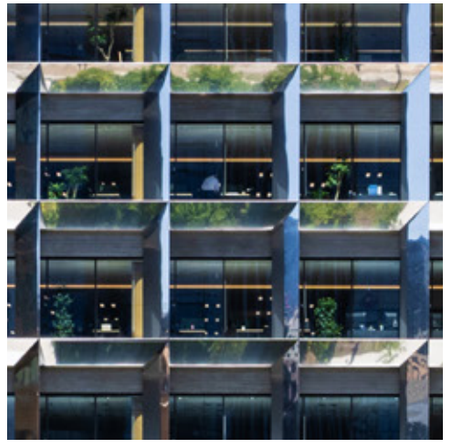
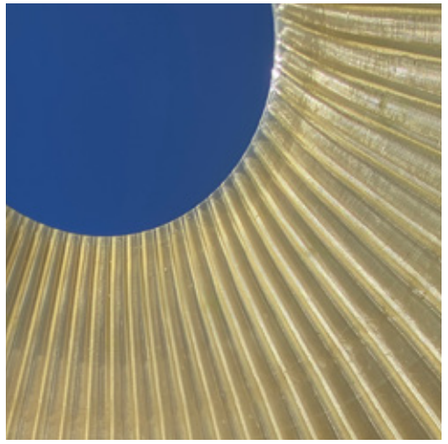
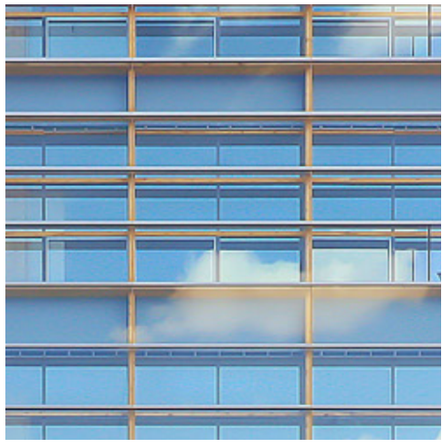
TAKENAKA

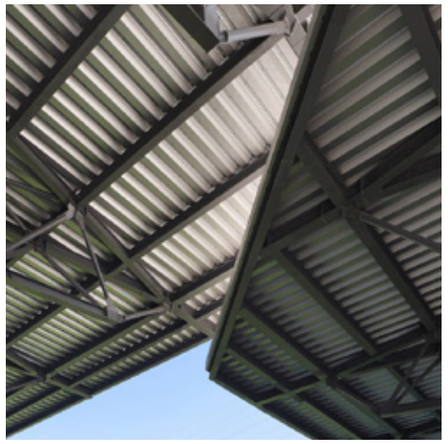



TAKENAKA Corporate Report

2025




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 2025 for the purpose of presenting the Takenaka Group Management 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.
Since 2014, this report has integrated 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 2024.
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: April 2025 (next issue March 2026).
English: May 2025 (next issue May 2026).

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

CONTENTS









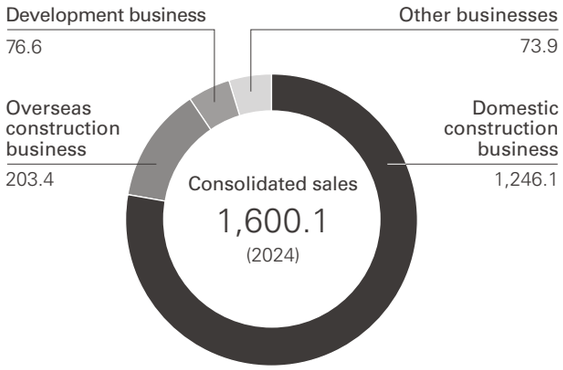




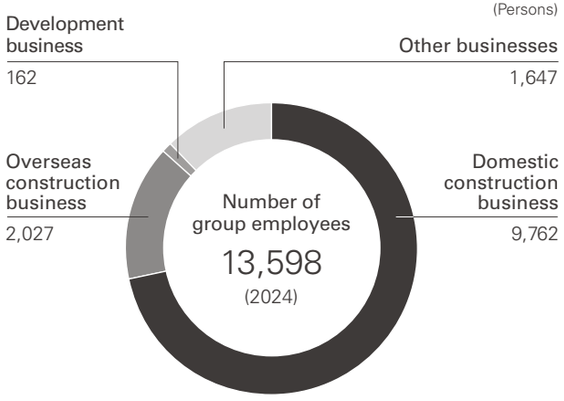
Our entire group will meet customer expectations at every stage of urban creation.

Takenaka Group's Business Size

(Billions of yen)



(Persons)



Principle Operations of Main Affiliates

Takenaka Corporation

Planning and Design | Architectural Design | Production | After-Sale Service

Real Estate, Development, and Service Businesses

Technological Development and Engineering

Domestic Group Companies

Architectural Design	Quantity Estimation	Procurement/Construction	Facility Management
TAK Systems Corporation (CAD)	**TAK-QS Corporation** (Quantity estimation)	**Asahi Build Corporation** (Rebar work and formwork) **TAK E-HVAC Corporation** (MEP) **Asahi Corporation** (Interior and exterior finishings, construction materials, and greening) **Tokyo Asahi Build Corporation** (Rebar work and formwork) **TAK Living Corporation** (Millwork, interior designs and interior finishing)	**Asahi Facilities Inc.** (Building management)

Civil Engineering Business

Takenaka Civil Engineering & Construction Co., Ltd. (Civil engineering works)　**Takenaka Road Construction Co., Ltd.** (Road construction)

Resort and Hotel Operation

TAK Hospitality KYOTO　**ASTM**

Domestic Construction, Building Management and Service Businesses

Create Life Corporation (Employee welfare programs)
TAK Capital Service Inc. (Finance and accounting services)
Asahi Facilities Inc. (Insurance agency)
TAK Engineering Inc. (Staffing agency)
TAK Systems Corporation (ICT)

Global Group Companies

Overseas Construction Business

Thai Takenaka International Ltd.　**PT. Takenaka Indonesia**　**Takenaka (Malaysia) Sdn. Bhd.**　**Takenaka Singapore Pte Ltd**
Takenaka India Private Ltd.　**Takenaka (China) Construction Co., Ltd.**　**Takenaka Europe GmbH**　**Takenaka Construction Engineering U.S.A. Inc.**

Investment and Development Business

TAK Development, Inc. (New York, San Francisco)
TAK Realty NY, Inc. (New York)
TAK Hawaii, Inc. (Hawaii)
TAK California, Inc. (San Francisco)
TAK Realty UK Ltd (London)
TAK Seattle, Inc. (Seattle)

Across 400 years since the founding of our business, Takenaka has been honing its skills to deliver a wide spectrum of value to society.

Specializing in building construction since our founding in 1610, Takenaka has contributed to the development of the construction industry and society by producing a multitude of landmark buildings. Our Management Philosophy, "Contribute to society by passing on the best works to future generations," is derived from the *toryo* (master builder) spirit, which has been cultivated across generations from the first head of the business, Tobei-Masataka Takenaka, who was a shrine and temple carpenter. This philosophy runs through the very foundation of our corporate activities, which has resulted in a reputation for technology and quality. Over the passage of time, we have expanded activities through our "works," both in Japan and abroad, beyond the boundaries of architecture into "urban creation" that contributes to the realization of a prosperous, safe, and sustainable society.

1610–
Business founded as a shrine and temple carpenter specializing in building construction

The founder, Tobei-Masataka Takenaka, began the journey of a craftsman in Nagoya. As a *toryo* (master builder) who was responsible for quality in an integrated manner from *itazu* (board drawings) to *fushin* (construction) and repairs, he built shrines and temples, and from the Meiji era onward, his descendants began to work on Western-style architecture.


1782 Yakui-mon (Gate) of Daien-ji (Temple)


1818 Hon-do (Hall) of Sanen-ji (Temple)


1897 Mitsui Nagoya Silk Mill

Major works in this period

1836 Yakui-mon (Gate) of Jakko-in (Temple), Hon-do (Hall) of Shofuku-ji (Temple)
1841 Hon-do (Hall) of Simakokubun-ji (Temple)
1843 Taiho-jinjya (Shrine)
1874 Nagoya Garrison Barracks
1884 Mitsui Bank Nagoya branch
1890 Hojo of Tofuku-ji (Temple), Tofuku-ji Temple, living quarters of the head priest
1893 Hon-do (Hall) of Yuko-ji (Temple)

1899–
Company establishment, laying of organizational foundation and immersion in Western building technology

The 14th-generation head of the family, Touemon Takenaka, expanded the business into Kobe. Later the company would be named *komuten* by combining *komu* (building contractor), which represents "design and construction," and *ten* (shop), which represents "service to customers." Acquiring Western technology and training skilled workers, we constructed modern buildings with the latest technologies of the time.


1900 Mitsui Bank Warehouse in Onohama district of Kobe


1934 Meiji Seimei Kan


1958 Tokyo Tower

Major works in this period

1912 Takashimaya Kyoto Store and Dendo-in of Nishi Hongan-ji (Temple)
1916 Osaka Asahi Shimbun Head Office Building
1923 Dojima Building
1952 Nikkatsu International Building
1957 Antarctic Exploration Research Facilities
1964 Nippon Budokan
1966 National Theatre

Major events for society and Takenaka

1610 Established business.
1868 Meiji Restoration
1894 Sino-Japanese War
1899 Touemon Takenaka expanded the business into Kobe (first year of company establishment).
1909 Unlimited Partnership Takenaka Komuten established.
1923 Great Kanto Earthquake
1937 Takenaka Corporation established.
1941 Takenaka Civil Engineering & Construction Co., Ltd. established.
1945 World War II ended.
1959 Takenaka Building Research Institute opened.
1960 Takenaka & Associates, Inc. established in the United States.
1961 Takenaka Scholarship Foundation established.
1963 Takenaka awarded first prize in National Theatre Design Competition.
1964 Project Development Division established. Quarterly magazine *approach* first published. Tokyo Olympic Games
1969 Asahi Facilities Inc. established.

1970–
Transformation of social structures and expansion into full global operations

A major turning point came during the period of rapid postwar growth. We became actively engaged in projects that would usher in the next era, such as environmental architecture and dome stadiums. We also began to expand globally in earnest, establishing operating bases in Europe and Asia, and undertaking international airport projects. Embracing quality management, we were the first company in the construction industry to promote quality control activities by introducing TQM.

1987 Yurakucho Mullion

1988 Tokyo Dome

1987 Hotel Nikko San Francisco

Major works in this period

1972 Daido Life Insurance Company Esaka Building
1978 Deutsch-Japanisches Center
1981 Changi International Airport Terminal 1
1991 Grand Hyatt Kauai Resort and Spa
1993 MIZUHO PayPay Dome FUKUOKA (former Fukuoka Dome)

1995–
Responding to increasingly complex social needs and diverse projects

The Great Hanshin-Awaji Earthquake heightened society's need for safety and security, environmental technologies, and preservation and restoration. As the construction market and technology reach maturity, projects are requiring advanced functions and social value while technology continues to become more sophisticated.

1995 ACROS Fukuoka

Major works in this period

2001 Sapporo Dome "HIROBA"
2002 Yokohama Red Brick Warehouse preservation and restoration
2005 Meiji Seimei Kan preservation and restoration
2007 Midland Square Shin-Marunouchi Building

1996 Tokyo Opera City
1997 New National Theatre Tokyo

2007 Tokyo Midtown

2009 Marunouchi Park Building/Mitsubishi Ichigokan

Major events for society and Takenaka

1970 Japan World Exposition Osaka 1970
1971 "Green in Design" activities started.
1973 Takenaka Europe GmbH established. First oil crisis
1974 Offices established in Southeast Asian countries.
1979 Takenaka awarded the Deming Application Prize for the first time in a nonmanufacturing sector.
1984 Takenaka Carpentry Tools Museum opened on Nakayamate Street in Kobe.
1986 Takenaka awarded the Best Design Prize for the Second National Theatre, Tokyo in the Tokyo International Design Competition.
1988 Chairman Renichi Takenaka awarded the Deming Prize.
1992 Takenaka awarded the Deming Grand Prize. Takenaka Global Environmental Charter established. United Nations Earth Summit held.
1993 Takenaka Research & Development Institute relocated.
1994 First Takenaka e-Report (Environmental Report) published.
1995 Great Hanshin-Awaji Earthquake First Conference of the Parties (COP1) to the United Nations Framework Convention on Climate Change
1996 Takenaka received ISO9001 certification.
1997 Kyoto Protocol to the United Nations Framework Convention on Climate Change adopted at COP3. Takenaka received ISO14001 certification.
2004 Principles of Corporate Ethics established.
2005 Tokyo Main Office received the highest CASBEE rank. Gallery A[4] opened.
2007 Moen-Wood certified as a fire-resistant laminated timber by the Minister of Land, Infrastructure, Transport, and Tourism.
2009 Companywide policies (Safety & Health Policy, Quality Policy, Environmental Policy) established.

2010–
Toward a decarbonized society and sustainable cities

With adoption of the Paris Agreement in 2015, reduction of greenhouse gases has become a global social issue for both industrialized and developing countries. Meanwhile, our aim is to realize sustainable cities by capitalizing on our accumulated technology and design capabilities to resolve major objectives such as decarbonization, resource circulation, and coexistence with nature.

2014
Abeno Harukas

2017
Changi International Airport Terminal 4

2020
FLATS WOODS KIBA

2022
OSAKA UMEDA TWIN TOWERS SOUTH

2024
NAGASAKI STADIUM CITY

Major works in this period

2013 Osaka Timber Association Building
2014 National Gallery Singapore preservation and utilization
2017 Global Gate
Pacific Century Place Jakarta
2018 FORMER YAMAGUCHI MANKICHI HOUSE/
kudan house
2019 Kyoto Higashiyama Project
(Kyoyamato & Park Hyatt Kyoto)
Ariake Arena
Shibuya PARCO • HULIC building
National Cerebral and Cardiovascular Center
2020 Yokohama City Hall
PACIFICO Yokohama North
MIYASHITA PARK
2022 Tokyo Midtown Yaesu
2023 Haremirai Sennichimae
Ibaraki Civic Hall
2024 KOBE SUMA SEA WORLD
GRAND GREEN OSAKA
NAGASAKI STADIUM CITY

Major events for society and Takenaka

2010 Environmental message, "Connecting people with nature" established.
Tenth Meeting of the Conference of the Parties (COP10) to the Convention on Biological Diversity (CBD) held in Aichi.
2011 Great East Japan Earthquake
2012 Takenaka Corporate Code of Conduct established.
Biodiversity Action Guidelines established.
2014 Takenaka Group CSR Vision and Group Message established.
Takenaka Carpentry Tools Museum relocated.
2015 The Paris Agreement adopted at the 21st session of the United Nations Climate Change Conference (COP21).
2016 Wooden Architecture Promotion Department established.
2017 2025 Japan World Expo Promotion Department,
Urban Creation Strategy Division established.
Chochikukyo designated as a national Important Cultural Property.
2019 Long-term CO_2 emissions reduction target set.
2020 Japan announced that it would achieve carbon neutrality by 2050.
2021 The Olympic and Paralympic Games held in Tokyo.
Long-term CO_2 emissions reduction target revised.
2022 Kunming-Montreal Global Biodiversity Framework adopted at the 15th meeting of the Conference of the Parties (COP15) to the Convention on Biological Diversity (CBD).
2023 Group's long-term CO_2 emissions reduction target set.
2024 Group's long-term CO_2 emissions reduction target for 2030 obtained SBT certification.
2025 Expo 2025 Osaka, Kansai
2030 Japan's target year for a 46% reduction in greenhouse gas emissions from the 2013 level
2050 Target year for carbon neutrality

Toward 2030 and 2050
Aiming for a regenerative future

While being required to respond to environmental issues and improve productivity from a mid- to long-term perspective, Takenaka is proactively working to utilize AI and robotics, and introduce renewable energy through architecture and urban creation with Circular Design-Build and other initiatives. We are also working in cooperation with customers, government agencies, partner companies, and other stakeholders to address life cycle CO_2 reduction, nature positive and other issues, which are our targets for 2030 and 2050, and we are actively disclosing this information.

Aiming to Share Our Vision with Diverse Stakeholders and Work as a Group to Build Our Presence in Future Society

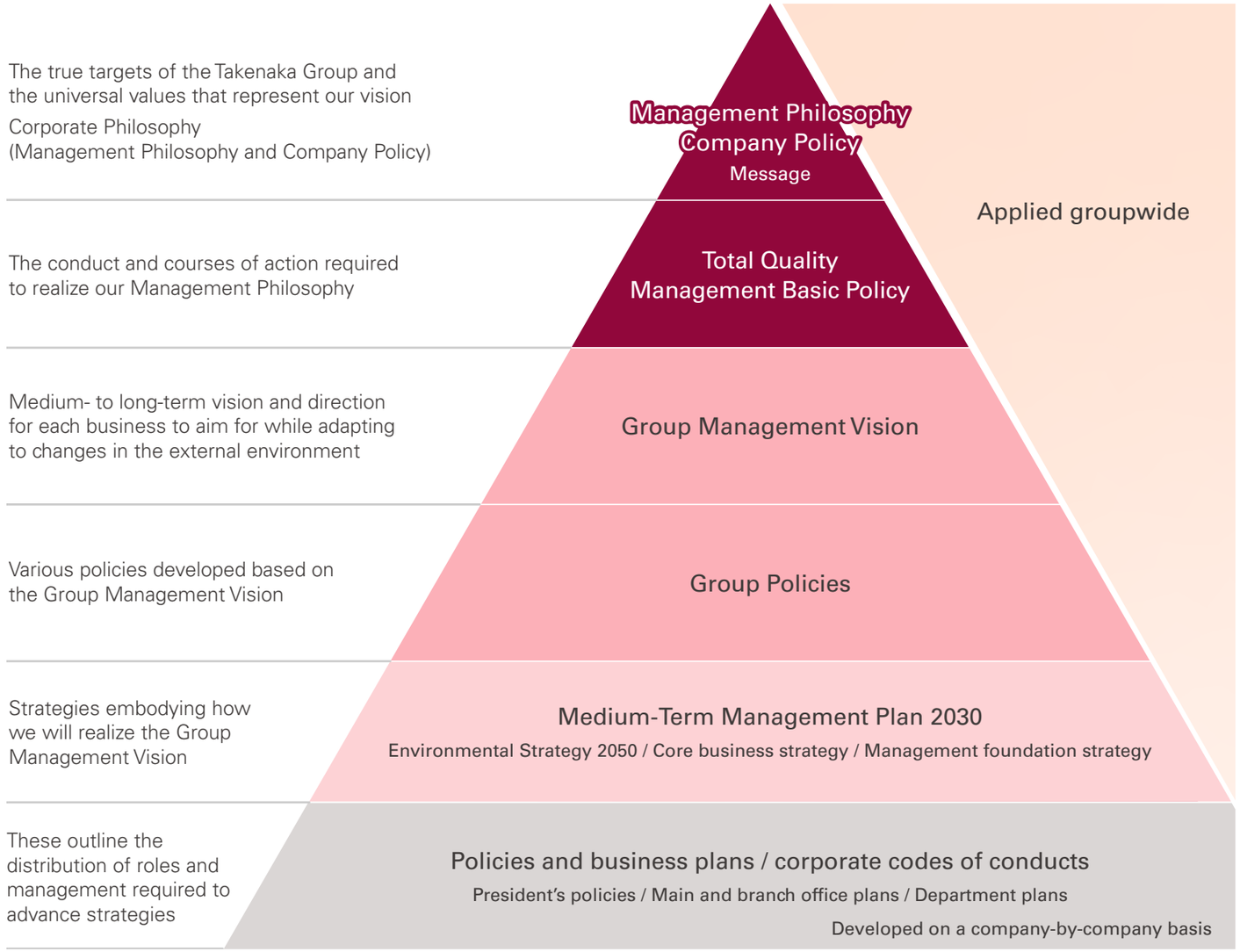
Management Philosophy
Contribute to society by passing on the best works to future generations.

Company Policy
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.

Message
Dreams into reality for a sustainable future

Total Quality Management Basic Policy
Earn customer satisfaction and society's trust through management that persists in stressing quality and challenging the creation of new environments.

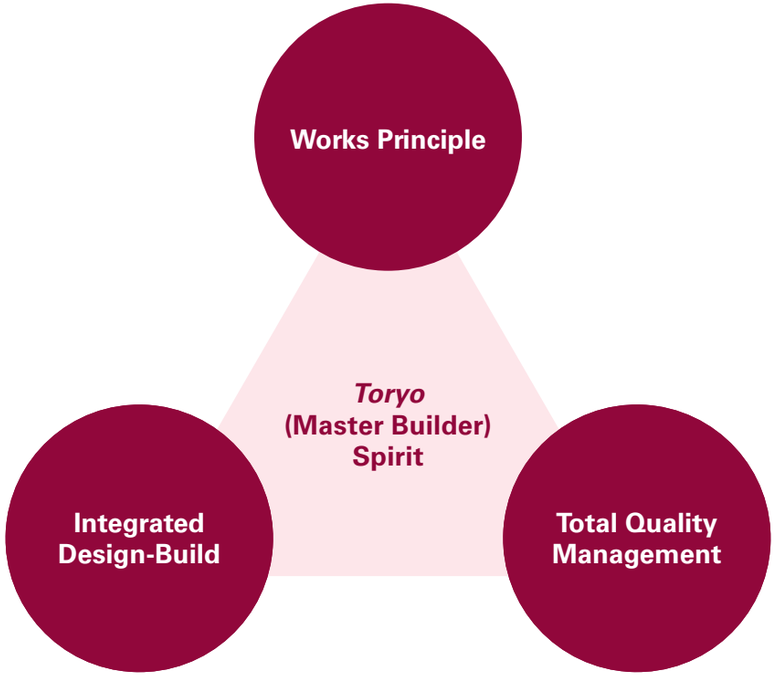
Our Management Philosophy of "Contribute to society by passing on the best works to future generations" is our mission. That is why great care goes into creating each and every architectural work that we undertake, based on a spirit of commitment that embodies our Company Policy and Group Message. We also advance activities under our Total Quality Management Basic Policy, which aims to raise social value by ensuring customer satisfaction and winning the trust of society.
As the stakeholders connected to our business become more diverse, the functions and values demanded of architecture and construction are also changing.
Therefore, in order to build the presence of the group in future society, we compiled the Group Management Vision and the Group Policies to indicate the direction each of the group's businesses should pursue from a medium- to long-term perspective. Each business will develop strategies that embody how it will work to realize the Group Management Vision, which will be reinforced by support under our management foundation strategies. At the same time, each group company will also formulate and enact individual policies and business plans based on its own business strategy.



Since its founding in 1899, our company has continuously adhered to our Works Principle and Total Quality Management based on the *toryo* (master builder) spirit. Over this long period, the business environment has undergone many changes, but we have consistently advanced urban creation with 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," as cornerstones, thereby gaining the trust of customers and wider society. We will continue this steady advancement so we can resolve the social issues the group must address and respond to customer expectations.

April 2025

Contribute to society by passing on the best works to future generations



Toichi Takenaka
Honorary Chairman of the Board

Masato Namba
Chairman of the Board

From Sustainable to Regenerative

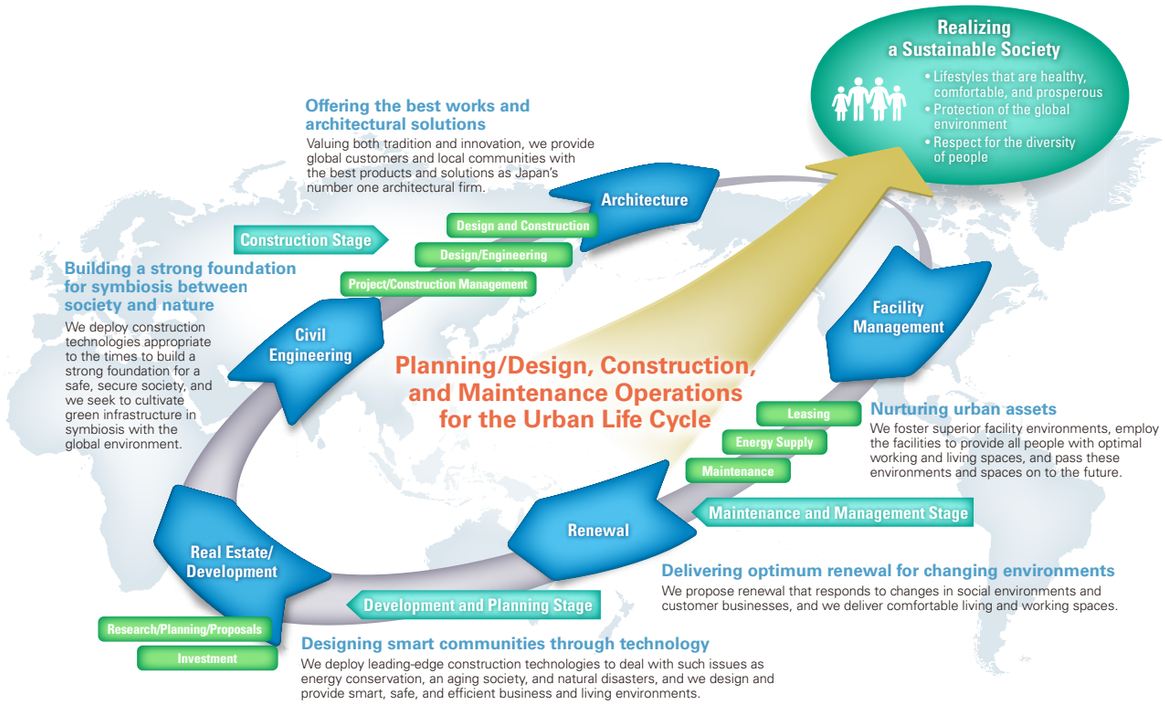
Moving forward as an integrated engineering firm for urban creation

Initiatives to date

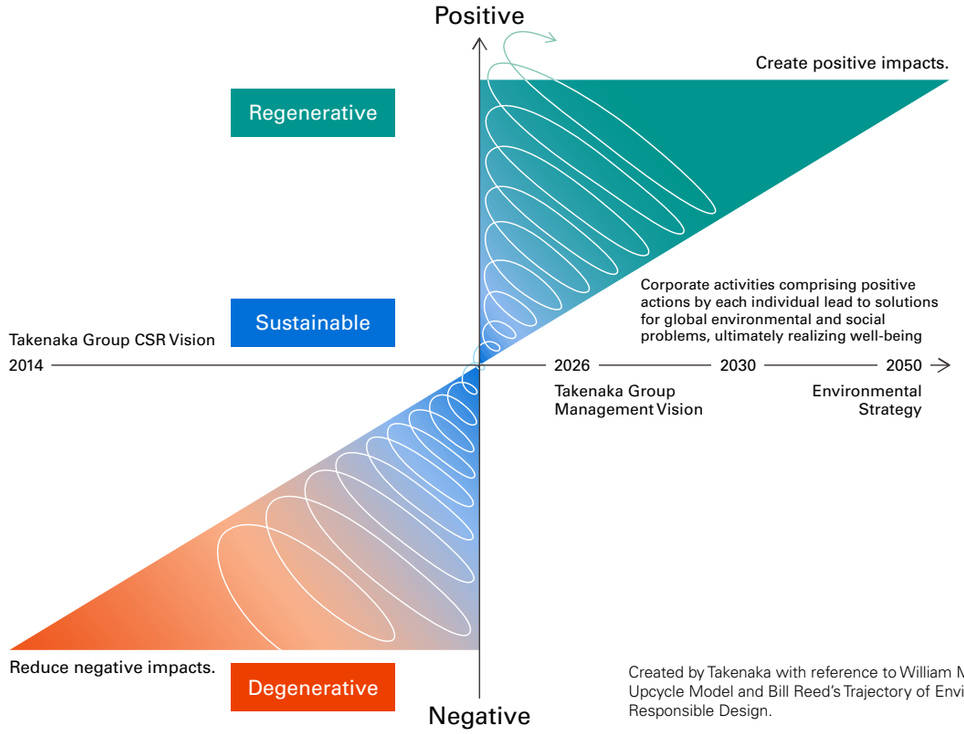
Rather than just constructing individual buildings in a city, urban creation involves engaging an urban area comprised of many buildings in a comprehensive and sustainable manner that incorporates many stakeholders with interests in the area. Under group growth strategies, formulated from 2014 to 2025, we gained a lead on other companies by engaging in urban creation and construction practices that meet the needs of society and the times. This has enabled us to contribute to the realization of healthy, comfortable, and prosperous lifestyles, and a sustainable society where diversity is respected, and to protect the global environment. Now our urban creation concept is widely understood in society, which we think demonstrates the success of our efforts.

Initiatives going forward

Sustainability activities focus on reducing negative effects by slowing down impact on the global environment, but social and environmental conditions continue to change at a speed that surpasses expectations, including climate change, disasters, conflicts, declining birthrates and aging populations, and accelerating technological development. We are also entering an era in which planetary boundaries are being crossed. It is essential that we respond to these dramatic changes by deliberately creating positive effects.
In order to leave future generations with a healthier and more prosperous planet, we need to take a regenerative approach that consciously strives to generate a positive impact in every domain, including people, organizations, and social systems.



From a sustainable to a regenerative approach



Created by Takenaka with reference to William McDonough's Upcycle Model and Bill Reed's Trajectory of Environmentally Responsible Design.

Comprehensively tackling three priority areas as a group through a regenerative approach to create new value and meet the demands of society

Social and environmental conditions, including climate change, disasters, conflicts, and the accelerating decrease in birthrates and aging of populations, continue to change in ways that exceed our expectations. Furthermore, the business environment around the Takenaka Group and our stakeholders is also changing rapidly as we enter a period of dramatic transformation in the roles and responsibilities a company is expected to fulfill.
With this in mind, our priority is to advance the group's activities under a regenerative approach, which aims to provide consistent contributions to the resolution of social issues through new value creation. Using this approach, we will actively engage in activities that leave future generations with a healthier and more abundant planet.

April 2025

Masato Sasaki

Masato Sasaki
President

Three priority areas for the group

Environmental cocreation—Connecting people with nature

- **Decarbonization** — Develop group renewable energy projects, including wind, geothermal, and biomass power generation, and promote ZEB architecture.
- **Resource circulation** — Realize Circular Design-Build through waste-free design and construction.
- **Coexistence with nature** — Develop Nationally Certified Sustainably Managed Natural Sites through research and development focused on green infrastructure and biodiversity conservation.
  Advance activities for conserving and recovering forest resources.

Technological innovation and DX —Taking on the challenge of new value creation

- Realize smart technologies for construction processes.
- Develop products and services that facilitate a healthy environment and prosperous lifestyles, including value enhancing proposals.
- Create new value by using data generated by business activities, buildings, communities, and people.
- Use AI and robotics to innovate construction.
- Explore frontier fields such as space architecture.

Empowering human resources—Developing people and spaces

- Create growth opportunities that aim to enhance individual career development and organizational dynamics through the realization of diverse work styles.
- Empower diverse human resources by promoting DE&I.
- Enhance employee engagement and the appeal of Takenaka's work environments (actively invest in human capital).
- Foster personnel who can respond to changes in the social and business environments.
- Strengthen the group and global management foundations.

Group Management Vision from 2026 and Medium-Term Management Plan 2030

Formulation of a Group Management Vision based on the regenerative concept

The current group growth strategy reaches a milestone this year, so we have reorganized the group's philosophical framework, including the Management Philosophy and Company Policy, and updated our vision and various policies. Within this, we put a particular emphasis on revising the Takenaka Group CSR Vision into the Group Management Vision, which outlines the approach and courses of action that each group business should aim for in the medium to long term based on the three priority areas I mentioned earlier and our regenerative concept. At the same time, we also formulated Medium-Term Management Plan 2030 following the reorganization of our philosophical and policy frameworks.

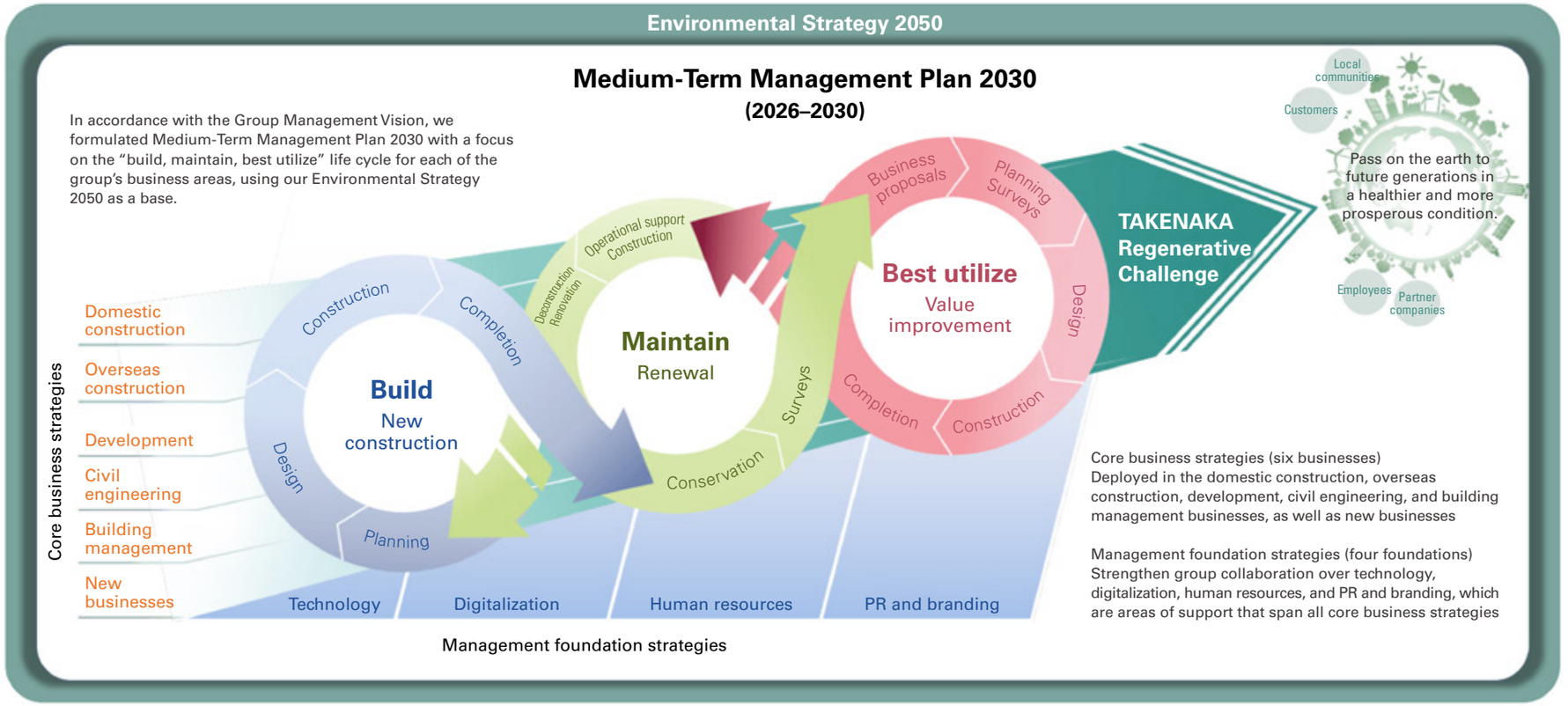
Core business and management foundation strategies

In accordance with the Group Management Vision, we have formulated Medium-Term Management Plan from a life cycle perspective, which considers how the concepts of "build," "maintain," and "best utilize" apply to each of the group's business areas, based on Environmental Strategy 2050. Medium-Term Management Plan 2030 comprises six Core Business Strategies and four management foundation strategies. Under our core business strategies, we will advance activities that make use of the unique characteristics of each of our businesses, namely domestic construction, overseas construction, development, civil engineering, and building management businesses, as well as new businesses. Under management foundation strategies, we will provide support that spans all business strategies in the areas of technology, digitalization, human resources, and PR and branding, and we will strengthen group collaboration. The Takenaka Group will implement this Group Management Vision and Medium-Term Management Plan 2030 from January 2026.

The Takenaka Group Management Vision

The Takenaka Group aims to provide high quality works and services while continuing to take on the challenge of improving the global environment.

TAKENAKA Regenerative Challenge
Beyond sustainability

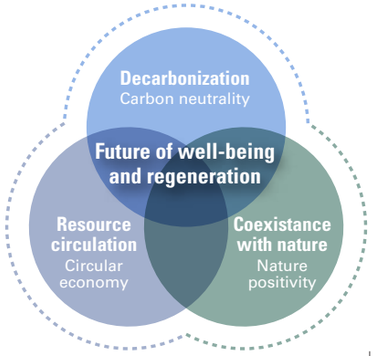


Environmental Strategy 2050

Business Policy

Cocreate Regenerative Works

Realize a future of well-being and regeneration



Mission

Through decarbonization, resource circulation, and coexistence with nature, we will revive and regenerate the earth's bounty and work together with stakeholders to realize a society of abundantly creative lifestyles.

Three pillars

1 Decarbonization

Achieve carbon neutrality by reducing greenhouse gas emissions.

2 Resource circulation

Promote three circular approaches (build, use, and connect) activities and realize Circular Design-Build in all business areas.

3 Coexistance with nature

Contribute to nature positivity and realize a world that coexists with nature.

	1 Decarbonization	2 Resource circulation	3 Coexistance with nature
Construction	Low-carbon materials/shorter construction periods	Design that enhances resource circulation	Nature positive design
Operation	Promotion of net-zero architecture	Longer continuous usage and extended lifespan of buildings	Ongoing coexistence with nature
Deconstruction	Reuse of waste produced by deconstruction	Reuse of resources obtained from deconstruction	Expansion of ecological networks

Measures

1 Decarbonization	2 Resource circulation	3 Coexistance with nature
• Switch from diesel fuel oil to alternatives • Switch to green electricity • Advance group renewable energy generation business • Realize lower-carbon construction materials • Promote ZEB/ZEH	• Practice design that avoids waste • Deconstruct in a way that enables reuse • Carry out construction with reuse and recycling as a given • Reuse building materials • Promote the use of legacy elements	• Develop and implement solutions • Establish and deepen nature positivity • Practice urban creation by developing forests and people

Domestic Construction Business Strategy

Business Policy

Build, maintain, and best utilize appealing works (buildings and services) to provide society and customers with the best value.

Mission

Develop business models that make full use of our strengths in design and construction, represented by "design-build—evolve × deepen."

1 Build

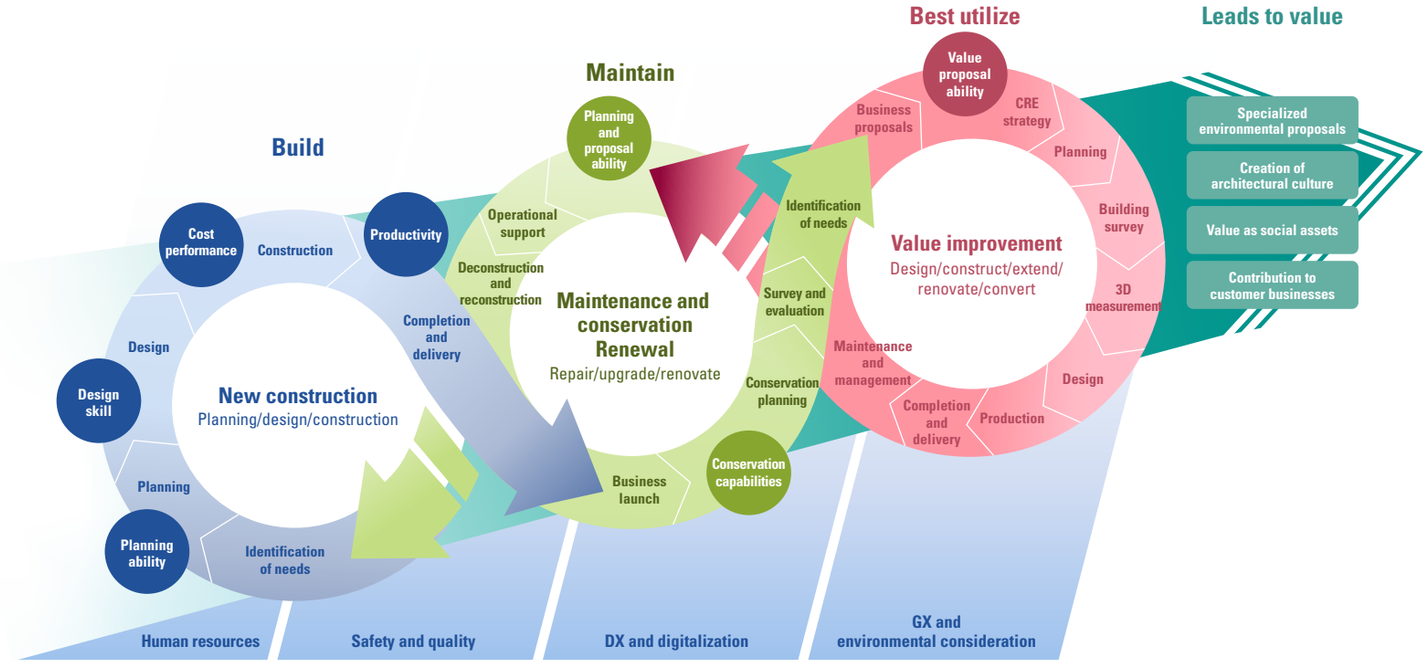
Create construction value that is differentiated from competitors through design-build that pursues skillful design and engineering, digital innovation, and environmental consideration.

2 Maintain

Maintain the value of buildings and protect customer businesses through supportive, appealing, and sustainable proposals that align with customer needs as a business partner.

3 Best utilize

Meet new social needs by leveraging the advantages of existing buildings to create new value, including in terms of environmental consideration and business transformation.



Overseas Construction Business Strategy

Business Policy

Spread a global Takenaka brand that realizes our Corporate Philosophy in a way that aligns with overseas market characteristics.

Mission

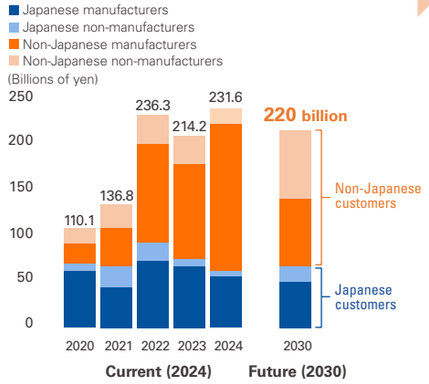
Create a foothold in various overseas business environments and cater to diverse customers, both Japanese and non-Japanese, by delivering construction that is grounded in Takenaka's traditional spirit, including our Management Philosophy. Secure high levels of customer satisfaction and appropriate profits by demonstrating a competitive edge that pursues skillful design and engineering, digital innovation, and environmental consideration while taking into account the market characteristics of each country. Advance toward steady, sustainable growth by repeating this process to build a global Takenaka brand, and strengthen the development of global talent by carrying out such activities in each region.

1 Market strategy

Advance portfolio strategy and demonstrate a competitive edge in a way that aligns with market characteristics and trends in each country.

Enhance global approach to non-Japanese companies together with group employees.

Drive current business models toward a growth trajectory.



Future vision

Further globalize overseas business.

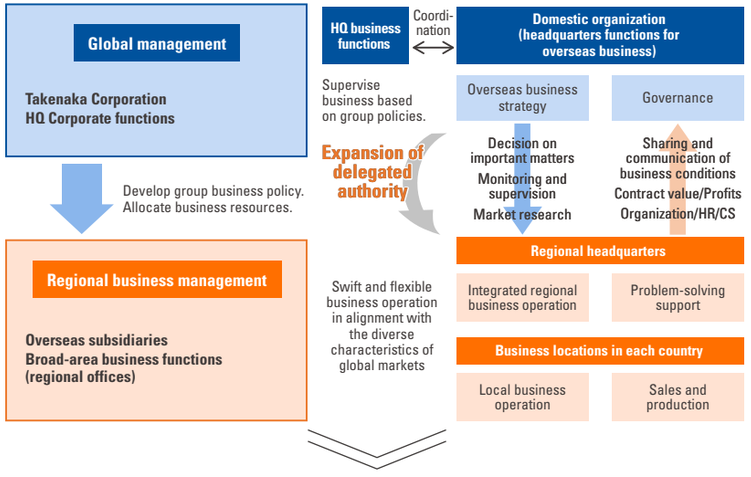
Provide Takenaka brand value to global customers.

Achieve a stable growth trajectory that leads to the next stage of growth.

Contribute to the group as one of its essential core businesses.

2 Organizational strategy

Build autonomous regional business platforms that are rooted in each overseas market.



3 Human resources strategy

Develop global talent through the stable securing of international business personnel.

- Fulfill the role of being a source of global talent to the Takenaka Group by providing attractive career experience for global business personnel and building work environments where diverse employees can thrive.
- Cultivate global talent who can operate both in Japan and abroad by establishing and operating HR global development systems with the target of having 20 percent of employees experience overseas work.

Earn high levels of satisfaction from Japanese and non-Japanese customers.

Drive steady growth while ensuring appropriate profit.

Development Business Strategy

Business Policy

Contribute to the enhancement of the Takenaka brand by generating resources for group growth investments through expanding stable long-term income from real estate business.

Mission

Basic Policy + New initiatives

Secure income gains through a long-term holding strategy that is resilient to short-term economic fluctuations.

Further expand business revenue through multiple strategies: Creating legacy properties through life-cycle extension, value-added investments, short-term investments, fund investments, and fee-based business.

1 Strict adherence to policy

Strictly adhere to investment policies that prioritize a long-term holding strategy focusing on income gains and prime locations as the top priority for new investments to hedge long-term market risks.

2 Portfolio growth

Grow our portfolio through the self-development of company-owned properties and new real estate schemes, including fund investments and short-term investments.

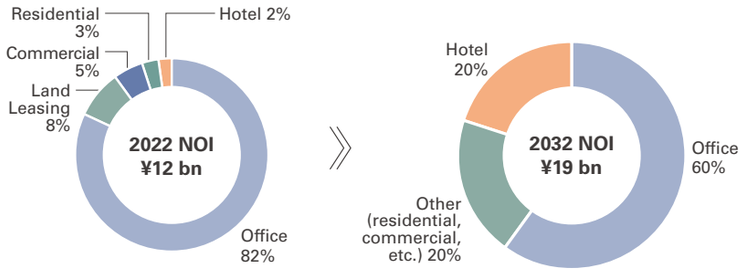
3 Transition from scrap and build model

Advance beyond the scrap and build approach through value-add initiatives, including the creation of long-lasting legacy properties and enhancement of the environmental performance of existing properties by leveraging construction business synergies.

Asset portfolio composition (based on percentage of net operating income (NOI) before depreciation)

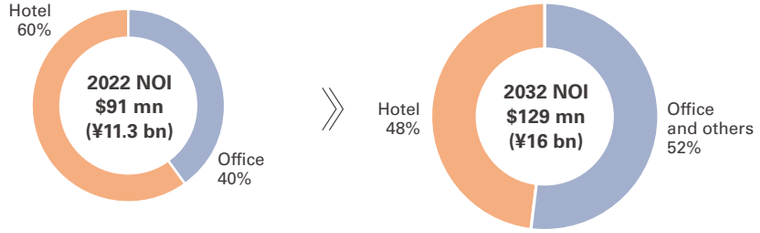
We will aim to establish a balanced portfolio to achieve stable long-term income that is resilient to short-term economic fluctuations.

Domestic business: By usage



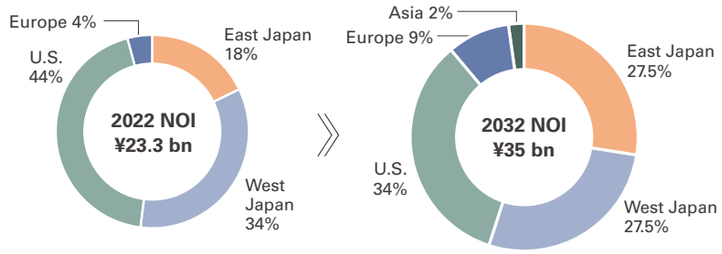
Enhancing portfolio value through diversified property investments while maximizing revenue from existing offices

Global business: By usage



Expanding stable lease income (residential, life science, etc.) to supplement hotel revenue volatility

By region



Enhance the regional balance of our portfolio through asset expansion in the Tokyo metropolitan area and strengthening engagement outside of the U.S.

Civil Engineering Business Strategy

Business Policy

Improve the group's overall capabilities by strengthening the civil engineering contracting business and pursuing new businesses.

Mission

1 Grow orders.

Strengthening existing businesses

Enhance our competitive edge and strengthen our position in specialist fields while developing technologies that contribute to improved productivity, coexistence with nature, and decarbonization.

2 Grow new markets.

Taking on the challenge of new markets

- Aid the development of infrastructure overseas with a focus on ODA projects.
- Grow new markets by taking on the challenge of large-scale group collaborative projects.

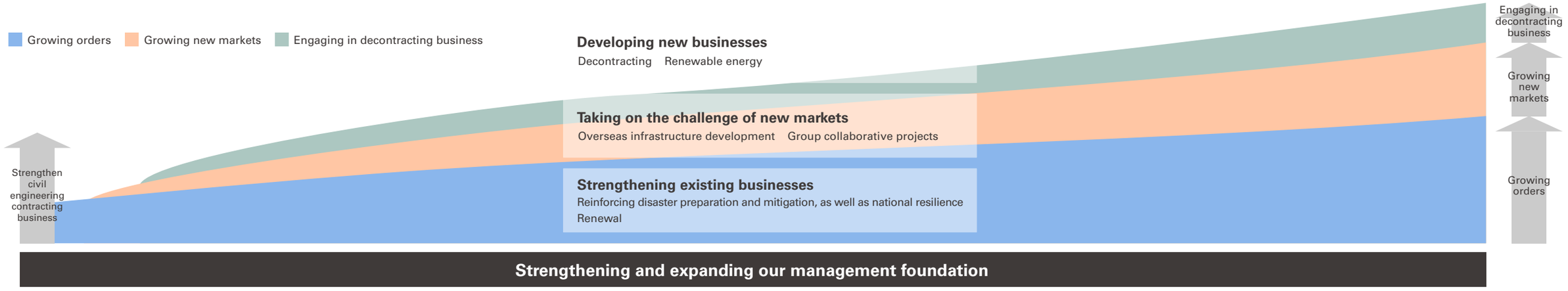
3 Engaging in decontracting business.

Developing new businesses

- Launch renewable energy projects with a view to realizing an in-group supply of electricity to help achieve the 2050 group target of zero CO_2 emissions.
- Expand business areas by advancing initiatives in fields outside of contracting (such as public-private partnerships).

Strengthening and expanding our management foundation

- Strengthen and expand our management foundation (human resources, organizations, systems, digitalization) in accordance with the Civil Engineering Business Strategy.
- Create new value by promoting diversity, equity, and inclusion.



Building Management Business Strategy

Business Policy

Maintain a sustainable foundation for our building management business and contribute to stable group management.

Mission

Practice sound management for steady growth.

1 Maintaining a solid foundation

Retain the trust we have built.

- Develop talent as a foundation for growth.
- Advance structural reforms to ensure quality.

2 Further advancement of technology

Respond to the evolving needs of customers.

- Pursue efficiency and rationality through streamlining and labor reduction.
- Respond to new needs created by changes in the social environment.

3 Value creation

Create a new style of building management.

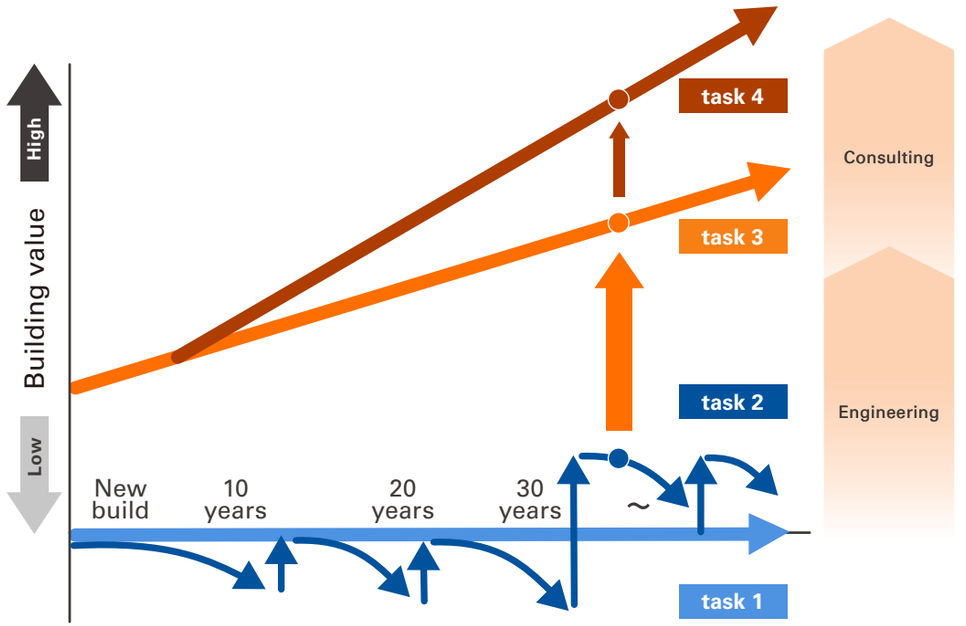
- Expand facility management business.
- Take on the challenge of a decarbonization consulting business.

2 Further advancement of technology

task 1	Ensure the safety, peace of mind, and comfort of building users.
task 2	Extend the useful lifespan of buildings by addressing changes caused by time.

3 Value creation

task 3	Create added value for buildings that anticipates changes in the times.
task 4	Build a foundation for realizing decarbonization, resource circulation, and coexistence with nature, aiming to improve the global environment.



New Business Strategy

Business Policy

Resolve social issues and diversify our revenue base by providing comprehensive solutions that go beyond construction.

Mission

Contribute to the enhancement of brand power, synergies with the construction business, and employee empowerment.

1 Environment-related businesses

Contribute to the realization of a sustainable society by growing environment-related businesses, including renewable energy.

2 Traditional culture and legacy utilization businesses

Leverage our 400-year history and technologies to contribute to the preservation of traditional culture and regional revitalization.

3 Construction periphery and digital businesses

Improve productivity by advancing construction DX and making robotic and remote operation technologies feasible as core technologies.

4 New fields of business

Identify and generate innovative ideas that resolve future social issues and turn them into businesses to establish next generation revenue sources.

Business missions

1 Environment-related businesses

2 Traditional culture and legacy utilization businesses

3 Construction periphery and digital businesses

4 New fields of business

Growth strategy

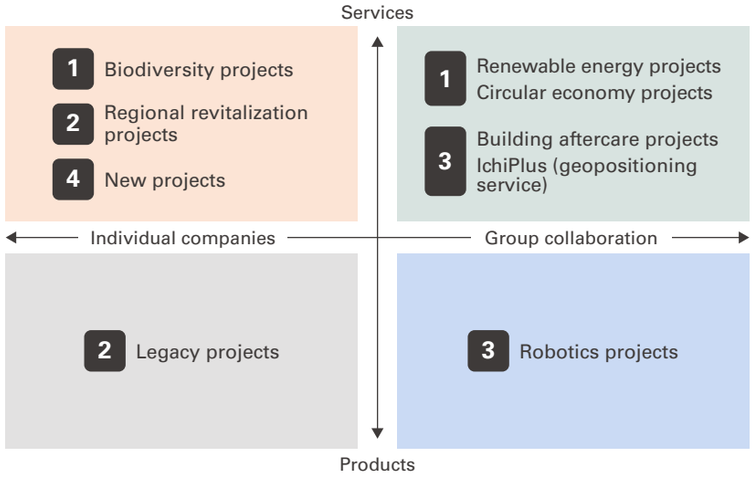
Advance the development of current new businesses in a cross-sectoral manner.

Refine new business creation capabilities.

Apply core technologies in other industries.

Actively pursue M&A and investments in other companies.

Areas of engagement



*Number indicates the relevant business mission

We will provide support that spans all Core Business Strategies in the areas of technology, digitalization, human resources, and PR and branding, and we will strengthen group collaboration.

Technology strategy

Management Foundation Policy Cultivate an inspiring future by evolving and deepening technology to create appealing buildings and abundant value

Mission

Strategy 1: Deepen technology that can create appealing buildings and abundant value.
Develop and implement applications for technologies and products that contribute to resolving issues in the group's business.

Strategy 2: Evolve technologies to cultivate an inspiring future.
Develop and demonstrate technologies now in preparation for the future.

1 Appealing buildings
- Develop smart construction processes that enhance both efficiency and work engagement.
- Trim design and production processes in a way that enhances quality and safety while optimizing costs and construction periods.

2 Abundant value
- Develop products and services that realize environmental sustainability and prosperous lifestyles.
- Provide solutions that increase value by expanding the possibilities of building stock.

3 Inspiring future
- Innovate construction processes by incorporating AI and robotics.
- Create seed technologies with regenerative potential for society.
- Take on the challenge of frontier fields such as space architecture.

Digital strategy

Management Foundation Policy Work toward an exciting future society by using digital capabilities to connect people, organizations, and knowledge.

Mission Apply digital technologies to enhance group collaboration and our strengths to generate greater value from construction and urban creation and to contribute to resolving issues facing customers and society.

1 Transform work processes
Raise the efficiency of all operations through digitalization and advance a transformation to data-driven work processes.

2 Create new value
Carry out business activities that lead to business model transformation and promote the use of data related to buildings, communities, and people.

3 Promote group collaboration
Promote collaboration to strengthen the group's business foundation and create new value.

Human resources strategy

Management Foundation Policy Actively invest in people, work environments, and opportunities supporting corporate activities that reflect Takenaka's corporate philosophy.

Mission Cultivate people and organizations who can maintain and evolve Takenaka's quintessential qualities in order to lead the way within a rapidly changing environment.

1 Establishing a talent base for implementing management strategy.
- Secure personnel based on a portfolio that factors in changes in the social and business environments.
- Enhance the group's global talent base.
- Foster psychologically safe workplace environments.

2 Create growth opportunities that aim to enhance individual career development and organizational dynamics.
- Firmly entrench work standards and foster professional managers.
- Enhance career development programs and develop succession plans.
- Promote DE&I (empower diverse personnel).

3 Enhance employee engagement and the appeal of Takenaka's work environments.
- Pursue job satisfaction (provide employees with appropriate returns).
- Make environments more worker friendly (work style reforms).
- Promote health and productivity management.

PR and branding strategy

Management Foundation Policy Be a group that stakeholders continue to choose by sharing information on priority areas (environmental cocreation, technological innovation and DX, and empowering human resources) in a way that gains social resonance and recognition, raising the value of our six core businesses.

Mission Promote the Group Management Vision through our people, technologies, designs, and projects.
Enhance the influence of the Takenaka brand by effectively sharing information on the group's strengths and achievements.

1 Share information that has value to external stakeholders.
- Share information connected to priority themes and topics of interest to society.
- Share information on architectural culture and business achievements that demonstrate value created by combining tradition and innovation.
- Strengthen initiatives that enhance brand recognition.
- Maintain a timely understanding of the group's impact and reputation and use feedback to make improvements.

2 Provide stakeholders with precisely targeted information.
- Enhance messaging from upper management.
- Tailor information on the new management vision and medium-term management plan to the target audiences.
- Provide more information through a wider range of channels.

3 Practice internal branding.
- Promote the new vision thoroughly on a groupwide basis.
- Promote internally how Takenaka's essential qualities are gaining social resonance and recognition.
- Enhance employee engagement by gaining external recognition.

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 new medium- to long-term management plan, and we are advancing business activities by establishing specific action plans aimed at their realization.

Reviewing existing major objectives in line with changes in the social environment

In 2023, we reassessed social and environmental issues from short-, mid-, and long-term perspectives with a framework of business planning and goal setting for the most recent three years. We then prioritized a list of activities that we should be engaged in and reviewed our major objectives (materiality). This review was designed to maintain steady progress toward our vision while ensuring that we can grasp and more flexibly adapt to the 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)

STEP 1

Internal review of potential issues examined in 2020

STEP 2

Input from experts to understand trends with emphasis on social impact

STEP 3

Conscious consideration of expressions unique to our company

STEP 4

Review and decisions by the Sustainability Central Committee and the Board of Directors

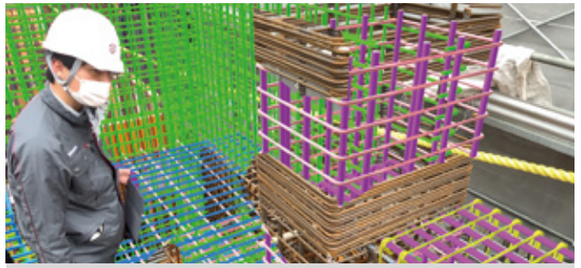
Reorganizing into five categories with emphasis on social and environmental impact

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. 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. Among these five categories, our efforts toward "sustainable 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 operation processes," it is also necessary to combine perspectives accompanying global economic activities in "respect for human rights."

Sustainable urban creation

Harmonization with the environment

Work style and productivity reform



Steady operation processes

Respect for human rights

Indicators for group major objectives (materiality) and targets

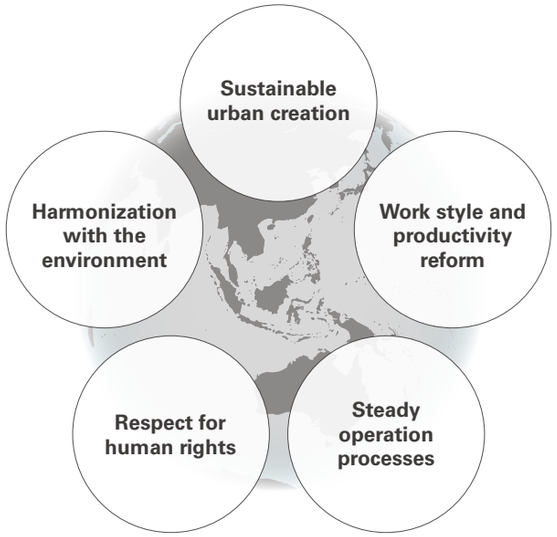
Major Objective Groups	Major Objectives (Materiality)	Indicators (KPIs)	Targets (Year)	Results (2024)	Relevant SDGs
Sustainable urban creation	Fostering culture through urban creation that stimulates the senses and by developing our services	Number of major external awards (1) BCS Prizes (2) BELCA Prizes (3) Architectural Institute Awards, others	Maintaining the No. 1 position in the industry	(1) BCS Prizes, 4 awards, (first place*) (2) BELCA Prizes, 2 awards, (joint first place*) (3) Good Design, 13 awards, (first place*) (4) Architectural Institute of Japan Selected Architectural Designs, 10 works, (first place*)	
Harmonization with the environment	Taking up the challenge of life-cycle CO_2-zero buildings	CO_2 reduction rate	2030 -46.2% (Scopes 1,2) -27.5% (Scope 3) 2050 Carbon neutral [Benchmark year: 2019]	+42.3% (Scopes 1, 2) -35.7% (Scope 3) (2023)	
	Urban creation in harmony with nature	Number of biodiversity improvement projects	12 (2025)	12	
	Urban creation that recycles resources	New construction by-products recycling rate (per volume)	100% (2050)	95.3%	
Work style and productivity reform	Pursuing processes that are sustainable and highly productive	(1) Value of completed work management rate (2) Value of completed work rate	Improving productivity (1) 9% (2) 5% (2025) [Benchmark year: 2021]	(1) 8.8% (2) 10.0%	
	Reforming business through digitalization	Achievement rate of milestones for 2025 against 2030 digital transformation targets	100% (2025)	47%	
	Realizing healthy and rewarding workplace environments with a diversity of people	Rate of taking childcare leave by male employees	100% each year	39.2%	
	Securing, developing, and retaining human resources (employees)	Percentage of women in managerial positions	8% (2025)	5.5%	
	Guaranteeing appropriate working conditions, such as work hours (employees)	Site closure achievement rate of "closed for eight days every four weeks"	100% (2025)	44.2% (eight days off every four weeks: 90.8%)	
Steady operation processes	Providing safe operations and high-quality services	Customer satisfaction surveys Number of serious quality problems	100% each year 0 each year	98.7% 0	
	Realizing workplaces without accidents or public disasters	Number of significant workplace accidents or public disasters	0 each year	0	
	Realizing sustainable supply chains	Compliance rate of our Business Partners Action Guidelines at major cooperating companies	100% each year	100%	
Respect for human rights	Respect for human rights	Verifying continuous implementation of human rights due diligence	Verifiying by experts once a year	One time/December 2024	

*The ranking in parentheses represents our position among general contractors.

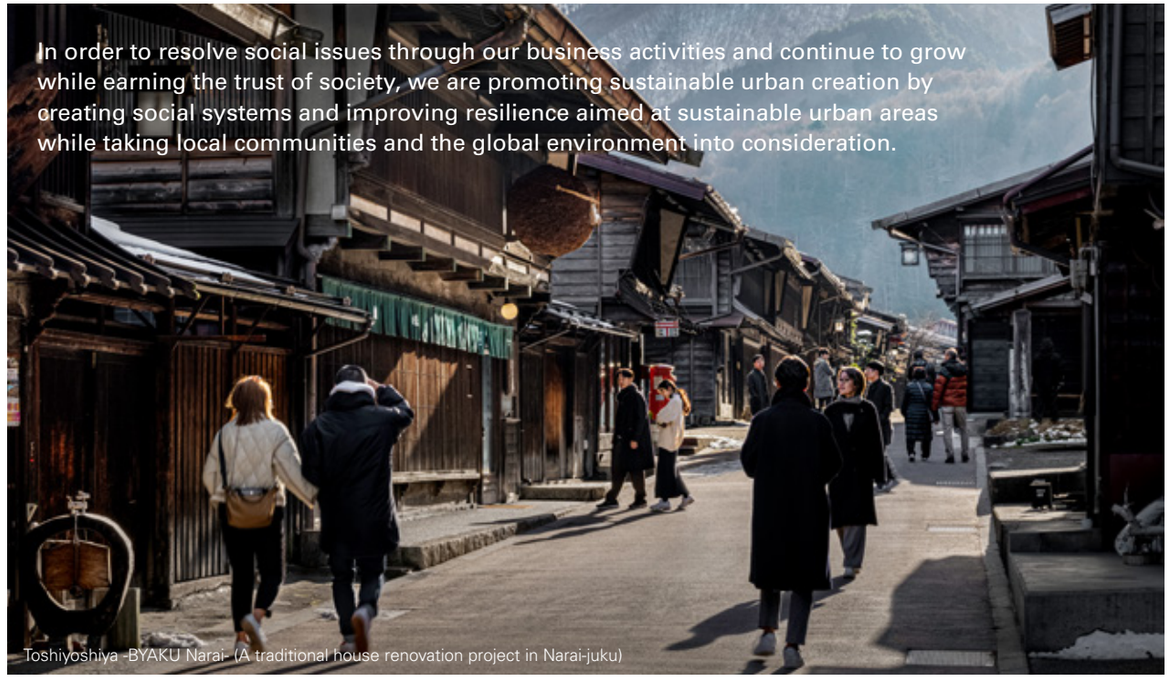
Relationships between major objectives (materiality) and SDGs

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 on the left. KPIs and target values that measure progress and achievement in resolving issues were established, and then an action plan was put into practice. Keeping in mind how proceeding with our activities can contribute to the realization of a sustainable society and achievement of our SDGs, while also valuing "harmonization with the environment," pursing "work style and productivity reform," using "steady operation processes," and adhering to "respect for human rights," we will strive for "sustainable urban creation."

Takenaka Group's vision for a sustainable society



Fostering Culture Through Urban Creation That Stimulates the Senses and by Developing Our Services



Toshiyoshiya -BYAKU Narai- (A traditional house renovation project in Narai-juku)

Promoting wooden structures and buildings

We are promoting wooden buildings and the utilization of domestic timber through the development of mid- to high-rise wood construction technology. The results can be seen in large wooden buildings, such as Seikei University Building No.11 (completed in April 2024) and AIR WATER FOREST (completed in October 2024).

As a part of our Forest Grand Cycle initiative*, we are participating in COI-NEXT, an industry-academia cocreation program led by the Japan Science and Technology Agency, in order to create new value from regional forest resources. We are also engaged in a wide range of activities to promote the spread of wooden architecture, including sharing information through talks and exhibits at an exchange and presentation event on forests and forestry technology held by the Forestry Agency and the Non-Residential Wooden Architecture Fair trade show.

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


Seikei University Building No.11


AIR WATER FOREST

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

We are promoting the expansion of ZEBs and energy management systems that contribute to a decarbonized society.

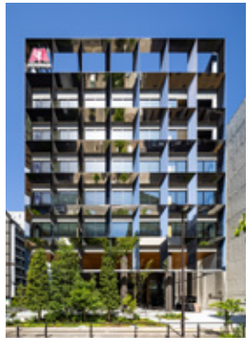
At HIROSE ELECTRIC CO., LTD.'s new Koriyama factory, which was completed in April 2024, we aimed to realize a zero-carbon factory by shielding the inside from direct sunlight using concave band windows that offer thermal insulation performance while also providing views, installing good thermal insulation, and saving energy through methods such as optimized lighting and efficient air conditioning. This reduced energy consumption by 51 percent for the entire building, which includes a factory and offices. We also installed a solar power generation system with a capacity of about two megawatts on the building's spacious roof. This generates over 75 percent of the electricity consumed by the building, enabling it to achieve BELS ZEB*1 certification.

The Morinaga Shibaura Building project completed in January 2024 involved the relocation and rebuilding of the customer's head office with the aim of realizing a creative office space that takes the environment and well-being into account. The external façade features an environmental frame which mitigates direct sunlight while encouraging natural light and ventilation. We also used good thermal insulation and highly efficient MEP systems, as well as various environmental control technologies, to reduce energy consumption by 53 percent compared to standard values, achieving BELS ZEB Ready*2 certification. The building also uses electricity generated from renewable sources, making it net-zero in terms of CO_2 emissions.

Kobe Suma Sea World was completed in May 2024. It comprises three buildings which are joined by a heat source water network that enables the transfer of various types of excess heat between buildings. This enabled the facility as a whole to receive a BELS five-star rating, the highest level of BELS certification. Within this, the Aqualive building, which houses and exhibits sea lions, seals, and various species of fish, has a waste-free climate control systems that combines highly efficient water-cooled air conditioning. This is realized by using the heat source water network with a system that controls external air intake in accordance with the number of people in the building. As a result, energy consumption was reduced by 58 percent compared to standard values, earning it ZEB Ready certification.

*1 A building that has reduced energy consumption by at least 50% compared to standard values through energy saving measures, and which has realized net-zero energy consumption through energy creation, including solar power generation

*2 A building that has reduced energy consumption by at least 50% compared to standard values through energy saving measures

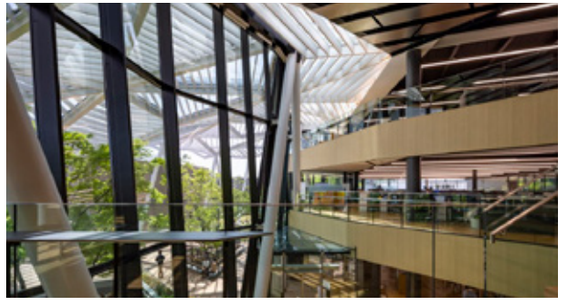

Morinaga Shibaura Building


HIROSE ELECTRIC CO., LTD.'s New Koriyama Factory


Kobe Suma Sea World

Promoting wellness buildings

We are promoting wellness buildings with the aim of realizing spaces that support people's health. At the Mitsubishi Chemical Science & Innovation Center Main Building, we built a new research building that boasts cutting-edge research and office functions, and we renovated the existing Welfare Building, which contains a cafeteria and café area. These buildings are connected by a semiopen plaza with abundant greenery, including a row of Japanese zelkova trees. Meeting spaces placed in an atrium area and the facilities of the Welfare Building have been unified by facing out onto this plaza, creating workspaces that are surrounded by nature and a variety of spaces where users can refresh themselves. These spaces promote well-being by encouraging the creativity of researchers and keeping them comfortable, earning the building WELL Gold certification.
At the DAIKIN INDUSTRIES, LTD. Head Office, which has been moved into Osaka Umeda Twin Towers South, we decided on the design for working spaces through a series of interviews and discussions which encouraged each employee in each division to take ownership of the office creation process and consider how an office should be and what an ideal office is. In addition to enhancing comfort and productivity by building offices that enable a variety of work styles, air quality and thermal comfort can also be monitored, earning the space WELL Gold certification. It has also achieved an office environment that supports employees' physical and psychological health through healthy food in the cafeteria, health events, and activities that encourage office communication.



Mitsubishi Chemical Science & Innovation Center Main Building



DAIKIN INDUSTRIES, LTD. Head Office

Promoting action for resolving social issues by setting up urban creation activity fields

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

Umidoko Robot

Waterfront cities face an abundance of issues, including transportation, logistics, environmental issues, and disasters. Umidoko Robot is an urban autonomous boat which is three by three meters in size and can be moved around in four directions like a drone. It aims to revolutionize waterfront areas. Since 2020, various types of Umidoko Robot have undergone testing across Japan, and in 2023 it was selected by Nagoya City to undergo tests as part of the Nagoya City Lab program. This involved testing a tourism application with the local Endoji Shopping Street that enables tourists to enjoy Nagono gourmet food on the Hori River. The robots will also be involved in Expo 2025 Osaka, Kansai, Japan.



Umidoko Robot testing in Nagoya

Ibaraki City Town Revitalization Strategy

As part of efforts to resolve urban issues, we are supporting various urban creation projects by local governments. In 2023, we were entrusted by Ibaraki City in Osaka Prefecture to manage a project for creating a town revitalization strategy focused on people. We formulated a concept which aimed to upgrade the city's functions while shifting the focus from cars to people, and we established a strategy for implementing this change. We will continue considering specific actions to be implemented in the period up to 2030 to provide comprehensive urban creation support from conceptualization through to execution.


Expected Lifestyle in the Town of Ibaraki (concept book)

Realizing a Sustainable Society Through Actively Addressing Global Environmental Problems

We aim to realize a sustainable society by providing construction and services that facilitate decarbonization, resource circulation, and coexistence with nature.

SHI-RA-BE® Forest at the Takenaka Research & Development Institute received a SITES Gold rating in 2021 and was designated by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Site in 2023

Taking on the challenge of life-cycle zero carbon buildings

Setting the Takenaka Group's CO_2 reduction target

Aiming for a decarbonized society, we set a long-term CO_2 reduction target in 2019. Then, after a series of revisions, we set a new target for the entire group in December 2022. To achieve this, we are increasing efforts to responsibly reduce Scopes 1 and 2 CO_2 emissions in our own energy usage.
We are also working with stakeholders to reduce Scope 3 emissions. In an effort to reduce emissions during the manufacture of construction materials, we are expanding the use of low-carbon ECM (a coined term for Energy and CO_2 Minimum) Concrete, developed jointly with other companies, as well as developing CO_2-absorbing concrete. Then for emissions during the operation of the buildings we design, we are focusing our efforts on developing design tools and other measures to expand the construction of ZEBs.
In 2023, we started undergoing third party verification and we have obtained SBT certification for our 2030 interim targets. Our goal is to reduce our CO_2 emissions by 100 percent by 2050.

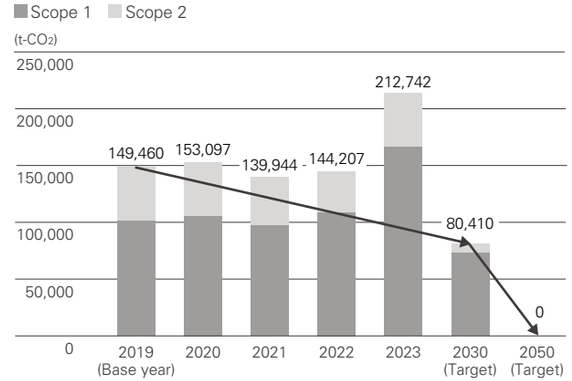
KPI

CO_2 reduction rate

Result: +42.3% (Scopes 1, 2),
-35.7% (Scope 3)

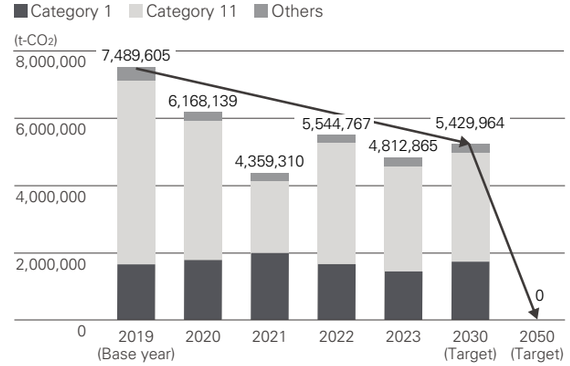
Target: -46.2% (Scopes 1, 2),
-27.5% (Scope 3) (2030) [Benchmark year: 2019]

CO_2 emissions reduction targets (Scopes 1, 2)



*We have been using automatic CO_2 emissions monitoring systems for new construction work starting in 2023. The large value for that year is due to the considerable amount of fuel oil consumption for heavy machinery in the initial stage of construction.

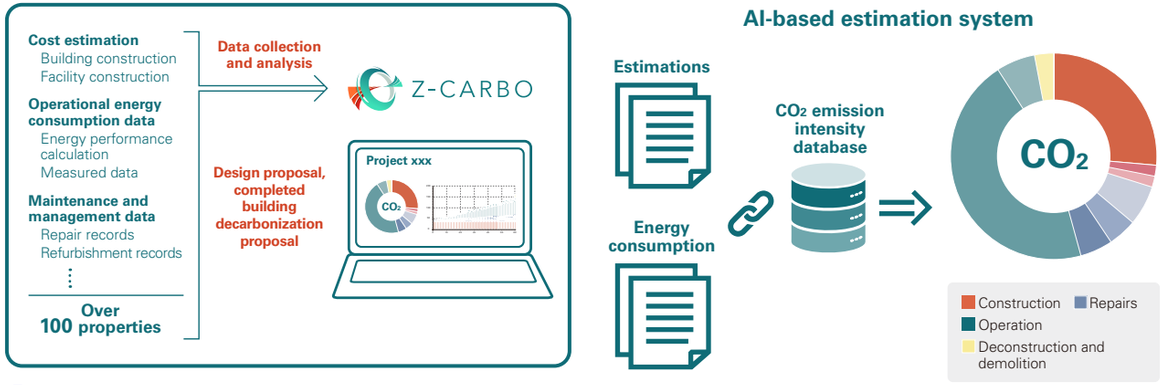
GHG emissions reduction targets (Scope 3)



Developing the Z-CARBO whole life carbon assessment tool

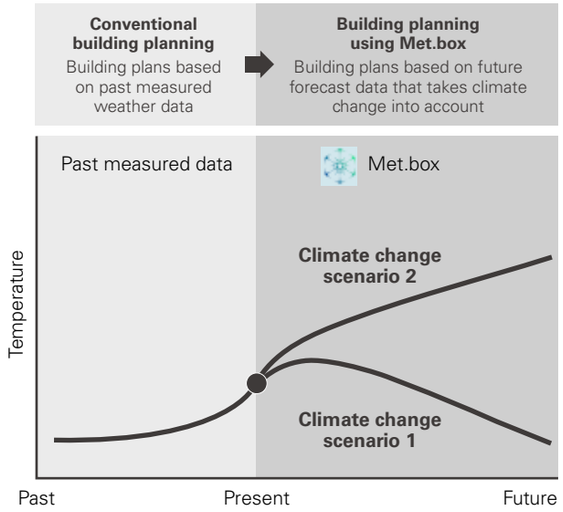
We have started carrying out whole life carbon assessment which assesses emissions generated through all processes, from raw material production through to construction, building operation, and demolition.
Therefore, we have developed Z-CARBO as a tool for providing customers with whole life carbon reduction proposals from the initial design stage. Takenaka Central Building South, which was originally completed in 1999, is also an example of the effects decarbonization renovation can produce as the amount of whole life carbon emissions has been reduced by 41 percent compared to if the building had continued to be used unchanged. When estimating the operational carbon footprint associated with energy consumption during a building's operation, it is able to predict emissions over the entire lifespan of the building using Met.box, a data set which forecasts the impact of future weather based on climate change scenarios.

Whole life carbon assessment tool Z-CARBO

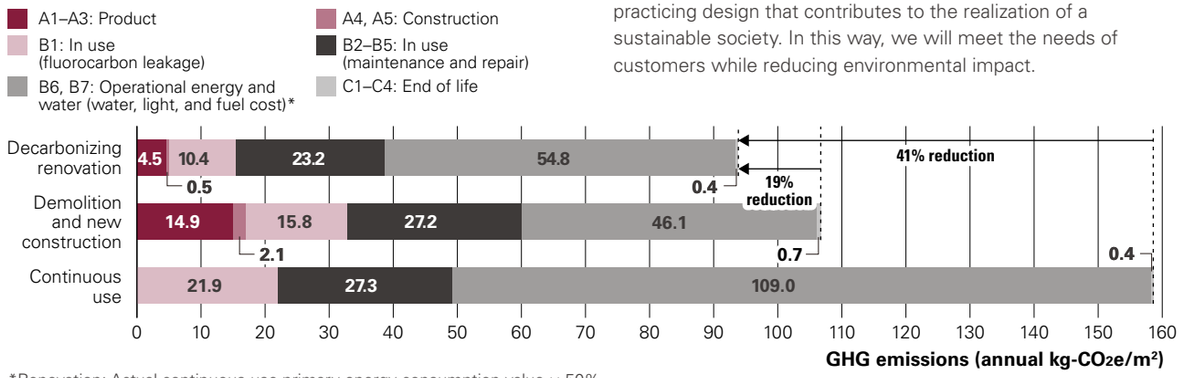


Introduction Video

Met.box-Future weather data for building planning based on climate change scenarios



Example of whole life carbon assessment (Takenaka Central Building South)



*Renovation: Actual continuous use primary energy consumption value × 50%
Demolition and new construction: Actual continuous use primary energy consumption value × 40% Continuous use: Actual value

Structural design initiatives to reduce CO_2 from building frames

Since making an Environmental Declaration in January 2023, our Structural Design Department is ensuring that design documents specify the use of electric furnace steel, ECM concrete, and wooden materials, It has also been coordinating with relevant departments at an early stage over matters including sales and procurement, providing customers with explanations, and arranging supply structures accordingly.
The use of electric furnace steel is an effective way to reduce CO_2 emissions compared to blast furnace steel. However, it can be difficult to make the columns required for medium- and large-scale buildings using the products currently available on the market. In order to quickly resolve this issue, our designers are sharing their expertise with steel manufacturers to realize electric furnace steel products that meet our needs.
The Takenaka Research & Development Institute is currently considering and testing ways to utilize ECM concrete in above-ground framework and the floors of steel-frame buildings with the aim of realizing feasible methods as quickly as possible.
The Structural Design Department is also working to create new value through structural design that incorporates innovative product design and considers the environment. Rather than confining ourselves to existing ideas, we are developing products in accordance with market needs and practicing design that contributes to the realization of a sustainable society. In this way, we will meet the needs of customers while reducing environmental impact.

Challenge! Zero CO_2 work site initiatives aimed at carbon neutrality

A quarter of the CO_2 emissions at work sites is derived from electricity usage, and the rest from diesel fuel. We are working to reduce CO_2 emissions by adopting green electricity derived from renewable sources for all new construction projects whenever possible and by replacing diesel fuel with biomass fuel.
Currently, we use green electricity for about 80 percent of the electricity consumed during new construction. Additionally, we have been conducting demonstration tests on biomass fuels in actual projects to promote the spread of high-quality "renewable diesel fuel," and this is now approved for use by a large number of construction machinery manufacturers. We are also expanding the scope of automated CO_2 emissions monitoring through methods including coordinating data gathered from operational data recording devices installed in construction machinery and adding functions for automatically collecting electricity consumption volumes. This is providing us with a more accurate understanding of emissions, enabling more detailed target management.

Challenge! Zero CO_2 work site signs

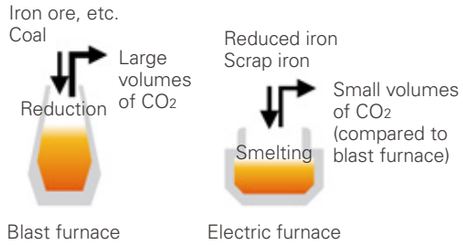
Demonstration test for renewable diesel fuel

IoT device installation

Decarbonized procurement (electric furnace steel and ECM concrete)

Greenhouse gas emissions from raw material procurement, manufacturing, and logistics in the supply chain are classified as Scope 3 Category 1. Three of these materials used in building construction, concrete, steel frames, and rebars, account for about 50 percent of CO_2 emissions in Category 1. This means that reducing CO_2 emissions from these three items can have a huge effect.
For concrete, we are also promoting advanced initiatives, including development and adoption of ECM cement and development of circular concrete.
ECM cement is a cement developed by our company with a high content of blast furnace slag (up to 70 percent) and appropriate admixtures added for a nice blend of environmental performance and basic performance. This product reduces CO_2 emissions by about 60 percent during production compared with standard Portland cement. Since development to the present day, use of ECM cement has been expanding, mainly for ground improvement material, concrete for building foundations and in some precast concrete products.
Circular concrete is a mix of CO_2-emission-reducing environmentally friendly cement, an aggregate made by recycling concrete recovered after deconstruction, and an aggregate produced using returned surplus concrete (together forming an aggregate of recycled materials). We are building a circular economy for concrete by developing technologies that can recover and reuse about 70 percent of a building's concrete.
For steel frames it is possible to reduce CO_2 emissions by about 50 to 75 percent compared to blast furnace steel by using scrap steel in electric furnaces to produce steel. Capitalizing on our strengths in design and construction, we clarify usage conditions through special design specifications and then actively adopting electric furnace steel members with customer agreement. We are also examining the adoption of green steel, which reduces the amount of CO_2 and other emissions generated during production.

Differences between steel production using blast furnaces and electric furnaces



Initiatives at our offices

We have set a target of reducing energy consumption at each of our offices by one percent or more compared to the previous year, and we are continuously implementing power reduction and energy-saving measures. In order to achieve our 2030 mid-term targets, we are also promoting the introduction of green electricity derived from renewable energy sources at our main and branch offices across Japan. Since January 2025, we have introduced renewable energy at the Osaka and Tokyo Main Offices, the Nagoya and Shikoku Branch Offices, the Takenaka Research & Development Institute, and the Ehime and Tokushima Branch Offices. These seven locations have fully switched to renewable energy, reducing the amount of CO_2 emissions generated by Takenaka's branches and offices by about 75 percent.

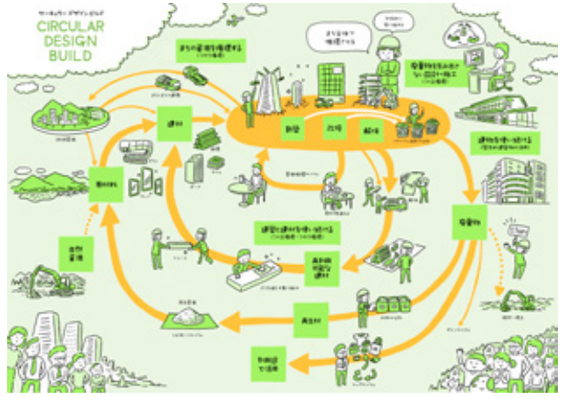
Urban creation that circulates resources

Realizing a resource circulation

Circular Design-Build initiatives

In an effort to realize a circular economy, Takenaka Corporation has developed the concept of Circular Design-Build for construction and surrounding areas. Moving on from the conventional scrap and build model, we will promote initiatives that minimize resource consumption and do not generate waste, such as reuse, horizontal recycling, and upcycling, based on the keywords, "build," "use," and "connect."

Build	**Build in a way that does not generate waste**
Use	**Continue to use buildings and their materials**
Connect	**Circulate resources from towns and mountains, and pass them on to the next generation**



Circular Design-Build concept diagram

Click here to enlarge an image.

The first Circular Design-Build project

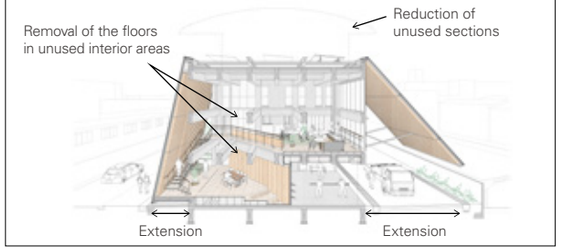
Osaka Lightning Protection & Earthing System Mfg.'s Kobe Sales Office

Initially, this was a project to rebuild Osaka Lightning Protection & Earthing System Mfg.'s Kobe Sales Office as a new building, but after assessing the existing building, we found it was structurally sound and that there was minimal deterioration of the external tiles. Rather than demolishing and scrapping the building, we extended parts of the building that were still usable while reducing parts that would not be needed after construction. There was a camphor tree outside the site that was scheduled for felling, so we used it to make tables and handrails for the building. We also turned the sawdust left over from this process into planters using a 3D printer. The light fixtures and furniture from before the renovation were upcycled and reused. As part of this Circular Design-Build initiative, we attached new structural members and interior and exterior design elements using bolts and screws that will still be easy to remove in the future to enable the customer to carry out their own repairs and renovations.

Building exterior before construction

Building exterior after construction

Cross-sectional perspective drawing after construction



Upcycling building waste

Nihonbashi Honcho 1-chome, Block 3 (tentative name) project

We are engaged in initiatives such as recycling construction waste produced at our site offices, but going forward, there is also a need to improve recycling quality. One method for achieving this is upcycling, in which we upgrade waste so it can be reused with a different purpose.
In the Nihonbashi Honcho 1-chome, Block 3 (tentative name) project, which is the construction of Japan's largest and tallest wooden structure rental office building, we are working with the customer to upcycle construction waste generated in both deconstruction and new construction work as items we can use in new construction or as household goods. This will accelerate the Circular Design-Build concept and contribute to the realization of a resource circulation.

A fragrance derived from larch and Japanese cedar waste materials

Trends in waste recycling rates

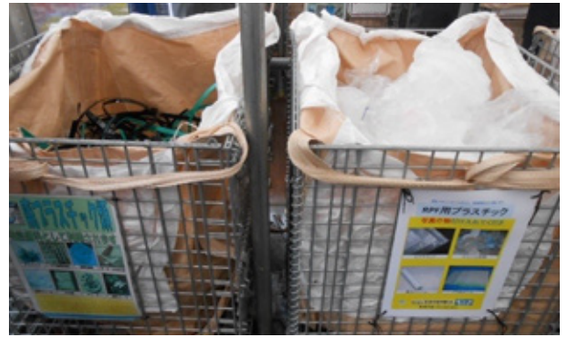
In order to recycle as much waste material as possible from construction, our work sites throughout Japan are promoting recycling by working together with intermediary companies in each locality on initiatives regarding the detailed sorting of waste materials. As a result, we have always maintained a recycling rate of 90 percent or higher even though a lot of waste material is being generated due to an increase in construction. Furthermore, our site offices are implementing even more advanced sorting to increase plastic waste recycling rates.

KPI

Construction waste recycling rate in new construction (% by volume)

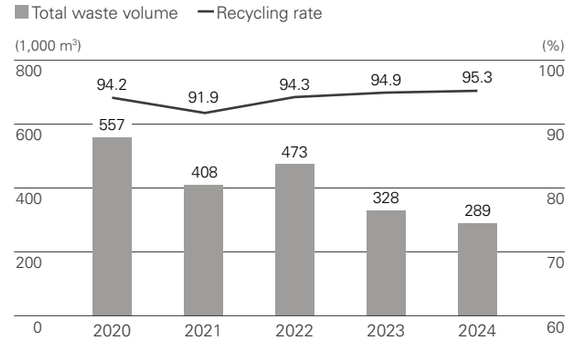
Result: 95.3%

Target: 100% (2025)



Advanced sorting of plastic waste

Construction waste volume and recycling rate pertaining to construction



Urban creation in harmony with nature

Promoting biodiversity improvement projects

In the projects we design and build, we engage stakeholders in every process, from planning and design through to the maintenance, management, and operation of the completed building, to give consideration to local vegetation and water systems, as well as land use history, and to create ecological networks. This realizes urban creation that harnesses the diverse functions of nature and enables people and nature to coexist.
In 2024, we started practicing disclosure based on the TNFD recommendations and promoting nature positive action.

Shinkashiwa Clinic and surrounding facilities

Starting with a "clinic where patients can enjoy the therapeutic qualities of trees," which contains spacious dialysis rooms constructed using wood, over six years and three construction phases, we created a "medical town where patients can enjoy the therapeutic qualities of trees," surrounded by abundant greenery.
We created a mixed forest landscape comprising primarily indigenous tree species in consideration for local ecosystems, and we achieved our goal of attracting various types of birds to the area. We also installed a Rainscape that captures and temporarily retains rainwater pouring from the roof until it infiltrates into the ground, easing the burden on the public drainage system. Through these elements, we gave the neighborhood coherent scenery that contributes to health through spatial design and use of materials influenced by the Healthy Community Planning Code.
Through a questionnaire survey on these initiatives, we found that using wood structures and buildings and providing a garden for the clinic enhanced the patients' quality of life while also fostering a sense of belonging and health consciousness among local residents. During the construction phase, as well as the maintenance, management, and operation phase, we have been planning and holding events such as flower planting and making bird nesting boxes for clinic staff, project stakeholders, and their families to foster affection for the facility and nature. We are also collaborating with the community in ways such as opening the green spaces to local preschools. By using maintenance projects as an opportunity to increase staff numbers, we are helping the clinic secure human resources, resolving one of its management issues.
In recognition of the green infrastructure initiatives described above, in 2024 we were awarded the Minister of Land, Infrastructure, Transport and Tourism's Award at the 4th Green Infrastructure Awards.

KPI

Number of biodiversity improvement projects
Result: 12
Target: 12 (2025)

Layout of the facilities built in Phases 1–3


A reforested rest and waiting area open to the public (Phase 1)


A Rainscape garden that can be enjoyed when it rains (Phase 3)


A reforested rehabilitation garden (Phase 2)


A coherent neighborhood landscape that contributes to health

Turning Customer Dreams into Reality —BIM-Centered Work Styles

In construction of the western section of Expo 2025 Osaka, Kansai, Japan's Grand Ring, we took an approach that models the highly efficient Toyota Production System (just-in-time system) in collaboration with Nippon Express. The construction materials for the Grand Ring comprised hundreds of thousands of parts, including wooden parts such as columns and beams and metal fittings from both Japan and overseas. We collected these parts in large-scale warehouses owned by Nippon Express and carried out as much assembly as possible within these warehouses, so that members were transported to the site just in time to be used.

In order to ensure safety and quality, this construction method involved assembling units in a large, flat workspace and then transporting them using cranes, so that the actual construction could be carried out using the same processes as the steel frame construction method that modern construction workers are used to.

The key to achieving work style reform and improving productivity within time and organizational limits lies in making early use of building information modeling (BIM) and other digital technologies, and in making solid process decisions based on safety, quality, cost, and construction time frames, as well as fitting details. We apply this to construction planning and to day-to-day management in order to eliminate unreasonable requirements, inconsistency, and waste with the aim of realizing even greater productivity in our construction processes.

Panoramic view of the Expo 2025 Osaka, Kansai, Japan's Grand Ring (Takenaka was responsible for the western section)

Pursuing sustainable and highly productive processes

Takenaka Advanced Construction Integration initiatives (currently being deployed as a next-generation building production system)

In response to environmental changes, 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 aiming to reform work styles and create new value through the construction process. To achieve these aims, we have introduced Takenaka Advanced Construction Integration as a new construction system centered around BIM, through which we will reform the construction process with a focus on improving productivity.

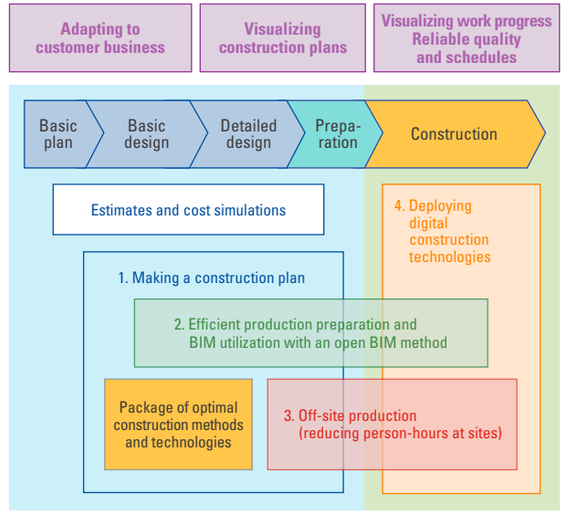
KPI

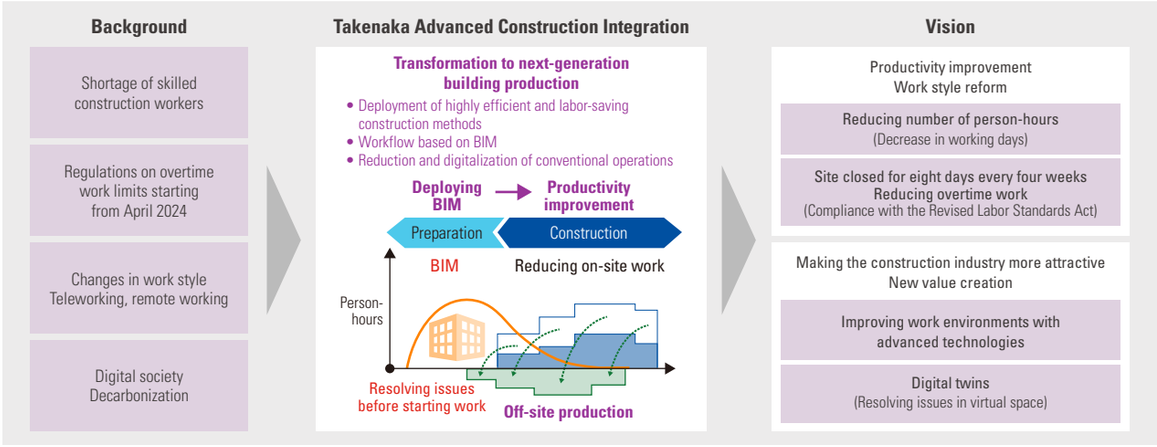
(1) Value of completed work management rate
(2) Value of completed work rate

Result: Productivity improvement rate
(1) 8.8% (2) 10.0%

Target: Productivity improvement rate
(1) 9%, (2) 5% (2025)
[Benchmark year: 2021]

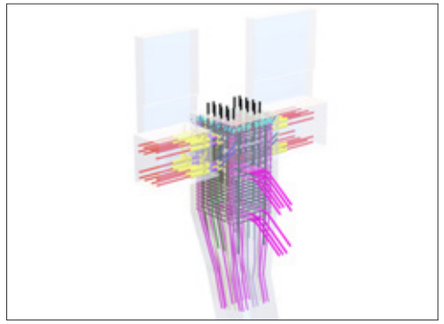
Four work processes deployed at projects





Initiatives for reforming work styles and addressing a declining workforce (converting conventional on-site work to off-site production)

We are reducing on-site assembly work and balancing out labor requirements by carrying out work, which was previously performed on-site, at factories instead. By moving work to factories, particularly work carried out in high places or on the outside of a building, we can also eliminate dangerous tasks, shorten processes, and ensure stable quality.



Using BIM allows for adjustment of complex joint details in advance.

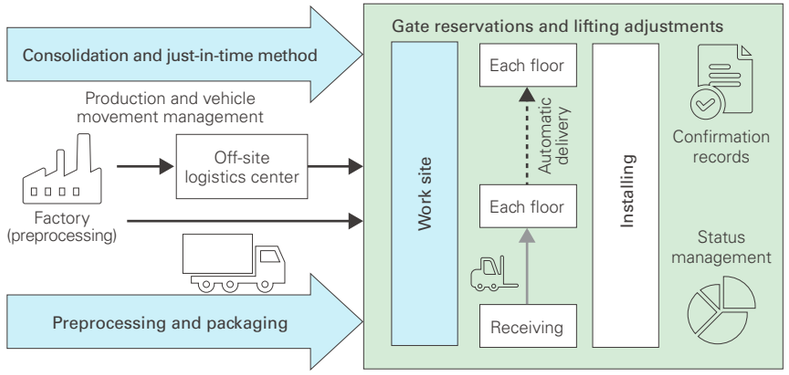
Using precast concrete for the slanted columns considerably reduces the amount of on-site work.

Structural work, which includes the construction of many columns, can be carried out in a shorter time.

Construction logistics reform

A decrease in the number of workers in the construction and transportation industries, a lack of skilled construction workers, and CO_2 emissions reduction are all significant social issues. We are therefore working to reform productivity across our supply chains to establish sustainable, highly productive, and environmentally conscious construction processes.

Construction logistics overview



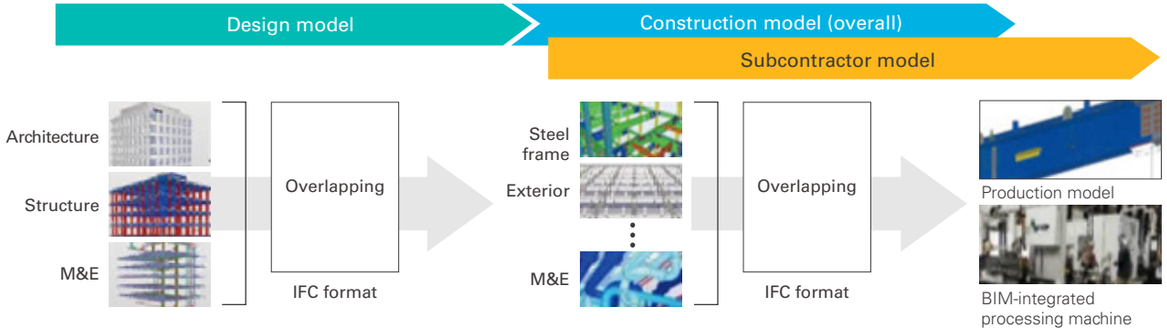
Preassembly at off-site logistics center for EXPO 2025 construction in Osaka, Kansai

Deploying BIM and new approaches

We are deploying open BIM to share and coordinate models in the IFC format, an international standard not dependent on specific BIM software. In order to further increase the effectiveness of BIM, it is essential to expand this to partner companies. By utilizing a program sponsored by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), we are developing effective approaches with these companies.

Model coordination flow with open BIM

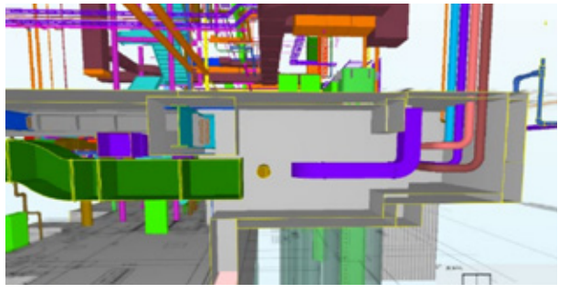
This overlaps in the IFC format, is independent of BIM software, and utilizes aligned models at each process.



Model utilization at construction sites

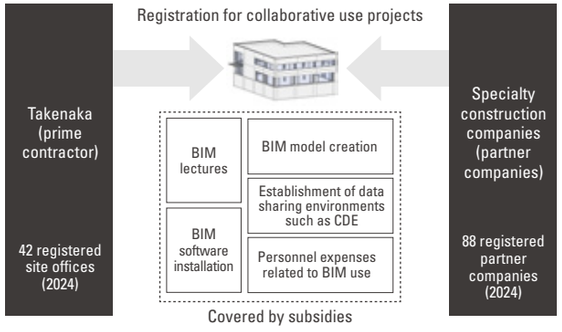
Utilization of StreamBIM, a cloud platform, to check fitting details and manage progress

- Checking BIM (IFC) and PDF information
- Managing tasks such as construction records



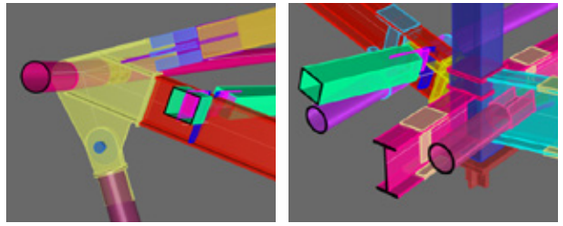
Introducing BIM to partner companies (MLIT's construction BIM acceleration program)

- Accelerating BIM introduction to our partner companies by utilizing the MLIT program
- Creating strong synergies through effective use of BIM

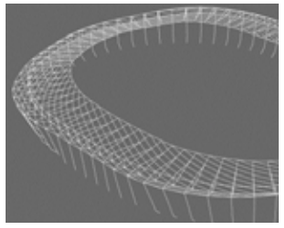


Optimized planning using parametric modeling

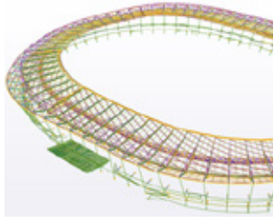
Complex structures increasingly call for construction feasibility, economic efficiency, and other considerations at the design stage. Parametric modeling greatly shortens the review period and optimizes design and construction planning by enabling the construction side to simultaneously perform steps that had been previously examined and adjusted.



Optimization of more complex steel frame fittings using rule-based parametric modeling (with a steel roof frame for the Nagoya City Mizuho Park Athletics Stadium construction project as a case study).



Based on core line models created in design, detailed models are created by setting up rules for fittings that take constructability into consideration.

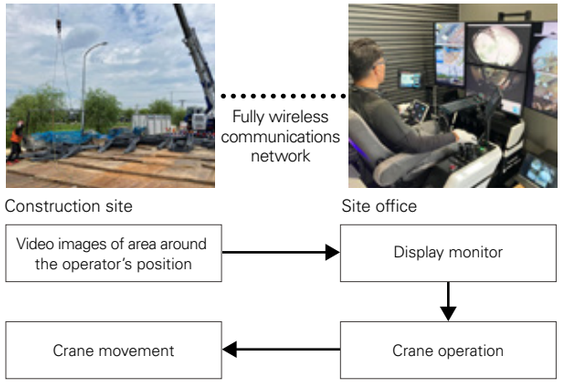


Detailed models are then converted into the TEKLA format, and construction models are created to review construction and fabrication.

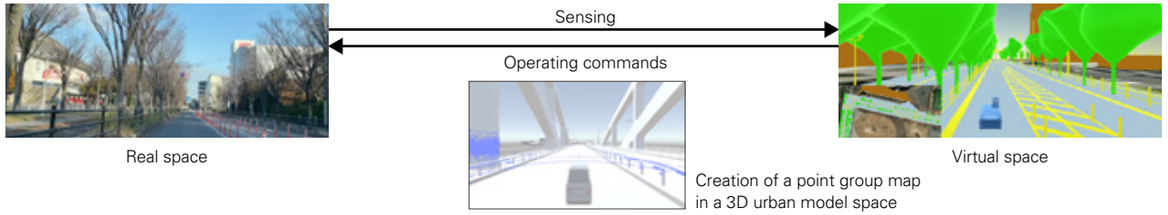
Future challenges

The rapid evolution of digital technology is transforming the construction industry. We are deploying TawaRemo tower crane remote control technology in the development of CRANET mobile cranes through efforts which are increasingly expected to reduce the physical burden on crane operators and provide environmental benefits. Furthermore, as part of the Ministry of Land, Infrastructure, Transport and Tourism's Project PLATEAU, we are using 3D urban models in tests for establishing technology to enable the automated operation of transportation vehicles on public roads and drones in urban areas. This operation combines the use of point group maps created from 3D urban models and LiDAR technology. In areas where LiDAR's position determination accuracy is low, we will ensure that positions are determined accurately using VIO image determination. We will continue to use BIM data as a base for automated operation simulations and the Construction Robot Platform, which is a platform system for the integrated management of remote operation and monitoring processes, to accelerate the use of Robo-Ko new-era robot technicians. In this way, we will enhance the appeal of the construction industry and work toward a future where people and robots can develop together.

CRANET (system overview)



Automated operation tests on public roads (using 3D urban models)



Automated operation of drones between high-rise buildings (tests in areas with poor GPS connection)

Display for setting the drone's route

A drone flies close to a high-rise building

It lands safely inside a building

Overview of Construction Robot Platform usage

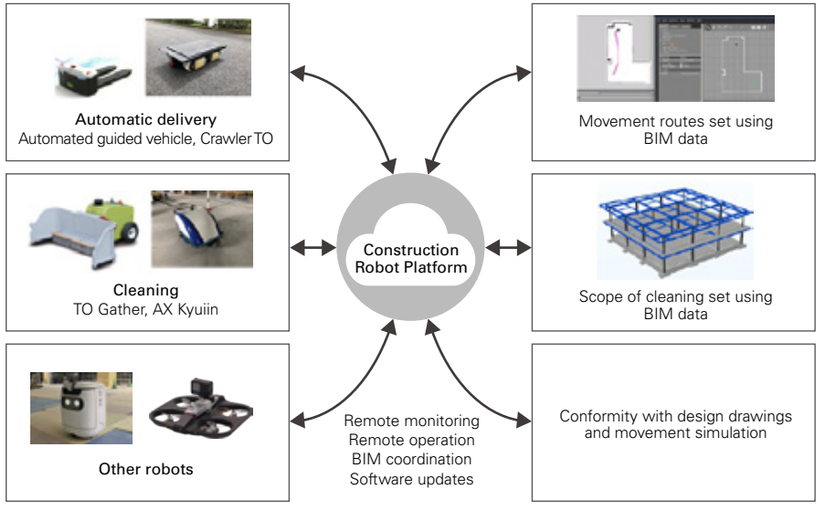


Illustration for Robo-Ko new-era robot technicians and photos of Robo-Ko activities

Reforming business through digitalization
Advancing initiatives aimed at 2030

In order to achieve our Vision for 2030 Through Digital Transformation and 2025 Milestones, we are pursuing transformation activities whereby digital departments work together with their respective operational departments. These initiatives are also being interlinked with BIM development and Takenaka Advanced Construction Integration, and by raising productivity through the use of the DX platform Construction Digital Platform and consistently implementing various new value creation measures, we are beginning to see results.
Going forward, we will strive to achieve new and even greater value that incorporates a shift to data-driven work processes and group collaboration by using cutting-edge technologies that are driving technological innovation, such as AI and IoT, and by enhancing the digital literacy of all employees. In this way, we will work toward an exciting future society where people, organizations, and knowledge are connected through digital capabilities.

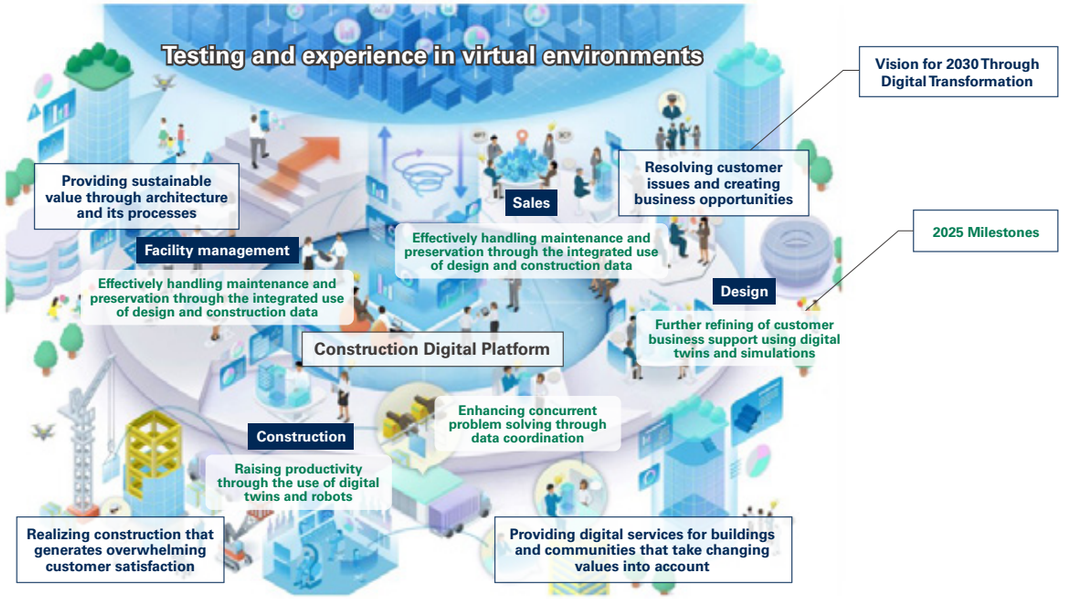
KPI

Achievement rate of milestones for 2025 against 2030 digital transformation targets

Result: 47%

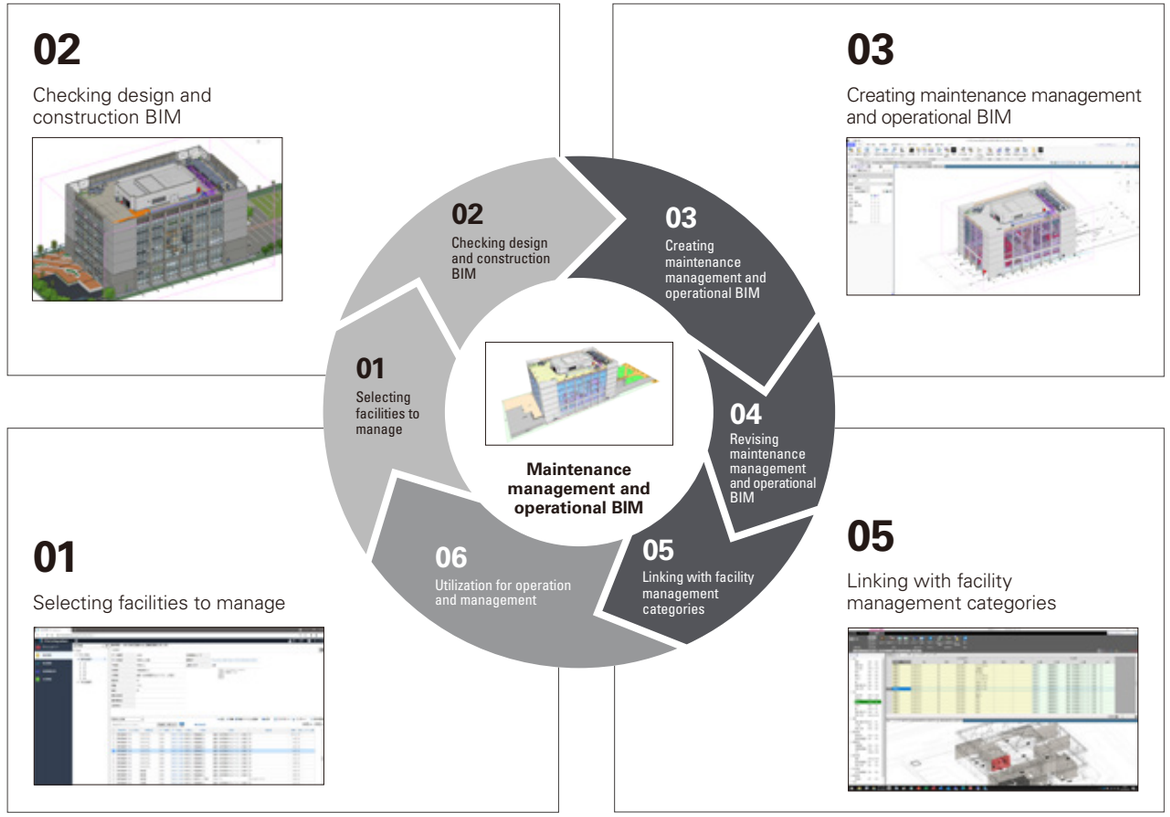
Target: 100% (2025)
(Based on a survey of all employee concerning their experience of the effects of digitalization)

Vision for 2030 Through Digital Transformation and 2025 Milestones



Supporting use of BIM in building operation
Creating maintenance control and operational BIM

By appropriately transferring BIM data created in the design and construction stages to the operational stage, we aim to utilize BIM throughout building life cycles, thereby contributing to customer business decisions over the long-term.
Meanwhile, we are currently conducting a trial project to create maintenance control and operational BIM to be passed on to maintenance management software, real estate management software, and other databases after the data format and volume of information is defined according to customer usage policies. Linking the BIM data and maintenance software will enable data to be used for facility management tasks, including maintaining facility records, long-term repair plan preparation and space management.



Promoting diversity, equity, and inclusion

We are working to realize a sustainable society by consistently taking an innovative approach to construction and urban creation fields. Furthermore, we think that sustainability is also essential to our organization itself. Here we introduce the initiatives we are focusing on to promote diversity, equity, and inclusion (DE&I).

Background and significance of DE&I

The environment around us is changing rapidly, as evidenced by accelerating globalization, the high-speed evolution of technology, and diversifying work styles. In such times, the creation of organizations that embrace and utilize diversity is essential for achieving sustainable corporate growth and innovative value creation.

Our DE&I promotion efforts are not merely a response to the demands of society. We have positioned DE&I promotion as an important management issue that has a direct bearing on the growth of the company. In recognition that fostering environments empowering people with diverse backgrounds leads to the sustainable development of the company, we are tackling this issue on a companywide basis. In order to further strengthen this recognition, we invited Sputniko!, an artist and designer who advocates DE&I, to give a lecture and participate in a discussion. This reaffirmed the importance of embracing new perspectives and ideas, and we are working to strengthen DE&I promotion activities.

History of DE&I promotion at Takenaka

DE&I promotion at Takenaka began in 1988 with efforts to increase the recruitment of career-track female employees. Since then, we have strived to raise the ratio of women in management positions and the ratio of women in technical roles through positive action rooted in the empowerment of women. Since 2017, we have been working to improve work-life balance on a companywide basis with the goal of realizing respect for diversity and flexible work styles.

This goes beyond simply shortening work hours. Our goal is to create environments that enable each employee to fully demonstrate their individual abilities and expertise.

Entering a new stage: Establishing the DE&I Promotion Department

In July 2024, we established the DE&I Promotion Department as an organization under the Corporate Strategic Planning Division. This represents a new step forward toward promoting DE&I in a more comprehensive manner, taking into account not only gender, age, and nationality, but also diversity in terms of values and living environments.

Through these initiatives, we will aim to create work environments where employees with diverse backgrounds and experience respect each other and can demonstrate their full potential regardless of their individual attributes and situation. We are putting a particular emphasis on equity, and we will work to ensure true fairness by creating systems that can respond appropriately to the differing needs and issues of individual employees. By building organizations where individuals feel fulfilled and can balance self-actualization with long-term career building, we will contribute to the development of the company's future and a sustainable society.

Employee Participation-Based Working

Employee Participation-Based Working was a project in which 45 employees in their 20s to 40s considered and discussed topics including the way a Takenaka employee should be, desirable work styles, and ways to improve job satisfaction from a medium- to long-term perspective in order to come up with recommendations for company management.

Over a series of monthly meetings and workshops held from June 2023 to March 2024, the group identified specific issues from vague feelings and then turned this into actionable language, such as "How do I want to be and what do I want to become?" The answer to this question was conceptualized as "excitement." The excitement concept was then reported to management through 10 personas*.

Following the report, the president expressed his point of view, saying, "We should be a company that supports employees in freely choosing a direction." It was then decided that "to realize the 10 personas, we need to create systems that enable young employees to develop quickly," and "We should consider flexible work styles that allow people with various different situations to participate and achieve." Currently, relevant departments are working to turn this into concrete action.

*Persona is a psychological term for a mask of identity adopted by an individual in a certain context. In this project, it refers to fictional characters with different personalities, roles at the company and in private, ways of using time, and backgrounds.

The DE&I promotion logo, designed by an artist with disabilities working in the DE&I Promotion Department

An employee participation-based working meeting

Career Vision Consideration Meeting (for women working at site offices)

In May 2024, the DE&I Promotion Department held a meeting for an exchange of opinions between women with construction engineering and MEP backgrounds who are currently assigned to site offices (including in administrative positions). It was attended by 76 women from all of our site offices.
The objective was to enable participants to consider their personal career vision and work style by sharing ideas about balancing work and private lives and working efficiently within limited timeframes, and to build networks with colleagues from other offices.

An explanation of the company's human resource systems and exchange of opinions with experienced colleagues

A group photo of participants

The day started with an explanation of the purpose of the meeting and the company's human resource systems, and then experienced female colleagues attending as observers discussed concerns shared by the participants, providing advice based on their experiences in both Japan and overseas.
There was also a social gathering attended by President Sasaki and the executive officer in charge of HR, providing a valuable opportunity for an exchange of opinions regarding the company's approach and the participants' feelings in a relaxed atmosphere.
Feedback from participants included, "It was very reassuring to find there are many experienced colleagues working at the company whose situation is similar to mine," and "I realized that if I use the systems in place to make working easier, then my career advancement will depend solely on my efforts. I will value the connections I made at this meeting and strive to become a role model for balancing work and childcare."

Information and Exchange Meeting for Takenaka employees with hearing impairments

In May 2024, the Nagoya Branch Office held an information and exchange meeting for Takenaka employees with hearing impairments, which was attended by 16 employees from across Japan. It was held as a DE&I promotion activity with the aim of creating workplace environments that are comfortable for all employees by sharing ways that employees with hearing impairments communicate and future issues to be faced, and then considering how to address these issues together.
On the day, various measures were taken to support communication, including simultaneous interpretation by two sign language interpreters and a display which was connected to UDTalk, a voice recognition app that reproduces speech as text.
Participants shared various issues they are currently facing, such as workplace communication difficulties, and examples of initiatives from each office. An example shared by the Nagoya Branch Office was that the method for ordering noodles at the cafeteria was changed so that it can be done by showing a number of fingers, rather than speaking, and this was soon implemented at the Tokyo and Osaka Main Offices.
The meeting enabled a valuable exchange of information and feedback from participants included, "Even when those around me are considerate, there are times when it unintentionally causes inconvenience. It is important for the people directly affected to speak up" and "I think it is important to communicate and make improvements by talking things through together. This is good for the company and society."

Exchanging information at the meeting

Introduction of various services

We are helping employees to balance and enrich their work and private lives by introducing various services. This includes a service that allows users to view online seminars on a wide range of topics, including DE&I, health care, childcare, and nursing care, the issue of coupons that can be used at health care institutions, the provision of discounts for babysitting services, a service that helps parents enroll children in childcare, and a matching app that enables users to find people outside of the company with qualities they aspire to.

Our Career Stories Comic Book

We have created a comic book titled Our Career Stories in order to provide an understanding of career concerns faced at various life stages to people facing those concerns, as well as their supervisors and colleagues. The stories in the book have been gathered from actual employees.
Feedback on the book from employees included, "The comic book made serious concerns feel more familiar and easier to deal with," "I think there are probably people around me who share these concerns," "Although the solution is obvious, I felt like the number of colleagues who will be brave and just give it a go has increased," and "As a supervisor, I was surprised to read about things that I have also done without realizing it."

Working Mothers and Fathers Meeting (promoting flexible work styles)

Each year in September, before the application process for nursery schools begins, we hold a meeting for employees who are taking or about to take childcare leave to receive advice from colleagues who have experience raising children. Topics include nursery school activities and returning to work. The objective is to provide an image of what returning to work will be like and to help clear any feelings of unease.
In 2024, an online meeting was held jointly between all offices. There were also some employees currently on childcare leave who participated with their child on their lap.

KPI

Rate of taking childcare leave by male employees
Result: 39.2%
Target: 100% each year

Guaranteeing appropriate working conditions, such as work hours

Ensuring appropriate construction schedules and human resources

Since 2018, work style reform in the construction industry has been promoted at a national level. This has involved a trio of initiatives: "two days of holidays per work week at construction sites" advocated by the Japan Federation of Construction Contractors," adherence to appropriate construction schedules" under the Revised Construction Business Act, and "limits on overtime working hours" under the Revised Labor Standards Act. In conjunction with these initiatives, we are diligently engaged in activities aimed at ensuring appropriate construction schedules and gaining customer understanding at the order stage, as well as achieving a 100 percent record of eight days of site closures and eight days of holidays during a four-week work period, and complying with regulations on the upper limits of overtime work at the construction stage. Specific organizational activities include practicing human-resource-focused management that emphasizes balanced orders and construction, promoting front loading, and establishing work styles centered on BIM.

Furthermore, we are implementing a wide range of measures, including introducing personnel systems that enable flexible work styles tailored to individuals, practicing time management, outsourcing site office processes, making meetings shorter and holding them online, and making use of digital tools, such as generative AI. As a result, our achievement of eight days of site closures every four weeks is level with the industry average and we have considerably raised our ratio of eight days of holidays every four weeks to 93.9 percent.

KPI

Site closure achievement rate

Result: Site closure achievement rate of "closed for eight days every four weeks" 44.2%[*1]

(Result for the first six months of 2024)

Target: 100% (2024)

Achievement rate of "eight days of holidays every four weeks" 90.8%[*2]

Target: 100%

***1 Reference: Average of 49.3% for 6,089 sites belonging to 96 member companies of the Japan Federation of Construction Contractors (result for the first six months of 2024)**

***2 Reference: Average of 86.6% for 28,466 employees at 96 member companies of the Japan Federation of Construction Contractors**

Realizing healthy and rewarding workplace environments with a diversity of people

Promoting flexible work styles

In the area of support for balancing work and family, we have expanded the possibilities for flexible working styles. Such measures include introduction of working from home and a shortened flextime system for childcare and nursing care in 2020, variable working for people other than flextime workers, and annual paid leave in hourly increments for all employees.

In response to revised laws, we have endeavored to make these systems well known inside the company and fostered a working environment where it is easy for employees to make use of them, which in turn has led to an increase in the number of men taking childcare leave. Meanwhile, we will continue our efforts to provide better workplace environments to achieve further results.

Securing, developing, and retaining human resources

Empowering women

Our goal is for all employees to work in fulfilling and rewarding work environments, regardless of gender, nationality, age, disability, sexual orientation, gender identity, or any other related status. In an effort to improve productivity while valuing diversity, we have been introducing work style reforms designed to create environments that enable flexible working. Of particular note in the area of women's empowerment, we have been focusing efforts at early stages to improve the percentages of female employees and women in managerial positions. Such initiatives have included training to develop female leaders, recruitment and expansion of female career-track positions, and support for continuing employment. We are also working to reflect employee voices by establishing working groups for women's empowerment and their work-life balance across all departments.

KPI

Percentage of women in managerial positions

Result: 5.5%

Target: 8% (2025)

Facilitating job entry and retention together with partner companies

Pursuing our goal of a sustainable construction industry, we work together with Chikuwakai (an association of our partner companies) on activities to encourage people to enter the construction industry and to discourage them from leaving. In 2024, we held a conference in order to share and exchange the recruitment and retention knowledge of each company which belongs to Chikuwakai.

Since, the workforce comprising foreign workers is becoming more and more important in Japan, we are working with Chikuwakai on activities to recruit foreign workers and to provide them with safety and technical training. In regard to educational activities, we are holding safety training at our safety training facility with the aim of enhancing safety awareness and technical skills. To date 650 foreign workers have taken this training. In recognition of our efforts to recruit and train foreign workers, including these activities, we received the special Building the Future of Construction with Foreign Workers Award from the Chairperson of the Judging Committee, organized by the Ministry of Land, Infrastructure, Transport and Tourism.


WLB employee participation working group


A conversation between President Sasaki and Sputniko!


A meeting of employees responsible for DE&I promotion


Receiving the Building the Future of Construction with Foreign Workers Award

Customer Satisfaction (CS) activities

Aiming to build strong long-term relationships with our customers

We have been conducting customer surveys since 1983 to improve the quality of our works and services. At the completion of a building and again two years later, we have designated personnel who send questionnaires to customers or actually visit the buildings and conduct interviews about our customer service and the expectations of our company. We then work to further improve customer satisfaction by analyzing the survey results, sharing them with relevant internal departments, and providing feedback to improve our operations.

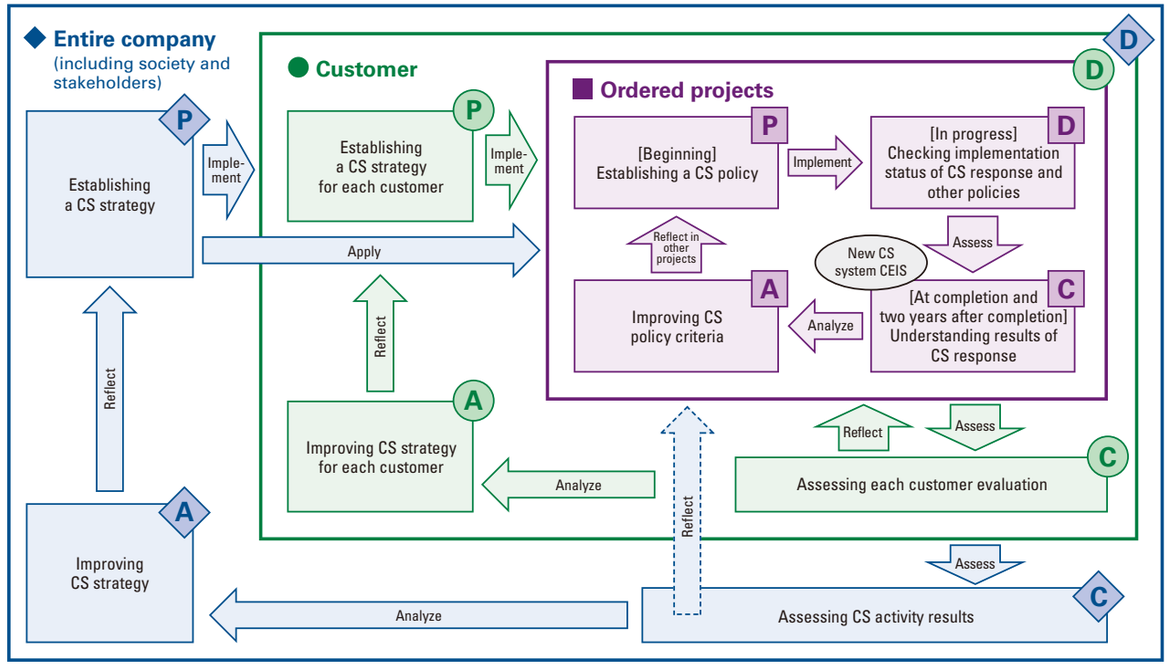
KPI

Customer satisfaction survey

Result: 98.7%

Target: 100% each year

Takenaka CS management system (partially abridged)



Providing high-quality, safe construction

Building in quality from the design stage with our partner companies to deliver results to customers

In order to provide high-quality construction and services, it is important to use building information modelling (BIM) that is interlinked with customers from the design stage and partner companies during construction.

Our vision is that the advantages of BIM usage should be enjoyed by all stakeholders, so we are taking measures to strengthen various forms of collaboration at an early stage, including formulating a guide to creating models for effective data use, trial data coordination between different software packages, and extracting drawings from models.

This building-in of quality requires individuals to enhance their knowledge and skills. We focus on developing human resources who can demonstrate active leadership on the front lines of work sites, so we provide one month of basic training in construction drawings and BIM for young technical employees during their first 10 years with the company, as well as follow-up sessions one year after this training.

We will continue to actively promote initiatives that enable young employees to fully utilize their construction drawing and BIM knowledge and skills so they can take the initiative and engage in construction management.

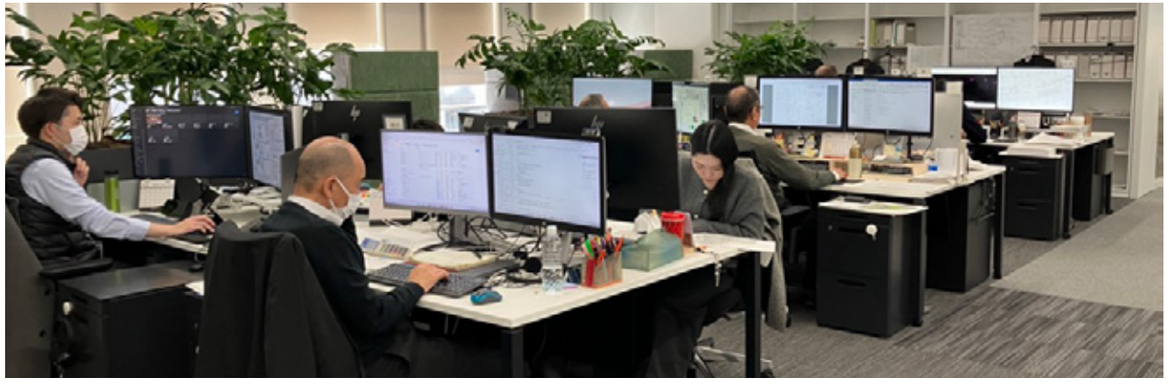
KPI

Number of serious quality problems

Result: 0

Target: 0 each year

A basic training follow-up session on construction drawings and BIM led by employees



A build-in project involving employees and dispatch workers

Realizing accident-free workplaces, including public accidents

Developing an educational video to promote thorough safety risk assessments

One of the most important actions when carrying out safety risk assessments is to identify potential hazards or sources of danger in advance.

Therefore, we are working to prevent accidents through promotional activities across Japan using the slogan *Omotakaeikaidan*. This slogan comprises the first syllables of the Japanese words for five hazards that account for about 80 percent of all accidents at the company, namely *omosa* (weight), *takasa* (height), *eiri* (sharp edges), *kaiten* (rotation), and *dansa* (difference in levels).

An *Omotakaeikaidan* poster

Conditions at construction sites change on a daily basis and hazards emerge every day while work is being carried out, so it is important that risk assessments are not only undertaken by site offices and heads of subcontractors, but that every employee engages in risk assessment and hazard prediction activities. Following a series of comic books, we have created an educational video to further promote the importance of risk assessments.

KPI

Number of significant workplace or public accidents
Result: 0
Target: 0 each year

The educational video on risk assessment and hazard prediction activities

Realizing sustainable supply chains

Promoting sustainable procurement

As part of our efforts to fulfill our corporate social responsibility in the field of procurement, we have adopted a Procurement Policy, "Promote procurement that meets the needs of society and customers in concert with our suppliers." We also established a related Action Policy consisting of nine items, which has enabled us to engage in activities based on a clear procurement policy. We further established Supplier Action Guidelines, which clearly state more specific action in consideration of the elements of social responsibility that companies should fulfill, such as the environment, human rights, and labor, in addition to conventional quality, price, delivery, and safety. In this manner, we are promoting sustainable procurement activities aimed at a sustainable society throughout our entire supply chain, not only with our direct suppliers, but also with their suppliers (subcontractors, etc.), by thoroughly familiarizing them with our sustainability activities.

KPI

Compliance rate with our Supplier Action Guidelines at major suppliers
Result: 100%
Target: 100% each year


竹中工務店
Business Partners Action Guidelines
取引先活動ガイドライン
（要約版）
わたしたちは建築のプロフェッショナル集団として
最良の作品を創出し、社会に貢献していくパートナー（仲間）です。
竹中工務店の作業所で共に「作品」を創る技術者、技能者及びお取引先の皆さまに守っていただきたいことをガイドラインとしてまとめました。
日々の活動に根付く指針とすることにより、社会的責任を果たし、働きやすい職場にしていきましょう。
1
パートナーシップ関係の構築・強化
より強い絆を育みましょう
2
公正・自由な競争機会の提供
公正な取引が第一です
NG!
GOAL
OK!


取引先活動ガイドライン

Supplier Action Guidelines

Respect for human rights

Our commitment to protecting human rights is expressed as a provision in Article 4 of our Corporate Code of Conduct, and embraced in our Human Rights Policy, which is one of our basic policies.

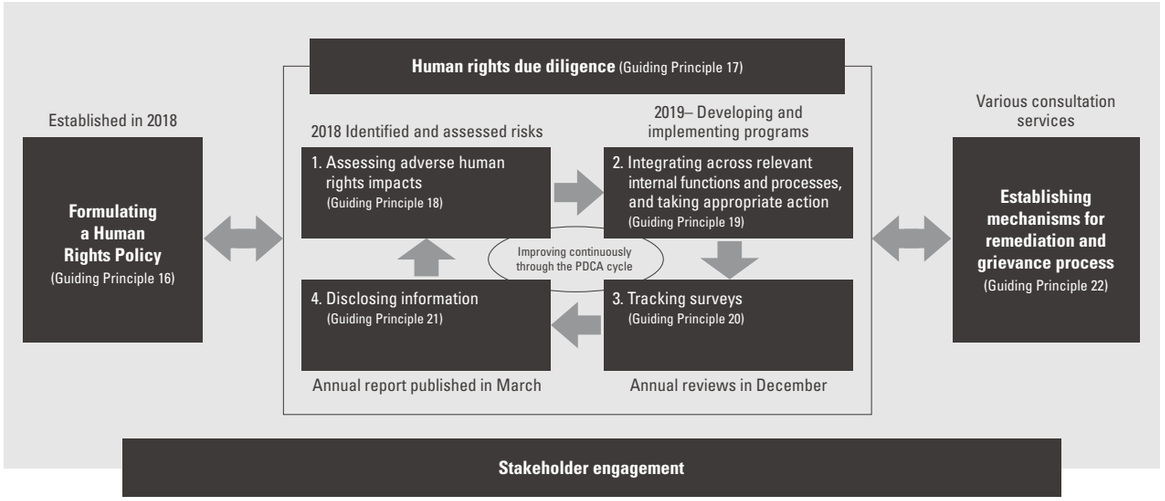
Human Rights Policy

In September 2018, we established a Human Rights Policy, and we have since been promoting initiatives oriented toward respect for human rights in our business activities based on the United Nations Guiding Principles on Business and Human Rights and in accordance with our Corporate Philosophy and Corporate Code of Conduct.
Respecting internationally recognized basic human rights and labor standards, we strive to achieve healthy and rewarding workplace environments through mutual understanding and respect to ensure that no unfair treatment occurs, including discrimination or harassment based on race, gender, religion, gender identity, disability, or any similar factors.

A review by outside advisers

Human rights due diligence

In accordance with Human Rights Due Diligence, principle 17 of the Guiding Principles on Business and Human Rights, in 2018, we identified and assessed five specific risk issues and we have since been working to reduce human rights risks and prevent human rights violations. Every year we invite outside advisers to review the efforts of each department. We then make improvements based on their evaluations and guidance.



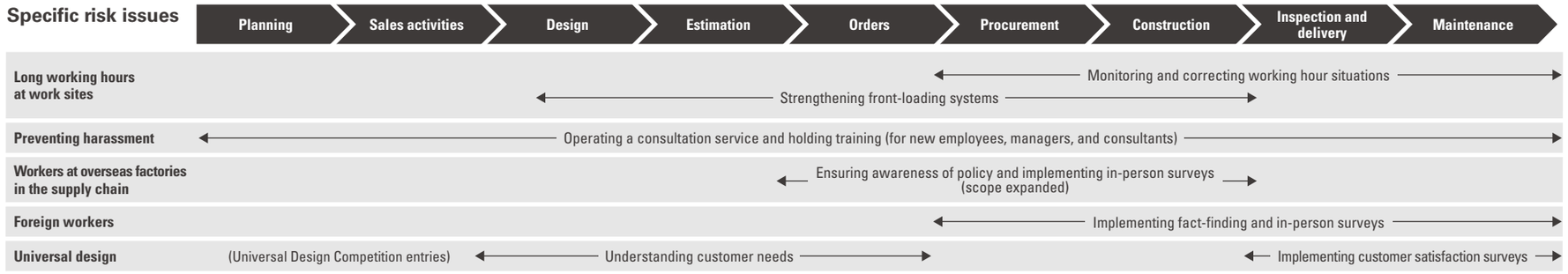
Implementing environment surveys and education to eradicate discrimination and harassment

In order to understand actual situations in the workplace to realize comfortable working environments, we conduct "work environment surveys" for all employees. Then based on these results, we carry out harassment prevention training for all line managers, and we continually provide this training to newly appointed line managers every year. Our commitment to maintaining a healthy workplace environment and the physical and mental health of our employees also includes an e-learning course on harassment for all employees.
During November, which is CSR and Compliance Month, we established opportunities for employees to reassess their workplace environments by viewing an online seminar on psychological safety, which helps to prevent harassment, and then holding a group discussion on it.

Raising awareness of human rights risks among group company employees

In our CSR Compliance News, which is published several times a year for group company employees, we provide information on our DE&I (Diversity, Equity, and Inclusion) initiatives. The idea is to encourage mutual respect between diverse employees and cultivate workplace environments that facilitate a wide range of work styles.
In regard to human rights due diligence in supply chains, legislation is already being established in North America and Europe, and companies will be required to disclose the status of their engagement. Movement toward legislation is also accelerating in Japan, so we are considering ways to expand our disclosure activities to include group companies.

Specific risk issues



KPI

Verifying continuous implementation of human rights due diligence

Result: Once in December 2024

(Target: Verification by outside advisers once a year)

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.”

Yoyogi Sangubashi Terrace

Next generation healthy housing that allows decarbonized living

Sustainable works

Our concept of sustainable works means “architectural initiatives aimed at creating spaces together with customers, which are in harmony with the environment.” It is an approach to architecture whereby a sustainable society is passed on to the next generation, and it is also an effort to turn the dreams of our customers, who want to contribute to the global environment and society, into reality.

Yoyogi Sangubashi Terrace

This is a rental apartment complex in a quiet residential neighborhood.
We aimed to create healthy housing for the next generation, where residents are able to lead a stress-free, decarbonized lifestyle.
The courtyards surrounded by residential buildings are connected by an open three-dimensional greenway (flying corridor) that brings in light, wind and greenery. High envelope performance and energy-saving and energy-generating technologies are used to achieve both environmental performance and comfort that promote decarbonization.

Connecting green landscapes

The green landscape is connected from the neighboring city park to the greenery of the city block, exterior, building exterior, and courtyard. We have created a rich landscape as a green spot in the city. In the selection of tree species, we also intended to form an ecological network with the trees in the neighboring parks.

A courtyard that lets in light and wind

The courtyard has seven organically shaped atriums and greenery that changes with the seasons. It is a comfortable space in which to move around with light and wind flowing in.

Flying corridor

The approach to each residential unit is a flying corridor constructed of flat slabs and steel pipe columns. The sky cut out by the atrium and the overlapping greenery that loosely focuses the eye create an ever-changing landscape.

Comfortable and healthy living: Highly insulated

The north-facing residential units are configured as bright spaces with southern lighting by opening wide to the natural environment of the courtyard.
To achieve both spatiality and environmental comfort, the windows in the exclusive areas were fitted with wooden sashes and Low-E triple glazing (Uw = 1.2 W/m^{2}K). In addition, by improving the insulation of the exterior walls, an average UA value of 0.25 W/m^{2}K was achieved for the residential units.

Comfortable and healthy living: Natural ventilation

While simulations verify the effect of ventilation in the city block, courtyard, and interior, vents are installed near the front doors of residential units to allow ventilation even when the doors are closed. We have taken care to ensure that residents can comfortably decarbonize their homes.
By incorporating the cross ventilation from two or more locations in the residential unit, the comfort time can be significantly increased.

Local production for local consumption

Electricity generated by solar panels on the roof during the day is stored in water heaters in each residential unit and used at night to increase self-consumption, and an EMS* controls electricity for each group of residential units for optimal operation. Compared to standard primary energy consumption, 40 percent was reduced by energy savings and 36 percent by energy generation, and Nearly ZEH-M certification (BEI = 0.24) was achieved.

*Energy management system

Design born of our comprehensive capabilities

An inner terrace space open to the community, where visitors can spend their leisure time throughout the year

D-LIFEPLACE SAPPORO

Connecting the bustling aboveground and underground areas of northern Japan

Facing Sapporo Ekimae-dori Avenue and directly connected to the "Chi-Ca-Ho" underground pedestrian walkway, this office building has commercial tenants on the lower floors. The building has an atrium facing the intersection, and a staircase and skipped floors gently connect the bustling aboveground and underground areas, creating a plaza space open to the community. The building has a twin-column outer shell structure with a small diameter to increase the effective office area, and it has optimized opening sizes and interior wall angles according to external skin loads to create a northern workplace with high levels of comfort and environmental performance.

A plaza space with polyhedron-shaped walls and ceiling, where different flow lines, skipped floor lounges, restaurants, and shops coexist

A veranda corridor space intended to bring the liveliness of the basement to the surface by connecting the double columns of the upper office area on the first and second floors

Attractive Renewal

Buildings are vessels that protect lives and property as well as being assets to society as a whole. Attractive Renewal aims to enhance asset value and business viability by responding to increasingly diverse and sophisticated needs through planning, design, and technical skills, such as improving the function and performance of aging buildings, restoring their aesthetics, preserving and revitalizing buildings of historic significance, and utilizing legacy assets through conversions. In this manner, we are contributing to the realization of a sustainable society.

Meiji Seimei Kan, Seikado Bunko Art Museum

Art museum utilizing a historic building

The Meiji Seimei Kan was the first Showa era building to be designated as an Important Cultural Property of Japan. While preserving the original Western classical design, the first-floor lounge was given a contemporary design using metal and glass to create a multilayered museum space where both old and new resonate.

Click here for details

Design: Takenaka Corporation
Construction: Takenaka Corporation/TANSEISHA Co., Ltd. (2022)

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.

Click here for details

32nd BELCA Prizes
Design: Takenaka Corporation Construction: Takenaka, JV (2020)

Creating new value through urban redevelopment and urban creation

We have participated in a variety of projects, including urban renewal, urban redevelopment, PPP and PFI projects, and proprietary development projects, as well as participated in city planning organizations.
We will continue to work on projects like these from the concept and planning stages to create new value and contribute to the development of cities.

©Akira Ito.aifoto

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 (first Grand Front Osaka and the second GRAND GREEN OSAKA), 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. This leading project aims to enhance Osaka's international competitiveness and promote the development of the Kansai region by improving innovation support functions, creating attractive "green" spaces, and developing large-scale complex facilities. We will continually add new urban value by launching organizations that provide innovation support, and town and park management organizations as joint ventures that also include Takenaka.

Grand Front Osaka (Phase 1)

This large-scale urban development project, which was completed in 2013, involved an advance development zone of about 7 hectares and 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)

Grand Green Osaka (Phase 2)
(Advance opening in September 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: (Mixed-use building, South District) Mitsubishi Jisho Sekkei Inc., Nikken Sekkei Ltd., Takenaka Corporation, Obayashi Corporation
(Mixed-use building, North District) Nikken Sekkei Ltd., Takenaka Corporation
(For-sale condominium, North and South District) Takenaka Corporation, Nikken Housing System Ltd.
(Large roof facilities) SANAA Office
(Urban parks and landscaping) GGN (design lead), Nikken Sekkei Ltd., Mitsubishi Jisho Sekkei Inc.
Construction: (Mixed-use building, for-sale condominium, and park facilities) Takenaka Corporation (joint venture)
(Urban parks) Obayashi Corporation, Takenaka Corporation, Takenaka Civil Engineering & Construction Co., Ltd. (joint venture)

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 by 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.

Design and construction: Takenaka Corporation

Click here for details

TOTTORI PREFECTURAL MUSEUM OF ART

The TOTTORI PREFECTURAL MUSEUM OF ART will open in Kurayoshi City in 2025 as the nation's first PFI project for the construction and operation of a public art museum, taking over the 50-year collection and activities of the Prefectural Museum's Art Department. As a member of the Daiwa Lease Group, we were in charge of the (joint) design, construction, and proposal planning, and we will create a museum that is open to all, with "OPENNESS!" as its brand, a central atrium space "Hiroma," and activities to support "learning through art."

Design: Maki and Associates, Takenaka Corporation
Construction: Takenaka Corporation, Kakehi Co., Ltd., Tanseisha Co., Ltd.

KOBE SUMA SEA WORLD / SUMA SEASIDE PARK

This is a project to redevelop KOBE SUMA SEA WORLD and SUMA SEASIDE PARK using a Park-PFI method. Based on an overall development plan that integrates a park for the local community and a resort to attract tourists, the project consists of a hotel, lively facilities, parkland that preserves the existing pine forest, and a multistory parking lot. Then at its core there is KOBE SUMA SEA WORLD, which is an edutainment aquarium concept that "connects" people. In addition to providing a wide range of services, including project competition proposals, design and construction, administrative consultations such as traffic planning and subsidy applications, we also participated in the project as one of the consortium companies. Since opening, these facilities have attracted visitors from surrounding areas as a new tourist hub in Kobe and created energy in the park as a relaxation spot for local residents.

(Aquarium) Design and construction: Takenaka Corporation

NAGASAKI STADIUM CITY

Regional Creation Nagasaki, a Japan Net Group company, operates a large-scale complex consisting of a soccer stadium, arena, hotel, commercial facilities, and offices. We contributed to the realization of this new hub to attract visitors to Nagasaki by providing a wide range of services, including land bidding support, basic conceptual planning, district and traffic planning, subsidy support, and tenant leasing.

Basic plan: Takenaka Corporation
Basic plan supervision: Mitsuru Senda
Basic design: Environment Design Institute/Yasui Architects & Engineers, Inc. (joint venture)
Execution design (stadium, hotel, commercial facilities) Takenaka Corporation
Construction (stadium, hotel, commercial facilities): Takenaka Corporation (joint venture)

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.
This is a hub that generates vibrancy and activity for the town, where locals casually gather and a range of events are held.

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

Click here for details

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

Click here for details

Photo courtesy of S.S. Osaka

HAREMIRAI SENNICHIMAE

This is a mixed-use development through an urban redevelopment project that aims to develop a new center for culture and art creation in Okayama City with a theater at its heart, and to expand the urban functions of the central city area. We have been involved in the project from the initial stages, from basic planning to urban planning procedures, design, and construction, and we have remained a partner of the redevelopment association, the project's developer, until its completion to promote the project. Opening the theater has increased the flow of people into the area and contributed to regenerating vibrancy.

Basic design and execution design: Takenaka Corporation Construction: Takenaka Corporation (joint venture)

Click here for details

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.

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

Click here for details

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

Takenaka's long-standing international business began in earnest with entry into the U.S. market in 1960, and today, our network spreads around the world.
We have participated in a diverse range of projects in support of 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 of sizes and types from international airports to high-rise office buildings, hotels, factories, and commercial facilities. Our activities also span a diverse range, comprising not only architectural design and construction works but also technical guidance and consultation services.

Changi Airport Terminal 4 (Singapore, 2017)

Takenaka Thailand


Takenaka Indonesia

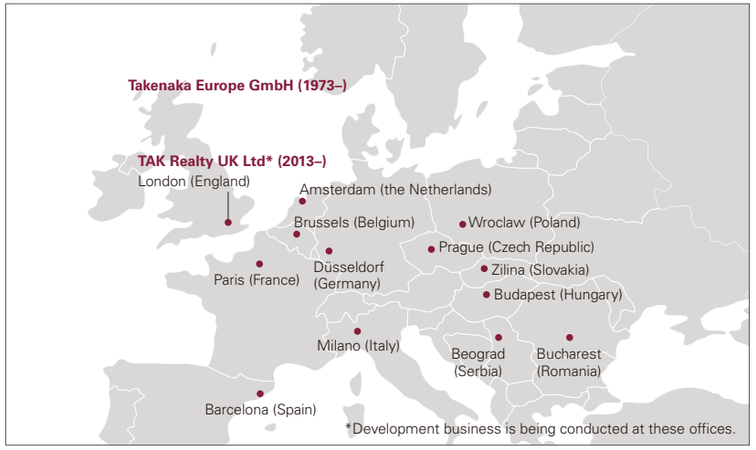

Takenaka Singapore

Ceremony commemorating Takenaka's 50th anniversary in Asia

In October 2024, Takenaka Thailand, Takenaka Indonesia, and Takenaka Singapore held ceremonies marking their 50th anniversaries. Since opening in 1974, these companies have undertaken many construction projects, including production facilities, research facilities, and logistics centers for multinational corporations. On the day of the ceremony, each company held events that capitalized on their unique characteristics and showed a commemorative video to look back on their half century of history. Going forward, these companies will continue to support their customers by passing down their own philosophy and traditions and demonstrating their unique capabilities in design-build technology, which originate from the spirit of a *toryo* (master builder).

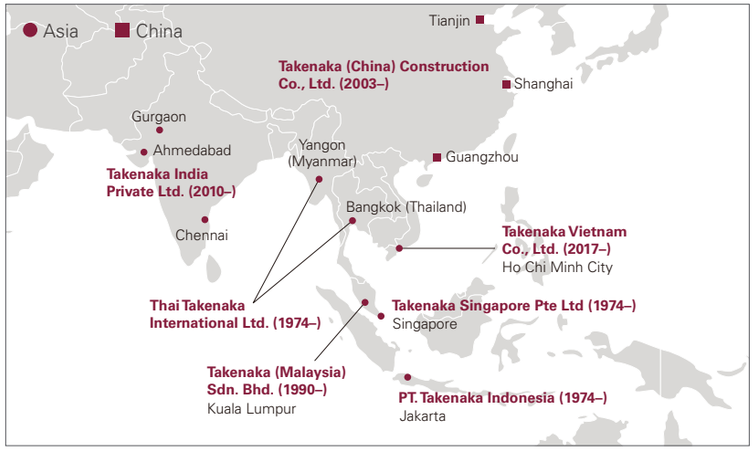
Europe

Takenaka Europe has been involved in over 1,500 construction projects since opening its office in Dusseldorf, Germany 52 years ago.
Today about 60 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.



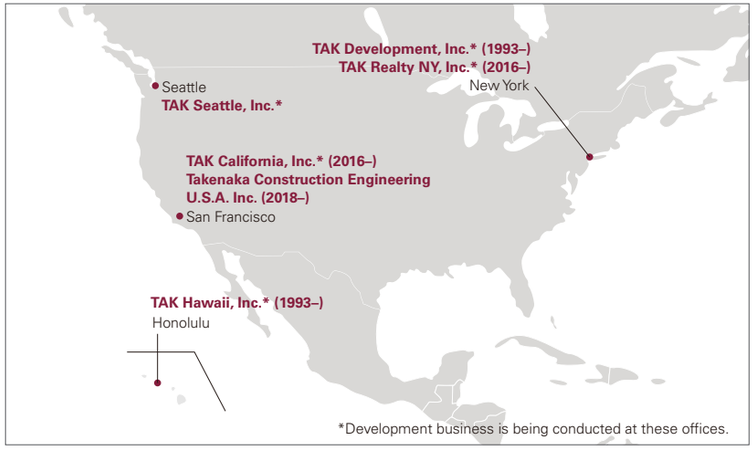
Asia/China

This year marks the 51st year since Takenaka opened offices in Thailand, Singapore, and Indonesia. We also celebrated the 35th anniversary of our office in Malaysia, 22nd anniversary of Takenaka (China) Construction, and 15th 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 140 expat employees have been assigned to China and other countries along with the support of roughly 1,700 local employees.



United States

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




Toyo Tire Serbia New Factory (Serbia, 2023)


Daimler Poland Battery Assembly Factory (Poland, 2020)


AEON MALL Deltamas (Indonesia, 2024)


Wuxi Murata Electronics Second Factory (China, 2020)

Through Our Own Real Estate Development Projects, We Aim to Achieve Stable Long-Term Income Growth and Enhance Our Construction Brand Value.

Since launching our domestic real estate development in 1987 and globally in 1985, we have accumulated 41 commercial assets across domestic and international markets.
With an investment policy centered on income gains from long-term holdings, we aim to expand our portfolio, diversify asset types, and enhance asset value.

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

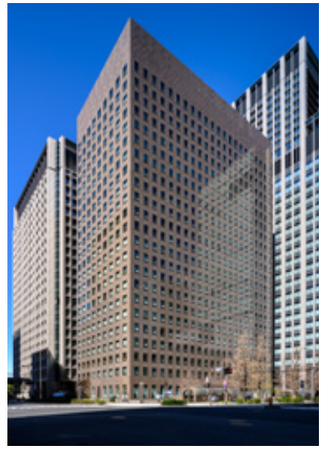
Click here for details

Yoyogi Sangubashi Terrace

Yoyogi Sangubashi Terrace, with 86 units, opened in the spring of 2023 in a quiet residential area in the Sangubashi district. It is the first large-scale, rental condominium in Japan that obtained Nearly ZEH-M certification, promoting decarbonization initiatives.

Design and construction:
Takenaka Corporation

Click here for details



Ote Center Building

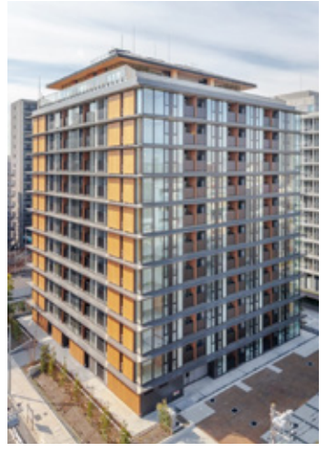
This is our own development project in Otemachi, Tokyo. Blessed by a highly convenient location with continuous renewals to meet new business needs, the Ote Center Building provides a comfortable business environment as a long-life building.

Design and construction:
Takenaka Corporation

Crystal Tower

This is a landmark in Osaka Business Park (OBP), a newly developed city center of Osaka that harmonizes history and nature.
85 percent of the site is open to the public as an open space with a water and greenery theme, providing a relaxing space for the business park.
The building has received numerous awards, including the BCS Prize. In spite at its age, the building remains a high-grade building in Osaka.

Design and construction:
Takenaka Corporation



Flats Woods Kiba

In the spring of 2020, we opened a high-rise serviced apartment building with 252 rooms that utilized our own wooden technology.

Design and construction:
Takenaka Corporation

Click here for details

Toyocho green+

"Toyocho Intes," which was a building of our R&D institute in 1969 and later used as offices for the Takenaka Group, has been renovated into a new office complex facility.
The building has been updated in terms of both hardware and software to be reborn as a sustainable facility that blends in with its surroundings, including a café in a green grove.

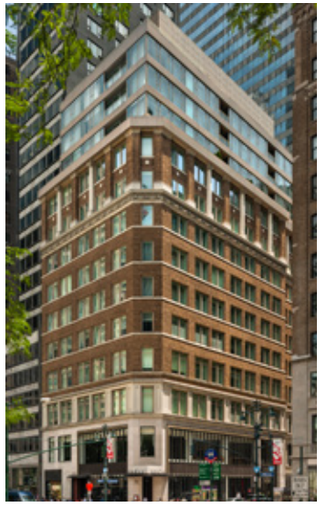
Design and construction: Takenaka Corporation

Global development projects

Grand Hyatt Kauai Resort & Spa

This resort hotel offers elegant spaces and Grand Hyatt branded services based on the concept of Hawaiian classics on an expansive site of about 200,000 square meters.
Takenaka developed, constructed and is the sole owner of the resort. The success of this property and its reputation is founded upon guest loyalty and the trust we have earned from the local community.

Design: WAT&G
Construction: Takenaka America



Andaz 5th Avenue

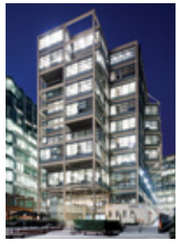
This lifestyle hotel is located on Fifth Avenue in Midtown Manhattan, New York City.
The exterior, made of brick and limestone, is reminiscent of industrial New York (circa 1914). Hyatt Hotels Corporation converted the building designed by the world-renowned hotel interior designer, Tony Chi, and opened the hotel under the Andaz brand in 2010.

Interior design: Tony Chi

400/430 California Street

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 expertise design, construction, and real estate investment.

Design: Walter Danforth Bliss / William Baker Faville (low-rise)
Anshen & Allen Architects (high-rise)



One Fleet Place

The building is conveniently located on the north side of Blackfriars Bridge which crosses the Thames River and connects directly to the City Thameslink Station.
With the opening of Crossrail, it is only 30 minutes from Heathrow International Airport.

Design: Skidmore, Owings & Merrill

Tilt 49 Office building

Seattle, Washington is the fastest growing big city in the U.S. with major players from the ever-expanding tech industry, including Google, Facebook, and Amazon, have established headquarter offices. The property is wholly leased for the long-term to Amazon. Takenaka acquired this property at the time of building completion in December 2017, after evaluating the property's ideal location, area market growth and stable profitability.

Design: ZGF Architects

Press Block

This is a redevelopment project for high-rise rental housing in Portland, Oregon in the United States (scheduled completion in 2025). In this joint venture project with a local real estate company, we participate as a manager for the Japanese investors as well as provide construction supervision services, resulting in a development scheme that capitalizes on our comprehensive capabilities.

Design: Mithun

Supporting People's Prosperous Lives Through Infrastructure Development

Takenaka Civil Engineering plays an important role in the civil engineering business of the Takenaka Group. We support people's prosperous lives through the creation of social and economic infrastructure, including participation in major projects in Japan, disaster prevention and mitigation work, land readjustment projects, and soil contamination countermeasure work.
In addition, we will expand our business scope by promoting overseas business and new businesses while promoting initiatives for decarbonization, resource circulation, and coexistence with nature, which are goals of the Takenaka Group, with the aim of realizing a sustainable society.

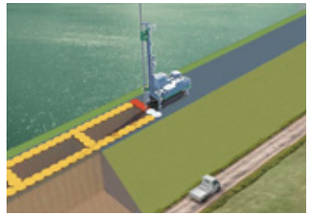
Hokuriku Shinkansen Tsuruga viaduct, etc.
The Hokuriku Shinkansen Kanazawa-Tsuruga Extension Project is expected to contribute to the economic and tourism development of the Hokuriku region, and it will also serve as an alternative and complementary route (redundancy) to the core traffic on the Pacific side in the event of a disaster.
We were responsible for six construction projects in Tsuruga, including the construction of a viaduct and a new station building at Tsuruga Station, the terminus of the extension.

(Top) Photo of the Tsuruga Station viaduct completed
(Left) Photo of the Tsuruga Station viaduct under construction

Shin-Tomei Expressway Shin-Hadano Interchange
The Shin-Tomei Expressway is a national expressway connecting Kanagawa and Aichi prefectures with a total length of about 250 kilometers and opened in April 2022 for about 13 kilometers from the Shin-Hadano IC (interchange) to the Isehara-Oyama IC. It is also expected to serve as an alternative to the parallel national highway and the Tomei Expressway, as well as to promote logistics and improve user convenience.
The Shin-Hadano IC, which we constructed, is located in the western part of Hadano City. It is a newly constructed interchange and terminus of the extension.

Overseas project (Reconstruction of URMARAL River Bridge, Kyrgyzstan)

The Talas-Taraz Road in the Kyrgyz Republic, which is also part of the Silk Road, is located 350 kilometers overland from the capital Bishkek. The Urmaral River Bridge is located at the midpoint of the international highway connecting Talas in Kyrgyzstan and Taraz in neighboring Kazakhstan, and this is an important road for international distribution without detours. The Urmaral Bridge Reconstruction Project in Kyrgyzstan is designed to improve this bridge, which was built during the former Soviet Union.
The new bridge, named "SAKURA Bridge" by the Kyrgyz government, is expected to last for many years and contribute to the development and safety of the region.



Soil improvement technology strengthening national lands
—Technology to support disaster prevention and mitigation—

Developed in 1975, the deep cement mixing (DCM) method is a technology for adding and mixing a slurry of cementitious solidifier into soft ground, such as seabed and rivers, to improve the strength of the ground, and it has achieved a number of records using DCM vessels in many seabed improvement projects. The technology has then evolved into onshore construction, such as soft ground improvement in construction projects, and it is widely recognized as a safe and highly reliable ground improvement method. The DCM method continues to evolve and is applied to various technologies, such as the TOFT Method, a liquefaction countermeasure technology that improves the ground by surrounding soft soils in a grid pattern, and the Smart Column Method, a liquefaction countermeasure technology for narrow construction conditions, such as residential areas. The Smart Column Method uses special agitator blades to ensure high vertical accuracy even with small machines, enabling circular slip prevention of embankments and liquefaction countermeasures in narrow areas with low soil bearing capacity, such as reservoirs and coastal embankments.
(Awarded the 22nd Top Prize for Excellence in Land Engineering Development as a method of liquefaction countermeasures while living in an urban area)

Hirono Golf Club Course renovation

Hirono Golf Club was designed by Charles Hugh Allison, a British golf course designer who emphasized harmony with nature, and it was ranked seventh in the "World's Top 100 Courses" in 1939, making it the best golf course in Japan. The course lost some of its original shape due to land confiscation during the war, and although renovation work was carried out afterwards, it was not possible to restore the course to its beautiful original shape of 90 years ago, and it was also late in responding to the performance that modern golf demands. In order to faithfully restore the course to its 90-year-old appearance with "delicately undulating greens" and "rough bunkers deeper than a man's height," while adapting to today's playing styles, the construction team and others worked in unison to revitalize the prestigious golf club. Under the design of Martin Ebert, the only architect to inherit Allison's ideas.
(Received a special award in the Civil Engineering Award 2023 by the Japan Federation of Construction Contractors)

Renewable energy (Yokkaichi Green Solar Garden)

The Yokkaichi Green Solar Garden in Mie Prefecture utilizes approximately 13.8 hectares of idle land and has installed solar panels to generate a total electricity of 3.4 gigawatt hours per year. In line with Yokkaichi City's concept of "urban development in harmony with nature," the power plant has a waterfront area and observation plaza that will be popular with local residents, and it also plays a social role by providing emergency power in the event of a disaster. As part of the Takenaka Group's promotion of environment-related fields, expectations are growing for the role of civil engineering projects, such as renewable energy, and we will continue to strive for the realization of a sustainable society while working in harmony with local communities.

Building Management That Fosters a Safe and Comfortable Future

Takenaka Central Building South Control Center

Within the Takenaka Group, Asahi Facilities Inc. plays an important role in the group's business operations as a company specializing in building management. Each and every building is home to the activities and lives of the people who spend time there, as well as being a place where each person's future and life story are nurtured. Building management specialists support the life of these buildings throughout cities.

Daily inspection

Meter reading

Main services

Building management

We provide a wide range of services, from facilities management to security and cleaning, to keep customer buildings safe for the long term.

- Facility management
- Security
- Cleaning
- Mid- to long-term maintenance plans
- Building and facility inspections
- Renovations and renewal works
- Energy solutions
- Environmental maintenance
- Greenery planting management

Prework meeting

Operation, inspections and maintenance

Property management

Our property management is a trusted partner that helps maximize the value of customer real estate while improving tenant satisfaction. By offering all building management services, we aim to maximize income and optimize expenses, thereby maximizing our customer profits over the long term.

- Leasing
- Accounting
- Tenant move-in and move-out management
- Consulting
- Building management
- Construction supervision

Consolidated management

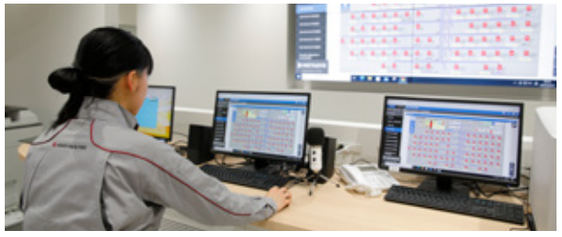
By utilizing digital technology to consolidate building management information and centrally manage multiple nearby buildings, we can reduce management costs while maintaining the same level of service quality. During day-to-day operations, we can grasp the condition of the building through efficient remote management, and in the event of a contingency, such as equipment failure, we can respond quickly through alarm monitoring functions.

Simultaneous management of multiple buildings

By consolidating and managing buildings according to region and characteristics, we are able to improve service quality, reduce management costs, and strengthen our backup system.

Remote monitoring and control of a central control system

Using digital technology, we monitor and control the central monitoring systems of multiple buildings remotely from our control center, ensuring constant monitoring of buildings 24 hours a day, 365 days a year.



Remote monitoring and control from the control center

Fully equipped system for handling contingencies

We are fully equipped with a call center and alarm monitoring system to keep track of incidents occurring at customer buildings. Our Support Center is able to quickly respond to incidents, including dispatching personnel and arranging work.

Quick response to emergency

Innovation

Our timely introduction of cutting-edge technologies that resolve various social issues and create new value in the field of building management allows us to deliver even greater comfort in living spaces while ensuring ample safety. We always provide peace of mind to our customers with the best possible building management.

Security robot

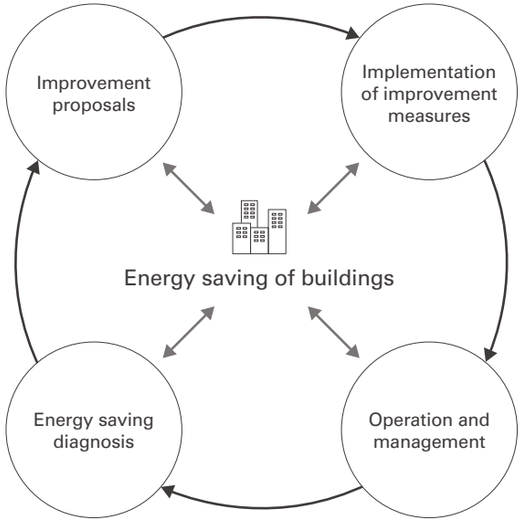
Promotion of digital transformation

We are incorporating advanced building management technologies, such as adopting "Kanri Roid," which utilizes AI technology for inspections and meter reading, to transform the traditional building management business, ensuring the highest quality of management and optimizing business efficiency.

AI-powered Kanri Roid for meter reading

Environment and energy

We are working to save energy in customer buildings through energy-saving diagnosis, proposals for improving the energy efficiency of facilities, and support for measures to comply with the Energy Saving Act, among other services. We contribute to society through building management, reducing GHGs to curb global warming and reducing waste to prevent environmental destruction.



Eco Tuning

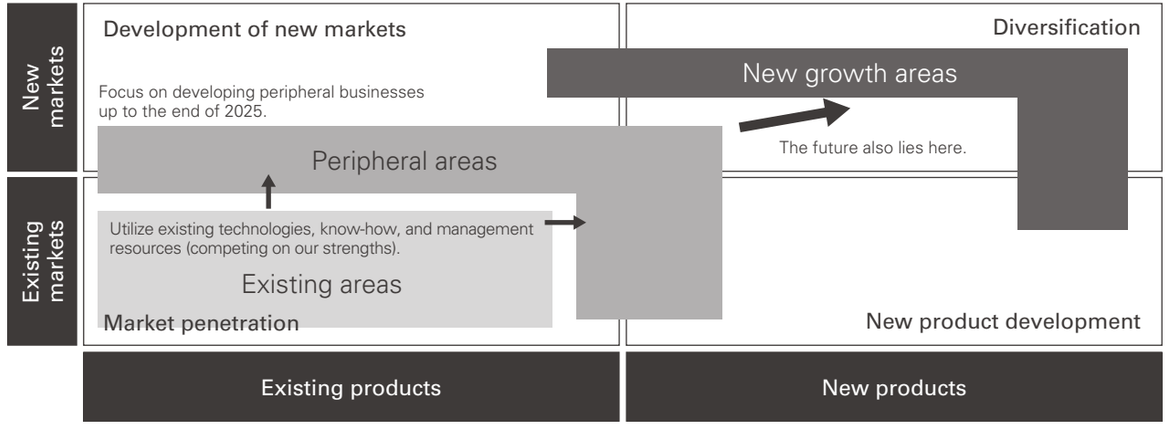
Contribute to Solutions to Social Issues and a Sustainable Society Through New Value Creation

Objective of new businesses

In order to grow, we will create a wide range of businesses, including through global expansion, which will lead to brand enhancement and synergistic effects with our core construction business. These will serve as a source of improving the bottom line while also contributing to solutions to environmental problems and other social issues. We are working on businesses covering four areas and themes; namely, environment-related, traditional culture and legacy utilization, construction-related and digital, and new areas.

Portfolio

Starting from existing construction and development businesses, we will gradually expand into new markets and offer new services through adjacent and peripheral areas, aiming to achieve both risk management and sustainable growth.



Four perspectives we value in new business development

Going forward, we will develop new businesses with the following "four perspectives" in mind, and we will nurture them into the new pillars of our portfolio after our construction and development businesses.

Legacy utilization and urban development area (urban development business)

We are revitalizing local economies and culture by rejuvenating historical buildings as complexes, and we are developing a sustainable regional revitalization model.

Toshiyoshiya -BYAKU Narai-

Based on the regional cooperation agreement between the City of Shiojiri and Takenaka Corporation, historical buildings, which were first built two centuries ago and located in Narai-juku, will be renovated into a new complex with accommodations, restaurants, and a sake brewery. The aim is to revitalize the region in a sustainable way while making use of the local traditional culture. In the future, we are also exploring a business venture that will utilize the forests of Narai.

Click here for details

Legacy utilization and urban development area (legacy utilization business)

In order to pass on these architectural masterpieces and heritage buildings, which are also social assets, to future generations, we will master-lease the entire property and conduct renovation work. Then, we will operate and utilize the properties in a way that meets modern needs, thereby improving the brand value of the buildings and the city.

Part 1: Using cultural property as a membership business innovation hub

We have master-leased the FORMER YAMAGUCHI MANKICHI HOUSE, a national Tangible Cultural Property, in collaboration with TOKYU RAILWAYS and TOHO-LEO Co., and conducted renovation work to make the most of the space's Japanese and Western influences. The facility is now being operated as a membership business innovation hub.

Building name: FORMER YAMAGUCHI MANKICHI HOUSE/kudan house (Chiyoda-ku, Tokyo)
Completed: 1927 Opened: 2018

Click here for details

Part 2: Using cultural property as a shared office space

We master-leased the Hori Building, a national Tangible Cultural Property, and conducted renovation work. We are now operating the property as a shared office space that encourages innovation.

Building name: Hori Building / goodoffice Shinbashi (Minato-ku, Tokyo)
Completed: 1932 Opened: 2021

Click here for details

Part 3: Using a historical building as a hub for sharing culture

We master-leased the former Daiichi Bank Yokohama Branch, a historical building selected by the City of Yokohama, and we are operating it as BankPark YOKOHAMA (tentative name), a hub for promoting *monozukuri** culture and a place for future cocreation.

Building name: Former Daiichi Bank Yokohama Branch/ Tentative name: BankPark YOKOHAMA (Yokohama, Kanagawa), Completed: 1929, Relocated and restored: 2003, Scheduled to open: 2025

*Monozukuri represents an attitude and spirit that values craftsmanship and precision as well as taking pride in and responsibility for one's work.

Environment-related area

We will develop the renewable energy business, build a profit base, and contribute to the realization of a decarbonized society. Through geothermal power generation and other projects, we aim to contribute to the local production and consumption of energy and the revitalization of the local economy in cooperation with local communities.

Uchiko Ryuo Biomass Power Plant

Woody biomass power generation

Based on a regional agreement with Uchiko Town, this biomass project harnesses the power of local companies and abundant forest resources. Symbolized by the wooden power plant, this biomass project aims to become a model for "advanced" and sustainable regional development based on the Forest Grand Cycle, which aims to balance forest resources with economic revitalization.

Business operator: Uchiko Ryuo Biomass Energy Co., Ltd.

TAKENAKA Okuhida Geothermal Power Plant

Geothermal power generation

We are contributing to the spread of renewable energy through our small-scale hot spring power generation business inclusive of local communities. In collaboration with the local associations, we have achieved highly efficient power generation and operations. By transferring technology to the associations, we have promoted the improvement of the community's technological capabilities and revitalization. We have achieved a high electricity sales efficiency of over 95 percent, which also contributes to the local economy. We will continue to expand our coexistence and collaboration with communities in various regions across the country, aiming to realize a sustainable society.

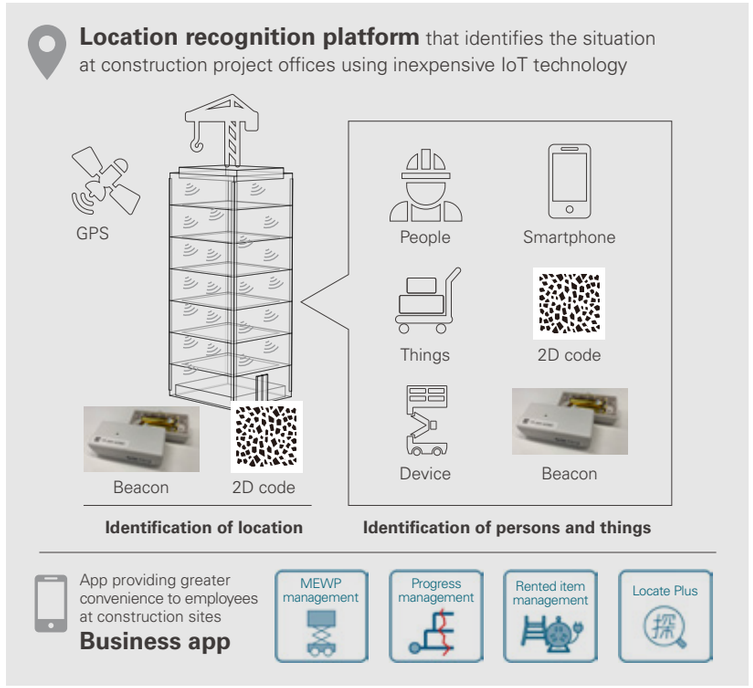
Operator: Okuhida Takara Onsen Cooperative Association and Takenaka Corporation

Construction peripheral and digital area

By combining architectural knowledge with digital technology, we provide innovative solutions to the challenges facing industry. While pursuing profitability and growth, we aim to maximize synergies with existing our construction business and create sustainable corporate value.

IoT solutions business for construction sites

We developed the Locate Plus Series, which improves productivity at construction sites, and today we sell and provide services to 55 construction companies (contracts as of January 31, 2025), including Takenaka Corporation, through our group company Asahi Corporation. The Location Plus series streamlines the management of temporary equipment and materials, the progress management of rooms and materials, and the management of people's location information, thereby reducing the workload of employees and reducing costs. It is contributing to resolving the "2024 Problem" in Japan's construction industry.



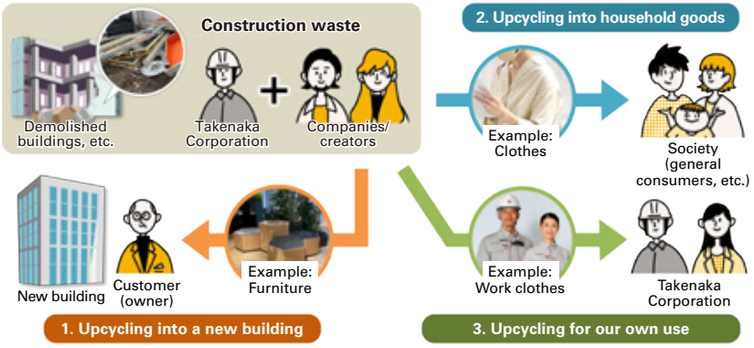
Off-grid mobility utilization project

The off-grid mobile house we developed is equipped with an independent power source (solar panels and storage batteries) and independent communications (satellite communications), and it can be lived in even in places without electricity or communications infrastructure. The house contributes to improving the environment and productivity of construction sites while also functioning as a place of refuge for the local community in the event of a disaster. It is an innovative initiative that aims to create new value for the town by connecting normal times and times of disaster.

Circular economy business

Based on the concept of Circular Design-Build, we will promote the reduction of construction waste and resource circulation. We aim to develop new technologies and create business models while advancing existing initiatives, such as recycling waste materials, utilizing old materials, and the Forest Grand Cycle. Through upcycling and reuse, we will propose new ways of building as a business.

Conceptual diagram of Takenaka Corporation's upcycling of construction waste

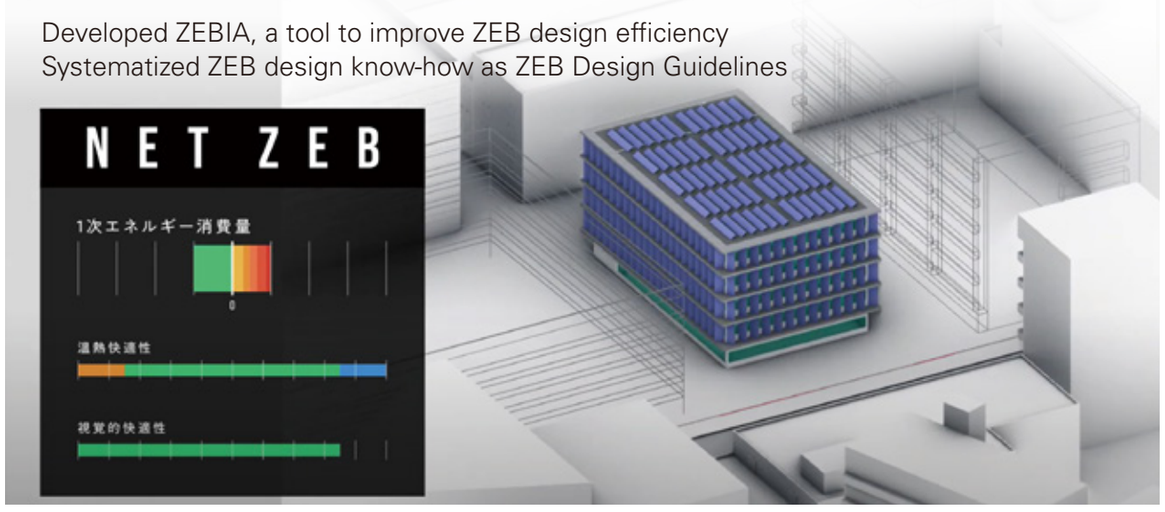


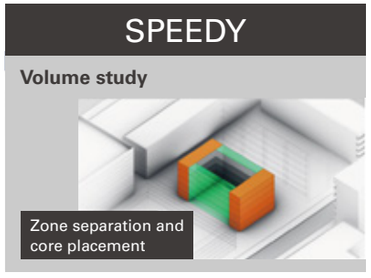
TMIP Innovation Award 2024 Grand Prize Winner
Platform business for reused building materials (center of photo)

Support from Planning, Design, and Construction to Operation with Advanced Design Technology and a Wealth of Expertise

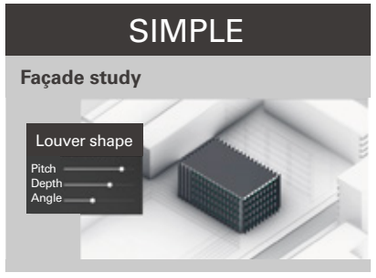
The number of ZEBs designed to achieve virtually zero energy consumption is increasing year by year, and we are the industry leader in the number of ZEBs that have received BELS certification.*1 As further expansion of ZEBs is essential to realize a carbon-neutral society by 2050, we have developed and deployed the tool ZEBIA and ZEB Design Guidelines to streamline ZEB design.*2

*1 Based on our research as of the end of December 2024, the total number of design cases (excluding construction-only projects) submitted by designers to the list of BELS-certified projects created by the Association for Evaluating and Labeling Housing Performance.
*2 Jointly developed with Loisos+Ubbelohde, a U.S. sustainable architecture consulting firm.

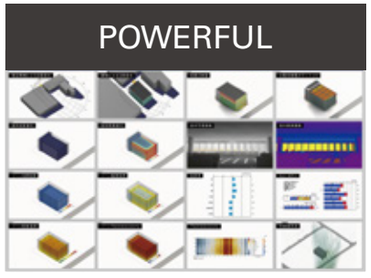




Instant validation with conditional templates



Intuitive operation to set conditions from an extensive library



Utilizes 3D model to evaluate various environmental factors

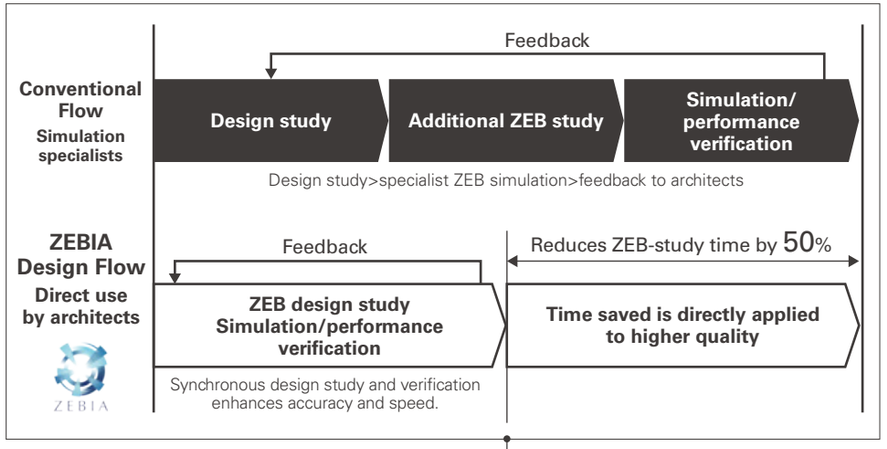
Fast proposals for comfortable, energy-efficient, and environmentally friendly buildings

ZEBIA can be easily operated from the initial stages of design to simultaneously perform multiple simulations that reflect various design requirements. Using ZEBIA together with ZEB design guidelines, which systematize the design flow and procedures, we will continue to propose ZEBs that combine comfort and designability while significantly reducing the time and effort required for design.
The ZEB Design Business for Zero Carbon Buildings, based on ZEBIA and the ZEB Design Guidelines, received the highest award, the Minister of Economy, Trade and Industry Award (Business Model Field) in the Product and Business Model Category of the FY2024 Energy Conservation Grand Prize.

Introduction Video

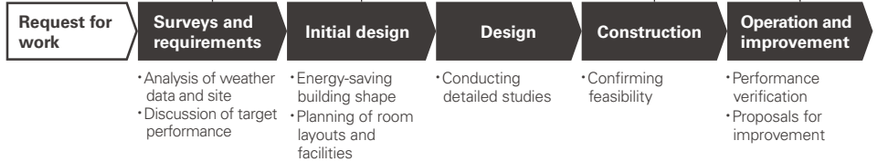
2024年度 省エネ大賞 (製品・ビジネスモデル部門)
主催：一般財団法人省エネルギーセンター

Takenaka-developed ZEBIA study flow



ZEB Design Guidelines

Consistent support for ZEB achievement from project planning to postconstruction support

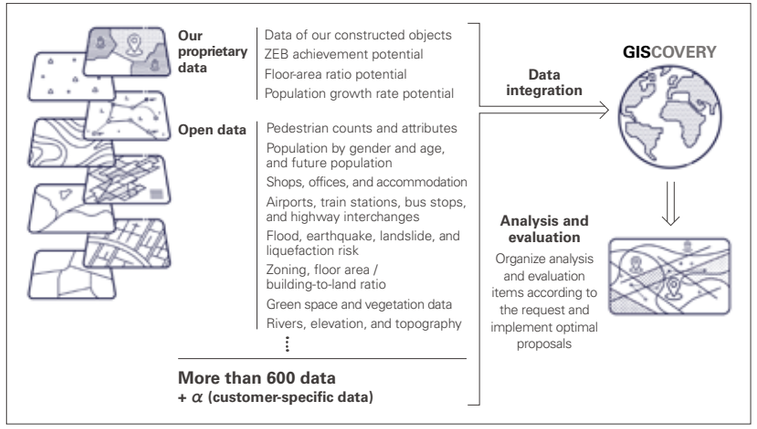


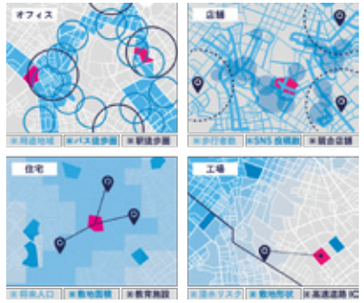
GISCOVERY, a GIS platform that enables land search in a new era

We have developed GISCOVERY, a platform for selecting, evaluating, and utilizing land for customer business plans, by integrating our proprietary data on buildings and land accumulated over our long history and a vast amount of diverse open data using a geographic information system (GIS). With this GIS platform, we will support the advancement of customer business plans by accurately and quickly examining and planning the potential of land.

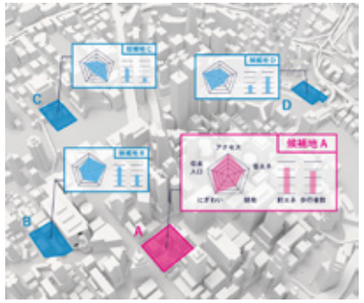
Introduction Video

Composition of GISCOVERY





Find land



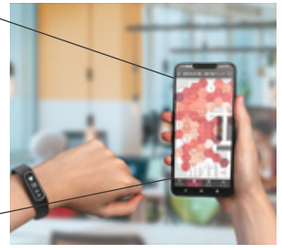
Evaluate land

GISTA an office space valuation system using biometric and location data

We have developed GISTA, a system that measures biometric data (heart rate data) and location information of users in a building and evaluates office space based on the data. By measuring, analyzing, and evaluating office space data obtained from this system, we can propose new or renovated offices that match the characteristics of each customer work environment, work style, and organization, and we can also support the improvement of individual productivity through feedback to users. By providing office space evaluation solutions using GISTA, we will contribute to further productivity improvements for individuals and organizations.

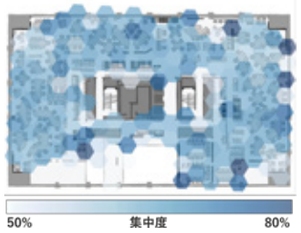
Introduction Video

GISTA application

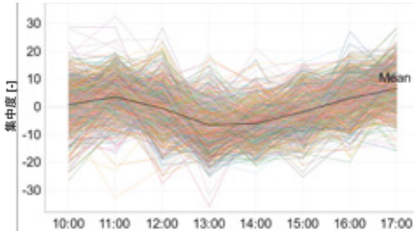


See how to use GISTA

The GISTA application provides real-time confirmation of biometric indicators such as concentration and stress levels. By combining location information with biometric data, it is possible to visualize where work is being done with a high level of concentration. Based on the results, improvements to the office space can be considered to increase productivity.



Concentration level heat map

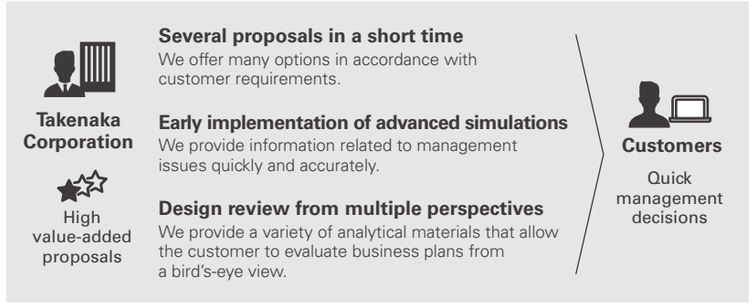


Concentration level progression per day

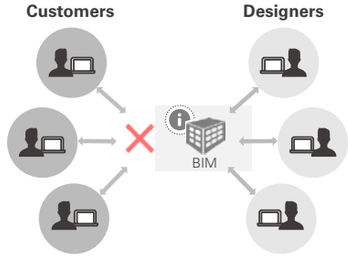
Development of Design BIM Tool for early implementation of high value-added proposals

We have developed a new tool for design proposals, the Design BIM Tool, and we have begun to apply it to all projects that begin with basic design. This tool provides multiple design proposals in a short period of time according to customer requirements, and it can also provide data in a form that is easy for the customer to visualize. The tool also allows advanced simulations to be performed early in the project, and BIM models created by architectural, structural, and equipment designers can be cross-referenced and verified to accelerate the creation of higher value proposals and support the customer's decision-making process as they move forward with their business plan. We help customers make the decisions necessary to move their business plans forward.

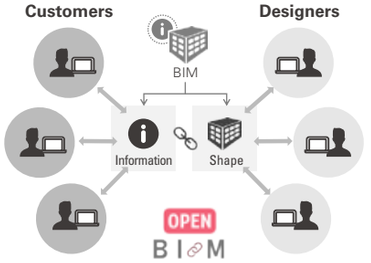
Introduction Video



After separating the various "information" and "shape" data related to the building, we can manage them all together in the Design Portal and share them with customers as needed.



Previous BIM tools

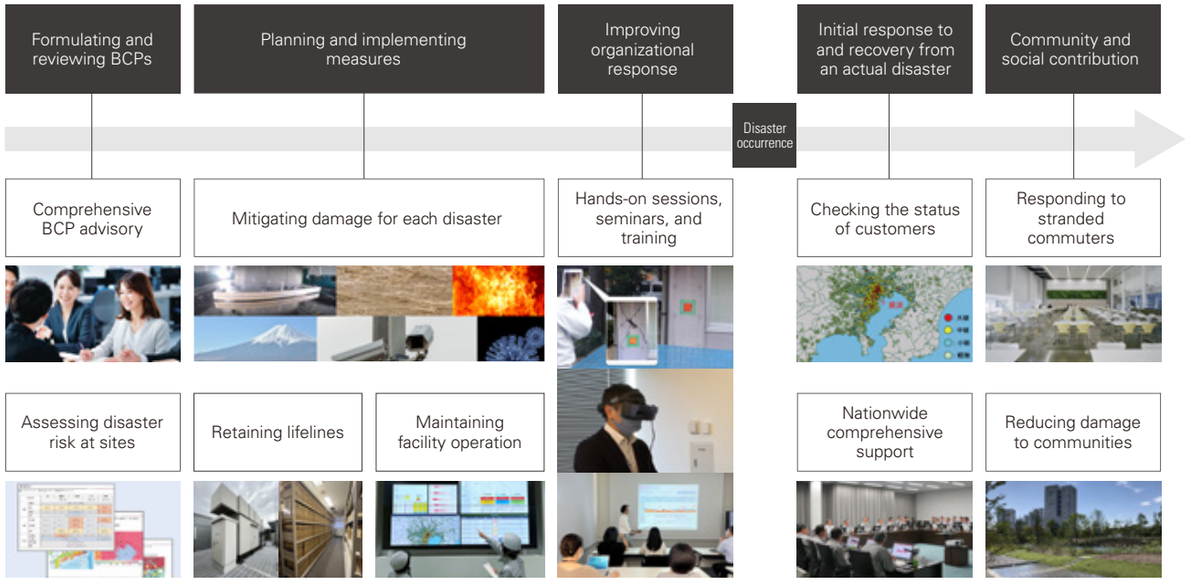


Information sharing in the Design Portal

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.

Our disaster resilience support

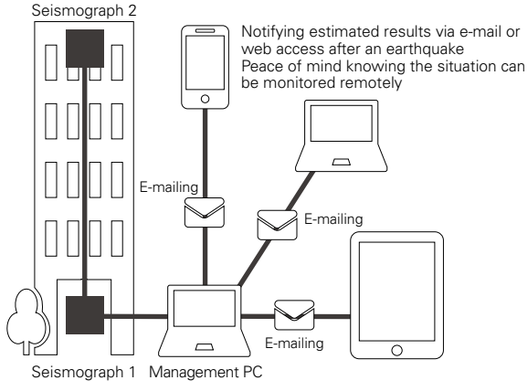


One-stop support to improve disaster resilience

There is a growing interest in strengthening resilience to prepare for possible major earthquakes and more severe disasters in the future. We offer not only hardware measures such as BCP and disaster prevention, but also support at various stages through our specialized departments. In recent years, we have provided solutions that are close to our customers, such as facility risk assessments against volcanic eruptions and ash fall, and support for personnel training and research. Through these disaster resilience solutions, we are contributing to the safety and security of customers and urban areas.

Earthquake resistance technologies

We propose optimal structural technologies such as earthquake resistance, seismic isolation and vibration control for the safety of buildings.

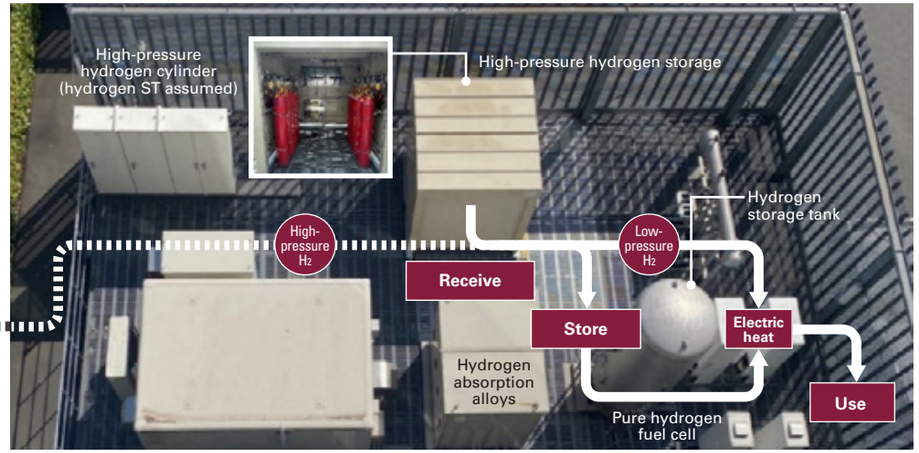


Structural Soundness Estimation Support System
A system that estimates the soundness of buildings after an earthquake and notifies customers of the results.

Contributing to a carbon-neutral society by promoting the use of hydrogen

Toward a hydrogen society, we will promote the use of hydrogen energy in buildings and provide optimal solutions that contribute to the decarbonization of customers by aiming to realize off-site systems that "receive," "store" and "use" hydrogen.

Hydrogen ST
(assumed future)



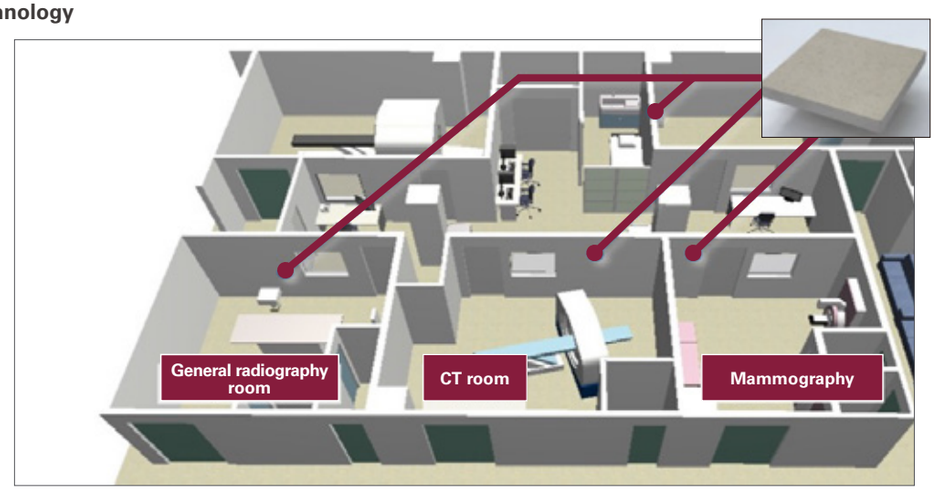
Hydrogen demonstration plant (after modification in 2023)

Radiation shielding technology

We provide solutions to ensure safety not only in nuclear facilities, but also in research and medical facilities that use radiation.

RadBoard®-X

A gamma and x-ray shielding board made of inorganic materials that we have developed as an alternative shielding material to lead that is friendly to the global environment and the human body.



Examples of applications of Takenaka-developed technologies in medical imaging facilities

New urban creation using human flow data

By repeating the cycle of simulation, measurement, analysis, and visualization, changes in human flow and movement safety can be confirmed in advance of the planning stage. This will help resolve issues such as reducing congestion at office entrances, improving the way commercial facilities are used (facility circulation), and improving the use of public spaces.

Click here for details

Human flow solutions

Production and logistics facility restructuring and consulting

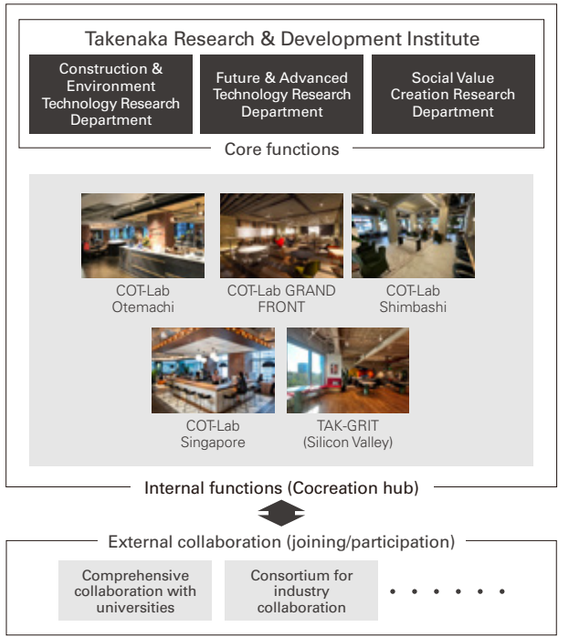
We help resolve issues related to aging production and logistics facilities, effective site utilization, and other complex restructuring needs to improve productivity. We also maximize the potential of facilities by strengthening BCP measures and improving the environment.

Six perspectives on restructuring concept planning

Contributing to a Sustainable Society with Technology

Seeds Paper Pavilion, Foresting Architecture
During Expo 2025 Osaka, Kansai, the Seeds Paper Pavilion will be used as a temporary building for eventgoers to take a break from the festivities.

Click here for details



Future-oriented initiatives for technological development

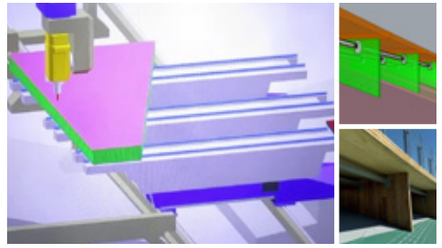
We are also actively engaged in open innovation in order to accelerate technological development.
At Takenaka, this is carried out in three phases of technology exploration, cocreation planning, and cocreation implementation, and we utilize the Takenaka Open Lab System, a flexible system that is not bound by location or framework.
The Takenaka Open Lab System is centered around the Takenaka Research & Development Institute, which consists of three research departments, and also features four COT-Labs in Japan and globally, which are cocreation hubs with industry, government, and academia.
Through these systems and activities, in addition to conventional problem-solving technology development, we are also working on "problem-creation" technology development that allows us to identify potential problems ourselves and leads us toward solutions.

Improving the environment around construction sites using a mobile convenience store
Together with Hitachi High-Tech and CROCO ART FACTORY, Takenaka Corporation tested a mobile convenience store at the construction site for the Expo 2025 Osaka, Kansai. The store is operated by FamilyMart.

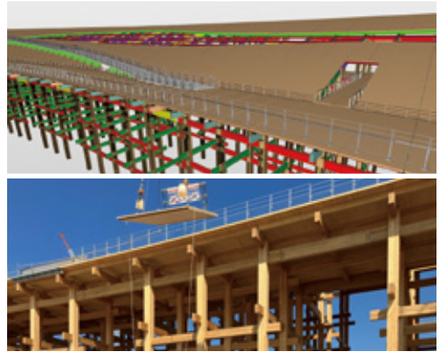
Using grape cultivation for rooftop greening
Takenaka Corporation, together with Mitsubishi Estate, is cultivating grapes on the rooftop of an office building in Otemachi with the aim of greening part of downtown Tokyo. We produced wine from the harvested grapes and held a tasting event.

DX initiatives at construction sites

Digital fabrication was adopted for construction of the large roof ring for Expo 2025 Osaka, Kansai. Wooden components were modeled with complex shapes on a computer with the data sent to a processing machine, which fully automated all processes from cutting the components to drilling holes. The completed components were also delivered to the site at optimal times, improving production efficiency and shortening the construction period.



Model for wooden components and processing

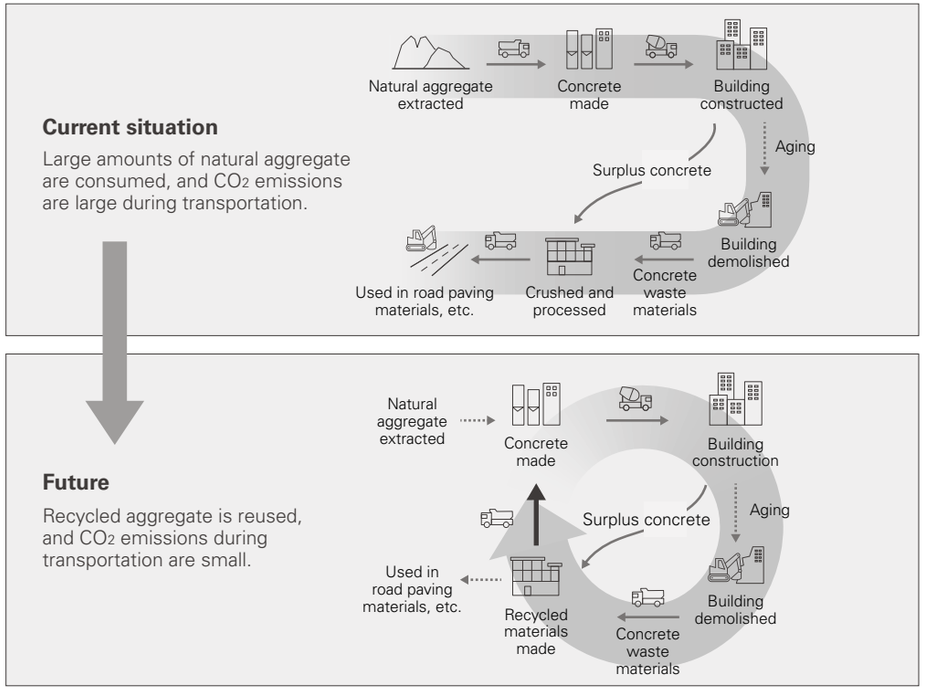


Large roof ring model and construction

Initiatives for realizing a circular economy with concrete

We have begun developing environmentally friendly cement that reduces CO_2 emissions during production, and Circular Concrete, which uses recycled aggregate from waste concrete generated during the demolition of buildings and surplus concrete that is returned unused.
In the future, we aim to recycle used concrete in urban areas into concrete for new applications, thereby protecting the environment and reducing the burden of transporting concrete.

Future vision of the concrete cycle

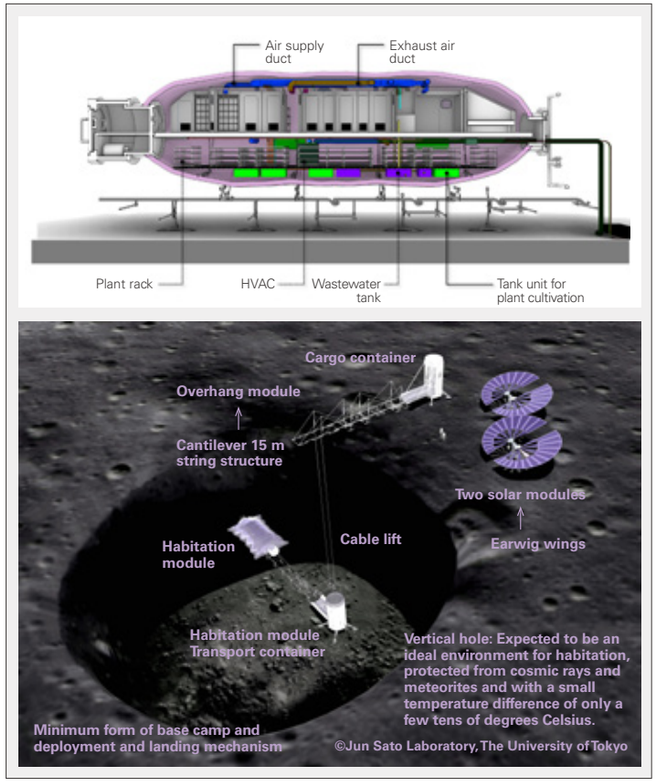


Initiatives for making human life possible on the moon

Based on the idea that the larger perspectives of space and the Earth will be useful for our future lives, we joined a project* to develop a base camp that will enable people to begin living on the moon. The project is being carried out by the University of Tokyo, Kyushu University, and the Japan Aerospace Exploration Agency (JAXA). Takenaka Corporation is in charge of indoor architectural planning and structural studies for the habitation module that will be the base of operations for humankind at the base camp to be set up on the moon.

*Project: "Development of the minimum configuration and deployment/landing mechanism for the base camp to start habitation in the lunar polar regions and vertical holes"

Sample image of interior design plan for the habitation module



Business Activities of Major Group Companies in Japan

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

Takenaka Civil Engineering & Construction Co., Ltd.

Realizing a sustainable society by making things that are people friendly and environmentally friendly

Since its establishment in 1941, Takenaka Civil Engineering & Construction has served as the Takenaka Group company responsible for the civil engineering projects. Under the Management Philosophy, "Contribute to society by passing on the best works to future generations," it has endeavored to enrich people's lives by improving social overhead capital (SOC), which includes dams, tunnels, shields, land reclamation, and other civil works. In line with the mission of the construction industry, "Protect people's daily lives by creating strong and resilient lands," the company is working to strengthen national lands, prevent and mitigate the effects of disasters, and extend the life of SOC stock in response to increasingly severe natural disasters in recent years. It is also promoting DX in the construction industry, which is facing a shortage of workers, and it is actively working to improve productivity through the use of ICT. Sharing the Corporate Message, "Bridge between people and the earth" with all employees, Takenaka Civil Engineering & Construction will promote sustainable initiatives that are mindful of the environment. The company is committed to steadily fulfilling its social responsibilities by transforming into an organization that regenerates and creates the natural environment.

Top left: Ōno Aburazaka Road Kamihanbara Tunnel
Top right: Kamiyuchi Wind Farm
Bottom left: Hokuriku Shinkansen Takefu Bridge
Bottom right: Able to explore the conceptual diagram upon completion by viewing the 3D model with AR


Centralized Control Center for next-generation building management


TKY01


Ibaragi factory

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 architecture 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, it 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.

TAK E-HVAC Corporation

People and environmentally friendly environmental development

Since its founding in 1943, TAK E-HVAC, as a member of the Takenaka Group, has evolved into a comprehensive MEP company while expanding its business under the Management Philosophy, "Contribute to the creation of a better social environment by earning customer satisfaction through total engineering with electrical, water supply and drainage, and air conditioning systems for buildings." From planning proposals to construction and after-sale services, we will demonstrate consistent first-rate engineering capabilities to provide "creation of earth friendly environments that customers require," and we will apply MEP environments that meet all needs. As a comprehensive MEP engineering company of the Takenaka Group, TAK E-HVAC Corporation will contribute to creating better environmental spaces and a sustainable society.

DT Precon Co., Ltd.

Contributing to improved productivity and the environment with precast concrete products

DT Precon Co., Ltd. was established in May 2022 jointly with Daikyo Construction Co., Ltd. (located in Chiba City, Chiba Prefecture) as a manufacturing plant for precast concrete products. Following a facility expansion in May 2023, DT Precon is currently expanding its business with orders for projects from other super general contractors and mid-sized general contractors, both within and outside the Takenaka Group. The company is focused on shortening the construction process, reducing the number of workers required for on-site work, and providing products that benefit the environment. It has obtained third-party certification to manufacture products using ECM Concrete®, which is made from blast furnace slag. As demand is expected to increase further in the future, DT Precon will give shape to the "idea" that its business will offer solutions in the construction industry and ultimately the issues facing society. In the process, the company will contribute to the continuous development of the Takenaka Group and the realization of a sustainable society.

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 members, including two from outside, audits the execution of duties by members of the Board of Directors, including attendance at Board 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 it 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.

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.

Sustainability Central Committee

The Sustainability Central Committee is working to improve and develop our corporate value by identifying issues that society requires, and then deliberating and formulating policies and plans for addressing these issues across our entire group.

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.

Corporate Sustainability Department

The Corporate Sustainability Department was established at our Head Office to promote education and awareness of human rights and compliance through CSR and compliance promotion officers and leaders who have been appointed throughout the group.

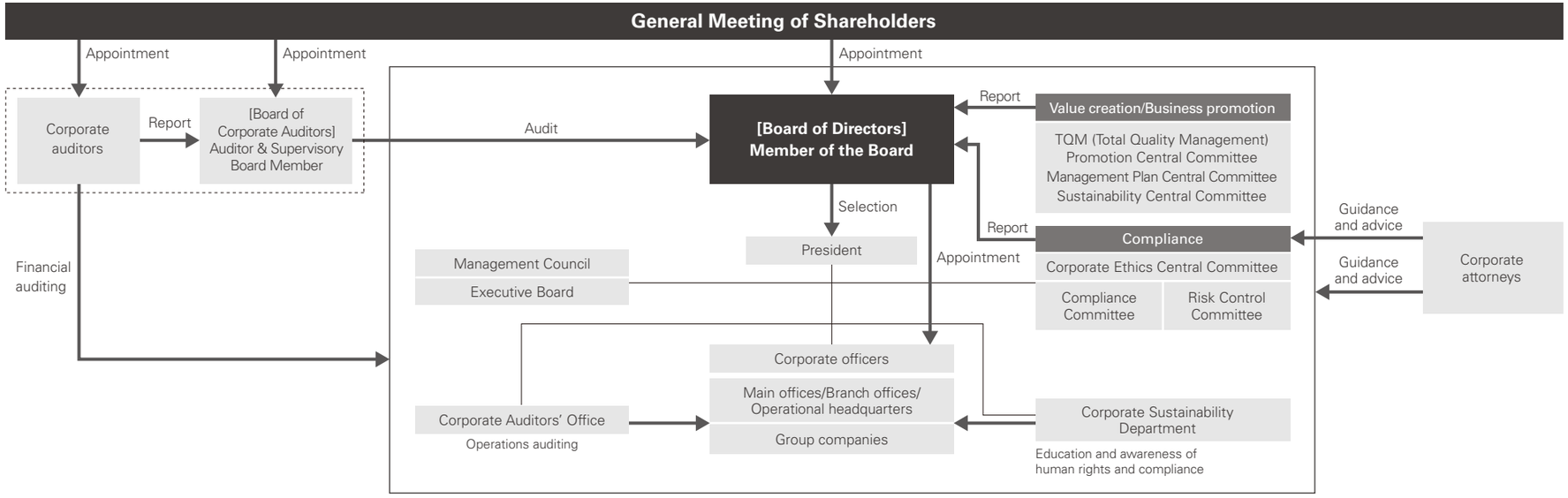
Corporate auditors

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



Skills matrix

Under our Management Philosophy of "Contribute to society by passing on the best works to future generations," we have contributed to society by combining the skills of a craftsman with advanced technology.
To flexibly address the demands of a rapidly changing era while carrying on this tradition, the Board of Directors places emphasis on leveraging the collective strengths of each director, combining their diversity, expertise, and experience with the ultimate goal of realizing a sustainable society and enhancing corporate value.

Classification	Name	Title	Corporate management	Regional business operations	Project development sales	Architecture business (design and production)	Overseas business	ESG Sustainability	Management Finance and accounting General administration and personnel
Members of the Board	Masato Namba	President	✓		✓				
	Masato Sasaki	President	✓		✓			✓	
	Masataka Kodama	President		✓	✓				
	Taisei Kondo	President		✓	✓	✓			
	Toichi Takenaka	Member of the Board	✓		✓		✓		
	Yuichiro Takenaka	Member of the Board			✓		✓		
	Yosuke Maezawa	Member of the Board			✓		✓		✓
	Shigeto Chono	Member of the Board		✓	✓	✓			
	Naoyuki Nakamura	Member of the Board			✓		✓	✓	✓
	Tomoaki Kawai	Member of the Board			✓	✓		✓	
	Ryo Mitsueda	Member of the Board			✓	✓			
	Koichi Takenaka	Member of the Board (Part-time)	✓		✓				
Audit & Supervisory Board Members	Shigetsugu Yoshida	Audit & Supervisory Board Member				✓	✓	✓	
	Hajime Takeuchi	Audit & Supervisory Board Member						✓	✓
	Chika Saka	Outside Audit & Supervisory Board Member					✓	✓	✓
	Takuya Kawasaki	Outside Audit & Supervisory Board Member					✓	✓	

Building a Strong and Sound Organizational Foundation

Ensuring compliance

We set up a Compliance Committee under the Corporate Ethics Central Committee, which is chaired by our president, as a system to ensure and promote compliance. In addition to establishing action policies and checking the progress status, the Compliance Committee checks the handling status of individual cases and provides instructions on improvement measures. We have also set up committees at branches to develop policies and programs, and a person in charge of compliance has been assigned to each business location.
Our Corporate Code of Conduct clearly states that we will carry out fair business dealings, maintain transparent relationships with political and government entities, and not engage in bribery or any other corrupt practices to obtain unfair advantage or other improper benefits.
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 locality as well as international rules. Education and awareness-raising activities include making our Corporate Code of Conduct known to all employees, position-specific training that includes sessions led by an attorney covering external compliance incidents and actions to take, publication of news on the latest trends, messages from top management during the annual groupwide Compliance Month, and workplace meetings with all employees participating.

Promoting respect for human rights

On September 1, 2018, we established a Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights. Then in accordance with our Corporate Philosophy and Corporate Code of Conduct, we also set up Activity Guidelines for our business activities to pursue initiatives aimed at respect for human rights.
Meanwhile, we have been working to reduce human rights risks that were identified and assessed in that same year, and we have been receiving annual evaluations by experts in order to make improvements.
Since 2022, we have also been examining our global supply chains to confirm that there are no high risks of human rights violations. On visits to actual locations, we speak to employees of partner companies and check working conditions and workplace environments.

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

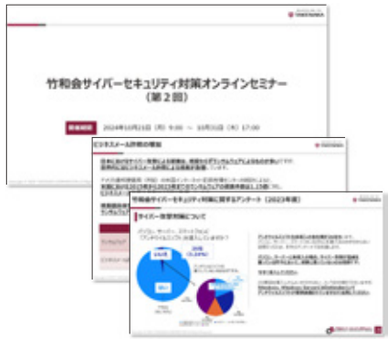
We have established a basic policy for information security, and we are taking careful measures in this area to protect the information assets of customers.
Especially in response to the wider application of cloud computing, IoT, AI, and other such tools from the recent advance of operational reforms driven by digitalization, and the growing threat of cyberattacks, the entire Takenaka Group, including global subsidiaries, has introduced a security system to protect against external attacks and unauthorized intrusions as well as a system that can detect attacks early and minimize damage. At the same time, we have built Takenaka-SIRT as an incident response team. To strengthen cybersecurity measures in our supply chains, we also focus on educating and raising awareness of partner companies. This includes holding online seminars for major partner companies.

Examination of business continuity plans (BCPs)

As preparation against possible natural disasters, including major earthquakes, storms, floods, and volcanic eruptions, we have formulated companywide BCPs to confirm the safety of our employees and their families, and to check the status of damage and restoration at all of our offices, 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 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 Wind and Flood Damage Countermeasures Manual to prepare for such emergencies.
In addition to earthquakes, storms, and floods, the Tokyo metropolitan area is expected to sustain extensive damage from the ashfall of any volcanic eruptions, especially a large-scale eruption of Mount Fuji. We have therefore created a new Volcanic Eruption Countermeasures Manual, and we are taking measures against ashfall, including facility maintenance and reviews of supplies.

Compliance month poster


Guidance on human rights due diligence from external advisors



Online seminars for key cooperating companies


Disaster simulation training

Social Contribution Activities

In addition to the preservation, opening to the public, and utilization of the Important Cultural Property, "Chochikukyo," we are coordinating with three of our corporate foundations, the Takenaka Scholarship Foundation, Takenaka Carpentry Tools Museum, and Gallery A⁴ (A Quad), to promote *mécénat* activities, which include dissemination of architectural culture.

Important Cultural Property "Chochikukyo" opens to the public

This building is a representative wooden modernist house from the early Showa period that remains in Oyamazaki-cho, in Kyoto Prefecture. It was the fifth residence of Koji Fujii, who had worked in our early design organization and was later a professor at Kyoto University. He improved the building many times before achieving its final form. We acquired Chochikukyo in late 2016, and the residence was designated as an Important Cultural Property of Japan in 2017. Through collaboration and cooperation with the local area, we have been working to foster and share architectural culture that unites the community.

While receiving guidance from the Agency for Cultural Affairs, Kyoto Prefecture and Oyamazaki Town as well as receiving national subsidies, we have been proceeding with a series of improvements on the property since 2018 as the project owner. Some of these efforts include disaster recovery and prevention equipment, preservation repairs, and the exterior garden. With improvements completed in the spring of 2023, all three buildings (Main building, Kanshitsu (Room of Quiet), and Tearoom) and the garden have been restored to almost their original state and are presently open to the public with a reservation. Visitors are able to enjoy tours led by an enthusiastic local staff member providing commentary.

Global activities and mutual collaboration among our corporate foundations

We have established three corporate foundations for philanthropy and scholarship. These are the Takenaka Carpentry Tools Museum, Gallery A⁴ (A Quad), and the Takenaka Scholarship Foundation. Through these organizations, we implement *mécénat* and educational programs 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.

The Takenaka Carpentry Tools Museum has held global exhibitions in the past. Special exhibitions for promoting Japan's traditional architecture were held in Paris, France and Los Angeles, United States from 2023 to 2024. Meanwhile, the Takenaka Scholarship Foundation and Gallery A⁴ have jointly organized exhibitions for education and disseminating information, such as *A New Perspective of Books: The Future of Public Libraries* exhibition in 2023 and *The Naturalistic Gardens of Piet Oudolf Field of Circular Life* exhibition in 2024. Based on the purpose of establishing each foundation, we are also working on social issues set forth in our SDGs.


Main building


Kanshitsu (Room of quiet)


Tearoom

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. In 2023, as part of the scholarship's 60th anniversary, we completed construction of a new, environmentally friendly student dormitory in Tokyo as a place that contributes to the local community.

Takenaka Scholarship Foundation


New student dormitory (Nerima, Tokyo)

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


Paris exhibition

Gallery A⁴ (A Quad)

Opened in 2005 on the first floor of Takenaka Corporation's Tokyo Main Office as a venue for communicating "enjoyment of architecture, as well as the arts and culture," most exhibits at Gallery A⁴ have been organized independently. Thinking of architectural culture from a broader perspective that includes not only design and technology, but also nature and the environment, lifestyles and livelihoods, education, science, and urban creation, the aim of Gallery A⁴ is to deepen the affinity between architecture and issues close to people's hearts. By taking such a future-oriented view, we hope to help shape a more prosperous society.

Gallery A⁴ (A Quad)

Oudolf exhibition

Community Social Contribution Activities

Our Head Office, main offices, and each branch office participate in and cooperate with local community events especially near our areas of operation, and we give classes and lectures at local schools, universities, and other places. We also have a system to recognize community service by our employees, who can submit an entry of their efforts any time during the year. Then awards are given annually in June for outstanding activities.

Promoting community contribution activities at main and branch offices

We promote and support community contribution activities led by our main and branch offices, and affiliated companies nationwide.

Main examples of these diverse activities include collecting and donating plastic bottle caps, lending facilities to local businesses, visiting universities and high schools to give lectures and lead classes, participating in tree planting and cleanup activities near our offices, hosting and welcoming visitors to our construction project offices and business offices, participating in and sponsoring local festivals and events, donating calendars and emergency food supplies, and posting children's drawings and placing flowers on the temporary enclosures of our construction project offices.
Although the number varies from year to year, recently nearly 300 activities have been logged annually. Data on these activities is collected at the Head Office from each main and branch office via the CSR/compliance leaders, from Takenaka Corporation via an original registration system, UnitBase, and from affiliated companies via email. Overviews of the logged activities are made available for all to view on the intranet and a quarterly memo is also sent to all employees encouraging them to log community contribution activities in an effort to raise awareness of such efforts.

Site office tour for undergraduate students majoring in architecture

Participating in events at the Head Office

At present, we continually sponsor and participate in events, and hold workshops in Koto City, where both our Takenaka Central Building with our Tokyo Main Office and headquarters, and the Central Building South with many group companies, are located. Proceeds from workshops are donated to the Green Fund of the National Land Afforestation Promotion Organization, which is working to regenerate Japan's forests.

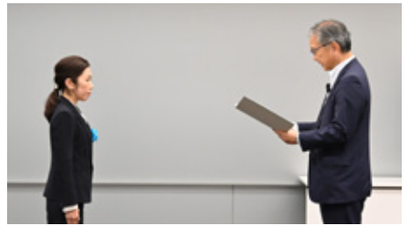
Koto City Environment Fair

The Koto City Environment Fair is an environment-themed event held every June for local residents at Environmental learning and information center Ecokkuru-Koto.
Since the use of wood is linked to the revitalization of forests and the reduction of CO_2 emissions, we hold workshops at our booth to make *kumiko* coasters. *Kumiko* is a traditional Japanese wood craft in which finely processed pieces of wood are assembled into geometric patterns without nails. At our workshop, coasters were assembled from *Kumiko* craft kits made of cypress from Kiso in Nagano Prefecture. The kits were supplied through cooperation with the Takenaka Carpentry Tools Museum.
Our booth also introduced the company's initiatives for a circular economy (Circular Design-Build) using posters.

Takenaka Corporation's booth at the Environmental Fair

Environmental and social contribution awards

Every year in June, which we have designated as the Takenaka Group Environment Month, we carry out a variety of activities, such as holding environmental lectures led by outside experts and displaying awareness posters. Part of this program is the presentation of environmental and social contribution awards, the latter being for activities that made significant contributions to local communities. The President of Takenaka Corporation presents the Award for Excellence in Social Contribution Activities to outstanding activities selected from the submissions after a rigorous screening process by Takenaka Corporation and group company executives.
At the award ceremony, after the certificates and prizes are presented, the award recipients explain the activities that led to their award. The ceremony is broadcast to all employees in real time via the web in an effort to further raise awareness about the company's community and social contributions.



Introduction of activities by award recipients and presentation of certificates by the president

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 customer, 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.

Cumulative number of awards	241 (first place)
Cumulative number of awards for design-build	126 (first place)
Number of awards received for design-build in 2024	4 (first place)

The ranking in parentheses represents a comparison among general contractors.

The 65th BCS Prizes Winner (2024) Kyoto Higashiyama Project (Kyoyamato & Park Hyatt Kyoto)

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.

Cumulative number of awards	82 (first place)
Cumulative number of awards for design-build and awards for design	41 (first place)
Number of awards received in 2024	2 (both first place)

The ranking in parentheses represents a comparison among general contractors.

FY2024 BELCA Awards Best Renovation Category
Takashimaya East Building

Good Design Award

Japan Institute of Design Promotion

Established by the former Ministry of Trade and Industry in 1957, the Good Design Award is one of the largest and most prestigious design awards in the world. The judging criteria have changed over time, but these are regarded as milestones in Japanese design and industry.

Cumulative number of awards	246 (first place)
Number of awards received in 2024	13 (first place)

Number of awards including system development and products

The ranking in parentheses represents a comparison among general contractors.

Good Design Best 100 2024
Ibaraki City Cultural and Childcare Complex Onikuru

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. In 2024, Takenaka Corporation received one AIJ Prize and one AIJ Young Research Award.

Cumulative number of selected works	313 (first place)
Number of works selected in 2024	10 (first place)

The ranking in parentheses represents a comparison among general contractors.

Selected Architectural Designs 2024 Toshiyoshiya -BYAKU Narai-

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 2024 are below.

Environmental and Equipment Design Awards	1 Best Award, 4 others
Japan Wood Design Award	2
Nikkei New Office Award	2

SHASE Awards (The Society of Heating, Air-Conditioning and Sanitary Engineers of Japan)	Award of Technology 2
IEIEJ Awards (The Institute of Electrical Installation Engineers of Japan)	1 Best Development Prize, and 2 others
International Design Awards (IDA)	6*

* Number of International Design Awards (IDA) for 2023 entries

ESG-related certification and activities

External evaluations

Major external awards

Our continuing sustainability efforts have been highly evaluated outside the company. Below are the major certifications and awards we have received for our actions.

Click here for a list of certifications and awards

Major awards received in 2024

Selected as a CDP Climate Change A List company for 2024

In February 2025, Takenaka Corporation was selected as a Climate Change A List company for 2024 by CDP, which operates an environmental information disclosure system. CDP sends out a questionnaire to companies about their environmental measures and related information disclosures, and based on their responses it rates them on an eight-point scale from "A" or "A-" to "D" or "D-." The highest-rated companies are published in the CDP A List.

Gold Medal in the EcoVadis Sustainable Rating

In October 2024, we received a Gold Medal in the sustainability rating from EcoVadis in France.

Certification as Other Effective Area-based Conservation Measure (OECM)

Takenaka Training Center's Seiwadai Forest

In February 2024, the Takenaka Training Center's Seiwadai Forest (located in Kawanishi City, Hyogo Prefecture) was certified as an "other effective area-based conservation measure," or OECM, by the Ministry of the Environment. This certification recognizes that the forest's natural, woodland environment, home to a diverse range of fauna and flora, including rare species, is maintained and managed under clear policies, and that the forest is also used for employee training and regional collaboration. This is the second time that Takenaka Corporation has received OECM certification, following the SHI-RA-BE Forest (located in Inzai City, Chiba Prefecture) in 2023.

* News release: SHI-RA-BE Forest at the Takenaka Research & Development Institute certified as an OECM by the Ministry of the Environment for contributing to nature positivity

Recognized as a Certified Health & Productivity Management Outstanding Organization

Every year since 2019, we have been selected as a Certified Health & Productivity Management Outstanding Organization by the Ministry of Economy, Trade and Industry.

* This program recognizes businesses that implement particularly excellent health and productivity management, based on their efforts to address local health issues and health promotion initiatives promoted by the Nippon Kenko Kaigi.

Our health management

Pride Index

Takenaka Corporation received "Silver" in the Pride Index 2024, an index established by Work with Pride to evaluate corporate' efforts toward the LGBTQ+ community in the workplace. We will continue to strive to create a rewarding work environment where everyone can work with enthusiasm, regardless of gender, nationality, age, disability, sexual orientation, or gender identity.

Sustainable finance

Background and objectives

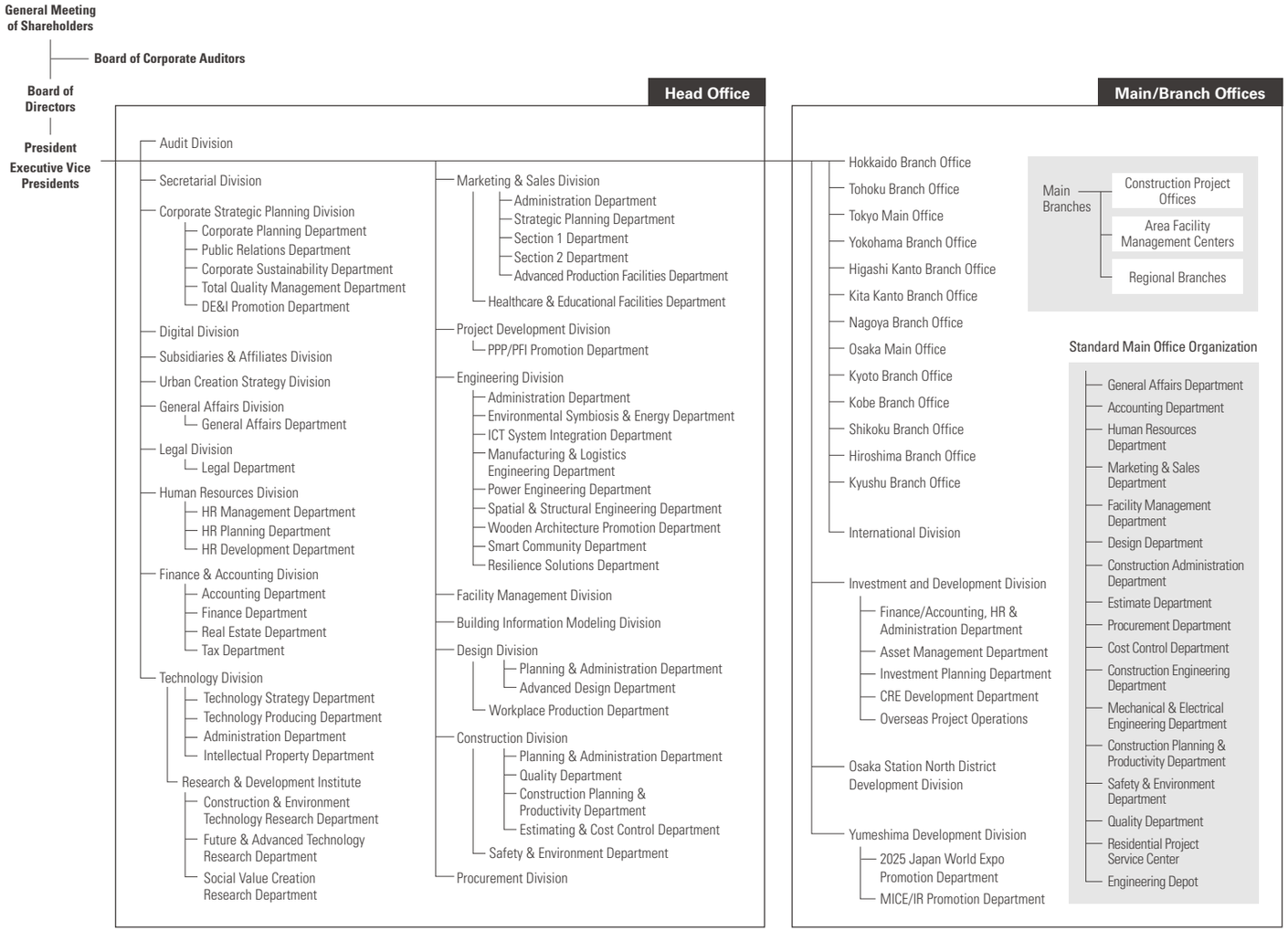
As building a sustainable society has become a major issue amid initiatives such as SDGs (Sustainable Development Goals) and adoption of the Paris Agreement, sustainable finance, which aims to encourage transformation to new industrial and social structures, has been positioned as infrastructure that will support sustainable socio-economic systems. Amid such background, we started to make use of positive impact finance and sustainability-linked loans from 2023. Aiming to resolve social issues and achieve sustainable growth groupwide, we redefined our major objectives (materiality) in the same year from short-, medium-, and long-term perspectives, and we have begun to implement initiatives in this direction. We will continue our efforts to achieve SDGs and contribute to the realization of a sustainable society.

Click here for details

	2020	2021	2022	2023	2024	Remarks
CDP Climate Change score	B	A–	B	B	A	Voluntary response from 2020
EcoVadis Rating	—	Platinum	Gold	Gold	Gold	No score in 2020 due to a gap in assessment dates
Nikkei SDGs Management Survey	★3.5	★4	★3.5	★3.5	★4.0	Starting from 2019

Company Name	Takenaka Corporation
Head Office	1-13, 4-chome, Hommachi, Chuo-ku, Osaka, Japan
Capital	¥50 billion (as of March 31, 2025)
Construction Licenses	Ministry of Land, Infrastructure and Transport Construction License (Special-6, General-6) No. 2744
Number of Employees	7,804 (Takenaka Group: 13,598) (as of January 1, 2025)
Affiliates	55 subsidiaries, 17 affiliates, and 1 related company
License Holders	Licensed first-class architects ····· 2,418 Licensed first-class building works execution managers ····· 2,437 Licensed professional engineers ····· 202 Ph.D.s ····· 131 (as of January 1, 2025)
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. Sumitomo Mitsui Banking Corporation Mizuho Bank, Ltd. Resona Bank, Ltd. Mitsubishi UFJ Trust and Banking Corporation Sumitomo Mitsui Trust Bank, Ltd. The Norinchukin Bank, and others

Corporate Organization (as of April 1, 2025)



Income Statement and Balance Sheet (Consolidated)

(Millions of yen)

	83rd term 2020	84th term 2021	85th term 2022	86th term 2023	87th term 2024
Orders received	1,238,508	1,306,428	1,445,799	1,685,757	1,493,300
Revenues	1,237,758	1,260,430	1,375,410	1,612,423	1,600,129
Operating income	39,788	46,367	28,333	45,676	53,118
Operating margin (%)	3.2	3.7	2.1	2.8	3.3
Ordinary income	46,954	57,799	39,392	59,301	70,913
Net income	30,528	39,346	30,266	37,464	56,154
Net assets	751,745	822,449	873,909	977,375	1,091,382
Total assets	1,442,958	1,581,524	1,741,214	1,997,069	2,090,447

Other Financial Data (Consolidated)

(Millions of yen)

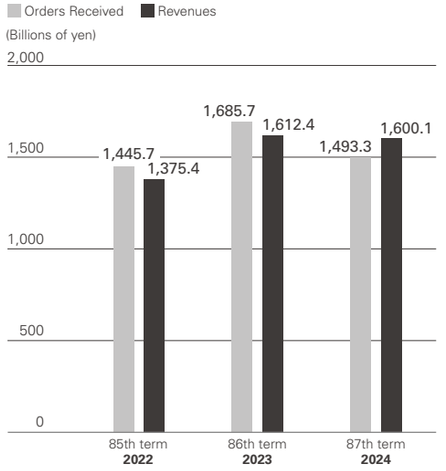
	83rd term 2020	84th term 2021	85th term 2022	86th term 2023	87th term 2024
Cash flow from operating activities	(7,863)	96,522	(3,505)	110,253	16,826
Cash flow from investing activities	(33,051)	(14,654)	48,510	(34,593)	(43,067)
Cash flow from financing activities	23,054	2,200	(4,201)	(7,725)	(15,148)
Research and development expenses (Billions of yen)	9.3	9.5	9.1	9.1	9.4
Capital investment (Billions of yen)	43.2	26.7	45.8	48.1	45.4
Return on equity (ROE) (%)	4.1	5.0	3.6	4.1	5.5

Revenues by Business (Consolidated)

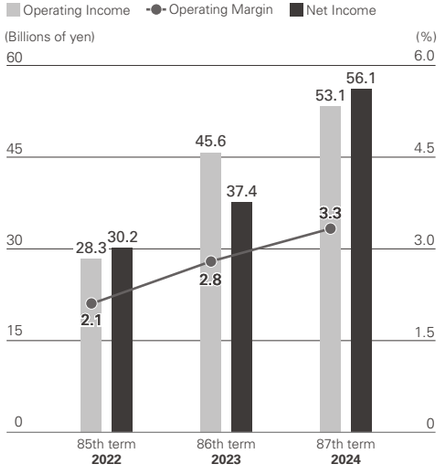
(Millions of yen)

	83rd term 2020	84th term 2021	85th term 2022	86th term 2023	87th term 2024
Construction business	1,146,184	1,152,439	1,246,212	1,471,738	1,449,581
Development business	35,571	49,254	66,106	70,752	76,618
Others	56,002	58,736	63,091	69,932	73,928

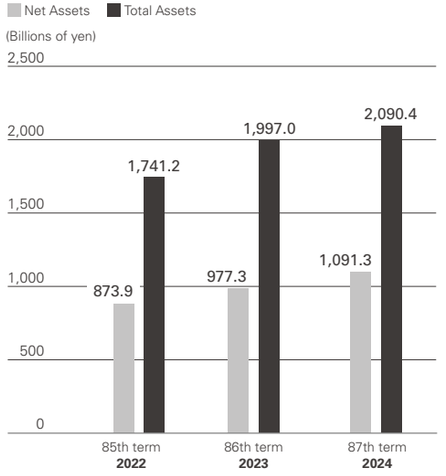
Orders Received/Revenues (Consolidated)



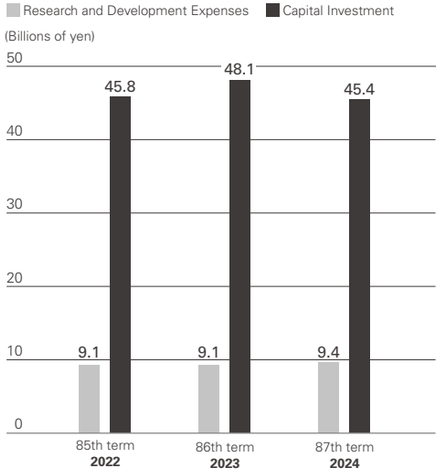
Operating Income and Operating Margin/ Net Income (Consolidated)



Net Assets/Total Assets (Consolidated)



Research and Development Expenses/ Capital Investment (Consolidated)



Revenues by Region (Consolidated)

(Millions of yen)

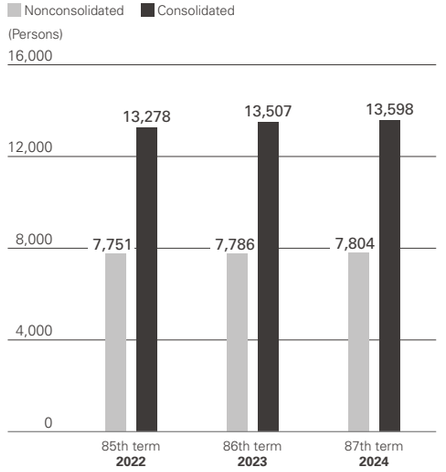
	83rd term 2020	84th term 2021	85th term 2022	86th term 2023	87th term 2024
Japan	1,117,451	1,114,353	1,161,857	1,320,913	1,349,141
Asia	64,605	79,456	120,777	183,870	111,243
Europe	44,605	45,070	52,406	64,370	94,282
North America	11,095	21,549	40,368	43,268	45,462
Others	–	–	–	–	–

Nonfinancial Data (Nonconsolidated)

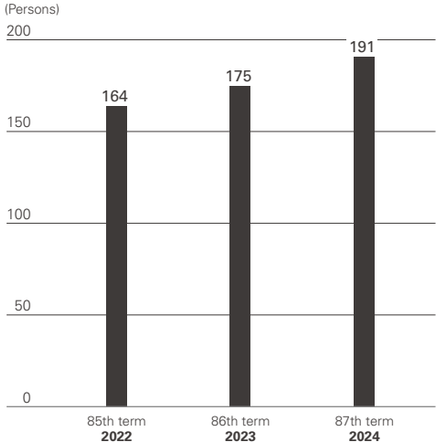
	83rd term 2020	84th term 2021	85th term 2022	86th term 2023	87th term 2024
Number of employees (Consolidated)	7,741 (13,171)	7,757 (13,212)	7,751 (13,278)	7,786 (13,507)	7,804 (13,598)
Average age of employees	44.0	44.1	44.3	44.6	44.4
Average length of continuous employment (Years)	19.1	18.5	18.6	18.9	19.2
Number of women in managerial positions	146	155	164	175	191
Accident frequency rate (accidents requiring absence of four days or more from work)*1	0.43	0.64	0.26	0.45	0.29
CO_2 emissions intensity during construction work (t/100 million yen)*2	9.9	8.3	8.7	9.9	*3
Construction by-products recycling rate (per volume)*4	93.5	94.5	94.3	95.4	95.6
Rate of number of CASBEE S- and A-rank projects (%)*5	91.7	93.8	98.5	95.2	97.0

*1 Frequency rate excluding office work hours. Ratio of fatalities and injuries due to work-related accidents, requiring absence of four days or more from work, per million total working hours (including independent contractors).
*2 Per value of completed work
*3 This data will be published once calculated.
*4 Covers new construction and expansion, renovation, and dismantling. Does not include construction sludge and specially controlled industrial waste.
*5 Total number of S- and A-rank projects among the company's design projects.

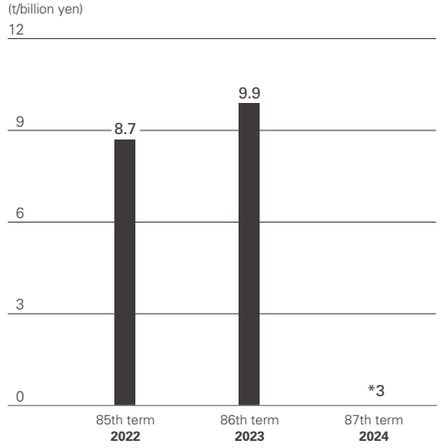
Number of Employees (Nonconsolidated and Consolidated)



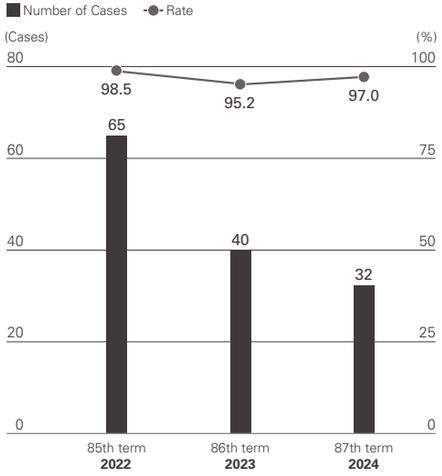
Number of Women in Managerial Positions (Nonconsolidated)



CO_2 Emissions Intensity During Construction Work (Nonconsolidated)



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



Dreams into Reality for a Sustainable Future

TAKENAKA

TAKENAKA CORPORATION

HEAD OFFICE
OSAKA
4-1-13 Hommachi, Chuo-ku, Osaka 541-0053, Japan
Tel: +81-6-6252-1201

MAIN OFFICES
TOKYO
1-1-1 Shinsuna, Koto-ku, Tokyo 136-0075, Japan
Tel: +81-3-6810-5000

OSAKA
4-1-13 Hommachi, Chuo-ku, Osaka 541-0053, Japan
Tel: +81-6-6252-1201

BRANCH OFFICE LOCATIONS
Sapporo, Sendai, Yokohama, Chiba, Saitama, Nagoya, Kyoto, Kobe, Takamatsu, Hiroshima, and Fukuoka

TAKENAKA RESEARCH & DEVELOPMENT INSTITUTE
1-5-1 Otsuka, Inzai-shi, Chiba 270-1395, Japan
Tel: +81-476-47-1700

OVERSEAS OFFICES AND SUBSIDIARIES
THAI TAKENAKA INTERNATIONAL LTD.
BANGKOK
Silom Complex, 26th Floor, 191 Silom Road, Bangrak, Bangkok 10500, Thailand
Tel: +66-2-266-2800

PT. TAKENAKA INDONESIA
JAKARTA
MidPlaza 1, 18th Floor, Jl. Jend. Sudirman Kav. 10-11, Jakarta 10220, Indonesia
Tel: +62-21-573-5660

TAKENAKA (MALAYSIA) SDN. BHD.
KUALA LUMPUR
E-17-08, Menara SUEZCAP 2, KL Gateway, No.2, Jalan Kerinchi, Gerbang Kerinchi Lestari, 59200 Kuala Lumpur, Malaysia
Tel: +60-3-7931-6800

TAKENAKA SINGAPORE PTE LTD
SINGAPORE
15A Changi Business Park Central 1, Eightrium #03-04
Singapore 486035
Tel: +65-6899-8989

TAKENAKA INDIA PRIVATE LTD.
GURGAON
Unit No 1002, 10th floor, Vatika City Point, M.G. Road, Gurgaon 122002, Haryana, India
Tel: +91-124-483-5900

TAKENAKA VIETNAM CO., LTD.
HO CHI MINH CITY
4th floor, HD Tower, 25bis Nguyen Thi Minh Khai, District 1, Ho Chi Minh City, Vietnam
Tel: +84-28-3822-7730

TAKENAKA (CHINA) CONSTRUCTION CO., LTD.
SHANGHAI
Room 3902, 39F Longemont Yes Tower, 399 Kaixuan Road, Changning District, Shanghai, 200051 P.R. China
Tel: +86-21-6859-1201

TAKENAKA EUROPE GmbH (European Headquarters)
DÜSSELDORF
Grafenberger Allee 136, D-40237 Düsseldorf, Germany
Tel: +49-211-167940

Takenaka Construction Engineering U.S.A., Inc. (U.S.A)
SAN FRANCISCO
222 Mason Street, San Francisco, CA 94102, U.S.A.
Tel: +1-415-362-7133

TAK DEVELOPMENT, INC.
NEW YORK
70 East, 55th Street, 3rd Floor, New York, NY 10022, U.S.A.
Tel: +1-212-489-6001
SAN FRANCISCO
222 Mason Street, 5th Floor, San Francisco, CA 94102, U.S.A.
Tel: +1-415-398-0232

TAK HAWAII, INC.
HONOLULU
Topa Financial Center-Fort Street Tower, 745 Fort Street, Suite 708, Honolulu, HI 96813, U.S.A.
Tel: +1-808-523-5899

https://www.takenaka.co.jp/takenaka_e

2505 BC