

March 16, 2020

Statement of Intent
(Outside Director Candidate: Yasushi Okada)

I describe below my intent and willingness to accept the nomination as a candidate for outside director of Sekisui House.

1. Make use of the knowledge obtained in my career

I previously worked in the banking industry for over 27 years specializing in industrial finance and new business development. I have also been a senior official at the Ministry of Finance and the Ministry of International Trade and Industry. After leaving the banking industry, I have been a university professor teaching economic and business management. I have also presided over a research institute (public interest corporation) that has been focused on corporate management. During that time, I was associated with several small and medium-sized companies across Japan, as well as with the management and staff at those companies. I published several books based on my experiences with corporate Japan. Because of my vast experience in corporate governance and economics, I would like to serve Sekisui House as an independent outside director.

2. Build Compliance for managing Sekisui House

I have come to learn that the employee morale has been damaged at Sekisui House due to lack of internal communication. There is doubt and demoralization among employees and mass retirement resulting from the lack of transparency in large part due to the possible cover-up of money laundering related to the land fraud incident in 2017.

The improper land transaction and its subsequent cover-up have caused serious damage to the Company's reputation.

I know many companies that have reenergized their business after falling into this type of situation. The key is to replace management and create a new corporate culture. I will believe this is the right direction for Sekisui House.

3. Promote sound relationships with financial institutions

Financial institutions tend to evaluate a company based on the strength of its finances. It is essentially the same as the soundness of the corporate structure. The foundation of a successful company is the betterment of the corporate management structure and corporate culture.

Today's Japanese companies are required to operate in a manner that satisfies "The Three

Elements of Global Standard Management”, which are (1) Corporate Governance, (2) Compliance, and (3) Accountability. For a housing company, various sales activities are required including active public relations activities, operational activities at housing exhibition halls, strengthening relationships with various designers and construction companies, and enhancing the customer networks such as in after-sales services. Also, an open corporate culture as well as correct financial reporting are required. Sekisui House used to have the industry's top reputation in this regard, and we should get it back to that immediately.

I will strive to build sound management and a resilient corporate structure.

4. Hold Senior Management Accountable as an Outside Director

The land fraud incident which was unprecedented at Sekisui House has led to unfortunate feelings of insecurity and a sense of uncertainty about the Company's future. This situation was caused by a unique principle in a closed corporate society.

In analogy to Tolstoy's words, the situation is exactly that " Happy companies are all alike; every unhappy company is unhappy in its own way."

Sekisui House must establish a control system by utilizing independent outside directors. I will do my best to help the Company achieve the goals of the new board slate.