

Pamela Fennell Jacobs

Outside Director

Sekisui House

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My 35-year career in financial services has focused on building businesses, entering new markets and accelerating growth. I run for election to provide a strong and lasting growth plan and strategic governance structure to Sekisui House (SH).

As an American woman, I bring a global perspective viewing the corporate landscape through a lens of diversity and inclusion. As an impact investor with a primary focus on ESG policies, I will focus on establishing clearly defined goals for Sekisui House in the following areas:

I. Strategic Growth

Furthering SH's footprint in the US market will be a priority. The US has a huge housing shortage issue and is on the cusp of ESG integration throughout the economy with a focus on the environment. SH is well positioned to take advantage of these key factors through both organic growth and acquisitions. Current US investors are impressed with the exiting real estate transactions and projects. Making SH a company eligible for a NYSE listing would facilitate additional capital and exposure to partnerships.

II. ESG (Environmental, Social, and Governance)

Evaluating ESG issues can impact financial performance, risks and returns and may be a leading indicator to problems within a company. My objective will be to articulate a long-term sustainability strategy that integrates with SH's corporate strategy and resonates with our investors.

I will build on the existing Environmental focus at SH, including measuring to the Sustainable Development Goals and tracking the United Nations Principles for Responsible Investing, I will help further integrate the policies of Social and Governance.

Understanding the importance of social issues is gaining momentum worldwide. The business case for integrating social issues at SH is clear. A company's supply chain is less

likely to be stable if it has poor labor practices and human rights violations.

Operational performance may also be weakened by increased worker turnover and decreased worker motivation and productivity. By effectively managing social issues at SH, we can build human capital to secure a motivated, productive and skilled workforce, benefit from a competitive advantage in the market, and strengthen our supply chains.

Establishing a Governance and Audit Committee a majority of which are independent outside Directors is crucial to moving SH forward and bringing the organization in line with global standards.

III. Ethics

It is critical to the ongoing success of SH to establish an Ethics committee (tentative) led by an outside director. Our shareholders, customers, business partners, all expect us to act ethically. Now more than ever we need to prove that we have set high standards for ourselves and will work to maintain those standards.

My objectives will be to establish an Ethics committee and to build a code of ethical conduct which every director, officer and employee will have a role in maintaining.