

TAKENAKA Corporate Report 2023



We will inform all of our stakeholders through this report and our website about the operations and initiatives that the Takenaka Group is pursuing with the aim of realizing a sustainable society.

Editorial policy

We have compiled this Takenaka Corporate Report 2023 for the purpose of presenting the Takenaka Group CSR Vision and describing the projects undertaken by our corporate group as a whole with maximum clarity. Its contents primarily comprise details related to activities conducted by Takenaka Corporation. Contents, case examples and data that could not be covered in the report due to space constraints will be featured on the Takenaka Corporation website.

This report integrates our corporate brochure (introductory overview of our businesses) and sustainability report (CSR activity report), which were formerly issued as separate publications. It also seeks to obtain the full understanding of our stakeholders by incorporating our medium-term management plan as well as our principal financial and nonfinancial data in order to present the business operations implemented by our group on a global scale.

For further information located on our website, click the  marks found in this report.

Coverage of this report

■ Period of coverage

January–December 2022. Some contents concern activities conducted outside this period.

■ Scope of coverage

Contents include activities of the Takenaka Group centered on those of Takenaka Corporation.

■ Reference guidelines

The GRI Sustainability Reporting Standards, Environmental Reporting Guidelines 2018 by the Ministry of the Environment, and the Japan Standards Association's draft translation of ISO26000 (Guidance on Social Responsibility), first edition published on November 1, 2010, were employed as references in compiling this report.

■ Date of issue

Japanese: March 2023 (next issue March 2024).
English: May 2023 (next issue May 2024).

■ Inquiries

https://www.takenaka.co.jp/takenaka_e/e_contact/inquiries/index.php

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Corporate Website

(Japanese/English)

 www.takenaka.co.jp



- Major Works
- Solutions
- Corporate Information
- CSR Activities

Corporate Publications (Japanese/English)



Corporate Report
(Japanese/English)



Major Works Report
(Parallel Japanese/English)



Financial Report
(English)

Financial and nonfinancial information concerning the company is presented in an integrated, compact format.

Its business operations and results (works) are introduced in greater detail.

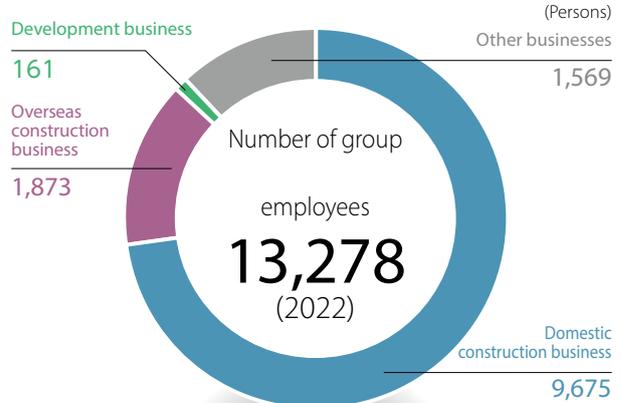
* Separate technology and solutions publications are also available.

The report provides detailed coverage of financial and nonfinancial information across a wide range.

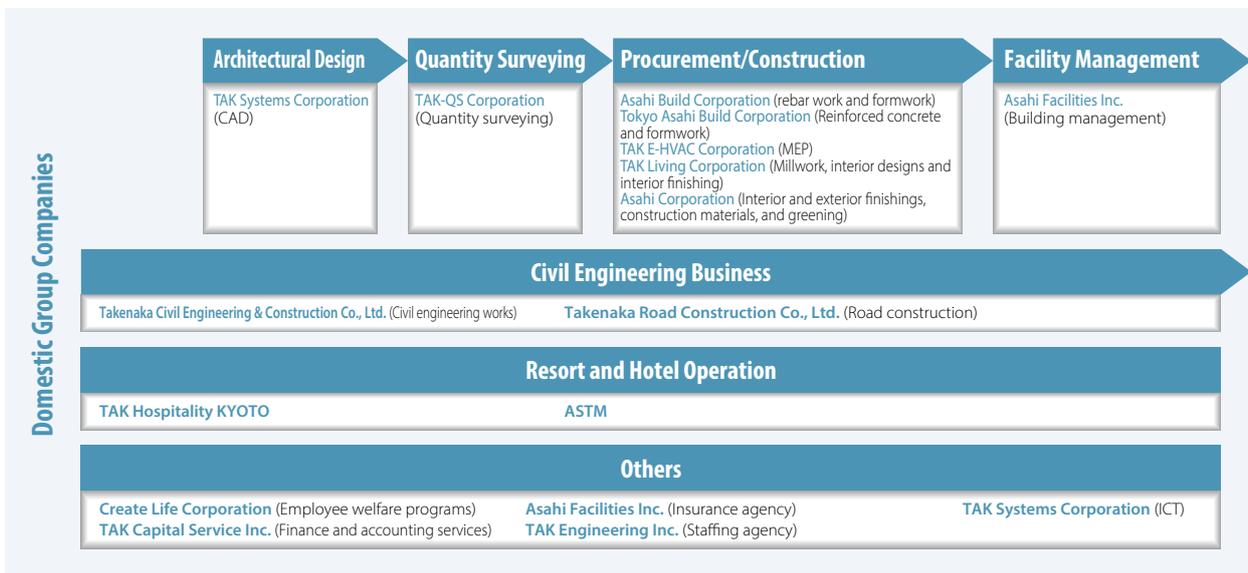
Group Overview

Our entire group will meet customer expectations at every stage of urban creation.

Takenaka Group's Business Size



Principle Operations of Main Affiliates



* Major consolidated subsidiaries, excluding indirectly owned companies

History of Takenaka Corporation

Takenaka, the Past and Future

Since its founding in 1610, Takenaka has specialized in architecture to produce a multitude of buildings that have become landmarks, and in this way, we have played a vital role in the development of our society. From the days of our founder Tobei-Masataka Takenaka, a *toryo* (master builder) of shrines and temples, our philosophy of specializing in building construction lives on. Today this spirit is embodied in all of our work, which has spread beyond the framework of architecture to prosperous and secure urban creation, not only in Japan but all over the world.

1610



1610

Tobei-Masataka Takenaka established a business in Nagoya to engage in shrine and temple construction.

1874

Nagoya Garrison barracks featuring Western-style architecture adapted to the postrestoration era completed.

1884

Mitsui Bank Nagoya branch completed.

1897

Mitsui Spinning Mill completed in Nagoya.

1899

14th-generation head of family Touemon Takenaka expanded the business into Kobe, which marked the first year of the company's foundation.

1900

Mitsui Bank Warehouse completed in Onohama district of Kobe.



1909

Unlimited Partnership Takenaka Komuten established with headquarters in Kobe and a branch in Nagoya.

1912

Takashimaya Kyoto Store completed as Japan's first reinforced concrete retail store building.



1916

Osaka Asahi Shimbun Head Office Building, a steel reinforced concrete structure, completed.

1920

1934

Meiji Seimeikan (Marunouchi, Tokyo) completed.

1937

Takenaka Corporation established. Capital ¥1,500,000.

1941

Takenaka Civil Engineering & Construction Co., Ltd. established.

1957

Antarctic Exploration Research Facilities constructed. Patent acquired for Takenaka Caisson Process.

1958

333-meter-high **Tokyo Tower** completed.



1960

Takenaka & Associates, Inc. established in San Francisco, starting full overseas business operations.

1963

Takenaka awarded first prize in **National Theatre** Design Competition.



1969

Asahi Facilities Inc. established, expanding business into building management and insurance businesses.

1973

Takenaka Europe GmbH established, expanding business into Europe.

1974

Thai Takenaka International Ltd., PT. Takenaka Indonesia, and **Takenaka Corporation Singapore Office** established, expanding business into Southeast Asia.

1975



1978 West Germany

Deutsch-Japanisches Center completed.

1979

Takenaka awarded Deming Application Prize.

Ashiyahama Seaside Town, proposed by the ASTM Group of which Takenaka was a member, completed.

1981 Singapore

Changi International Airport Terminal 1 completed.

1983 Tokyo

Ote Center Building completed and opened.

1986

Takenaka awarded Best Design Prize in **New National Theatre, Tokyo** International Design Competition.

1987

Yurakucho Mullion completed.



1987 San Francisco

Hotel Nikko San Francisco completed and opened.

1988

Chairman Renichi Takenaka awarded the Deming Prize.

Tokyo Dome, Japan's first multipurpose stadium with an air-supported membrane structure, completed.



1990

1990 Osaka

Crystal Tower completed and opened.

1990

Takenaka (Malaysia) Sdn. Bhd. established.

1991 Hawaii

Grand Hyatt Kauai Resort and Spa completed and opened.



1992

Takenaka awarded the Japan Quality Control Medal.

1993

Fukuoka PayPay Dome, Japan's first multipurpose stadium with a retractable roof, completed.



1993

PT. Takenaka Doboku Indonesia established.

1995

ACROS Fukuoka, a pioneering work in environmental architecture, completed.



1996 Thailand

Ayutaya Bank Main Office completed.



1997

Nagoya Dome completed, one of the five major domes. (Vantelin Dome Nagoya)

2000

2001
Takenaka Corporation (U.S.A.) established.

2001
Oita Sports Park Resonac Dome Oita and Sapporo Dome completed.

2003
Takenaka (China) Construction Co., Ltd. established.

Germany

Hyundai Motor Europe R&D completed.



2006
Superhigh-rise base isolation condominium City Tower Nishi-Umeda completed.

2007
Chubu region's tallest skyscraper Midland Square completed. Large-scale integrated Tokyo Midtown and Shin-Marunouchi Building completed in central Tokyo.



2008
World's first high-rise condominium comprising three interconnected skyscrapers, Island Tower Sky Club, completed.

2009
Mitsubishi Ichigokan and Marunouchi Park Building completed.



2010

2010
Takenaka India Private Ltd. established.

2013
Osaka Timber Association Building, constructed in Moen-Wood, completed.



2014
Abeno Harukas, the tallest building in Japan, completed.



Takenaka awarded Architectural Institute of Japan Award (Architectural Design) for Meiji Yasuda Life Insurance New Toyocho Building.

2017
Global Gate complex opened to serve as the core of Sasashima Live 24, a redevelopment project.



2017
Takenaka Vietnam Co., Ltd. established.

Singapore
Changi International Airport Terminal 4 completed to handle the flow of people and economic activities as Southeast Asia's hub airport.



Indonesia
Pacific Century Place Jakarta completed and distinguished for outstanding environmental features with LEED Platinum certification.



2018

2018
Open community hub for academic and local exchanges Tokoha University, Shizuoka Kusanagi Campus completed.



First legacy utilization project FORMER MANKICHI YAMAGUCHI HOUSE/kudan house completed.



2019 **Kyoto**
Kyoto Higashiyama Project (Kyoyamato & Park Hyatt Kyoto) opened.



2019
Ariake Arena, a sports event venue, completed.



Shibuya PARCO • HULIC building completed as an urban and cultural development center.

National Cerebral and Cardiovascular Center completed as a center for leading-edge medical services.



2020

2020 **Tokyo**
FLATS WOODS KIBA completed to accelerate the Forest Grand Cycle.



2020
Yokohama City Hall completed as a city hall open to citizens.



MIYASHITA PARK completed by application of a vertical urban park system.



2021
FOREST GATEWAY CHUO completed as a ZEB-Ready facility for learning and exchange.



2022
OSAKA UMEDA TWIN TOWERS SOUTH completed to reorganize prosperous urban space.



Corporate Philosophy

Dreams into Reality for a Sustainable Future

We consider our Management Philosophy, "Contribute to society by passing on the best works to future generations," to be our corporate mission. Then with our Company Policy as a basic stance, great care goes into creating each and every architectural work that we undertake. We have also continued to implement Total Quality Management, which enhances our corporate social value by earning customer satisfaction and social trust.

As the stakeholders surrounding us become more diverse, the functions and values demanded of architecture are also changing, so corporate activities having shared values with society are being required more than ever before. Moreover, society as a whole is facing many problems, such as global warming and climate change, safety and security, an aging social infrastructure, and a declining birthrate and aging

population. As the potential impact of these problems on future society is significant, it is becoming increasingly important for today's corporations to shoulder more social responsibility. It is in this context that we established the Takenaka Group CSR Vision and the Takenaka Group Message. The vision expresses our commitment to mobilizing the group's capabilities, deepening dialog with society and stakeholders, resolving social issues, and realizing a sustainable society; and the message expresses our Corporate Philosophy, including this vision, and our Total Quality Management Basic Policy. We intend to realize this vision by promoting Total Quality Management with each Takenaka employee taking to heart our Corporate Philosophy, which is the cornerstone of our company, and by practicing our Corporate Code of Conduct, which is a set of action guidelines for CSR.

Corporate Philosophy	Management Philosophy	Contribute to society by passing on the best works to future generations.	
	Company Policy	Integrity Professionalism Innovation Teamwork	Take the path of truth, keep good faith and be steadfast; Be industrious and fulfill your responsibilities; Devote yourself to your work with discipline; Act in harmony with the organization, and pursue prosperity for all of society.
Total Quality Management	Total Quality Management Basic Policy	Earn client satisfaction and society's trust through management that persists in stressing quality and challenging the creation of new environments.	
Vision	Takenaka Group CSR Vision	We, the Takenaka Group, will enhance dialog with stakeholders, turn those dreams into reality through urban creation, and connect a sustainable society to the future.	
Policies	Health and Safety Policy	Quality Policy	Environmental Policy
	Human Rights Policy	Procurement Policy	Tax Policy
		Internal Controls Basic Policy	Personal Information Protection Policy
Code of Conduct	Takenaka Corporate Code of Conduct	<ol style="list-style-type: none"> 1. Realizing a sustainable society through customer satisfaction and urban creation 2. Compliance with laws and social norms 3. Disclosure and protection of information 4. Respect for human rights 5. Realizing comfortable workplace environments 	<ol style="list-style-type: none"> 6. Contribution to the global environment 7. Contribution to society 8. Thorough risk management 9. Respect for international norms and contributions to each country and region 10. Implementation system and response to violations
Message	Takenaka Group Message	Dreams into reality for a sustainable future	

Realizing the dreams in the Takenaka Group CSR Vision and Takenaka Group Message

In our efforts toward a sustainable society, we believe that along with meeting the expectations of stakeholders; who include the global environment, local communities, customers, employees and partner companies; urban areas where these people gather and interact must be safe, flourishing, and easy to live in, both today and in the future.

Accordingly, we will enhance dialog with stakeholders, and then work toward a sustainable society by turning their dreams into reality through urban creation with new value that combines our group's business capabilities of construction, civil engineering, real estate and development, facility management and building renovation.

Honorary Chairman and Chairman's Message

Since its founding in 1899, our company has continuously adhered to the spirit of a master builder and quality management. As a result, we have earned the trust of a wide range of customers, for which we are grateful. As our business environment has undergone many changes over the past 124 years, the scope of impact has broadened, and the speed of changes has accelerated. However, our Management Philosophy, "Contribute to society by passing on the best works to future generations," and the first line of our Company Policy, "Take the path of truth, keep good faith and be steadfast," are the cornerstone of our company and the ideas of our founder that we should maintain without change. In accordance with our Group Vision, "Contribute to society through urban creation," which is based on dialog with our customers and other stakeholders, we think it is necessary to earnestly address the challenges facing our society. With the goal of realizing a sustainable society, therefore, we will continue on a steadfast course of meeting the expectations of society and our customers.

March 2023



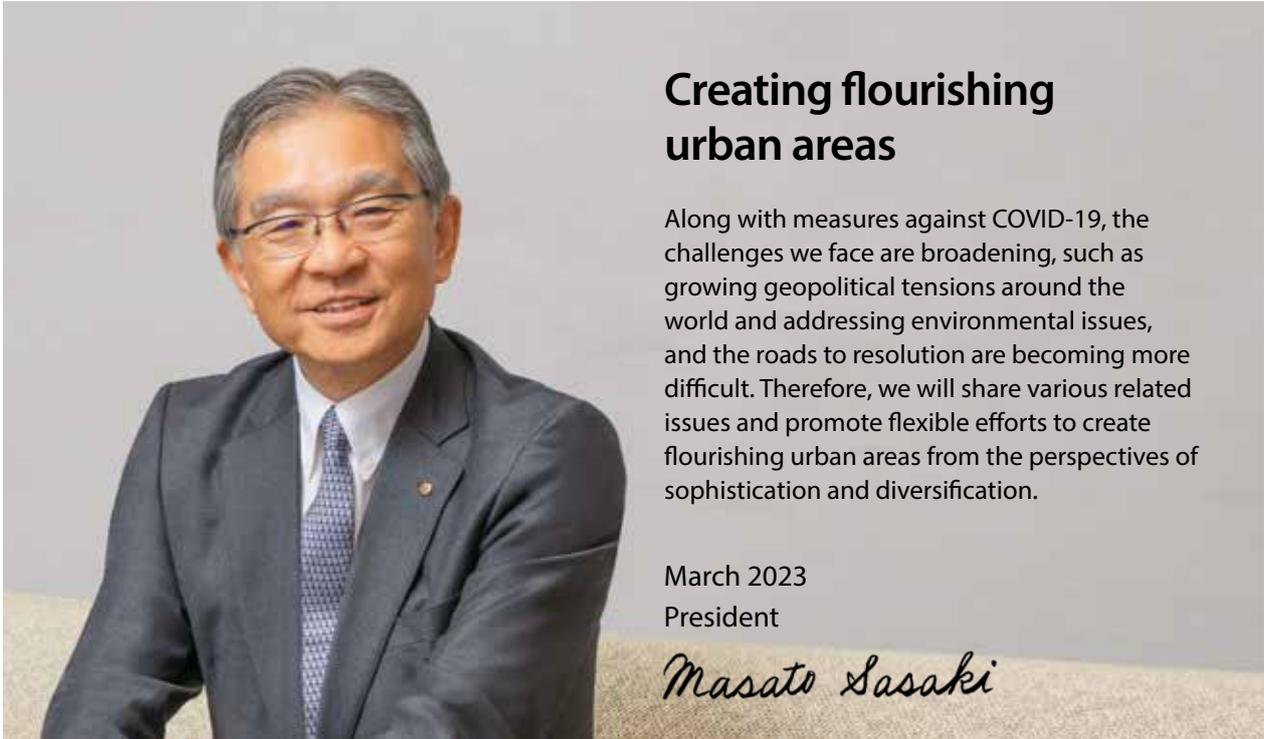
Honorary Chairman of the Board

Toshio Ishimatsu

Chairman of the Board

Masato Namba

Message from the President



Creating flourishing urban areas

Along with measures against COVID-19, the challenges we face are broadening, such as growing geopolitical tensions around the world and addressing environmental issues, and the roads to resolution are becoming more difficult. Therefore, we will share various related issues and promote flexible efforts to create flourishing urban areas from the perspectives of sophistication and diversification.

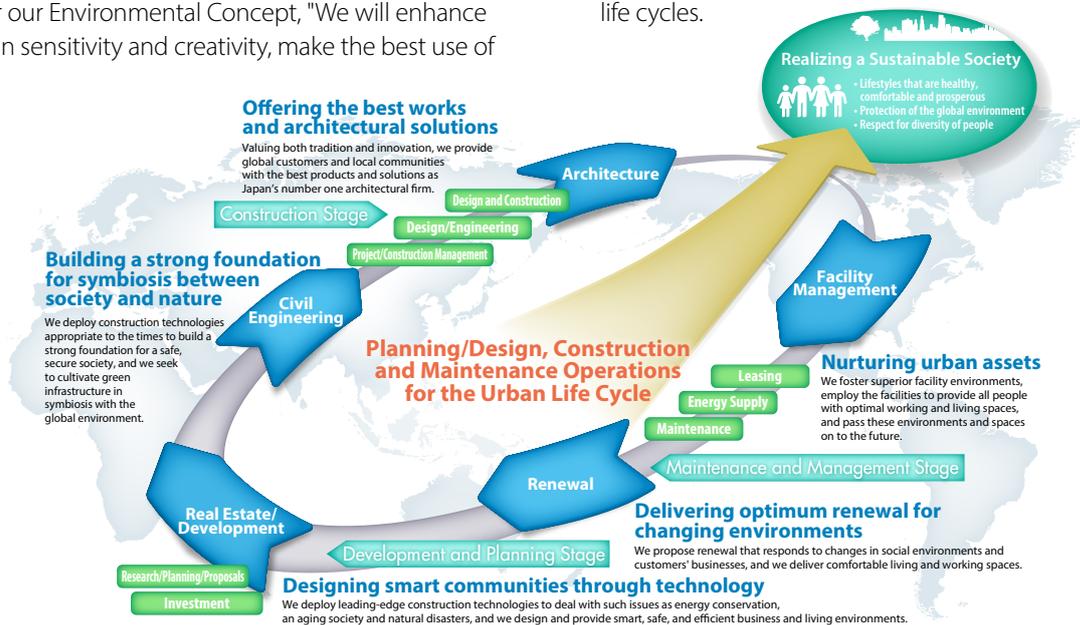
March 2023
President

Masato Sasaki

Enhancing the functions of urban areas and increasing their value

One of the urgent issues the world faces is changes in the global environment brought on by the effects of rapid climate change. This is causing intensification of natural disasters, biodiversity crises, and energy issues, the convergence of which is forcing humankind to find solutions. As part of our efforts toward a sustainable society, we are promoting initiatives that connect people with nature under our Environmental Concept, "We will enhance human sensitivity and creativity, make the best use of

nature, and aspire to realize carbon-neutral cities by developing life-cycle CO₂-zero buildings." Our goal is to enhance urban functions, not only in tangible areas like natural disaster preparation and infrastructure improvement, but also in terms of envisioning how we would like our future society to be. Going forward, we will continue to increase urban value by applying our group's business areas over entire urban life cycles.

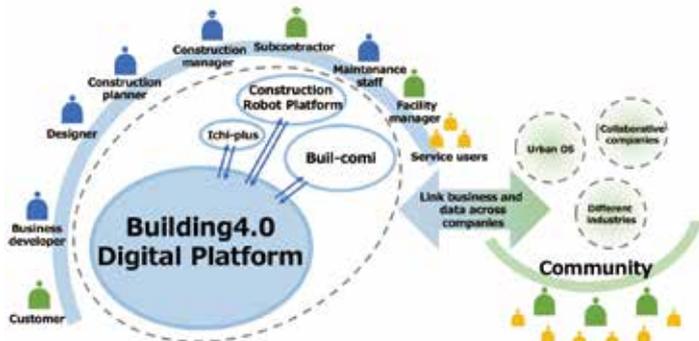


● **Harmonization with the environment**

In our drive toward a sustainable society, we established our own Global Environmental Charter in 1992. Since then, we have been engaged in activities focused on environmental architecture based on our Environmental Concept. By endorsing recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and acquiring certification in the Science Based Targets (SBT) initiative, we are working to analyze and understand the risks and opportunities that climate change poses to our business and to disclose information about our responses. Aiming for a healthy, comfortable and prosperous society, a decarbonized society, a resource recycling society, and a society in harmony with nature, we will continue to share and resolve the issues of urban areas through dialog with stakeholders.

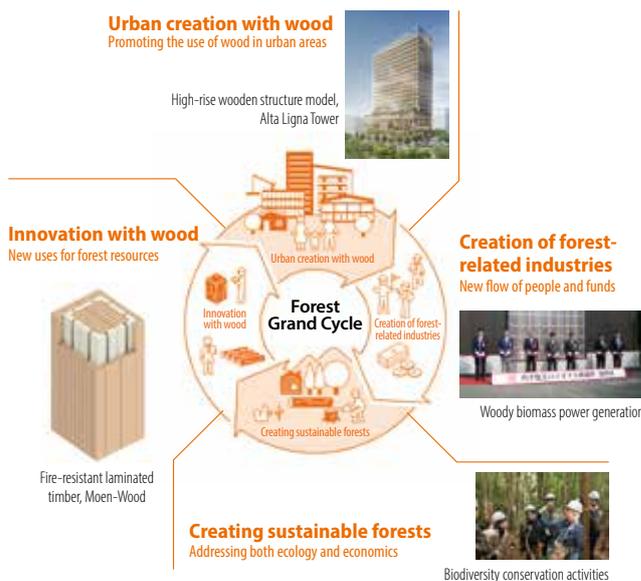
● **Work style and productivity reform**

By utilizing digital technology to address work style reform and a lack of skilled workers, which is a pressing issue in the construction industry, as well as to respond to the Revised Labor Standards Law, we are promoting productivity reforms through drastic improvements in the efficiency of production and business operations.



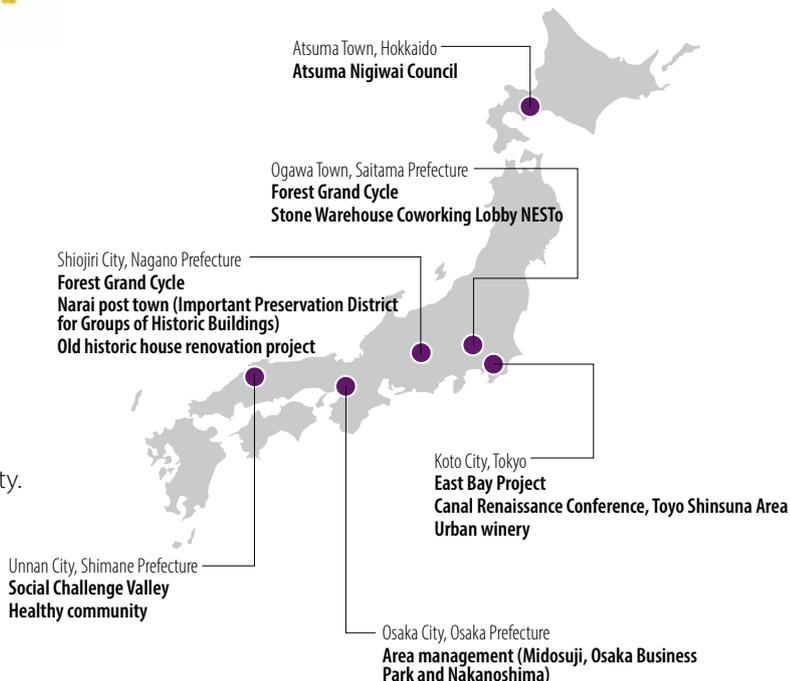
● **Sustainable architecture and urban creation**

We have been promoting an initiative called MACHInnovation with our Urban Creation Strategy Division playing a central role in achieving our goal of becoming an "integrated engineering firm for urban creation." Through collaboration with various stakeholders and by addressing urban issues, we will contribute to the transformation to a sustainable society.



In particular, we are thoroughly digitizing our operations through development of both Takenaka Advanced Construction Integration, which is business reform spanning all production activities, and building information modeling (BIM). In this way, all business-related data is centrally stored on our **Construction Digital Platform**. By making advanced use of such data through AI and other means, we will continue to improve business efficiency and create new value for society and our customers.

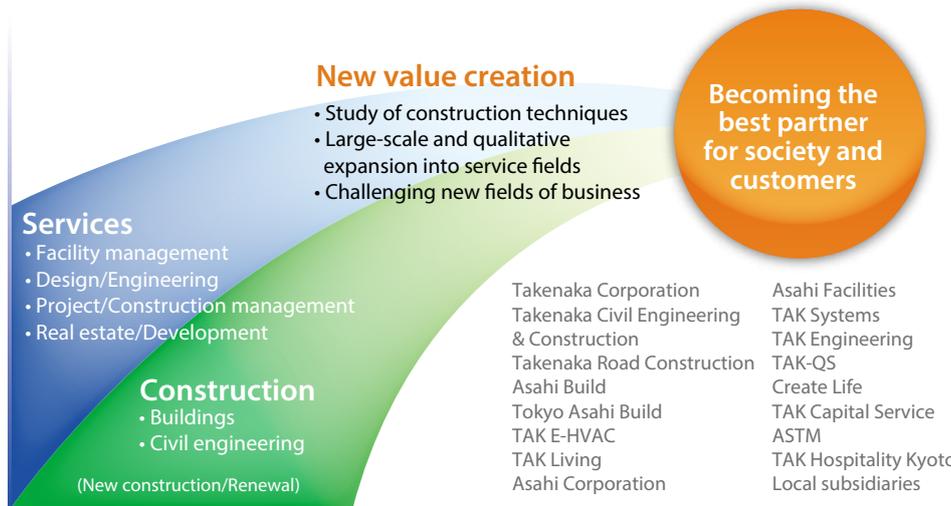
Going forward we aim to intensify coordination with smart building realization and construction robot management platforms. Then, in addition to promoting comprehensive development from construction projects to facility operation, we also aim to produce new architectural and urban creation services in the future by linking up various data platforms in local communities.



Our Vision

We are aiming to create solutions that fuse construction technology and services so that we can demonstrate comprehensive engineering capabilities groupwide in line with urban life cycles. Values required for social issues, which change with the times in various ways, are not uniform. In order to be able to demonstrate a wide

range of expertise, and technical and management capabilities groupwide, we will invest in strengthening management resources, and expansion of human resources, technology and ICT. In doing so, our goal is to be the best partner for society and our customers.



Basic approach of Total Quality Management

Our basic approach to achieving sustainable and sound corporate activities is **TQM Total Quality Management**. The aim here is to improve "management quality" by placing values and actions at the customer's perspective and raising the level of "work quality," "service quality," and "business quality." Maintaining the spirit of a master builder (*toryo*)* since the foundation of our business, we have always placed priority on earning

trust first and social value. In addition to organizational improvement, we will keep pace with changes in society and our customers to make lasting reforms. By earning the satisfaction of customers and the trust of society, therefore, we are confident that we can be a perpetual presence in the creation of new environments.

* The mindset of an artisan is living up to the customer's trust by putting heart and soul into doing the best work.



Cover of the book *Takenaka Total Quality Management*



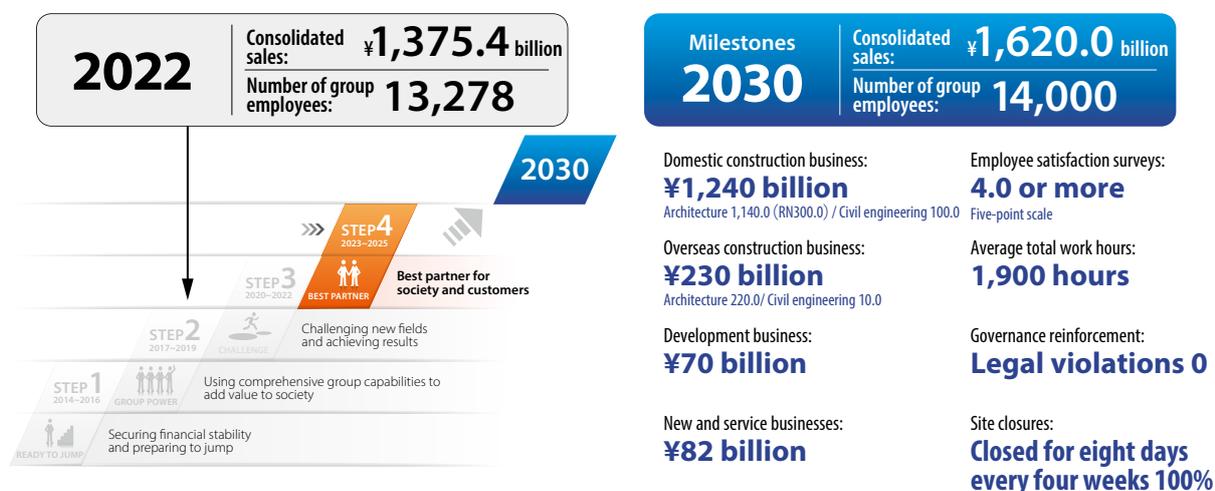
Certificate of Merit for the Nikkei QC Literature Prize

Implementing our medium- to long-term strategy

Along with our Growth Strategy to 2025, we have also set longer-term milestones toward where we would like to be in 2030. In addition to being the goal for our SDGs, we also regard 2030 as the midpoint of our efforts to become carbon neutral by 2050.

Aiming for sustainable and stable management centered around our group's core construction business, we will strive to enhance new and service businesses in addition to overseas construction and development

businesses. In order to achieve nonfinancial goals based on respect for human rights and compliance along with our business targets, we will continue to promote sound corporate activities by creating environments where employees can be active in good physical and mental health, and by achieving KPIs starting with employee satisfaction as well as average work hours, strong governance, and work site closures.



At the start of our new three-year plan

Looking back over the three years up to 2022, there have been dramatic changes in the environment surrounding our business from the socioeconomic impact of the COVID-19 pandemic to growing geopolitical tensions and supply chain disruptions. These events have affected our business in no small way, so at the start of our new Three-Year Business Plan, we will continue to strengthen our current management foundation.

In addition, 2023 is the first year of our efforts under the theme, "Be the best partner for society and customers," which comprises STEP 4 of our growth strategy. Society and customers have very high expectations of the construction industry when it comes to environmental initiatives, such as decarbonization, so we recognize that knowledge and technology beyond just making buildings is required.

Together with involvement in urban creation, our group will enhance solution capabilities that are organically connected to areas where we can demonstrate our expertise. This will include initiatives we have been

working on up to now like our Forest Grand Cycle, where the aim is to create a sustainable virtuous cycle between forest resources and local economies.



Building Production Process Reform

New work style based on Takenaka Advanced Construction Integration

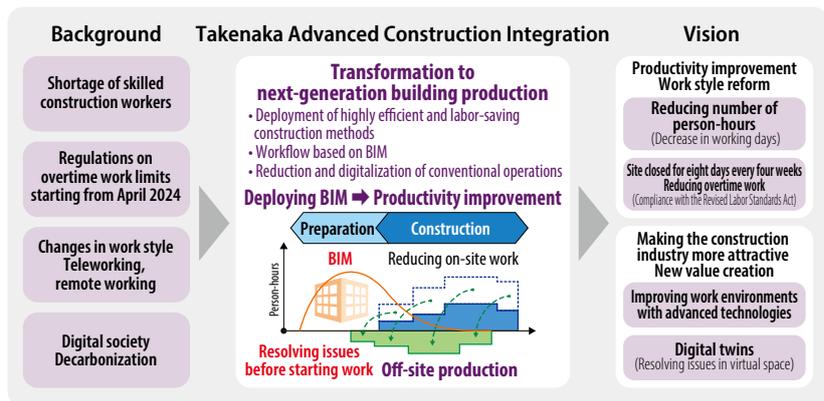
Ongoing activities and future targets

- Facing implementation of the revised Labor Standards Act (regulations on overtime limits) in the construction industry, which will go into effect in April 2024.
- Takenaka Advanced Construction Integration, which started in 2020, steadily contributing to improved productivity of skilled workers through off-site production and other initiatives.
- Developing highly effective productivity enhancement initiatives through BIM and other digital technologies to reform the way we work.
- Contributing to customer businesses by enhancing the value created through new construction processes, such as quality improvements brought about by data-based digital process management, visualization of work progress and collaborative task management.

Takenaka Advanced Construction Integration initiatives

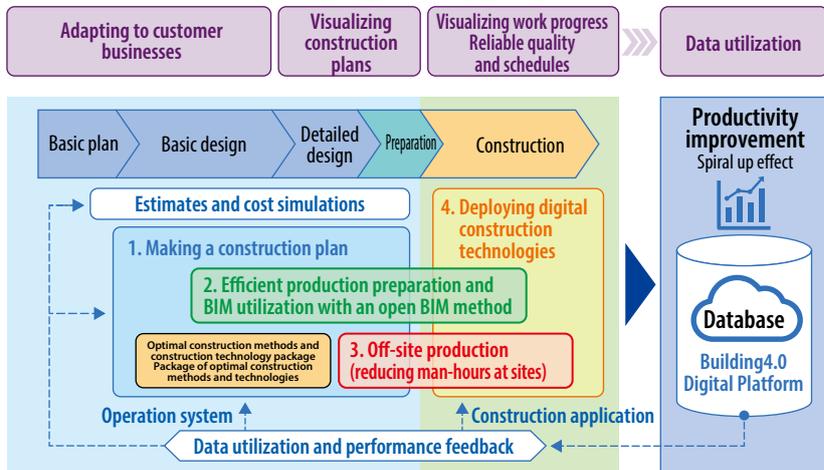
Our vision for the next-generation building production system

In response to changes in our environment, such as a growing shortage of skilled construction workers, the capping of overtime work in the construction industry, and the digitalization of society, we are working to reform the building production process with the focus being on improving productivity. As part of Takenaka Advanced Construction Integration, the aim here is "work style reform" and "new value creation through the building production process."



Four business processes and a digital platform in Takenaka Advanced Construction Integration

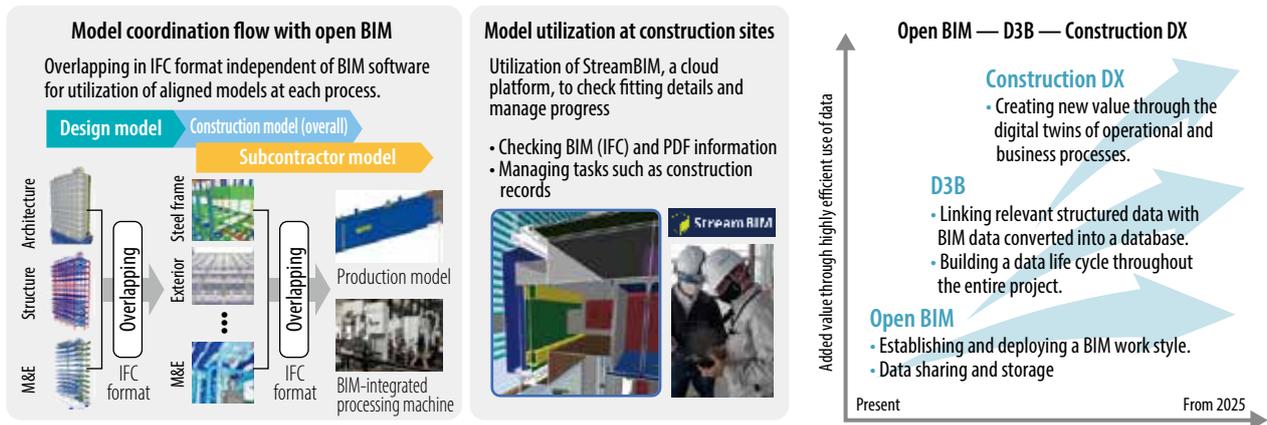
1. Making a construction plan
2. Efficient production preparation and BIM utilization with an open BIM method
3. Off-site production (reducing man-hours at sites)
4. Deploying digital construction technologies



Takenaka Advanced Construction Integration is centered on four business processes, which are linked to improved productivity through data sharing and utilization via our [Building4.0 Digital Platform](#).

Deployment of open BIM and beyond

In deploying BIM and improving productivity, it is essential for designers, contractors and subcontractors to utilize the BIM software that meets their needs. As a first step, we are presently deploying open BIM, which is centered around sharing and coordination in the IFC format, an international standard format that does not depend on any specific BIM software. The next step is Data-Driven Design-Build (DB3) by means of structured data involved in the construction process. This will then lead to digital transformation (construction DX) of the entire construction project that follows.

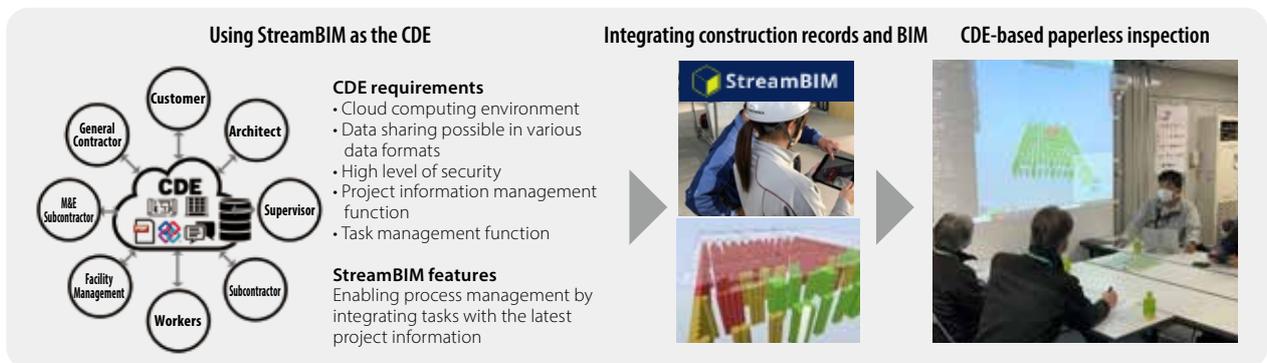


Next-generation construction management centered on BIM and digital data through a common data environment (CDE)*

CDE is used for data sharing and task management among the various stakeholders involved in a project.

StreamBIM is deployed as a CDE that enables management and use of BIM and other data to break away from traditional paper-based work. This has made it possible for us to share up-to-date information and realize a significant increase in productivity of various management tasks.

* CDE: ISO 19650 Common Data Environment



Improving the working environment with the use of advanced construction machines and robotics

In response to a decrease in skilled construction workers and the issue of improving working environments, we are leading industry collaboration to improve productivity through developing and deploying advanced construction machinery. We are also working on future-oriented leading-edge technological development, which includes creating remote-type working environments such as using remote control.



Curtain Walker EV (exterior material installation machine)



TawaRemo (remote crane operation)

Robots linked with BIM

The Construction Robot Platform enables grid mapping for robot paths based on movement and route data defined in BIM, and it also makes it possible to remotely control various types of robots simultaneously.

Construction Robot Platform



Architecture

Turning Customer Dreams into Reality

The functions required of buildings today are becoming increasingly sophisticated and diverse. In response, we are taking up the challenge of creating architecture with new value while continuously striving for "sustainable works," "designs born of our comprehensive capabilities," and "attractive renewal."



Sustainable works

WITH HARAJUKU

Creating pedestrian accessibility and revitalizing a storied street culture

Design: Takenaka Corporation + Toyo Ito & Associates, Architects
Construction: Takenaka Corporation

WITH HARAJUKU is a sustainable redevelopment project aimed at revitalizing an entire neighborhood for the future. Collaborating with nearby areas, WITH HARAJUKU is the heart of our efforts to create a verdant network and additional flows of people to the Harajuku backstreets adjacent to the rear of the project area. We are also continuing to promote initiatives to enhance the value of this district. Making the most of the location between the Meiji Shrine and Omotesando/Takeshita Streets, we are creating new public spaces in front of Harajuku Station and fostering appealing street culture through pleasant architecture that blends in with nature.



Sustainable works

WITH HARAJUKU

This multilevel complex is comprised of stores, restaurants, a coworking space, a multipurpose hall, and an apartment complex. A semi-open-air public passageway called "Passage," which leads from the front of Harajuku Station to Takeshita Street, becomes a bypass for the flow people who converge on this back street. Along with open terraces and alley-like spaces that expand three-dimensionally to the surrounding neighborhood like branches and leaves from a tree trunk, there is a seamless connection for the flow of people who are coming and going.



Wooden facade facing the historic Meiji Shrine (local production for local consumption, CO₂ reduction)

In order for this high-rise building with a lengthwise span of 75 meters to be in concord with the Meiji Shrine's thick grove and the wooden station building of the former Harajuku Station, both of which are historical assets, the exterior is made into a deeply etched lattice facade with thick natural wood from Japan, which is woven into a grid pattern. The delicacy and strength of traditional Japanese wooden architecture is expressed in this facade.



Building a verdant network that regenerates Genjiyama

By providing an outdoor stepped terrace that reproduces a former land feature called Genjiyama, we created a relaxing place with a commanding view of the Meiji Shrine and the Harajuku neighborhood. The greenery of Tokyo's unique slopes, which had been lost to urban development, is restored, and greenery now forms a continuous line from the Meiji Shrine to the Togo Shrine on the backstreet side of Harajuku.



Creating a pedestrian space, "Passage" that revitalizes street culture

Passage (a semi-open-air, multilevel walkway space that runs through the facility) connects to the surrounding streets to form a public walkway network. Light and wind going through Passage and the continuous greenery of the outdoor terrace creates ease of movement and rest areas where nature can be experienced in the city center.



An open terrace that channels pleasant breezes to the surrounding neighborhood blocks

Cool prevailing winds from the Meiji Shrine's wooded area blow through Passage and the greenery of the outdoor terrace, which has a temperature-lowering effect on surrounding blocks. Suppressing radiant heat emission from the building also helps to reduce the heat island effect.



An outdoor terrace where a variety of activities can be found

Facing the stores, terraces on each floor entice the bustle of people in the stores to the outside while providing a variety of activities depending on the season and time of day. Used as stages for various encounters and events, the terraces bring together visitors from the streets of surrounding areas, users of the facility, and residents of the housing complex.



Flora that is unique to the area and nurtures the ecosystem

Planting is based on local native species, and a variety of broadleaf deciduous trees, providing the charm of the four seasons, are placed along pathways of the outdoor terraces on each floor. A wide variety of plants allows users to feel close to the greenery, and this will contribute to the formation of an ecological network of birds and other living creatures.

Architecture

Design born of our comprehensive capabilities



New TAKUMA Building (Training Center)

Urban-type, fire-resistant wooden office building showcases the possibilities of changing to wood

Design and construction: Takenaka Corporation (2020)

This is a training center and office facility at the Head Office of TAKUMA, a boiler plant manufacturer that also has a biomass plant business. In order to exemplify its philosophy of promoting environmentally friendly projects, we contributed to the wood cycle by making extensive use of timber on this office building where the warmth of wood was expressed in an urban setting.



A pond surrounds the first floor where visitors are welcomed by a waterscape and wood.



The double skin facade supported with laminated wood has a low environmental impact and gives the impression of wood from the outside.



Inside, CLT-paneled walls and narrow outer wood members create a workspace with the warmth of wood and a sense of openness.

Attractive renewal

As buildings are vessels that protect lives and property, they are assets for the whole of society. The aim of attractive renewal is to improve asset value and business potential by restoring the functionality and aesthetics of aged buildings as well as adding new functions. In this manner, we are contributing to the realization of a sustainable society by using our design and technical capabilities to respond to diverse and sophisticated needs. This includes improving the functions and performance of buildings that have become outdated as well as legacy utilization through preservation, restoration, and usage change (conversion) of buildings that have historical significance.



Rissei Garden HULIC Kyoto

New urban areas for the future

This was a project to utilize the former site of the Rissei Elementary School, which opened in Kiyamachi, Kyoto in 1869. The old schoolhouse facing the Takase River was renovated into guest rooms, and an extension building was positioned as a backdrop. A lobby and terrace with a panoramic view of Mount Higashi were placed on the top floor of the extension building, which has an exterior designed to harmonize with the surroundings. With the aim of creating a new lively atmosphere where guests and local people could interact, Rissei Hiroba, which was the school yard, was made open to the Takase River front for local festivals and athletic events as had been the case in the past.

32nd BELCA Prizes

Design: Takenaka Corporation Construction: Takenaka, JV (2020)

Main Building of Daimaru Shinsaibashi Store

Preservation and restoration of the exterior wall that served as a symbol of the original structure

Interior components with outstanding design value were recycled and reused in restoring the retail sales space. As the ESG promotion flagship store for J. Front Retailing, the project focused on contributing to a low-carbon and recycling society by using 100 percent renewable energy sources, and reducing CO₂ emissions by roughly 7,000 tons in 2020 compared to the 2015 level when restoration began.

MIPIM Asia Awards 2020: Silver Award

62nd BCS Prizes

Original Design: William Merrell Vories (Phase I in 1922–Phase IV in 1933)

Construction: Takenaka Corporation (Phase I in 1922–Phase IV in 1933)

Basic design and supervision: Nikken Sekkei Ltd.

Design, management and construction: Takenaka Corporation (2019)



Hori Building/GOOD OFFICE Shinbashi

Carrying on a historical heritage and paving the way to the future

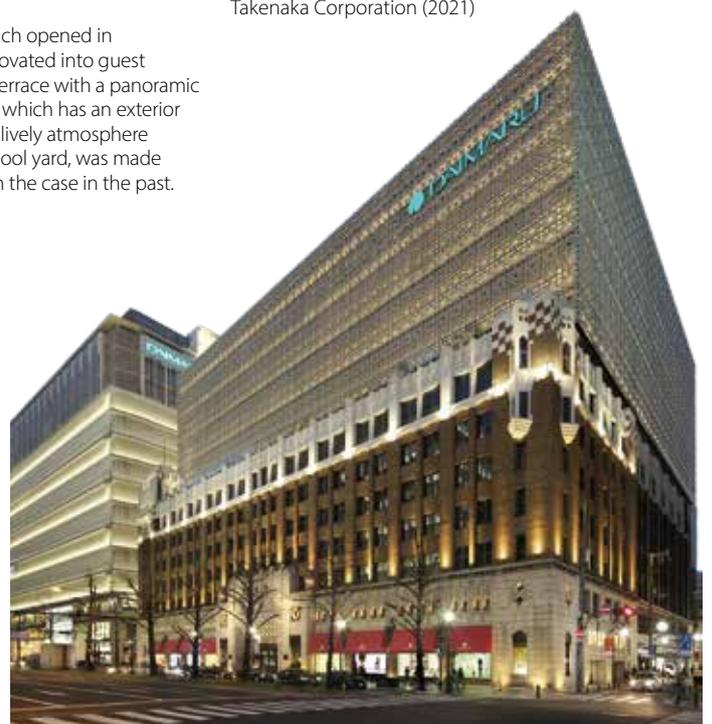
We restored the Hori office building with apartments (a registered tangible cultural asset built in 1932) as shared rental offices that will induce innovation. The sense of an aging space and nostalgia for the structure when it was originally built were combined with modern facilities and furniture. It is an example of restoration making maximum use of a building's value and attractiveness.

KUKAN DESIGN AWARD 2021:

Shortlist, Sustainable Space of the Year

Original Design: Toshio Kubo, Masatsugu Kobayashi

Renovation Design and Renovation Construction: Takenaka Corporation (2021)



Global Operations

Supporting the Business Activities of Our Customers –Contributions in each country and region–

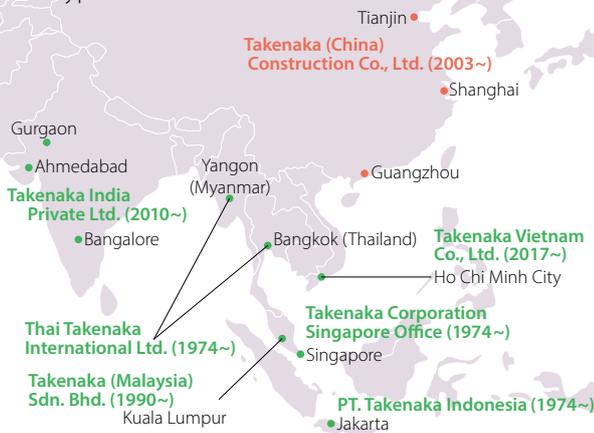
Takenaka's international business began in earnest with our entry into the U.S. market in 1960, and our network now spreads around the world. We have participated in a diverse range of projects in support of our customers, which include Japanese businesses launching overseas operations and public institutions in various countries as well as local business enterprises developing projects across a wide spectrum from airports to high-rise office buildings, hotels, manufacturing plants and museums. Our activities also span a diverse range, comprising not only architectural design and construction works but also technical guidance and consultation services as well as materials procurement.

13 countries
in Europe,
7 countries
in Asia, China
and
United States

Locations of main global business offices

■ Asia/ ■ China

This year marks the 48th year since Takenaka opened offices in Thailand, Singapore and Indonesia. We also celebrated the 32nd anniversary of our office in Malaysia, 19th anniversary of Takenaka (China) Construction, and 12th anniversary of our office in India. More recently, we set up an office in Vietnam in 2017, and at present we operate in eight Asian countries. Some 130 expat employees have been assigned to China and other countries along with the support of roughly 1,600 local employees. Together they handle construction projects of all types and sizes.



Pacific Century Place Jakarta (Indonesia, 2017)



CapitaGreen (Singapore, 2014)



AEON MALL Jakarta Garden City (Indonesia, 2017)



Changi Airport Terminal 4 (Singapore, 2017)



Wuxi Murata Electronics Second Factory (China, 2020)

Takenaka Europe celebrates its 50th anniversary

In 2023, Takenaka Europe celebrates the 50th anniversary of establishing its office in Dusseldorf, Germany in 1973. To date, it has been responsible for more than 1,500 projects, including construction of manufacturing plants, office buildings, research laboratories and distribution centers for multinational companies. The company has expanded its business to global corporations and has earned high appraisals for its performance. Demonstrating our unique capabilities in design-build technology, which originates from the spirit of a master builder (*torya*), we actively employ cutting-edge technology worldwide to support our customers.



Jaguar Land Rover Slovakia new plant (Slovakia, 2018)



Gold Award Plaque of the Supplier Excellence Awards

Europe

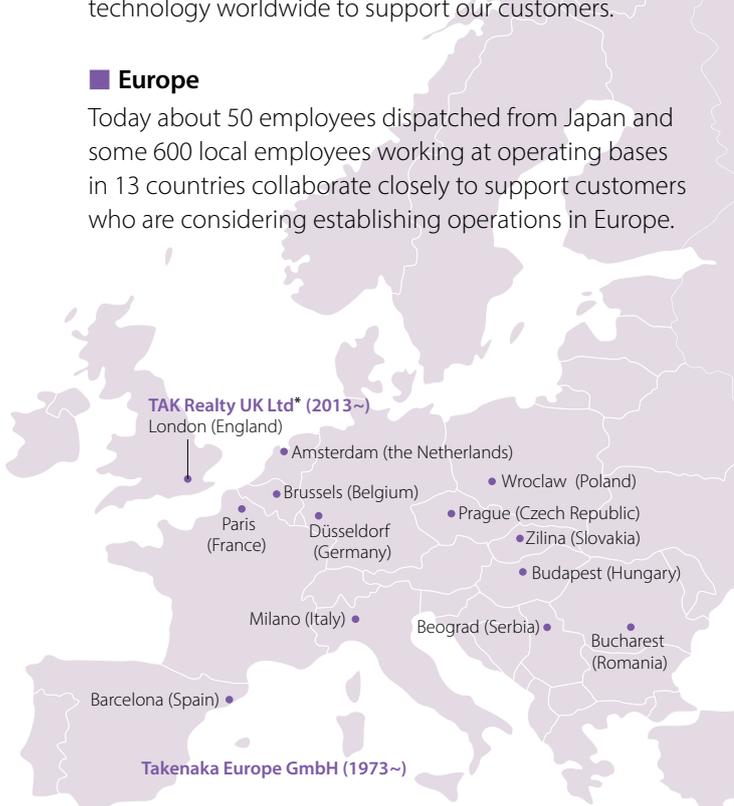
Today about 50 employees dispatched from Japan and some 600 local employees working at operating bases in 13 countries collaborate closely to support customers who are considering establishing operations in Europe.



Daimler Poland Battery Assembly Factory (Poland, 2020)



Toray Hungary Battery Separator Film Factory (Hungary, 2021)



* Development business is being conducted at these offices.

United States

Takenaka began laying the foundation for its global operations in 1960 after extending its business to the United States where it mainly provided development and consultation services.



Hotel Nikko San Francisco (U.S.A.)



* Development business is being conducted at these offices.

Development

Creating New Value Through Urban Creation



Design and construction: Takenaka Corporation

We have participated in planning, design and construction of numerous urban redevelopment projects, including projects in metropolitan districts in Tokyo, Yokohama, the Nagoya Station area, and central Osaka. We are also engaged in urban renewal, and PPP and PFI projects while actively pursuing proprietary development projects and participating in city planning organizations. Contributions made through our various urban creation initiatives also include strengthening international competitiveness, improvement of safety and security, symbiosis with the environment, and solutions for a variety of other problems and needs facing cities today.

[Urban redevelopment projects] Shibuya PARCO • HULIC building

On this project, we supported proposals for a new type of special urban renaissance district that would help improve Shibuya's appeal, promoted the redevelopment as a special business agent, performed design and construction, and provided operational support for area management. We contributed to urban creation by incorporating the neighborhood character of Shibuya into the building perimeter as a multilevel street, and organically linking unique stores, theaters, business support facilities, offices, and plazas, as a hub for fostering and disseminating information on fashion, art, and theater culture.

[🔗 Click here for further details.](#)



Yokohama City Hall

The new city hall is expected not only to provide Yokohama City with administrative and legislative functions, but also to provide an atrium for cultural and fine arts events and programs. As the architect and construction contractor responsible from the basic design stage, We worked on the creation of an open city hall and a new urban landscape that was in the public interest and contributed to the community through workshops and symposiums.

Design and engineering: Takenaka Corporation, Maki and Associates, NTT Facilities, Inc.
Construction: Takenaka Corporation (joint venture)



OSAKA UMEDA TWIN TOWERS SOUTH

Located in the busiest shopping district in western Japan, this is a complex that accommodates offices, conference halls and department stores. The buildings are integrated with two neighboring blocks, redeveloping an existing road running under the new complex. The outer area of the complex provides public facilities, including sidewalks and pedestrian decks. In this project, we were responsible for the design development, various applications, construction, planning support, and management of surrounding areas.

Basic design: NIHON SEKKEI, INC.
Design and construction: Takenaka Corporation



ABENO HARUKAS and Tenshiba

Japan's tallest building, ABENO HARUKAS, and the Tenshiba park renewal project, which include huge grassy spaces, had a great impact on the local area. We performed planning support, design, and construction, which contributed to increasing the appeal of the area and attracting more people.

[🔗 Click here for further details.](#)

ABENO HARUKAS
Design and supervision: Takenaka Corporation
Exterior design: Takenaka Corporation and Pelli Clarke Pelli Architects
Construction: Takenaka Corporation (joint venture)
Tenshiba
Design and construction: Takenaka Corporation

* The underlined projects are initiatives implemented through special purpose companies (SPCs) or independently by Takenaka.



[PPP and PFI projects]

Nagoya International Exhibition Hall 1

In response to aging facilities and competition among cities to attract MICE tourism, Nagoya City sought a PFI firm for this project to develop and maintain the new Exhibition Hall 1. A group of companies led by Takenaka was awarded the contract in 2018, and it was completed in October 2020. Along with a distinctive design that will become a new landmark in the Kinjofuto area, this project has contributed to urban creation by providing a pedestrian network connecting Kinjofuto Station to other facilities via the premises.

Design: KUME SEKKEI Co., Ltd. and Takenaka Corporation JV
Supervision: KUME SEKKEI Co., Ltd.
Construction: Takenaka Corporation



[Domestic development projects]

Kyoto Higashiyama Project (Kyoyamato and Park Hyatt Kyoto)

This was one of our exclusive projects in which we managed the entire process from development, to design and construction, and on through to operation. In October 2019, a luxury hotel with 70 rooms opened in this prime location, where guests could enjoy views of Kyoto City and the pagoda of Hokanji Temple, known as the Tower of Yasaka. By saving and restoring the historical buildings and gardens, which continue to serve as a restaurant for Villa Kyoyamato, we incorporated the uniqueness of Kyoto with a fusion of tradition and new culture.

Design and construction: Takenaka Corporation
Interior design: Tony Chi + Takenaka Corporation
Landscape Architect: Yasuo Kitayama



Rendering

Umekita Development Project

An urban creation project, which covers a zone area of 24 hectares and total development land area of 1,000,000 square meters for two combined construction phases (Grand Front Osaka and the second Umekita development project), is currently underway in the area north of JR Osaka Station. We are participating in this project as a joint developer in addition to a role in planning, design and construction.

Grand Front Osaka (Phase 1)

This large-scale urban development project, which was completed in 2013, involved a total floor area of some 570,000 square meters.

Basic design: Nikken Sekkei Ltd., Mitsubishi Jisho Sekkei Inc., NTT Facilities, Inc.
Execution design: Nikken Sekkei Ltd., Mitsubishi Jisho Sekkei Inc., NTT Facilities, Inc., Takenaka Corporation, Obayashi Corporation
Construction: Takenaka Corporation (joint venture)

Second Development Zone in the Umekita Area

(Advance opening around summer of 2024, and full opening in 2027)

A new urban creation project is being promoted for integrated development, administration and management of an urban park (4.5 hectares), which is located at the center of the project zone and combined with a residential area created by land developers.

Design: (Rental Building, South District) Mitsubishi Jisho Sekkei Inc., Nikken Sekkei Ltd., Takenaka Corporation, Obayashi Corporation
(Residential Apartment, North District) Takenaka Corporation, Nikken Housing System Ltd.
Construction: Takenaka Corporation (joint venture)



Ote Center Building

This is our own development project in Otemachi, the most prestigious central business district (CBD) in the heart of Tokyo. Through major improvement works we are providing significant new value and a comfortable business environment.

Design and construction: Takenaka Corporation

400/430 California

This building is in the center of the financial district of San Francisco, and it is also designated as a historical landmark in the city. We completed major renovation including a seismic retrofit, and preservation of this heritage building. It is a great value added example of the synergy effect from our expertise in design, construction and real estate investment.

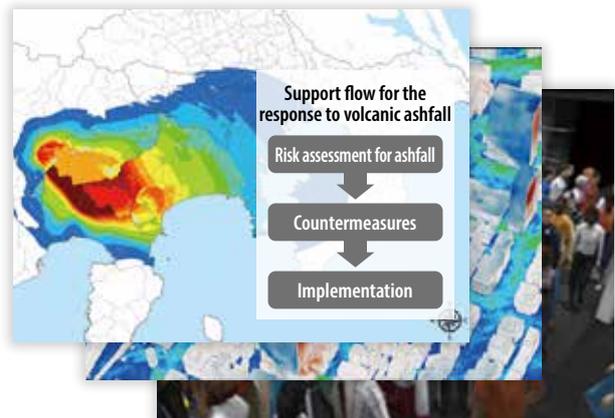
Engineering

Delivering the Best Solutions to Resolve Customer Issues

Our customers require speedy responses to market changes, advanced building environments, and a variety of safety and security features. Hence, we are responding to these needs by providing total engineering services from the project planning stage to building plan development, design, construction, and aftercare.

Resilience solutions

In recent years, interest in disaster resilience has increased against a background of massive earthquakes, volcanic eruptions, flooding from typhoons and torrential rains, and pandemics. In March 2022, therefore, we established the Resilience Solutions Department inside our Engineering Division in order to strengthen our response to the needs of our customers and society. From formulating and reviewing business continuity plans (BCPs) to drawing up and implementing specific measures, and employee education and training, this specialized department provides one-stop support for a variety of risks, such as natural disasters, infectious diseases, and crime. Through these resilience solutions, we are contributing to the safety and security of our customers and urban areas.



Solutions for various disasters



BCP services and resilience initiatives

Wooden structures and buildings

Adding the new wooden structure technology KiPLUS to Moen-Wood and T-FoRest, we will contribute to our customers' environmental management and realization of a sustainable society by using a wide range of wooden solutions to promote mid- to high-rise wooden buildings. Moen-Wood's newly acquired fire-resistant structural member (three hours), which was certified by the Minister of Land, Infrastructure, Transport and Tourism, has enabled construction of wooden buildings of 15 stories or more. Construction of the Mito Civic Hall was also recently completed as part of an initiative for licensing Moen-Wood to public projects.



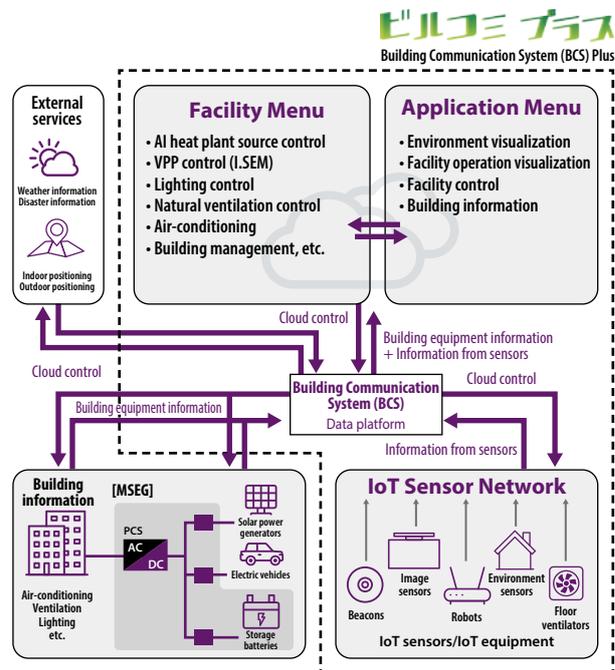
Paloma Mizuho Stadium

Stadiums and arenas evolving with the times

We have been involved in a large number of spectator sports facilities from stadiums—including the five major domes in Japan—to multipurpose arenas that can also be used as concert venues. From the perspectives of playing, watching, and supporting sports and entertainment events, we assist our customers by providing a variety of solutions that are backed by an extensive track record. Services range from facility conception to construction, renewal and even peripheral urban creation.

Smart building solutions and energy management

☑ **Building Communication System (BCS) Plus** is a solution package technology for smart buildings. Functions of the building operation system can be improved without having to update facility equipment, but rather through software updates by adding the following features to our exclusive cloud building data platform, Building Communication System (BCS): an "IoT sensor network" that responds immediately to environmental changes and technological innovation, a "facility menu" that is scalable and selectable, and an "application menu" that enhances user convenience. In addition, the introduction of I.SEM (I. Smart Energy Management), a management system for distributed energy resources, and MSEG (multi-source energy gateway), a small-scale DC integrated power conditioner, will contribute to the effective use of renewable energy and support for VPP (virtual power plants), and enhance BCP readiness in case of power outages. Building Communication System Plus has also been installed in the Takenaka Central Building South where some group companies are located.



Building a Super City

The Super City initiative is leading the way with Japan's Vision for a Digital Garden City Nation. In order to realize this goal, we are participating in a Cabinet Office research project that is a joint industry-government-academia initiative. In the Yumeshima Platform Construction project on Yumeshima, which is an artificial island in Osaka and a special designated zone, we are utilizing our own data as well as that of other construction companies in an effort to visualize vehicle congestion with demonstration experiments for on-demand buses and mixed passenger/cargo transportation as well as using wireless recharging drones.



Various demonstration experiments to realize a Super City

Buildings and robot services

Aiming for attractive urban creation that utilizes robots, we are currently promoting the functional sophistication of buildings through their use. Then we intend to deploy this technology and know-how in future urban creation to provide new services in various scenarios, such as delivery services and in support of security and cleaning.



Buildings and robot services

Technological Development

Contributing to a Sustainable Society with Technology

As the social climate is changing at a dizzying pace, customer needs are becoming increasingly diverse and sophisticated while there has been remarkable progress with the technology to meet these needs. Accordingly, we are actively engaged in technological development not only in the field of construction technology, but also for social issues that involve conservation of the global environment and realization of a bright future.



Opening ceremony of COT-Lab Singapore



Cocreation activities at COT-Lab Shimbashi

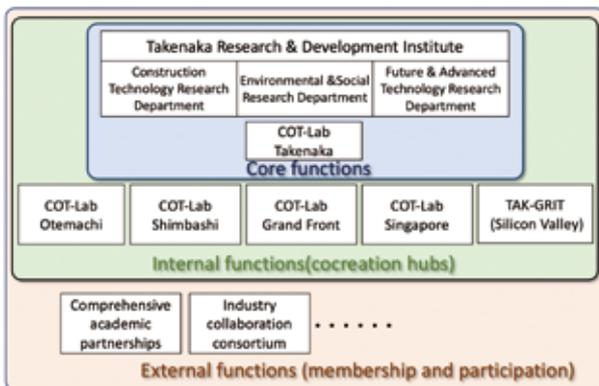


Discussions on developing technologies at Takenaka Research & Development Institute

Technological development that quickly responds to social issues

Technology is advancing rapidly and expanding beyond the field of construction technology, and we are actively embracing open innovation to accelerate development of cutting-edge technologies. In order to highlight this movement, we established the Takenaka Open Lab System, which aims to develop technologies and is open to communities all over the world. The system has positioned three research departments of the Takenaka Research & Development Institute as its core functions. They are Construction Technology, Environmental & Social Technology, and Future & Advanced Technology. In conjunction with the core, we are promoting various styles of functions to develop technology, such as COT-Labs, which are technology development hubs established in Japan and globally, industry-government-academia collaboration, and so on.

In addition, technological development through open innovation is progressing in three phases according to the degree of progress: technology exploration, cocreation planning, and cocreation practice.



Takenaka Open Lab System

Phase 1: Technology exploration – Research and gathering advanced technologies based on global social trends

In addition to Silicon Valley-based exploration, we have also started activities in Europe and Asia.

Case 1: Opening of COT-Lab Singapore

📍 **COT-Lab Singapore**, the first cocreation hub outside Japan, was opened. More than 100 people from government agencies, universities, and the construction industry attended the opening ceremony, where environmental conservation and well-being were discussed.

Case 2: Creating a network to build ecosystems

We have built a unique information network with a sensitive awareness to social needs. These efforts include sponsoring a cross-industry workshop, "Today and Tomorrow Driven by Collaboration," which was centered on high insulation glass panels and soil solidification technology for natural materials.



Workshop participants

Phase 2: Cocreation planning – Accelerating technological development through flexible initiatives that are not bound by organization or location

In addition to collaborating with various companies, educational and research institutes, and government agencies beyond the borders of the construction industry, we are expanding cocreation activities at a variety of places.

Case 1: Starting a social collaboration course with the University of Tokyo

As part of our industry-academia cocreation activities, we started a social collaboration course, "Creating Sustainable Urban Development." Combining our extensive experience in urban creation with the outstanding academic knowledge of the University of Tokyo, we aim to create and implement solutions to a variety of urban creation issues, including decarbonization, well-being, safety and security.



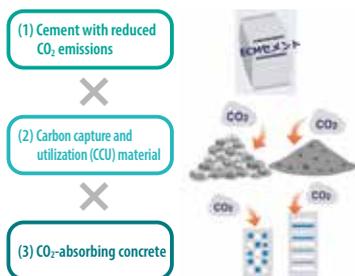
From the left: Professor Takao Someya, Dean, School of Engineering, University of Tokyo; Rikuta Murakami, Executive Managing Officer, Takenaka Corporation; Yasushi Asami, Vice President, University of Tokyo; Masahiro Sugata, General Manager, Technology Division, Takenaka Corporation

Case 2: Innovative concrete that utilizes CO₂

CUCO, a consortium of 55 organizations from the private sector, universities, and research institutes, was established with the theme, "Negative CO₂ with concrete." As one of the principal companies, we are utilizing the Japanese government's Green Innovation Fund Projects to promote and lead in development of creative and innovative technologies to fix CO₂ in concrete.



CUCO logo



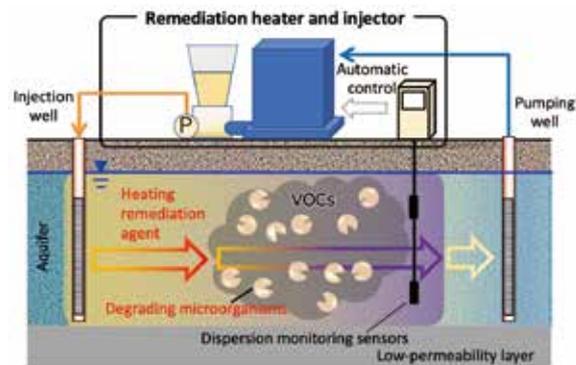
Mechanism for CO₂ fixation

Phase 3: Cocreation practice – Sublimation and fruition of highly effective technology that contributes to society

Actively utilizing external expertise and academic knowledge, we are rapidly developing practical technology that meets social demands, and we are implementing this in buildings and urban areas.

Case 1: Contributing to sustainable urban creation by regenerating contaminated land

Onsoku-Bio, Thermally Enhanced in situ Bioremediation System, is a technology that accelerates the biodegradation of volatile organic compounds (VOCs) by heating contaminated ground. It reliably purifies the soil in a short period of time. Since large-scale excavation is unnecessary, it is also effective in reducing costs and CO₂ emissions.



Contaminated soil remediation system

Case 2: Efficient examination and detection of loose exterior wall tiles

Smart Tile Saver is a new detection technology that detects loose wall tiles on building exteriors, replacing conventional tapping and infrared methods. A drone takes pictures of exterior walls at high locations where scaffolding is required or infrared sensors cannot reach, and loose tiles are detected with high precision using AI. Since scaffolding is unnecessary, costs and inspection time can be reduced, and the need for dangerous work at height is eliminated.



Inspection using drones

Group Companies

Business Activities of Major Domestic Group Companies

Takenaka and its group companies are committed to meeting diverse customer needs at every stage of the urban life cycle.

Eurus Otoyo Wind Farm



Koishiwaragawa Dam



Nihondaira-Kunozan Smart Interchange

■ Takenaka Civil Engineering & Construction Co., Ltd. Becoming a shining company by making things that are people friendly and environmentally friendly

Takenaka Civil Engineering & Construction was established in 1941 as the Takenaka Group company responsible for civil engineering works. Under the mission of the construction industry, "Protect people's daily lives by creating strong and resilient national lands," the company has continued on its course as a leader in the creation of national lands through development of safe and secure social overhead capital (SOC). In response to increasingly severe natural disasters in recent years, the company is working on strengthening national lands, disaster prevention and

mitigation, and extending the life of SOC stock. In 2016, on the 75th anniversary of its founding, a 2025 Vision was established, and both management and employees are united in their commitment toward its realization. Meanwhile, the company is working to improve employee satisfaction through changes in work styles, such as promotion of digital transformation (DX), productivity change utilizing ICT, and enhancement of work-life balance. With all employees sharing the Corporate Message, "Bridge between people and the earth," moreover, Takenaka Civil Engineering & Construction will evolve into a "shining company brimming with appeal" while fulfilling its social responsibilities, such as taking on challenging new fields in an effort to realize a decarbonized society.

■ Asahi Facilities Inc.

Maintaining the value and safety of customer buildings

Ever since its establishment in 1969, Asahi Facilities has served its customers by maintaining the value and safety of their assets. As the best possible partner, the company provides one-stop services in building management. These include structural and facility maintenance, security management, cleaning, and so on for office buildings, hospitals, hotels and commercial facilities throughout Japan; property management services designed to increase asset revenues; and insurance agency services mainly in the area of nonlife insurance. A building becomes a quality asset only through the extended life of its functions. As professionals in building management, the company utilizes its technology to provide prompt responses, and it proposes solutions optimized with cutting-edge ICT. In this way, the company is meeting building management needs that are growing in sophistication and diversity to include environmental protection, energy conservation and waste reduction in order to maintain customer buildings as quality assets. Asahi Facilities will continue to provide the best building management and optimal solutions, and through better work, it will protect people's lives and link urban areas to the future.



Centralized Control Center for next-generation building management



Using mobile devices for inspection and meter reading



Employing robots for productivity reform

■ Asahi Corporation

A partner to lead the way and live the future together with consideration and flexibility

As a member of the Takenaka Group, Asahi Corporation operates under the Management Philosophy, "Contribute to society by always providing optimal products and services." In recent years, the company has been contributing to resolving an issue faced by the construction industry—productivity improvement—by popularizing and deploying the Locate Plus Series of apps, which was developed by Takenaka Corporation to optimize both staff and equipment allocation within construction sites. The company is also developing various methods to optimize the greening of buildings according to their location. This includes the Vertical Forest wall greening system that was developed together with Takenaka Corporation by integrating construction technologies. The system contributes to a decarbonized society and a better work-life balance by providing a sense of comfort to people working in the buildings. With a focus on the future, Asahi Corporation will fulfill its social contributions by expanding the field of its activities to the whole of society.



Yaesu 2-chome North District Redevelopment Project: Rooftop Garden

■ TAK E-HVAC Corporation

Creating people- and earth-friendly environments

Established in 1943, TAK E-HVAC is celebrating its 80th anniversary in 2023. As a member of the Takenaka Group, the company provides environments that satisfy customers under the Management Philosophy, "Contribute to a better social environment through total engineering for building electrical, plumbing, and air-conditioning systems." Electricity, water, and air are said to be "the life" of a building, and the company's job is to breathe that life into buildings while meeting customer needs. As a comprehensive facilities engineering company for the Takenaka Group, TAK E-HVAC will contribute to the creation of better environmental spaces and the building of a sustainable society.



Panoramic view of Anamizu solar power plant

■ Tokyo Asahi Build Corporation

"Providing the best building frames and services" under the motto of "Craftsmanship with Pride"

Originally founded by Takenaka Corporation as an advanced vocational training school, Tokyo Asahi Build celebrated its 50th anniversary in 2022 as a company specializing in formwork and rebar work. Today it has grown into a company that undertakes all aspects of framework construction using an integrated system, and it also meets customer expectations with comprehensive capabilities, which include seismic retrofitting. Inheriting the concept of "skill development and training skilled construction workers," the company has continued to make persistent efforts to train young people through visiting classes at technical high schools across Japan as well as training for foreign trainees. Aiming to become a 100-year company, Tokyo Asahi Build will continue to contribute to society with a spirit of craftsmanship that emphasizes quality and safety.



Company building and bachelor dormitory built by our own employees.

■ DT Precon Co., Ltd.

Contributing to productivity improvements through off-site production, which utilizes precast concrete products to reduce on-site work

DT Precon was established jointly with Daikyo Corporation in May 2022 as a production factory for precast concrete products. A factory expansion project is currently underway with a view to producing precast concrete members that can contribute to decarbonization in the construction process along with promoting projects where work is done off site, which will enable shorter schedules, minimize on-site work, and help to realize labor savings. The expansion work will be completed in July 2023, and together with the existing plant, a significant increase in production capacity is expected. Although DT Precon has just been established, it will turn dreams into reality one by one as a business on mission to resolve issues for the construction industry and in turn society.



Production of precast concrete products

Initiatives to Resolve Major Objectives (Materiality)

2020-2022 Action Plan for a Sustainable Society

In order to build a sustainable society through architecture and urban creation, our company has outlined goals that are designed to meet the expectations of our stakeholders in the form of "dreams." These stakeholders include the global environment, local communities, markets (customers, users, etc.) and employees and partner companies. In pursuance of these dreams, we identified Major Objectives (Materiality) that must be resolved through our corporate activities (business and nonbusiness) based on our Group CSR Vision and Group Growth Strategy in 2020. We then established targets and KPIs based on the implementation measures in our

2020-2022 Action Plan for a Sustainable Society.

In 2022, the last year of the three-year plan, we worked to achieve our target values and KPIs. Showing the results for three years, the principal initiatives are reported on page 29 and subsequent pages. In order to realize the dreams mentioned above, we are newly establishing our Major Objectives (Materiality) as shown on pages 37-38 and making further refinements through dialog with our stakeholders and experts. In this manner, we will contribute to the realization of a sustainable society as an integrated engineering firm for urban creation.

Major Objectives (Materiality) [Scope of impact]	Measures	Indicators (KPIs)	Results		Targets	Results
			2020	2021	2022	
Sustainable architecture and urban creation 						
Developing architecture and services that give consideration to the environment (zero energy and decarbonization) and society [ES, C]	Promote wooden structures and buildings.	Number of wooden structure and building projects	9	9	15	15
	Promote zero-energy buildings (ZEBs) and energy management.	Number of ZEB projects / energy management proposals	13/24	15/31	20/15	23/31
	Promote wellness buildings.	Number of wellness building certifications	5	5	9	4
Creating social systems for sustainable urban areas [ES, C]	Define urban creation activity fields, and take specific action to resolve social issues.	Number of social system demonstration tests and other activities	9	9	10	10
	Promote business operations by building social systems.	Number of new business operations	1	4	2 or more in 3 years	5 or more in 3 years
	Create projects that serve as starting points for urban creation.	Number of project proposals	5	4	5	4
Improving resilience of buildings and urban areas [ES, C]	Expand and apply disaster countermeasures and support menus.	Expanding the support menu (number of cases in development and application)	4 projects as expansion areas	Starting 1 pilot from 4	4 development projects, 4 application start-ups	4 development projects, 4 application projects
Extending building life spans and improving stock maintenance and utilization [ES, C]	Strengthen research and proposal technologies for asset management and facility operation that will continue to create value.	Number of cases in which promoted component technologies were applied Number of proposals contributing to extending property life	Extracting elemental technologies	3	6	6
			Examining proposal materials	2	4	6
Passing on traditional culture and recreating value [ES, C]	Promote preservation, restoration and use of traditional architecture and historical buildings.	Number of traditional architecture preservation and renewal projects	5/6	4/6	3/5	6/4
Harmonization with the environment 						
Reducing CO ₂ emissions in our business activities [ES, C, E, S]	Promote reduction of CO ₂ at work sites and offices (Scopes 1 and 2).	Emissions during construction work (JPY)	9.9 CO ₂ tons/100 million	8.3 CO ₂ tons/100 million	9.7 CO ₂ tons/100 million	8.7 CO ₂ tons/100 million
		Office energy consumption reduction rate (year on year)	0.5% increase	0.1% increase	1% or more	1.1% decrease
Responding to future climate change [ES, C, E, S]	Design: Establish guidelines for adapting planning to climate change. Construction: Develop and implement construction technologies in response to climate change.	Degree of progress	Gathering information and organizing issues Studying component technologies	Forecast and planning Applying for developing technologies to address rising temperatures	Establishing guidelines for applicable plans Starting pilots for applicable technology to address rising temperatures	Continually creating guidelines for application planning Starting pilots for technology to address rising temperatures
Consideration for biodiversity [ES, C, E, S]	Promote biodiversity improvement projects.	Number of biodiversity improvement projects	10	12	15	14
Recycling resources and reducing waste [ES, C, E, S]	Examine resource recycling and waste reduction from the upstream stage of design and procurement. Promote waste recycling at new construction sites.	New construction by-products recycling rate (per volume)	94.9%	96.0%	94.0%	94.3%

[Scope of impact] ES: Environment and society C: Customers E: Employees S: Subcontractors

[Click here for all the activities.](#)

Major Objectives (Materiality) [Scope of impact]	Measures	Indicators (KPIs)	Results		Targets	Results
			2020	2021	2022	
Technical innovation and cocreation						
 						
Developing advanced technologies and pursuing innovation [ES, C, E, S]	Promote robotics, AI and digital data utilization, and develop advanced technologies such as new materials.	Frequency of application and commercialization	10	12	15	24
Promoting cocreation activities [ES, C, E]	Create venues and schemes for exchange by diverse people.	Number of exchange venues and events	4	6	4 or more	4
	Implement total urban creation development activities through area management and community design.	Number of activities through area management and community design	5	5	5	5
Work style and productivity reform						
   						
Guaranteeing appropriate working conditions, including work hours [E, S]	Ensure appropriate construction periods and human resources. Reduce work after project start-up by front-loading work.	Site closure achievement rate	Closed for 7 days every 4 weeks 28.9%	Closed for 7 days every 4 weeks 25%	Closed for 8 days every 4 weeks 100%	Closed for 8 days every 4 weeks 31.1%
Pursuing construction processes that are sustainable and highly productive [E, S]	Reduce labor hours by incorporating design with industrialization and highly efficient construction methods.	Value of completed work rate	¥17,800/work-hour	¥17,900/work-hour	¥18,400/work-hour	¥18,700/work-hour
		Value of completed work management rate	¥97,000/work-hour	¥103,000/work-hour	¥120,000/work-hour	¥104,000/work-hour
Realizing healthy and rewarding workplace environments with a diversity of people [E, S]	Introduce diverse work styles by promoting work-life balance (WLB).	Employee satisfaction	3.55	3.53	3.70 or higher	3.45
	Promote diversity.	Percentage of women in managerial positions	4.50%	4.80%	5.5% or more	5.10%
	Implement PDCA management based on healthy management guidelines, etc.	Total evaluation score of survey on health and productivity management	537	575	500 or more	574
Eradicating discrimination and harassment [E, S]	Implement harassment environment surveys, and education and instruction.	Education rate	100%	100%	100%	100%
Securing, developing and retaining human resources [E, S]	[Employees] Review young employee training in response to environmental changes.	New graduate turnover rate (in third year with company)	3.4%	2.8%	3.0% or less	5.3%
	[Partner companies] Review recruitment activities and payments in tandem with partner companies. Train skilled workers and develop programs to pass on skills.	Number of new skilled workers	888	609	720	1,629
Steady production processes						
 						
Providing high quality, and safe construction and services [ES, C, E, S]	Build in quality from the design stage including our partner companies.	Number of serious quality problems	1	0	0	0
Realizing work sites without accidents or public disasters [ES, C, E, S]	Promote safety-oriented planning, and improve knowledge and awareness among a diverse workforce.	Number of significant workplace accidents or public disasters	1	3	0	0
Realizing sustainable supply chains [ES, C, E, S]	Disseminate and apply CSR procurement guidelines.	Dissemination and application rate	Dissemination rate 100%	Dissemination rate 100%	Application rate 100%	Application rate 100%
	Continue environmentally conscious green procurement.	Number of major green procurement items/1 project	Design: 15 items/ Work sites: 13 items	Design: 13 items/ Work sites: 14 items	10 items or more	Design: 14 items/ Work sites: 12 items
Sound organizational foundation						
  						
Building trusted governance Thorough compliance Improving organizational transparency by promoting information disclosure and dialog Establishing risk management Ensuring information security Respecting human rights [ES, C, E, S]	Control and manage with the CSR Promotion Central Committee and Compliance/Risk Management Committee.	Major compliance incidents	0	0	0	0

[Scope of impact] ES: Environment and society C: Customers E: Employees S: Subcontractors

[Click here for all the activities.](#)

Sustainable Architecture and Urban Creation

In order to resolve social issues through our business activities and continue to grow while earning the trust of society, we have committed ourselves to sustainable architecture and urban creation. Hence, we are creating social systems and improving resilience for sustainable urban areas while giving consideration to local communities and the global environment.

Developing architecture and services that give consideration to the environment (zero energy and decarbonization) and society

|| Promoting wooden structures and buildings

Through technological development to realize mid- to high-rise wooden structures, we are promoting wooden architecture and materials, and the utilization of domestic timber. Several large public buildings with wooden structures and materials have been completed. These include the Portmesse Nagoya International Exhibition Hall, Exhibition Hall 1 (completed in June 2022) and the Mito City Civic Center (completed in October 2022).

As part of our Forest Grand Cycle* initiative, we have concluded agreements with the Ministry of Agriculture, Forestry and Fisheries and local governments for the use of timber. We are also working to create forest-related industries, including opening of the Uchiko Ryuo Biomass Power Plant in Ehime Prefecture. Our efforts to promote the popularization of wooden architecture include dissemination of information through lectures at places like Sustainable Brands international symposiums and exhibitions. This includes the Wooden Non-residential Building Fair, which is the largest wooden building exhibition in Japan.

* An initiative to promote a sustainable virtuous cycle of forest resources and local economies

|| Promoting zero-energy buildings (ZEBs) and energy management

We are promoting the expansion of ZEBs (net-zero energy buildings) and energy management systems that will contribute to a decarbonized society. The RIKEN Administrative Headquarters building, which was completed in March 2021, achieved ZEB-ready certification (planned value) by reducing energy consumption 51 percent from the standard value. This was realized by creating an optimal lighting environment and reducing the solar radiation load through different sizes of eaves and vertical fins according to the direction of the sunlight, as well as by introducing various energy-saving technologies, such as utilization of renewable energy generated by solar panels and well water heat utilization, desiccant air conditioners, and radiant cooling. In addition, the NAMICS Administration and Welfare Building, which was completed in March 2021, features a highly insulated exterior and double-skin curtain walls that take Niigata's cold climate into account to create an open space with a low heat load. Through the effective use of natural energy, such as natural lighting from high side windows above the atrium, natural ventilation, and light ducts, energy consumption was reduced by 52 percent from the standard value, achieving ZEB-ready certification (planned value).

* ZEB Ready: A building that provides energy savings of more than 50 percent of the standard energy consumption.



Exterior of the Exhibition Hall 1, Nagoya International Exhibition Hall (Portmesse Nagoya)



Interior of the Exhibition Hall 1, Nagoya International Exhibition Hall (Portmesse Nagoya)

KPI

Number of wooden structure and building projects

Result: 15 (Target: 15)



RIKEN Administrative Headquarters



NAMICS Administration and Welfare Building

KPI

Number of ZEB projects / energy management proposals

Result: 23 (Target: 20) **Result: 31** (Target: 15)

|| Promoting wellness buildings

We are promoting wellness buildings with the aim of creating spaces where people can be healthy. Osaka Umeda Twin Towers South* has been designed to improve worker comfort and productivity through a coexistence of abundant daylighting/views and load reduction from a high-performance outer skin. With common areas including a café, lounge, and fitness center, a place for workers to improve their health and creativity has been realized, and the highest level of CASBEE-Wellness Office certification, "S Rank," was acquired. We also completed Eiken Chemical's new R&D Center. Here meeting spaces were positioned in the atrium with skylights to stimulate communication among employees. In addition to incorporating natural lighting and ventilation as well as using floor air-conditioning, a variety of refreshment areas and eating spaces were planned to create a comfortable environment for workers. CASBEE-Wellness Office (WO) certification, S Rank, was subsequently obtained.

* Interior design of the 12th floor (photo in the upper right) was done by UDS Ltd.

KPI

Number of wellness building certifications (WELL certification, CASBEE-Wellness Office certification)

Result: 4 (Target: 9)



Osaka Umeda Twin Towers South



Eiken Chemical new R&D Center

Creating social systems for sustainable urban areas

|| Defining urban creation activity fields and taking specific action to resolve social issues

After creating hypotheses for resolving social issues, we are proceeding with verification and implementation while conducting demonstration experiments together with local people. We have named these urban creation activities "MACHInnovation," and we will expand them with the goal of building urban creation social systems.

KPI

Number of social system demonstration tests and other activities

Result: 10 (Target: 10)



UMIDOKO ROBOT

This is an urban autonomous boat. Designed like a drone, a robot moves around on a floating deck. Since it can be modified according to the application, the aim is to resolve urban waterfront issues such as transportation, logistics, crime prevention, and disaster prevention. In addition to those for Expo 2025 Osaka, Kansai, demonstration experiments are also underway around the lake town at Osagami Reservoir in Saitama Prefecture, Le-Port Awashima in Kagawa Prefecture and Shiohama Canal in Tokyo.



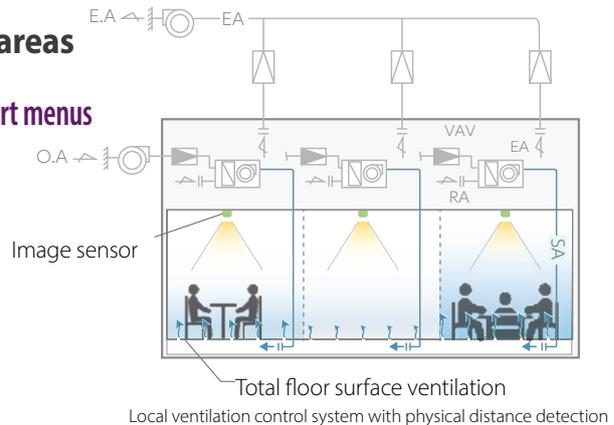
City vineyard

This initiative addresses the issue of underutilized urban land by improving added value for green spaces and contributing to health and community development. More specifically, we will apply urban greening techniques to cultivate grapes and then make wine from them. Demonstration experiments are currently underway on the rooftops of the Akafudado Fukagawa Store in Koto City, Tokyo and the Otemachi Building in Chiyoda City, Tokyo.

Improving resilience of buildings and urban areas

Expanding and applying disaster countermeasures and support menus

Due to concerns about disasters intensifying in the future, the realization of resilient buildings and urban areas has become a social issue. In addition to measures against earthquakes and fire, which we have been working on for some time, in 2020 we identified four areas that should be further strengthened: measures against infectious diseases, flood damage, disruption of lifelines, and business continuity plans. By 2022, we had expanded and started applying solutions, which included a local ventilation control system, integrated support for measures against flooding, a structural health monitoring system, and volcanic ashfall risk assessment. We also established a new Resilience Solutions Department to address these and resilience issues as a whole, and we have started making proposals to customers.



KPI

Expanding the support menu (number of cases in development and application)

Result: 4 development projects, 4 application projects
(Target: 4 development projects, 4 application start-ups)

Passing on traditional culture and recreating value

Promoting preservation, restoration, and use of traditional architecture and historical buildings

We are implementing initiatives to create new value for traditional and historical buildings as facilities that will become starting points for the dissemination of Cool Japan and regional development. We continue to newly build, preserve, and restore traditional architecture mainly by passing on the skills we have cultivated. For existing buildings that are equivalent to cultural assets, we provide consulting and advisory services that make full use of our design solutions in addition to design-build that realizes regeneration along with functional improvements and new uses. Seikado Bunko Art Museum houses artworks collected by Yanosuke and Koyata Iwasaki, the father and son of a business family. The founder, Yanosuke Iwasaki, had a long-cherished dream to create a museum in the modern business district of Marunouchi, Tokyo. In order to turn this dream into a reality, we undertook a design-build renovation to realize the creation of a new space where visitors could enjoy valuable masterpieces inside a building that was an Important Cultural Property.



Meiji Seimei Kan 1F & 2F, Seikado Bunko Art Museum; 1F: Museum, 2F: Office

KPI

Number of traditional architecture preservation and renewal projects

Result: Implemented 6/ Initiatives 4
(Target: Implemented 3/ Initiatives 5)

Creating projects that serve as starting points for urban creation

By being involved as a partner from the planning stages of customer projects, we create projects that will become the essence and foundation for future urban creation as we approach them from an urban perspective based on social issues. We will contribute to the creation of projects that enhance the potential of a locality and or become historical, social, literary, or environmental social assets.

KPI

Number of project proposals

Result: 4 (Target: 5)



(Tentative name) Shinsuibashi Project

Harmonization with the Environment

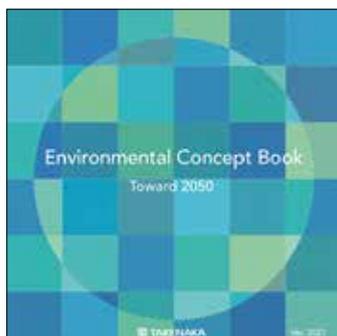
Guided by our Environmental Policy, we are promoting environmental contribution activities based on an ISO-14001-certified environmental management system, which is aimed at realizing a society that is decarbonized, resource recycling, and in symbiosis with nature.

Creating a decarbonized society

Setting the Takenaka Group's CO₂ emissions reduction target

In striving toward a decarbonized society, we set our long-term CO₂ reduction target in December 2019, and we revised it in March 2021.

We are strengthening our CO₂ reduction activities, particularly for Scopes 1 and 2 emissions from our energy usage, which we regard as our own responsibility. We are also working with stakeholders to reduce Scope 3 emissions. In order to reduce emissions during manufacturing construction materials, we are expanding the use of low-carbon Energy CO₂ Minimum (ECM) concrete, developed jointly with other companies, as well as developing CO₂-



Environmental Concept Book

absorbing concrete. Then in order to reduce emissions during the operation of buildings we design, we are promoting specific efforts to expand ZEBs (zero energy buildings) by developing design tools and other measures. In December 2022, we set new targets for the entire Takenaka Group and committed ourselves to **obtaining SBT certification** for our 2030 mid-term targets.

The Takenaka Group's CO₂ Emissions Reduction Targets (set in December 2022)

Scopes 1+2 (CO ₂ emissions from the company's use of fuel, electricity, and heat)	Reduce 46.2% by 2030 and 100% by 2050.
Scope 3 (indirect CO ₂ emissions from organizations in our value chain)	Reduce 27.5% by 2030 and 100% by 2050.

Benchmark year: 2019

* Scope 1: Emissions from the usage of fuel

Scope 2: Emissions from the generation of electricity and heat used

Scope 3: Other organizations' emissions associated with the company's activities (excluding Scope 2)

Reducing CO₂ emissions in our business activities

Promoting reduction of CO₂ at work sites and offices (Scopes 1 and 2)

Setting Challenge! Zero CO₂ work sites for a carbon-neutral society

In order to achieve our 2030 and 2050 targets, we are accelerating CO₂ reduction activities at our work sites. We first established Challenge! Zero CO₂ work sites to build a mechanism for monitoring reduction methods and CO₂ emissions. Then, reduction activities have been started in order of priority: (1) Reduce energy consumption; and (2) Use low-carbon energy. In addition, we are conducting trials on the use of B100 (bio diesel) and hydrogen fuels at work sites to enable their smooth introduction in the near future, and we are also experimenting with fuel cell forklifts powered by hydrogen to reduce CO₂ emissions during construction.



Challenge! Zero CO₂ work sites



Trial use of fuel cell forklifts

KPI

Emissions during construction work (JPY)

Result: 8.7 CO₂ tons/100 million

(Target: 9.7 CO₂ tons/100 million)

Initiatives at our offices

In addition to continuous energy-saving efforts at our offices, we are also proceeding with studies aimed at utilizing renewable energy.

Consideration for biodiversity

Promoting biodiversity improvement projects

In order to promote land use that makes the best use of the diverse functions of nature, we are proceeding with initiatives to realize "nature positive." This includes consideration of local vegetation, water systems, land use history, the creation of ecosystem networks, and the building of mechanisms for continuing activities with the participation of all stakeholders.

The Suntory Kita Alps Shinano-no-Mori Water Plant

We have created a place where visitors can experience the conservation and nurturing activities taking place in a watershed protection forest. Forming a team with the customer and experts to understand the current vegetation and topography through drone surveying and site reconnaissance, we determined optimal locations of park paths for visitors to explore the site. Boulders, which were once carried by the river onto the site, have been placed along paths and as water features to help create a landscape. Our plan made the best use of the resources in the location's natural landscape. In line with the conversion of forest type, old decaying trees, which

KPI

Office energy consumption reduction rate (year on year)

Result: 1.1% decrease (Target: 1% or more)

could be dangerous, were removed and used for building materials, furniture, or mulch material. Then seedlings native to the area were planted in new open areas in addition to seedlings being brought in from other forest areas affected by land development.



Suntory Kita Alps Shinano-no-Mori Water Plant

KPI

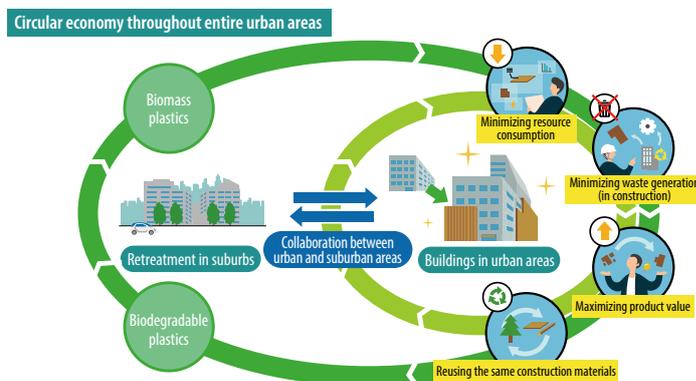
Number of biodiversity improvement projects

Result: 14 (Target: 15)

Recycling resources and reducing waste

Examining resource recycling and waste reduction from the upstream stage of design and procurement
Promoting waste recycling at new construction sites

Adopting the concept of a circular economy, we have begun to offer Circular Design-Build, which consists of three measures focused on buildings: (1) Design-build that does not generate waste; (2) Continued use of existing buildings and materials, and (3) Recycling of resources in urban areas. As a first step, we will put this kind of architecture into practice by participating in a project for AEON Mall Co., Ltd. to "create a new mall that embraces the circular economy concept."



The circular economy concept Takenaka envisions – Circular Design-Build

KPI

New construction by-products recycling rate (per volume)

Result: 94.3% (Target: 94.0%)

Technical innovation and cocreation

While pursuing innovation for technological development, such as robotization, AI, and use of digital data, we participate in communities to build partnerships with our stakeholders.

Developing advanced technologies and pursuing innovation

|| Promoting robotics, AI and digital data utilization, and developing advanced technologies such as new materials

Aerogel granulate glazing panels, jointly developed with another company, are an energy-saving technology to reduce air-conditioning and lighting loads in buildings by sealing aerogel with high thermal insulation and translucency inside double-glazed windows. In the office zone of the first building where these panels were applied, energy usage was reduced by 10 to 20 percent compared to conventional high-performance glass with blinds.

KPI

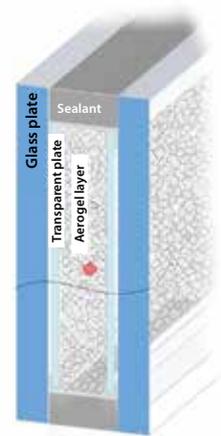
Frequency of application and commercialization

Result: 24 (Target: 15)

Outline of aerogel granulate glazing panels



Installation of aerogel granulate glazing panels



Work style and productivity reform

Limits to overtime work hours in the revised Labor Standards Act will apply to the construction industry from April 2024. In response to these current and future social and work style changes, creating new value according to customer needs is the form of new building production that we aim to achieve.

Guaranteeing appropriate working conditions, including work hours

|| Ensuring appropriate construction periods and human resources

Work style changes in the construction industry are being promoted at the national level with focus on the construction period. In the Revised Construction Business Act (enforced from October 2020), the Ministry of Land, Infrastructure, Transport and Tourism enacted legislation to ensure appropriate construction periods as the responsibility of both the customer and the contractor. Starting in April 2018, the Japan Federation of Construction Contractors heralded, "two days off work per week at construction sites," and by the end of 2023, it aims to achieve full compliance with this target. At present, we are achieving 30 percent of the target. In addition to our own efforts to improve the closure rate, such as promoting front-loading and establishing a BIM-centered work style, it is even more essential for our customers to understand appropriate construction periods.

At the same time, we are promoting activities with an emphasis on "balance between orders and production" in order to ensure sufficient personnel. As for individual work styles, we are emphasizing time management and promoting variable work schedules and use of compensatory holidays, outsourcing of site work, and shorter meeting times. In order to secure skilled construction workers, moreover, we are appealing to the attractiveness of the construction industry by visiting schools with subcontractors for information sessions and holding workshops with hands-on experience of construction techniques.

KPI

Site closure achievement rate

Result: Closed for 8 days every 4 weeks 31.1%
(Target: Closed for 8 days every 4 weeks 100%)

Realizing healthy and rewarding workplace environments with a diversity of people

Introducing diverse work styles by promoting work-life balance (WLB)

We started helping our employees to improve their work-life balance in 2017 through the Work-Life Balance Committee for Radical Productivity Improvements Companywide, which has been headed by our president. The committee is working to improve work efficiency and increase job satisfaction while valuing diversity. One issue requiring urgent action is compliance, including a new regulation on overtime limits for the construction industry with potential penalties to be applied from April 2024. In 2022, we started a trial work-life balance program designed to allow employees to experience a work style with overtime limits, identify issues and ideas and lead to improvements. Our goal is to create workplaces where each employee can adapt to changes in the social environment and at each life stage to realize a flexible work style. In order to achieve this, we will simulate future work styles at all workplaces,

and then explore what needs to be done and what needs to be changed, which in turn will lead to the spread of new mechanisms and systems. In addition to promoting Takenaka Advanced Construction Integration and BIM to improve productivity, which are the foundation for realizing this goal, we are also taking measures to reduce workloads by strengthening our work style change promotion system at work sites.



Workshop held to gather direct opinions from young employees

KPI

Employee satisfaction

Result: 3.45 (Target: 3.70 or higher)

Promoting diversity

We aim to create a work environment that enables everyone to work with enthusiasm, regardless of gender, nationality or age, whether disabled or not. Despite the fact that the construction industry is noted for its high percentage of male employees, more than 20 percent of our new recruits in recent years have been women. Working to empower women and expand their opportunities as a key part of our efforts toward diversity, we continue to create environments where women can play an active role in the workplace, such as by promoting the activities of the Komachi Construction Work Team. In order to assist employees who are balancing childcare and work, in 2020 we introduced a work-at-home and a shorter flextime system for childcare and nursing care. We have also enabled other flexible work styles, such as variable hours for workers at construction sites, and annual

paid leave in hourly units for all employees. In April 2022, we also introduced a retirement age extension program to 65 for senior employees. In this way, we are making better use of their extensive skills and experience, and fostering a system that allows active involvement by employees of all age groups.



Introducing the activities of our Komachi Construction Work Team at Kensetsu Komachi Summit 2023, hosted by the Japan Federation of Construction Contractors

KPI

Percentage of women in managerial positions

Result: 5.10% (Target: 5.5% or more)

Promoting health management that nurtures healthy bodies and minds

In 2016, in cooperation with Chiba University, we started research into creating office environments that would enable people to work in good health. Since 2018, we have been conducting practical verifications at our Tokyo Main Office of the impact that office environments exert on employee health and work styles after renovations. We also introduced a PDCA mechanism that comprehensively judges the results of conventional health examinations and stress checks to monitor the mental and physical health of our employees. As a result of these efforts, Takenaka was selected as a Health and Productivity Management Outstanding Organization 2022.



KOMOREBI at the Tokyo Main Office

KPI

Total evaluation score of survey on health and productivity management

Result: 574 (Target: 500 or more)

Sound Organizational Foundation

Based on our Corporate Philosophy, we practice quality management to earn customer satisfaction and society's trust. In this manner, we will fulfill our social responsibility along with enhancing our social value as a corporation.

Controlling and managing with the CSR Promotion Central Committee and Compliance/Risk Management Committee

Building trusted governance

In accordance with our Internal Controls Basic Policy, we have set forth our Corporate Philosophy and Corporate Code of Conduct, and we are working to ensure that these are well known by everyone in our group. At the same time, we have set up a Corporate Ethics Central Committee, which is chaired by our president, to supervise overall corporate risk and compliance. Meanwhile, we are providing reminders and guidance on these matters to the entire group. We are also endeavoring to realize self-correction by setting up and utilizing internal and external consultation and reporting mechanisms inside our company, as well as for group companies, business partners, and the general public.

Thorough compliance

We established a Compliance Committee under the Corporate Ethics Central Committee as a system to promote comprehensive compliance. In addition to checking the response status of individual cases and giving instructions on preventing recurrences, this committee identifies critical risks, establishes action policies, checks the status of programs, and provides instructions on how to make improvements. We have also set up committees at branches to develop policies and programs throughout our group, and we have appointed an officer in charge of promoting these measures. Having committed ourselves to preventing corruption, our Corporate Code of Conduct stipulates fair transactions, maintaining highly transparent relationships with politicians and officials, and prohibiting bribery to obtain unfair gains. The Takenaka Group also established a [☞ Tax Policy](#) in 2020 to fulfill its social responsibility and public duty of paying appropriate taxes in accordance with the laws and regulations of each country and local area. In our education and awareness-raising activities, we are conducting training by job level and issuing news covering the latest trends. This includes messages from top management during annual groupwide awareness months, e-learning of the Corporate Code of Conduct by all employees, and workplace meetings with the theme of preventing misconduct, which is a Major Objective.

Promoting respect for human rights

In 2018, we established a [☞ Human Rights Policy](#) based on the UN Guiding Principles on Human Rights, and in accordance with our Corporate Philosophy and Corporate Code of Conduct, we are pursuing initiatives aimed at respect for human rights in our business activities. At the same time, we are working to prevent and reduce human rights risks that have been identified and assessed, and we are receiving annual evaluations during the same year

from experts in order to make improvements. In 2022, we went a step further from conventional interview surveys with an overseas supplier. We visited a steel frame processing plant in South Korea to check on the human rights situation of the workers at the actual place.

Establishing risk management

We have developed systematic risk management with our Risk Control Committee, which is under the Corporate Ethics Central Committee, to deal with terrorism, cyberattacks, natural disasters, other accidents, and antisocial activities that may threaten civic life or our business activities.

● Strengthening information security

We have established a basic policy on information security, and we are taking careful measures in this area to protect the information assets of our customers. Especially with the growing threat of cyberattacks in recent years, we have developed a system to protect against external attacks and unauthorized access, a mechanism to detect attacks at an early stage and minimize damage, and an incident response system through TAKENAKA-SIRT. These are being deployed throughout the entire Takenaka Group, including global operations. At the same time, we are focusing on education and raising awareness among partner companies to strengthen cyber security measures in our supply chains.

● Examination of business continuity plans (BCP) and measures against COVID-19.

In preparation for the occurrence of a major earthquake, we have formulated a companywide business continuity plan to confirm the safety of our employees and their families, and to check the damage and restoration status at all of our workplaces, construction sites and completed buildings that have been delivered to customers. Each year we conduct drills together with group company employees for the initial response after a disaster. These include disaster simulation drills, live training based on local characteristics, and validation of our companywide coordination system. Additionally, in light of frequent damage caused by typhoons and heavy rains in various regions in recent years, we have put together a manual for wind and flood damage to prepare for such emergencies. As measures against COVID-19, meanwhile, we are promoting infection prevention companywide and taking measures to prevent the spread of infection inside and outside of our company with priority on the safety of our customers, employees and their families, and partner companies. One of these measures has been to facilitate a vaccination program at our workplaces and construction sites for our employees, temporary staff, and subcontractor employees.

The Takenaka Group's Major Objectives (Materiality)

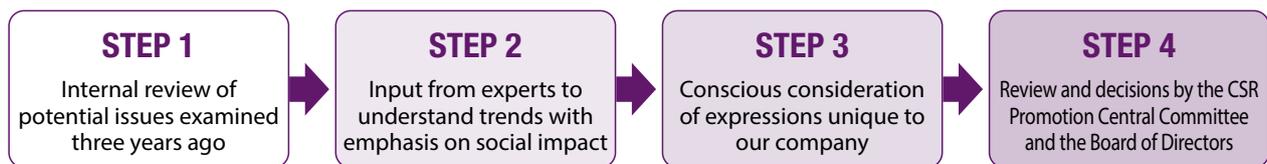
As an integrated engineering firm for urban creation, we have identified Major Objectives (Materiality) for resolving social issues and realizing a sustainable society. We have also incorporated these into our Group Growth Strategy, and we are developing our business activities by establishing specific action plans aimed at their realization.

Reviewing existing Major Objectives in line with changes in the social environment

Upon a recent review our Major Objectives (Materiality), we reassessed social and environmental issues from short-, medium-, and long-term perspectives, rather than our conventional framework of business planning and target setting for only the upcoming three years, and we have prioritized a list of activities on which we should focus. This review was based on the idea of making steady progress toward our goals while ensuring that we can grasp and more flexibly adapt to a rapidly changing corporate environment. We have

also held repeated discussions with experts in order to give more importance to external perspectives, and we have expanded the number of internal divisions that are participating from 10 to 17. Aiming to ensure awareness of a wide range of changes in the corporate environment and social trends related to sustainability, we have identified our Major Objectives (Materiality). Through efforts to achieve them, we are working to create corporate value by resolving social issues to realize a sustainable society and our Group Vision.

Review process for Major Objectives (Materiality)



Reorganizing into five categories with emphasis on social and environmental impact

With regard to our Major Objectives (Materiality), we conducted an impact assessment on social issues examined in 2020 based on international guidelines and trends in the corporate environment. In addition, our Major Objectives (Materiality) have been divided into the following five categories while focusing on the traditions we have cultivated up to now and the characteristics of our corporate culture. KPIs unique to our group and target values were then set with the aim to resolve social issues and achieve sustainable growth for our group. Among these five categories, our efforts

toward "sustainable architecture and urban creation" include "harmonization with the environment," which requires initiatives that take into account achieving global targets and characteristics of local areas in Japan, and "work style and productivity reform," which requires embodiment of diverse ways of thinking and ideas. In addition, while accumulating improvements and changes in "steady production processes," it is also necessary to combine perspectives accompanying global economic activities in "respect for human rights."



Sustainable architecture and urban creation



Harmonization with the environment



Work style and productivity reform



Steady production processes



Respect for human rights

Indicators for Major Objectives (Materiality) and Targets

Major Objectives groups	Major Objectives (Materiality)	Indicators (KPIs)	Targets (Year)	Relevant SDGs
Sustainable architecture and urban creation	Fostering culture through urban creation and architecture that stimulates the senses, and by developing our services	Number of major external awards (1) BCS Prizes (2) BELCA Prizes (3) Architectural Institute Awards, others	Maintaining No. 1 position in the industry	
Harmonization with the environment	Challenging life-cycle CO ₂ -zero buildings	CO ₂ reduction rate	2030 -46.2% (Scope 1, 2) -27.5% (Scope 3) 2050 Carbon neutral [Benchmark year: 2019]	
	Architecture and urban creation in harmony with nature	Number of biodiversity improvement projects	12 (2025)	
	Architecture and urban creation that recycles resources	New construction by-products recycling rate (per volume)	100% (2050)	
Work style and productivity reform	Pursuing construction processes that are sustainable and highly productive	(1) Value of completed work management rate (2) Value of completed work rate	Improving productivity rate (1) 9% (2) 5% (2025) [Benchmark year: 2021]	
	Reforming business through digitalization	Achievement rate of milestones for 2025 against 2030 digital transformation targets	100% (2025)	
	Realizing healthy and rewarding workplace environments with a diversity of people	Rate of taking childcare leave by male employees	100% each year	
	Securing, developing and retaining human resources (employees)	Percentage of women in managerial positions	8% (2025)	
	Guaranteeing appropriate working conditions, such as work hours (employees)	Site closure achievement rate of "closed for eight days every four weeks"	100% (2024)	
Steady production processes	Providing high-quality and safe construction	Customer satisfaction survey Number of serious quality problems	100% each year 0 each year	
	Realizing work sites without accidents or public disasters	Number of significant workplace accidents or public disasters	0 each year	
	Realizing sustainable supply chains	Compliance rate of our Business Partners Action Guidelines at major cooperating companies	100% each year	
Respect for human rights	Respecting human rights	Verifying continuous implementation of human rights due diligence	Verifying by experts once a year	

Relationships between Major Objectives (Materiality) and SDGs

The Major Objectives (Materiality) we identified have been divided into five categories based on their relationship to our business activities. Along with the identification and evaluation of social issues, we also linked each issue to SDGs and summarized them in the format shown in the table above. KPIs and target values that measure progress and achievement in resolving issues were established, and then an action plan was put into practice. The diagram on the right illustrates the structure of how proceeding with our activities can contribute to the realization of a sustainable society and achievement of our SDGs. While valuing "harmonization with the environment," pursuing "work style and productivity reform," using "steady production processes," and adhering to "respect for human rights," we will strive for "sustainable architecture and urban creation."



Takenaka Group's vision for a sustainable society

Social Contribution

Promotion of Social Contribution Activities

Under the slogan, "With the local community," we are cooperating with various local stakeholders to provide support for local educational activities, participating in local exchange events, and preserving and communicating architectural culture through corporate foundation activities and other support programs. In these ways, we are contributing to the education of young people and the future of local communities.

Activities in the construction business

● Cooperating with educational programs for students

Since 2012, the Takenaka Practical Technology Training Center (Omoi), which emphasizes hands-on training of "seeing, touching and learning from actual experience," has been offering a curriculum for architecture students and others to get to know architecture and understand construction technology. In

2022, the program was implemented at four schools, including Osaka University, which also accepted a private company training its teachers.



Takenaka Practical Technology Training Center (Omoi)

● Preservation and public opening of Chochikukyo, an Important Cultural Property

This building is wooden modernist architecture representative of the early Showa period, and it survives in Oyamazaki Town in Kyoto Prefecture. It is the fifth residence of Koji Fujii, who was a member of our early design organization and later a professor at Kyoto University. The results of his research on climate control devices were employed in these buildings. After three years, the repair and preservation of the bookstore, leisure rooms and tearoom have

been completed, and fire prevention equipment and an exterior garden have also been arranged with the entire facility now ready for public use.



Chochikukyo, exterior of the main building

Support and coordination with our corporate foundations

Takenaka has established three corporate foundations for philanthropy and scholarship. These are the Takenaka Carpentry Tools Museum, Gallery A⁴ (A Quad), and the Takenaka Scholarship Foundation. Our aim here is to connect the past, present and future by passing on traditional skills to the present and future, disseminating contemporary architectural culture to society, and nurturing young people who will become future leaders. In 2022, Gallery A⁴ received the Award for Excellence from the 2022 Mécénat Awards. Meanwhile, one highly appraised activity was the "Ki no ikkyakuten" (Chairs

of Our Woodlands) exhibition, which was a collaboration among the three foundations. This was an attempt to contribute to our SDGs under the theme of human activity and forest regeneration.



Gallery A4, "Ki no ikkyakuten"

● Takenaka Scholarship Foundation

Established in 1961, the Takenaka Scholarship Foundation aims to foster the development and education of young people under the philosophy of *kanon-hosha* (literally "gratitude for kindness") of its founder and first Chairman, Touemon Takenaka. In addition to scholarship grants, the foundation provides subsidies for research in architecture and assists with research in the field of disabilities, as well as for creating educational facilities. Since 2012, the foundation has been expanding its scope of activities in support of cultural and artistic advancement by holding various exhibitions.

[🔗 Takenaka Scholarship Foundation website.](#)

● Takenaka Carpentry Tools Museum

The museum was opened in Nakayamate, Kobe City in 1984 with the purpose of "collection and preservation of carpentry tools, handing down the spirit of the master carpenter to future generations, and following the development of carpentry tools through research and exhibition." In 2014, the museum was moved to a location near Shin-Kobe Station and housed in a structure that has a distinctly Japanese atmosphere and is filled with the scent of wood. It is attracting many visitors, including foreigners who are interested in Japan's traditional culture. The museum is also engaged in educational support and cultural promotion in the form of dispatching speakers to events and accepting trainees from universities.

[🔗 Takenaka Carpentry Tools Museum website](#)

● Gallery A⁴ (A Quad)

Gallery A⁴ opened in 2005 on the first floor of Takenaka Corporation's Tokyo Main Office. It is organizing exhibitions under the concept of "architecture and enjoyment" and representing society through architecture. It offers many paths to experience architectural culture, as well as entertaining presentations that direct visitors' attention to urban creation and environmental issues.

[🔗 Gallery A⁴ \(A Quad\) website](#)

External Evaluations

Major external awards

Grounded on a basic stance of quality management, our continuing environmental initiatives, architecture and urban creation have been highly evaluated outside the company and received numerous awards.

BCS Prizes

Japan Federation of Construction Contractors

The BCS Prizes was established in 1960 based on the idea, "In order to create an excellent building, not only is design important, but construction techniques are as well, and understanding and cooperation among the client, designer, and builder are necessary." Excellent architectural works have been recognized with the objectives of creating fine architectural heritage, and contributing to cultural advancement and global environmental conservation. Screening and selection is done at actual places by a selection committee of academic experts, architects and people involved in the construction industry from various fields.



The 63rd BCS Prizes Winner (2022)
Sanei Construction Steel Structure Division New Office

Cumulative number of awards	234 (first place)
Cumulative number of awards for design-build	119 (first place)
Number of awards received for design-build in 2022	2 (second place)

The ranking in parentheses represents a comparison among general contractors.

BELCA Prizes

Building and Equipment Long-life Cycle Association (BELCA)

The BELCA Prizes are a system for recognizing contributions to extending the service life of existing buildings that have been well maintained and preserved over the long term or have had outstanding renovations. There are two categories, Long Life and Best Renovation. The BELCA Prizes Selection Committee, which is comprised of academic experts and members who are well versed in this type of business, performs screening and selection at actual places to select award-winning buildings.



2022 BELCA Prizes, Best Renovation Category
Nippon Budokan

Cumulative number of awards	78 (first place)
Cumulative number of awards for design-build	37 (first place)
Number of awards received in 2022	3 (first place)

The ranking in parentheses represents a comparison among general contractors

Good Design Award

Japan Institute of Design Promotion

Established by the former Ministry of Trade and Industry in 1957, the Good Design Award is said to be one of the world's four leading design awards. The judging criteria have changed over time, but these are regarded as milestones in Japanese design and industry.



Good Design Award 2022
Shinkashiwa Clinic "Diabetes Mirai"

Cumulative number of awards	225 (first place)
Number of awards received in 2022	9 (first place)

Number of awards including system development and products
The ranking in parentheses represents a comparison among general contractors

AIJ's Selected Architectural Designs

Architectural Institute of Japan

Since its inception in 1989, *Selected Architectural Designs* has been highly acclaimed both domestically and internationally as a publication for the presentation of architectural works in Japan. Works to be listed are determined after examination at actual places, and particularly excellent ones are selected for Annual Architectural Design Commendations.



Selected Architectural Designs 2022
Yokohama City Hall

Cumulative number of selected works	290 (first place)
Number of works selected in 2022	11 (first place)

The ranking in parentheses represents a comparison among general contractors.

Other awards

Takenaka has received a wide range of awards for the workplace, environment, wood utilization, and academic society presentations as well as international awards. Major awards received in 2022 are below.

Nikkei New Office Awards	Encouragement Prize
Environmental and Equipment Design Awards	3 Distinguished Design Awards, and 1 other
Japan Wood Design Award	Best Award, and 3 others
SHASE Awards (The Society of Heating, Air-Conditioning and Sanitary Engineers of Japan)	Special Prize, and 3 others
IEIEJ Awards (The Institute of Electrical Installation Engineers of Japan)	Best Facility Prize, and 4 others
International Design Awards (IDA)	2*

* Number of IDA for 2022 entries

Corporate Governance

Organizational governance

—Improving management quality and confirming governance for rapid, accurate decision-making

Basic approach to corporate governance

We are working to develop a corporate governance organization and effective management of the system through efforts aimed at improving the quality of our overall corporate activities to satisfy the demands of customers, earn the trust of society as a whole, and raise our social value.

Preparation of company organization details and internal control systems

● System of Board of Directors and Corporate Officers

The Board of Directors serves as a supervisory body for decisions concerning corporate management and business administration. Authority to execute the management policy decided by the Board of Directors is delegated to corporate officers to accelerate the management decision-making process and enhance business administration and supervisory functions.

● Board of Corporate Auditors

The Board of Corporate Auditors, which consists of four corporate auditors, including two from outside, audits the execution of duties by the directors, including attendance at Board of Directors meetings.

● Corporate Ethics Central Committee

For further compliance with social ethics and regulations, we have created a new Corporate Ethics Central Committee to promote a corporate governance system.

● Compliance Committee

Headed by the executive officer in charge of compliance, this committee engages in training and greater awareness of compliance as well as exhaustive guidance for recurrence prevention.

● Risk Control Committee

This committee responds to natural disasters and other risk events in a quick, prompt and reliable manner. At the same time, it promotes risk control activities during normal times.

● TQM (Total Quality Management) Promotion Central Committee

This committee is in charge of the Total Quality Management system, and is responsible for research, planning and deliberation on issues and problems spanning all management activities. It recommends enhancements in management quality that lead to improvements in the quality of our works and services and the quality of our business operations.

● CSR Promotion Central Committee

This committee deliberates on important policies and plans related to CSR, including global environment issues, across sections and works to improve and advance our corporate value.

● Management Plan Central Committee

This committee develops a management plan for review by the Board of Directors and at the same time monitors the execution of the plan and handles issues related to our business operations.

● Audit Office

The Audit Office was set up as an internal audit organization to serve as a self-regulatory body for our business management activities to monitor the accuracy and validity of our business operations, financial accounting and the state of the group's assets.

● CSR Promotion Department

The CSR Promotion Department was set up at the Head Office to promote compliance education. Then, we have appointed CSR and compliance promotion officers, CSR compliance leaders, compliance officers and compliance subleaders at all business offices companywide to promote education and awareness.

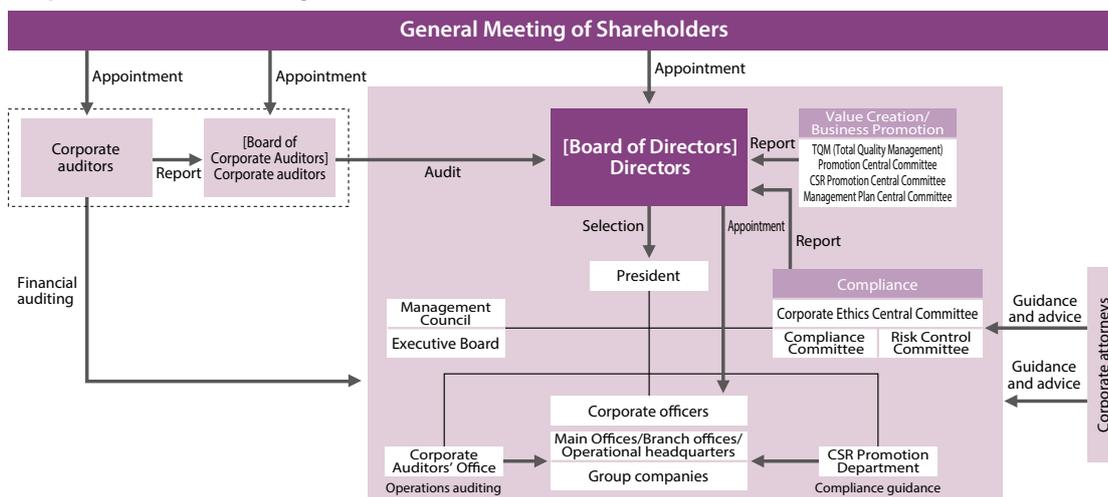
● Corporate auditors

In line with the Companies Act and the Financial Instruments and Exchange Act, the company is audited by an independent auditing firm from a fair and impartial standpoint.

● Corporate attorneys

We have concluded legal counseling service contracts with multiple law firms to receive guidance and advice as needed.

Corporate Governance Organization



Corporate Data for Takenaka Corporation

Company Name	Takenaka Corporation
Head Office	1-13, 4-chome, Hommachi, Chuo-ku, Osaka, Japan
Capital	¥50 billion (as of March 31, 2023)
Construction Licenses	Ministry of Land, Infrastructure and Transport Construction License (Special-1, General-1) No. 2744
Number of Employees	7,751 (Takenaka Group: 13,278) (as of January 1, 2023)
Affiliates	54 subsidiaries, 13 affiliates, and 1 related company
License Holders	Licensed first-class architects.....2,432 Licensed first-class building works execution managers.....2,336 Licensed professional engineers192 Ph.D.s.....120 (as of January 1, 2023)

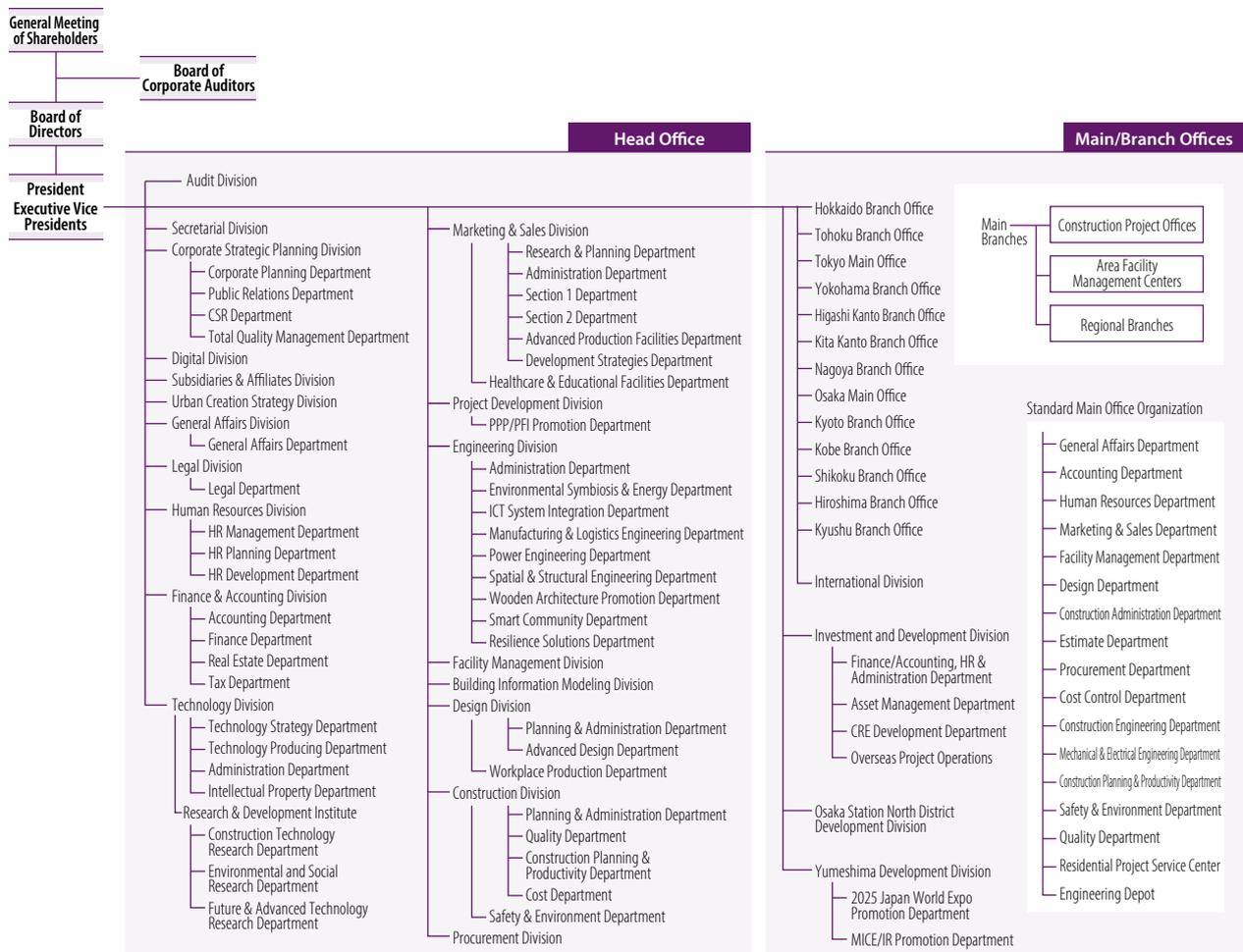
Main Businesses

1. Undertaking, design, and supervision of architectural and civil engineering works
2. Studies, research, surveys, planning, evaluation, diagnosis, and other engineering and management services for construction, regional and urban development, ocean development, space development, energy supply, environmental improvements, and other projects
3. Land preparation and housing construction
4. Sales and purchasing, leasing, brokerage, maintenance, management, and appraisal of real estate as well as real estate investment management

Main Banks

MUFG Bank, Ltd.
Mizuho Bank, Ltd.
Sumitomo Mitsui Banking Corporation
Resona Bank, Ltd.
Mitsubishi UFJ Trust and Banking Corporation
Sumitomo Mitsui Trust Bank, Ltd.
The Norinchukin Bank, others

Corporate Organization (as of April 1, 2023)



Financial and Nonfinancial Highlights

Income Statement and Balance Sheet (Consolidated)

(Millions of yen)

	81st term 2018	82nd term 2019	83rd term 2020	84th term 2021	85th term 2022
Orders received	1,397,818	1,419,121	1,238,508	1,306,428	1,445,799
Revenues	1,353,627	1,352,064	1,237,758	1,260,430	1,375,410
Operating income	85,063	80,235	39,788	46,367	28,333
Operating margin (%)	6.3	5.9	3.2	3.7	2.1
Ordinary income	93,977	89,502	46,954	57,799	39,392
Net income	63,638	68,918	30,528	39,346	30,266
Net assets	671,189	762,642	751,745	822,449	873,909
Total assets	1,468,850	1,519,771	1,442,958	1,581,524	1,741,214

Other Financial Data (Consolidated)

(Millions of yen)

	81st term 2018	82nd term 2019	83rd term 2020	84th term 2021	85th term 2022
Cash flow from operating activities	107,719	(45,512)	(7,863)	96,522	(3,505)
Cash flow from investing activities	(40,772)	(15,448)	(33,051)	(14,654)	(48,510)
Cash flow from financing activities	(32,662)	(14,509)	23,054	2,200	(4,201)
Research and development expenses (Billions of yen)	8.4	9.3	9.3	9.5	9.1
Capital investment (Billions of yen)	27.0	41.7	43.2	26.7	26.7
Return on equity (ROE) (%)	9.7	9.7	4.1	5.0	3.6

Revenues by Business (Consolidated)

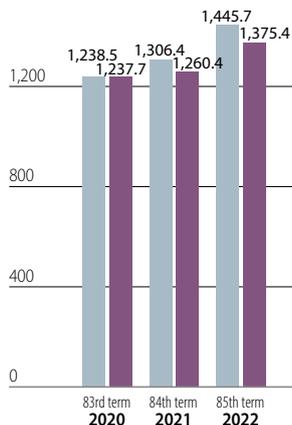
(Millions of yen)

	81st term 2018	82nd term 2019	83rd term 2020	84th term 2021	85th term 2022
Construction business	1,241,868	1,241,923	1,146,184	1,152,439	1,246,212
Development business	59,045	54,448	35,571	49,254	66,106
Others	52,713	55,692	56,002	58,736	63,091

Orders Received/Revenues (Consolidated)

(Billions of yen)

1,600



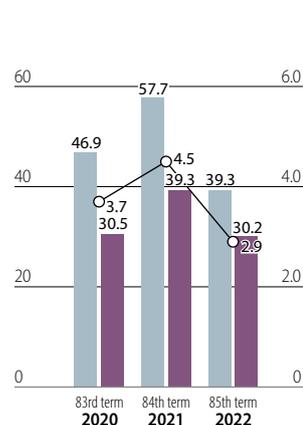
■ Orders Received ■ Revenues

Ordinary Income/Ordinary Income Ratio/Net Income (Consolidated)

(Billions of yen)

80

8.0

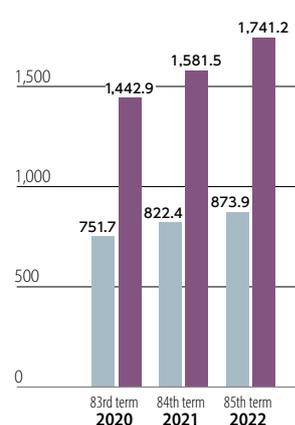


■ Ordinary Income ■ Net Income ○- Ordinary Income Ratio

Net Assets/Total Assets (Consolidated)

(Billions of yen)

2,000

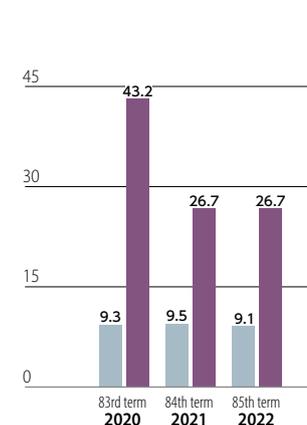


■ Net Assets ■ Total Assets

Research and Development Expenses/Capital Investment (Consolidated)

(Billions of yen)

60



■ Research and Development Expenses ■ Capital Investment

Revenues by Region (Consolidated)

(Millions of yen)

	81st term 2018	82nd term 2019	83rd term 2020	84th term 2021	85th term 2022
Japan	1,180,889	1,198,630	1,117,451	1,114,353	1,161,857
Asia	87,339	74,534	64,605	79,456	120,777
Europe	52,678	48,315	44,605	45,070	52,406
North America	32,719	30,584	11,095	21,549	40,368
Others	—	—	—	—	—

Nonfinancial Data (Nonconsolidated)

	81st term 2018	82nd term 2019	83rd term 2020	84th term 2021	85th term 2022
Number of employees (Consolidated)	7,500 (13,042)	7,630 (13,355)	7,741 (13,171)	7,757 (13,212)	7,751 (13,278)
Average age of employees	44.0	44.0	44.0	44.1	44.3
Average length of continuous employment (Years)	19.1	17.1	19.1	18.5	18.6
Number of women in managerial positions	121	131	146	155	164
Accident frequency rate (Accidents followed by absence of four days or more from work) ^{*1}	0.56	0.54	0.38	0.55	0.23
CO ₂ emissions intensity during construction work (t/100 million yen) ^{*2}	10.4	10.3	9.9	8.3	8.7
Construction by-products recycling rate (per volume) ^{*3}	91.6	92.0	93.5	94.5	94.3
Rate of number of CASBEE S- and A-rank projects (%) ^{*4}	85.7	89.2	91.7	93.8	98.5

*1 Percentage of the number of occupational injuries caused by industrial accidents accompanied by an absence of four days or more from work for every million work hours of labor

*2 Per value of completed work

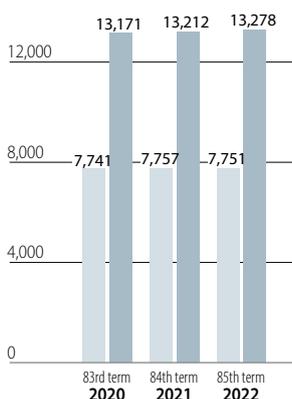
*3 Covers new construction and expansion, renovation and dismantling. Does not include construction sludge and specially controlled industrial waste.

*4 Total number of S- and A-rank projects among the company's design projects. The number for 2014 was revised.

Number of Employees
(Nonconsolidated and
Consolidated)

(Persons)

16,000

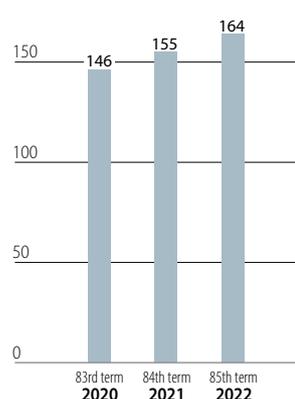


■ Nonconsolidated ■ Consolidated

Number of Women in
Managerial Positions
(Nonconsolidated)

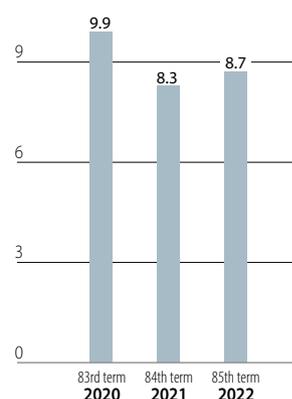
(Persons)

200

CO₂ Emissions Intensity
During Construction Work
(Nonconsolidated)

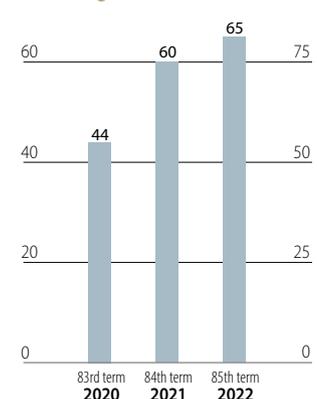
(t/100 million yen (per value of completed work))

12

Number of CASBEE S- and
A-Rank Projects/Rate
(Nonconsolidated)

(Cases)

80



■ Number of Cases — Rate

Dreams into Reality for a Sustainable Future



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