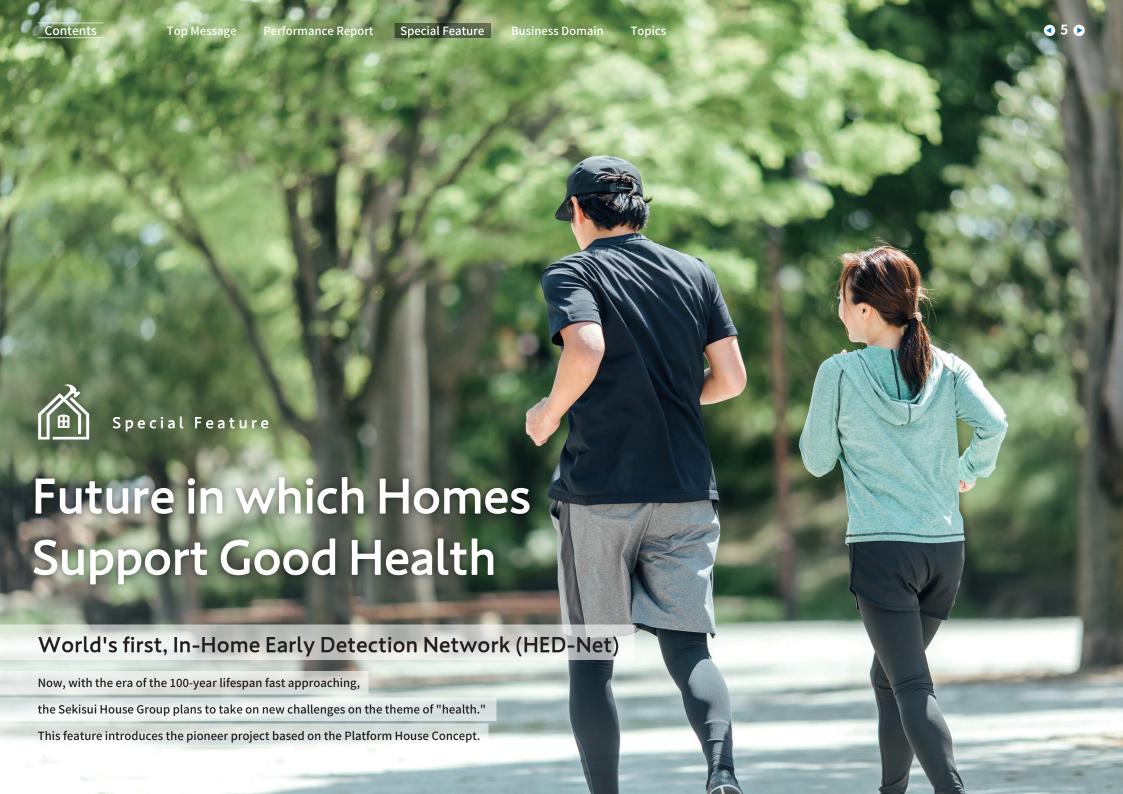


## Operating income

■U.S.A China Australia ■Others

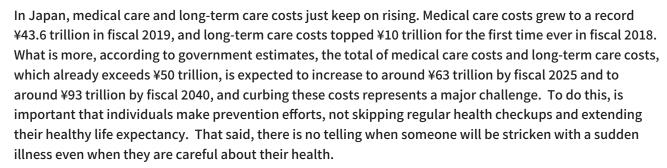
Profit increased sharply in China but fell in the United States. Next fiscal year, we predict that the homebuilding business in the United States will grow but our forecast for property sales in the multifamily business is more conservative.





# Increasing medical care and long-term care costs and the growing need to spend more time at home in the COVID era

Around 70 thousands people die at home from stroke in an average year, heart disease or other illnesses and accidents With people spending more time at home, the need for homes where people can live healthy, carefree lives is growing



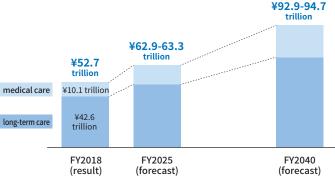
For instance, in Japan, approximately 290 thousands people experience a stroke in an average year, and 79% do so at home. With a stroke, it is vital to carry out the treatment at an early stage. One effective treatment for this disease called "t-PA" is used on patients within 4.5 hours after the initial onset. However, some 15 thousands people die at home in an average year due to delays in detecting the disease at home. When including other incidents such as heart disease, drowning in bathtubs, falling from heights, and collapsing, as many as 70 thousands people die in an average year from accidents and illnesses at home. The social cost of this (medical fees, elderly care fees, lost labor for the individual and and so forth) is estimated to be between ¥8.4 trillion and ¥8.7 trillion. If early detection of the onset of acute illnesses were possible, this would surely help reduce medical care and long-term care costs. Furthermore, people are tending to spend an increasing amount of time at home as they continue to refrain from going out due to COVID-19. The physical inactivity and mental distress resulting from this have led to a surge of interest in homes that allow residents to lead healthy lives whilst staying at home. Homebuilders are now coming under pressure to create homes where people can lead healthy, carefree lives.







Outlook for Medical Care and Long-term Care Costs (Assuming Status Quo)



Source: Ministry of Health, Labor and Welfare

## **HED-Net service**

In-Home Early Detection Network HED-Net



Door is unlocked remotely for emergency service workers to enter

Request for dispatch of ambulance

Operator swiftly calls for an ambulance



Operator confirms whether the case is an emergency



Emergency call center is alerted of detected abnormality



Contact-less sensors detect and analyze heart rate and respiration rate

## Launch of First Initiative under the Platform House Concept

# Building on our strength in physical housing to focus on the value of "intangible assets" Development of the World's First in-Home Acute Illness Early Detection Network

In January 2019, Sekisui House unveiled its "Platform House Concept." Over the first year, we focused on the theme of health and developed a new service to achieve the early detection of acute diseases that are likely to develop at home. The service we came up with as a result of these endeavors is the HED-Net in-home early detection network.

HED-Net detects and analyzes residents' vital data<sup>\*1</sup> at home without contact. If abnormalities that suggest the onset of an acute illness are detected, an emergency call center is alerted. The operator immediately performs a safety check by speaking to the resident through the home's speaker, and if the result is indeed an abnormality, the operator calls an ambulance. Upon confirming a paramedic's arrival, the operator remotely unlocks the front door, all from a central location.

HED-Net is the first network of its kind in the world. Sekisui House has acquired a patent in Japan for this service as a "safety check system," and is now filing an international patent application. A key feature of the service is the use of "contact-less sensors." Unlike wearables such as wrist watches and belts, residents can pay attention to their health, whilst going about their lives as usual. We developed the service on the assumption that it would not disrupt the everyday comfort of the residents' lifestyles, implementing open innovation through alliances with more than 30 specialized partners including Keio University, NEC Corporation and Konica Minolta, Inc.

CES 2019, one of the world's largest consumer electronics shows, provided us with the opportunity to start joint research with overseas organizations. HED-NET, which was unveiled at CES 2020 the following year, drew a high level of interest and praise from participants from countries all over the world. If the Platform House Concept becomes a reality, the social cost of acute illnesses such as stroke and heart disease is expected to be reduced by between ¥900 billion and ¥1.9 trillion\*2.

- \*1 Vital data: Records of vital signs such as heart rate and respiratory rate indicating that a person is alive
- \*2 Estimated by e-solutions, inc

# **Start of Pilot Project Involving Residents of Newly-Built Homes**

# Launch of HED-Net Pilot Project Working with project participants enlisted for the "greater good" to solve social issues

To verify whether HED-Net operates normally in a range of lifestyles and environments, without being majorly affected by partitions, facilities or other factors, we launched a resident-involved pilot project.

We invited customers for whom we were constructing custom detached houses in the Tokyo metropolitan area to participate in the pilot project and installed HED-Net equipment in the houses of those who agreed.

The project, launched in December 2020, involves putting contact-less biosensors into operation and verifying performance such as data acquisition, the accuracy of the algorithm, and system operation in real life. By assessing the service over a year or so, Sekisui House hopes to improve the accuracy of the sensors and the algorithm, and aims to develop a service for preventing illness based on chronological changes.

We are focusing first on new detached houses where the acquisition and analysis of data is easy but we have our sights set on the renovation of existing houses in the future and aim to branch out into services which play a role in the social infrastructure. Since 2020 when COVID-19 struck, "time spent at home" has been reassessed. For the "greater good," in other words, for the early detection of acute illnesses at home, Sekisui House is committed to collaborating with other companies based on an open innovation approach to realize "a future in which houses support good health."

Operations Officer
Chief Manager of Platform House
Promotion Department
Hiroaki Yoshida

## Outline of the HED-Net Pilot Project

Target houses: New detached houses built by Sekisui House

Properties completed from December 2020
Properties must be in the Tokyo Metropolitan area

(some other conditions apply)

A total of around 30 houses will participate in the

project

Equipment to be installed: Biosensors will be installed in the bedroom and

living-dining area (with some exceptions)

Detection analysis and communication equipment

will also be installed

Implementation period: Around 1 year

Customer cooperation : Questionnaire surveys, verification of system

operation, data gathering, etc.

Smart Home features: Experience and verification of Platform House

Smart Home features

## What is the Platform House Concept?

To mark its 60th anniversary in 2020, Sekisui House adopted a vision to "make home the happiest place in the world." At the heart of this vision lies our Platform House Concept, which opens up opportunities to install a suite of services that create the intangible assets of health, connectedness and learning and which represents houses that assist in achieving the happiness of residents in the era of 100- year lives.

The Sekisui House Global Vision

## Make home the happiest place in the world



Health



"the house creating health."

Connectedness



Broaden human relationships and connect to the activity of society.

Learning



Live flexibly by adapting to change.

## **Business Domain**

Aiming for improvement of earnings in four segments

The Sekisui House Group's

# **Business Portfolio**

## **Overseas business**

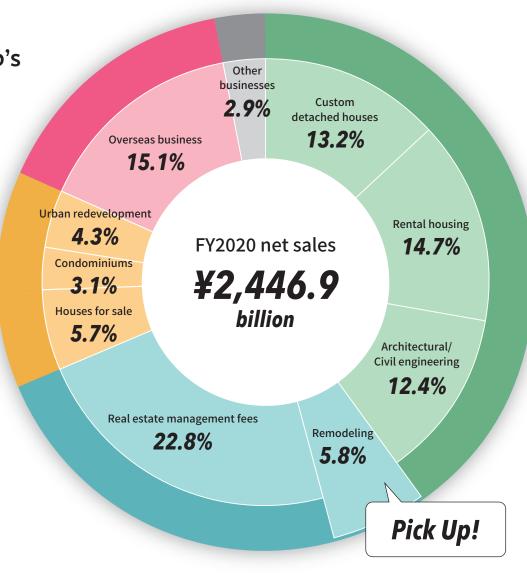
15.1% ¥370.6 billion

We will leverage the highest levels of quality and cutting-edge technologies achieved through its operations in Japan to develop new demand for houses overseas. We will roll out the SEKISUI HOUSE brand according to real estate market conditions in each country.

# **Development business**

13.1% ¥321.1 billion

We will strive for high quality urban development by developing high-quality buildings with emphasis on community in attractive areas.



## **Built-to-order business**

40.3% ¥984.9 billion

We will provide high value-added houses and commercial buildings on land owned by customers. We will contribute to the formation of high-quality social capital.

# Supplied housing business

28.6% ¥698.7 billion

We will promote the establishment of a recycling-oriented society by seeking to maintain and improve asset value through the remodeling of houses and the management of rental housing.



# Remodeling

# Still No. 1 in Japan thanks to strong customer base and proven track record in homebuilding

Amid growing awareness of the need to realize a sustainable society, Japan's housing industry is coming under pressure to transform the market into one which utilizes existing building stock, including remodelling and the sale of existing houses. Sekisui House has been building high quality houses and working to create prime housing stock which can be lived in over successive generations into the future. Our remodeling business is a business which came into being precisely because of our customer base as one of the world's leading housebuilders -creating 2.5 million units in Japan- and the trust we have built with our customers through our perfect after-sales service. We believe it is our role to create comfortable lifestyles for our customers and maintain the value of their houses.

Ever since becoming No.1 in the market for the remodeling and renovation of houses in 2014, the Sekisui House Group has maintained the top spot. We now renovate and remodel not only the custom detached houses and rental housing built which we built ourselves but also the houses built by other companies. For custom detached houses, we propose eco-friendly remodeling, enhancing insulation performance to support environmentally-friendly lifestyles, and renovation according to different life stages and lifestyles. We offer a wide range of products such as the "Family Suite" service for the renovation of partitioned rooms into larger living rooms, "Idokoro Dannetsu" for wall insulation, window insulation and underfloor insulation in living spaces, and "storage batteries" for protecting against power outages in the event of an emergency. Meanwhile, for rental housing, in the belief that "tenant satisfaction leads to stable management," we consider the aging of buildings and the changing needs of tenants and carry out appropriate remodeling of the exterior, layout, equipment and other aspects.

With the COVID-19 crisis forcing people to spend more time at home, demand in preparation for the "new normal", including living spaces where all family members can be at home together without stress, is expected to continue growing in the future. Sekisui House intends to put even more effort into remodeling to meet this demand.



Sekisui House Remodeling Ltd., which provides services for owner-occupied houses, offers the Ouchi De Reform service, making it easy for customers to seek advice by phone or online, without a face-to-face consultation. The service enables users to virtually experience their home after remodelling.



Under the "Re:QUEST" series, Sekiwa Construction Group offers a wide range of services addressing needs such as seismic resistance, exterior construction and landscaping, insulation and energy conservation as well as the rebuilding of old houses and the refurbishment of condominiums and stores.

## Remodeling net sales trends

(Billions of yen)



## **TOPICS**

Contributing to Customers' "Happiness" and the Realization of a Sustainable Society
Sekisui House Conducts a Range of Activities Aiming to be a Leading Company in ESG Management

## Seeking to solve 'Post-FIT' issues and achieve the 'RE100' target, Sekisui House purchases surplus power from solar power generators for use in powering the company's business operations

Electricity companies began purchasing surplus electricity from solar power systems at a fixed price in 2009. Under the feed-in tariff (FIT) system, the power purchase period for residential photovoltaic (PV) systems of less than 10 kW was 10 years. Consequently, homeowners entering the 'post-FIT' era after expiration of the purchase period grew increasingly concerned about the decrease or loss of revenue from electricity sales. Meanwhile, for realization of its "2050 Decarbonization Declaration (Vision 2050)" announced in 2008, the Sekisui House joined the Japanese construction industry's first RE100 initiative. We committed to sourcing 100% of the electricity used in our business operations from renewable energy suppliers by 2040. The system introduced to alleviate such homeowner concerns while at the same time addressing the Sekisui House's decarbonization challenge is Sekisui House Owner Denki.

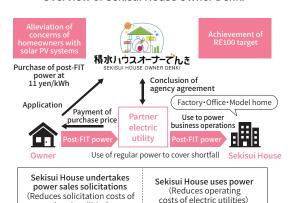
Under this system, we purchase post-FIT power from home owners at a rate of 11 yen/kWh, which is higher than the average market rate of 7~8 yen, and use it to power our business operations. We can set the purchase price higher because the system also allows our partner electric utilities to reduce their operating costs. As of the end of February 2021, the number of homes signed up to the service was 13 thousands units, with 48% of homeowners eligible for post-FIT electricity sales applying for the service.

## Aiming to achieve RE100 target by 2030, well ahead of schedule

RE100 is a global initiative bringing together the world's most influential businesses committed to sourcing 100% renewable electricity in their global operations. The Sekisui House is getting closer to achieving this target thanks to an increase in users of the "Sekisui House Owner Denki" service. In addition, from 2032, mid-scale solar PV systems of 10kWh or more and less than 50kWh, typically installed on vacant land and rental housing, will enter the post-FIT era with expiration of the 20-year purchase period. After we have reached our RE100 target, we will contribute to environmentally friendly urban development by purchasing any surplus power generated for supply to our buildings and condominiums.



#### Overview of Sekisui House Owner Denki



For companies aiming to achieve the RE100 target, the huge cost involved in sourcing renewable energy is a challenge. The Sekisui House Owner Denki service is the brainchild of Sekisui House, allowing the Group to enhance the service it provides to homeowners whilst at the same time sourcing renewable electricity at low cost.



electric utilities)

The Sekisui House Owner Denki service received the 2020 New Energy Award 'Agency for Natural Resources and Energy Commissioner's Award'.

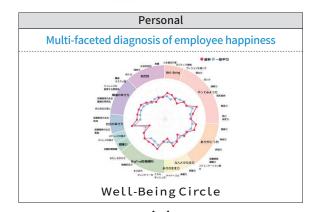
# First Japanese company to conduct "Happiness Survey"- analyzing the correlation between employee happiness and workplace happiness for the realization of our global vision

Employee "job satisfaction" is an indicator which partially measures fulfilment in terms of hygiene factors such as welfare services and physical work environment. Employee "happiness" on the other hand is a subjective indicator showing how happy an individual is with life in general, both at work and in private, and includes aspects such as job satisfaction and personal growth. According to research by U.S. psychologists, happy employees demonstrate three times higher creativity than their unhappy counterparts and 31% higher productivity. Employees who are happier with their working lives are likely to perform better, communicate more effectively and be more innovative.

To realize our vision of "make home the happiest in the world", we must first pursue the happiness of our employees. Accordingly, Sekisui House conducted a "Happiness Survey" in November 2020, surveying all Group employees (approximately 27,000 employees). "Visualizing" how happy employees are with their working lives will help us shape measures to raise the level of happiness of individual employees. In March 2021, we also organized lectures and workshops by Professor Takashi Maeno. Based on the survey results, we will seek to instil ESG management with happiness as a starting point, including encouraging dialogue and conducting regular surveys.

## What is the "Happiness Survey?"

The "Happiness Survey" combines a diagnosis of employee happiness ("Well-Being Circle") and a diagnosis of workplace happiness ("Diagnosis of worker happiness / unhappiness") and analyzes the correlation between the two. The survey is supervised by Professor Takashi Maeno of the Graduate School of System Design and Management, Keio University, Japan's foremost authority in happiness research. The Covid-19 crisis has put work and home lives under the same roof and "happiness" is becoming more and more of a buzzword. Sekisui House will use the analysis data to seriously reflect upon the happiness of individuals themselves and their organizations, aiming to realize its global vision and to achieve sustainable improvement in its corporate value.









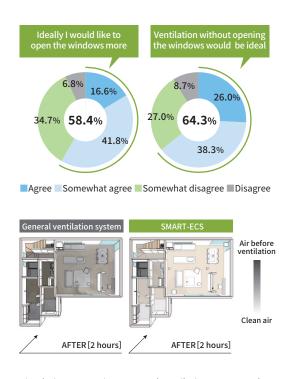
# Proposing a clean air environment by controlling changes in temperature without opening any windows Safe and comfortable home which take into account pollutants such as viruses and pollen

According to a survey conducted by the Human Life R & D Institute in November 2020 in which 1,023 people living in detached houses across Japan participated, the COVID-19 pandemic has given rise to a surge of interest in ventilation. The survey also showed in regard to methods of ventilation that while many of those surveyed said that they would like to open the windows more, many also said that ventilation without opening any windows would be ideal.

The Airkis high-quality indoor air system previously sold by Sekisui House is a product designed to reduce indoor concentrations of chemical substances. However, SMART-ECS is a next-generation indoor environment system which also covers various pollutants such as viruses and pollen in anticipation of the "new normal" post COVID-19. SMART-ECS is a product that provides ventilation regardless of the outside temperature and can fill homes with clean air. By arranging the supply and exhaust vents of the "Amenity Ventilation System IV", a heat exchange ventilation system, the flow of air throughout the house is controlled by "ventilation zoning" so that fresh outside air is introduced into living spaces on the windward side, and non-living spaces such as the entrance are downwind. In addition, a ceiling-mounted air purifier called "Air Me" is installed in the LDK to remove minute pollutants from the air around 2~5 times faster than when a 24-hour ventilation system only is used.

## Planned Updates to SMART-ECS System

Sekisui House plans to offer an extensive range of additional items such as touchless equipment and antiviral building materials in response to customer needs. We are also offering a "changing room" for washing hands and changing clothes at the entrance and a "home care plan" that takes into consideration the prevention of home infections. Since the launch of the SMART-ECS system in December 2020, uptake by customers has exceeded our target. In April 2021, we launched the industry's first ventilation simulation video using a ventilation analysis system for each residence linked to a CAD system for home design. This allows customers to visually verify system effectiveness through ventilation simulation.



Simulation comparing a general ventilation system and the ventilation and air purification effects of SMART ECS  $^{\star}$ 

