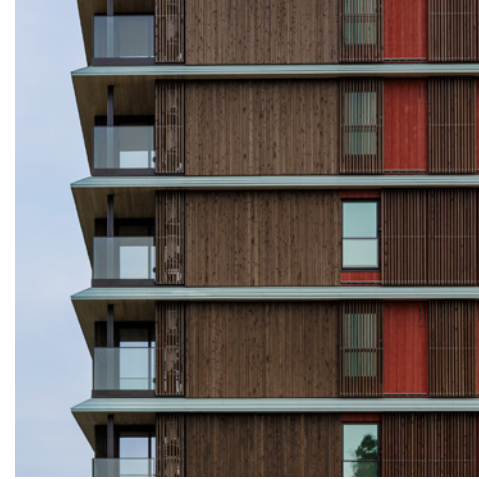
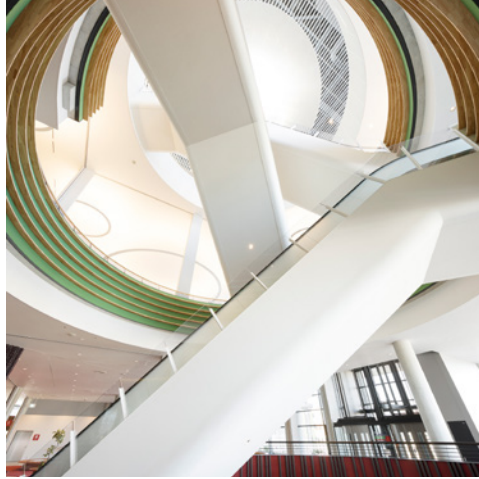
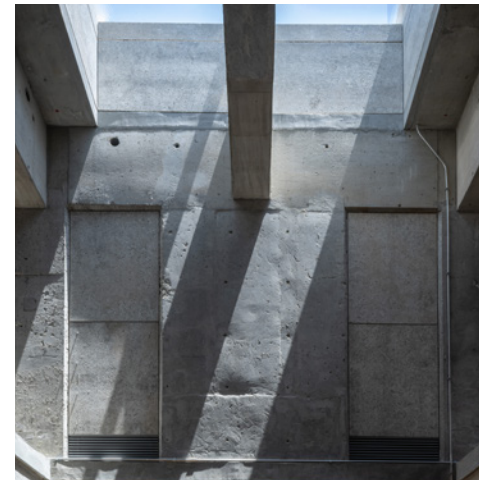
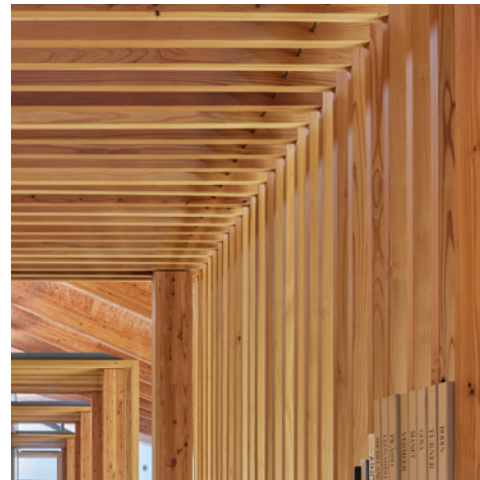




TAKENAKA Corporate Report
2026



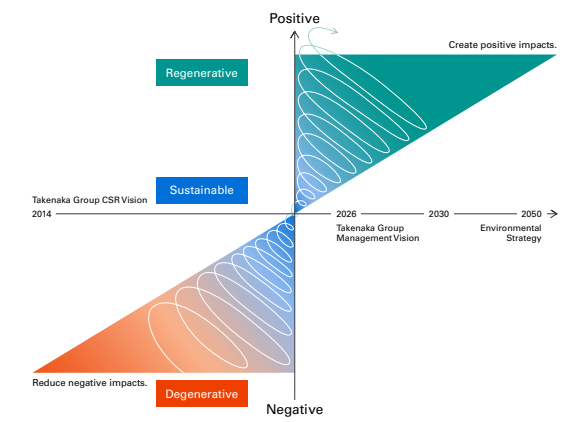
The Takenaka Group has kicked off activities under a new Group Management Vision in 2026. Recognizing changes in the business environment, we have defined new major objectives (materiality) for the group and formulated a Medium-Term Management Plan ending in 2030 with the aim of achieving these objectives. The first half of this report covers our future initiatives and the second half our activities in 2025.

The Takenaka Group of Tomorrow

Messages from Management

▶ p. 8–

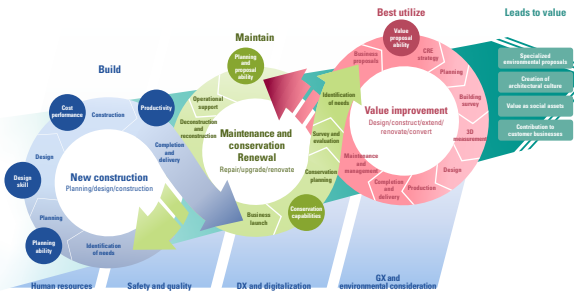
This section introduces our new concept of “regenerative” as a way to further advance sustainability initiatives. It also covers the Group Management Vision defining where we want to be and direction for each of the group’s businesses, our value creation process, and new major objectives (materiality) identified for 2026 onwards.



Environmental Strategy and
Medium-Term Management Plan

▶ p. 15–

This section clearly explains the policy and mission of Environmental Strategy 2050, which kicked off in 2025, as well as the six core business strategies and four management foundation strategies to be implemented from 2026 onwards.

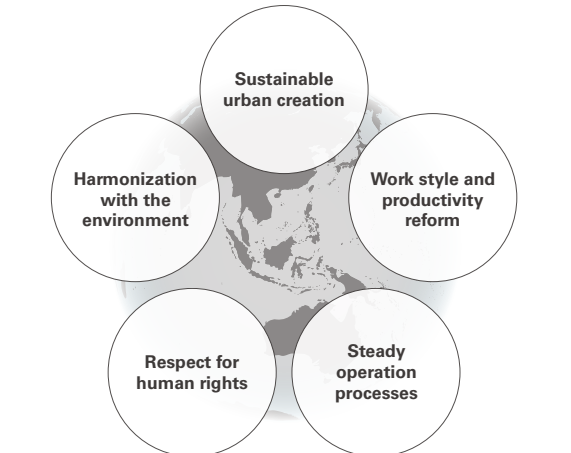


The Takenaka Group in 2025

Major Objectives (Materiality)

▶ p. 27–

This section features explanations and results for the five categories identified as major objectives (materiality) for 2023 to 2025.



Business Activities and Core Technologies

▶ p. 47–

This section looks at the results of the group’s six core businesses, as well as the design, engineering, technological development, and core technologies of group companies.



We will inform all of our stakeholders through this report and our website about the operations and initiatives that the Takenaka Group is pursuing under its regenerative approach.

Editorial policy

We have compiled this Takenaka Corporate Report 2026 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 2025.
Some contents concern activities conducted outside this period.

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

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

Date of issue
Japanese: March 2026 (next issue March 2027).
English: May 2026 (next issue May 2027).

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

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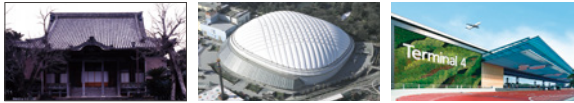
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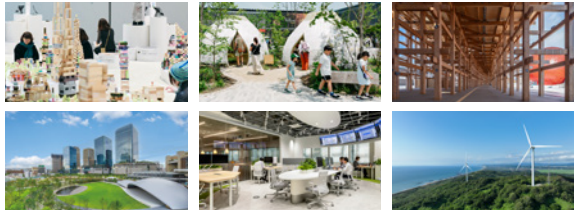
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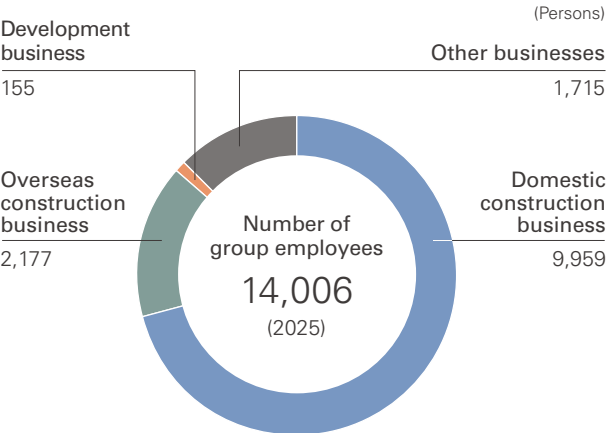
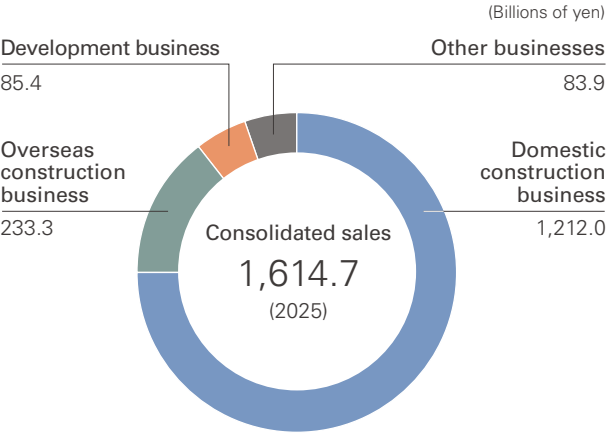
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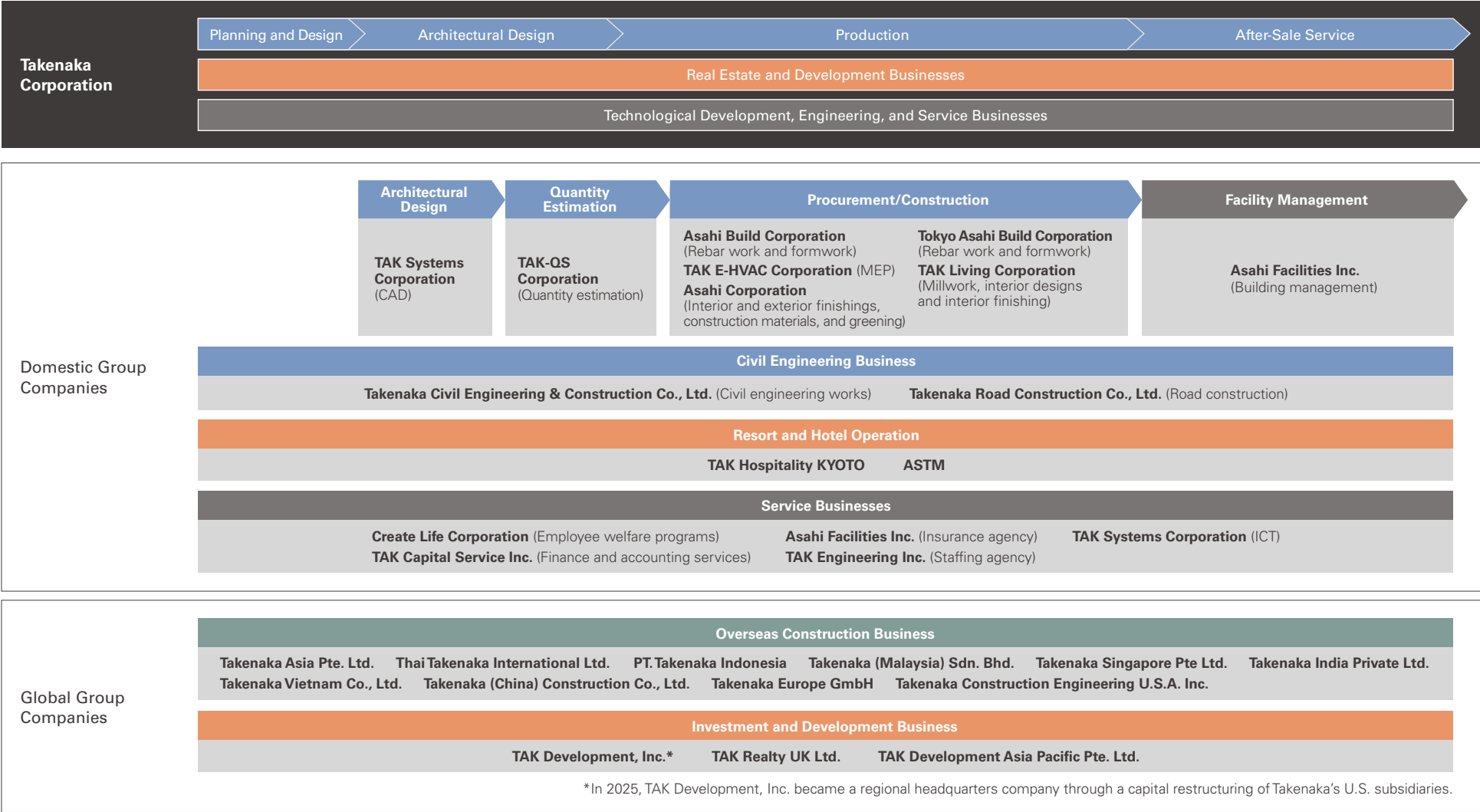
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Our entire group will meet customer expectations at every stage of urban creation.

Takenaka Group’s Business Size



Principle Operations of Main Affiliates



Across 400 Years Since the Founding of Our Business,
Takenaka Has Been Honing Its Skills to Deliver a Wide Spectrum of Value to Society.

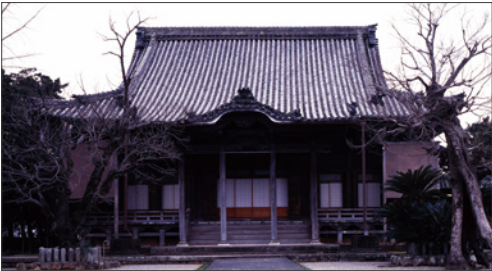
Specializing in building construction for more than four centuries, Takenaka has contributed to the development of the construction industry and society by producing a multitude of landmark buildings. Our Management Philosophy, “Contribute to society by passing on the best works to future generations,” is derived from the [torio](#) (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–
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 *torio* (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-jinja (Shrine)
 - 1874 Nagoya Garrison Barracks
 - 1884 Mitsui Bank Nagoya branch
 - 1890 Hojo (living quarters of the head priest) of Tofuku-ji (Temple)
 - 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. | 1937 | Takenaka Corporation established. | 1963 | Takenaka awarded first prize in National Theatre Design Competition. |
| 1868 | Meiji Restoration | 1941 | Takenaka Civil Engineering & Construction Co., Ltd. established. | 1964 | Project Development Division established. Quarterly magazine <i>approach</i> first published. Tokyo Olympic Games |
| 1894 | Sino-Japanese War | 1945 | World War II ended. | 1969 | Asahi Facilities Inc. established. |
| 1899 | Touemon Takenaka expanded the business into Kobe (first year of company establishment). | 1959 | Takenaka Building Research Institute opened. | | |
| 1909 | Unlimited Partnership Takenaka Komuten established. | 1960 | Takenaka & Associates, Inc. established in the United States. | | |
| 1923 | Great Kanto Earthquake | 1961 | Takenaka Scholarship Foundation 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 | 1986 Takenaka awarded the Best Design Prize for the Second National Theatre, Tokyo in the Tokyo International Design Competition. | 1995 Great Hanshin-Awaji Earthquake First Conference of the Parties (COP1) to the United Nations Framework Convention on Climate Change | 2004 Principles of Corporate Ethics established. |
| 1971 “Green in Design” activities started. | 1988 Chairman Renichi Takenaka awarded the Deming Prize. | 1996 Takenaka received ISO9001 certification. | 2005 Tokyo Main Office received the highest CASBEE rank. Gallery A ⁴ opened. |
| 1973 Takenaka Europe GmbH established. First oil crisis | 1992 Takenaka awarded the Deming Grand Prize. Takenaka Global Environmental Charter established. United Nations Earth Summit held. | 1997 Kyoto Protocol to the United Nations Framework Convention on Climate Change adopted at COP3. Takenaka received ISO14001 certification. First Takenaka e-Report (Environmental Report) published. | 2007 Moen-Wood certified as a fire-resistant laminated timber by the Minister of Land, Infrastructure, Transport, and Tourism. |
| 1974 Offices established in Southeast Asian countries. | 1993 Takenaka Research & Development Institute relocated. | | 2009 Companywide policies (Safety & Health Policy, Quality Policy, Environmental Policy) established. |
| 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. | | | |

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.



2017
Changi International Airport Terminal 4



2020
FLATS WOODS KIBA



2022
OSAKA UMEDA TWIN TOWERS
SOUTH



2024
NAGASAKI STADIUM CITY



2025
Expo 2025 Osaka, Kansai, Japan's Grand Ring
(West Construction Area)

Major works in this period

2013	Osaka Timber Association Building	2018	FORMER YAMAGUCHI MANKICHI HOUSE / kudan house	2020	Yokohama City Hall	2023	Haremirai Sennichimae Ibaraki Civic Hall
2014	National Gallery Singapore preservation and utilization	2019	Kyoto Higashiyama Project (Kyoyamato & Park Hyatt Kyoto)		PACIFICO Yokohama North	2024	KOBE SUMA SEA WORLD GRAND GREEN OSAKA
2017	Global Gate Pacific Century Place Jakarta		Ariake Arena Shibuya PARCO • HULIC building National Cerebral and Cardiovascular Center	2022	Tokyo Midtown Yaesu		NAGASAKI STADIUM CITY
						2025	Expo 2025 Osaka, Kansai, Japan's Grand Ring (West Construction Area)

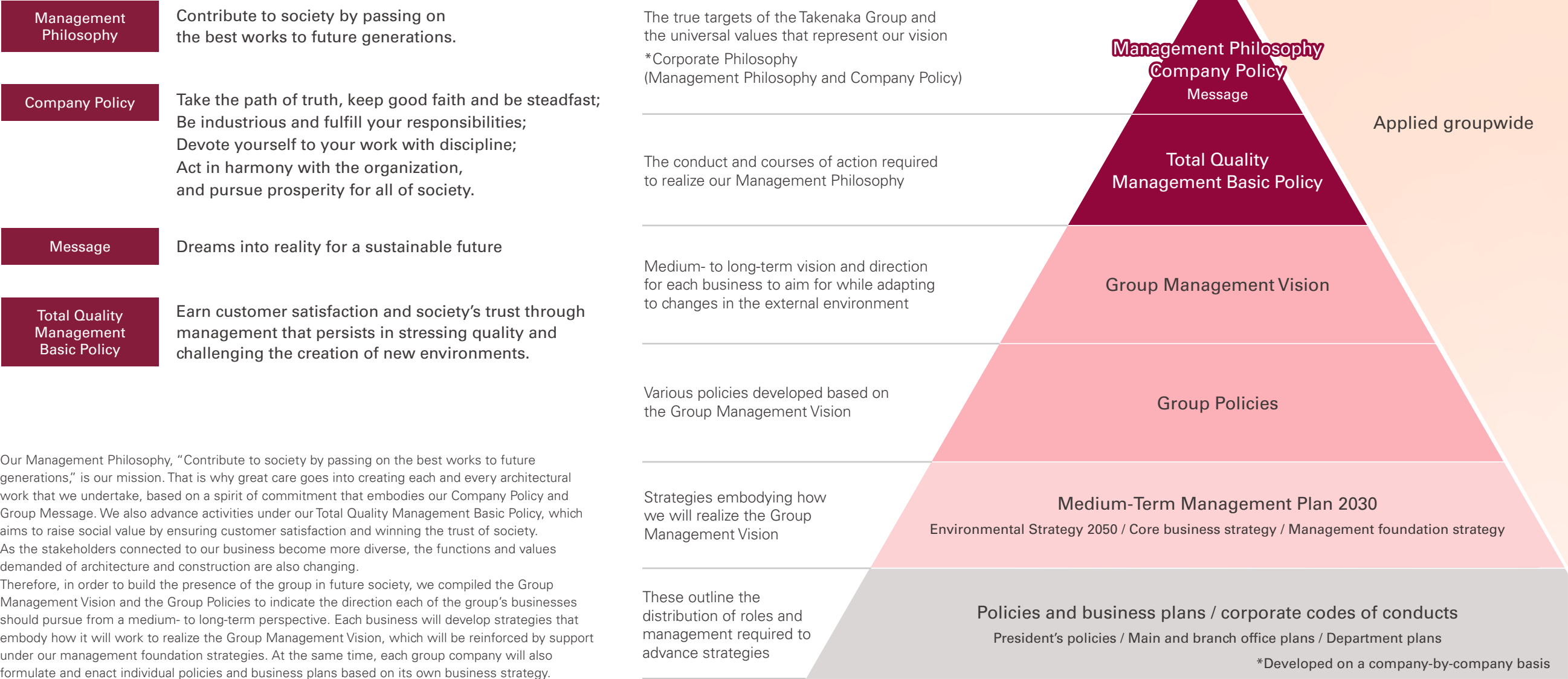
Major events for society and Takenaka

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.	2014	Takenaka Group CSR Vision and Group Message established. Takenaka Carpentry Tools Museum relocated.	2020	Japan announced that it would achieve carbon neutrality by 2050.	2025	Environmental Strategy 2025 established. Expo 2025 Osaka, Kansai held in Japan.
2011	Great East Japan Earthquake	2015	The Paris Agreement adopted at the 21st session of the United Nations Climate Change Conference (COP21).	2021	The Olympic and Paralympic Games held in Tokyo. Long-term CO ₂ emissions reduction target revised.	2026	Takenaka Group Management Vision began. Medium-Term Management Plan 2030 commenced.
2012	Takenaka Corporate Code of Conduct established. Biodiversity Action Guidelines established.	2016	Wooden Architecture Promotion Department established.	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).	2027	Japan to host Green × Expo 2027
		2017	2025 Japan World Expo Promotion Department, Urban Creation Strategy Division established. Chochikukyo designated as a national Important Cultural Property.	2023	Group's long-term CO ₂ emissions reduction target set.	2030	Japan's target year for a 46% reduction in greenhouse gas emissions from the 2013 level
		2019	Long-term CO ₂ emissions reduction target set.	2024	Group's long-term CO ₂ emissions reduction target for 2030 obtained SBT certification.	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. At the same time, we are working in cooperation with customers, government agencies, partner companies, and other stakeholders to achieve the targets of carbon neutrality by 2050 and a society in symbiosis with nature by 2050. In turn, 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

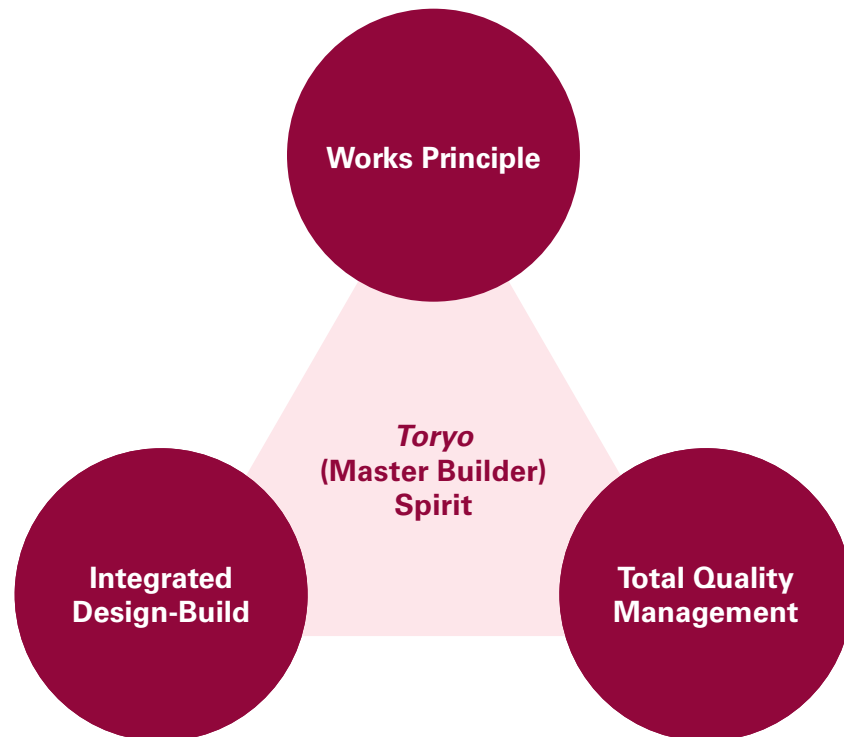


Our Management Philosophy, “Contribute to society by passing on the best works to future generations,” is our mission. That is why great care goes into creating each and every architectural work that we undertake, based on a spirit of commitment that embodies our Company Policy and Group Message. We 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 2026

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



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 populations, continue to change in ways that exceed our expectations. At the same time, 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, we aim to create new value and continue contributing to resolving social issues by striving for high-quality works and services using a regenerative mindset and approach. We have also designated environmental cocreation, technological innovation and DX, and empowering human resources as key areas for groupwide efforts, ensuring a healthier and more prosperous planet for future generations. Then, we will promote works that inspire people and contribute to society as an attractive corporate group.

April 2026

Shigeto Chono

Shigeto Chono
President

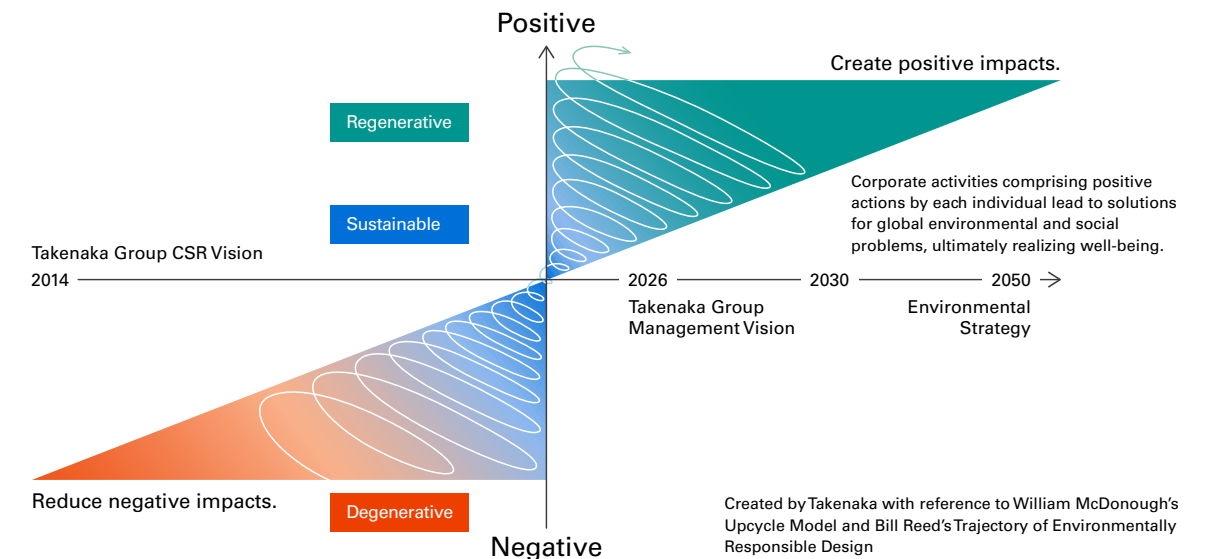
From Sustainable to Regenerative

Initiatives to date

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 as well as a sustainable society where diversity is respected, while protecting the global environment. Our urban creation concept has been 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 therefore 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.



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

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 from 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 the appeal of working environments and improving employee engagement (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 and Medium-Term Management Plan 2030

Establishment of a Group Management Vision based on the regenerative concept

Recently, we reorganized the group's philosophical framework, including our Management Philosophy and Company Policy, and updated our vision and various policies.

In particular, we revised the Group Management Vision, which lays out 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 mentioned earlier and our regenerative concept. At the same time, we also established Medium-Term Management Plan 2030 following the reorganization of our philosophy and policy frameworks.

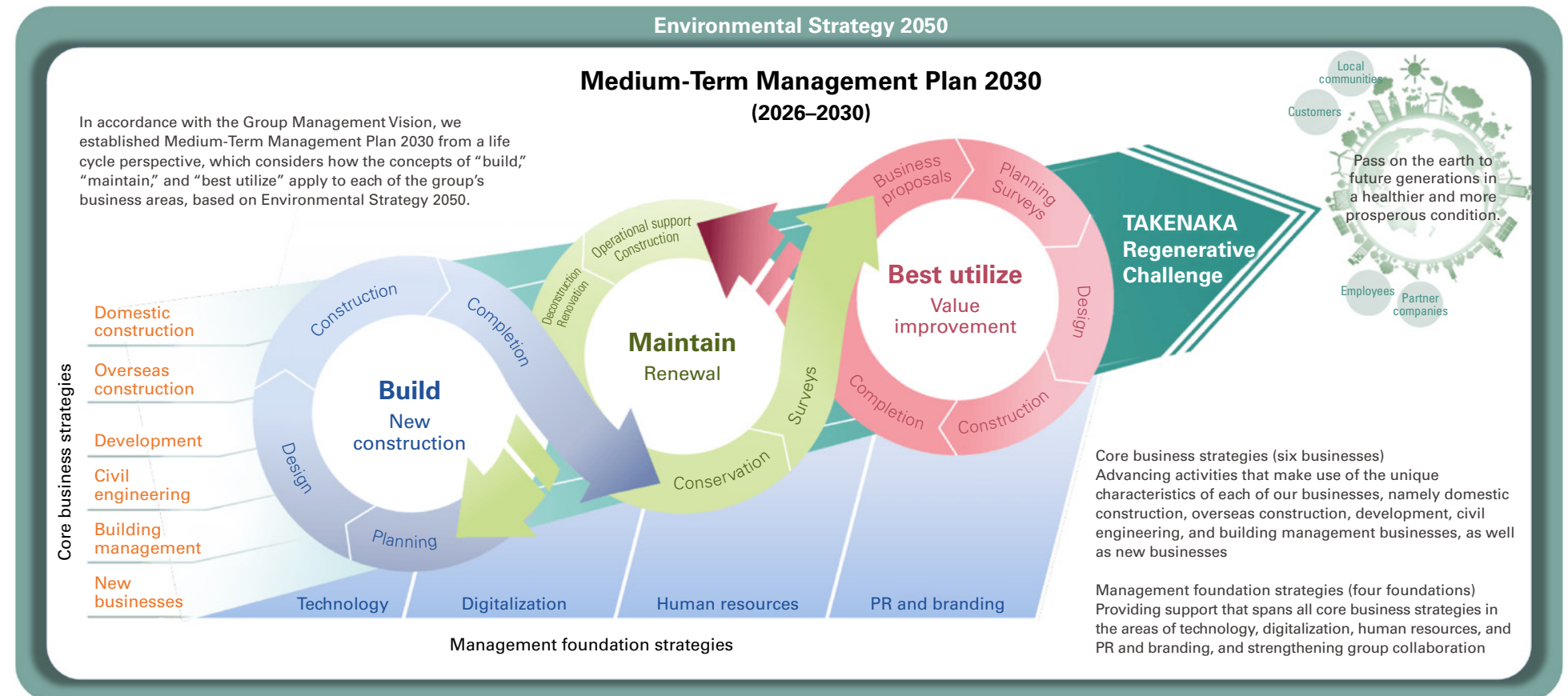
Core business and management foundation strategies

In accordance with our Group Management Vision, we have established 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, as well as new businesses. Under our 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 began implementing this Group Management Vision and Medium-Term Management Plan 2030 in January 2026.

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



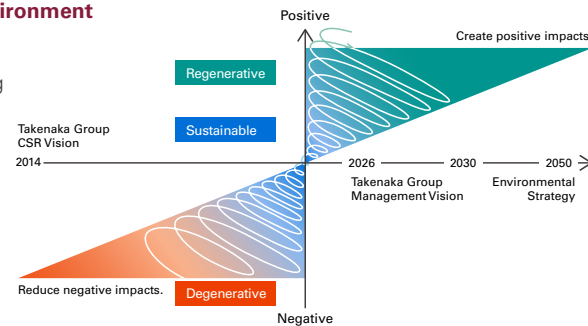
The Takenaka Group's Value Creation Process

Input: Social environment and group foundation

Stance toward changes in the social environment ▶ p. 9

Changes in the social environment

- Planetary boundaries
- Accelerating global warming
- Frequent and severe extreme weather and natural disasters
- Labor shortages due to declining birthrate and an aging population
- Faster paced technological development



The Takenaka Group's strengths

Toryo (Master Builder) Spirit

Works Principle

Integrated Design-Build

Total Quality Management

Management Philosophy

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

Company Policy

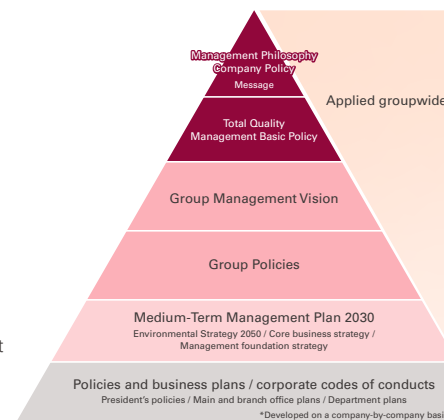
Take the path of truth, keep good faith and be steadfast;
Be industrious and fulfill your responsibilities;
Devote yourself to your work with discipline;
Act in harmony with the organization, and pursue prosperity for all of society.

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.



Business model

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

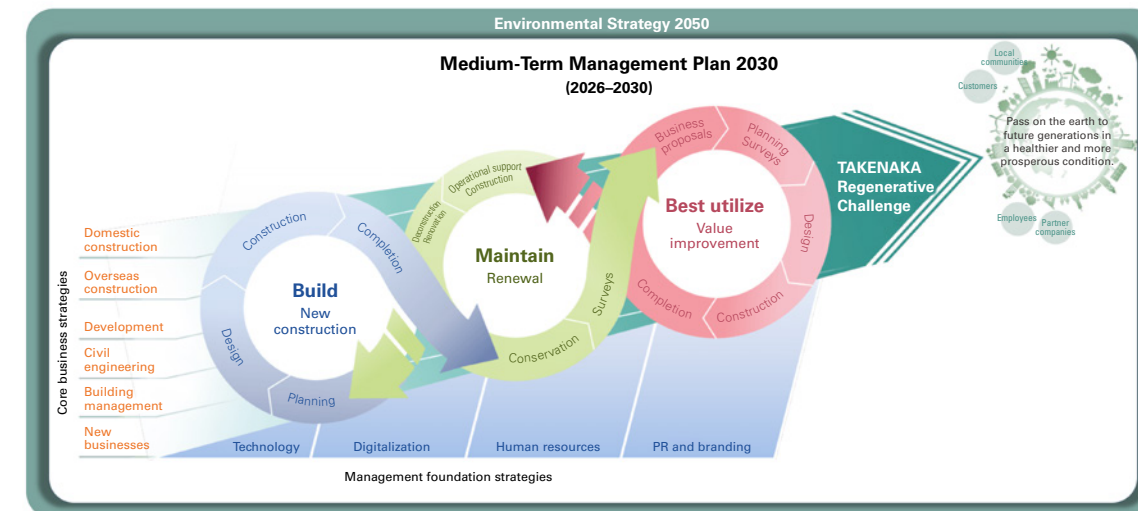
Three priority areas ▶ p. 10

Major objectives (materiality) ▶ p. 13

- Providing high quality works and services
- Environmental cocreation—Connecting people with nature
- Technological innovation and DX—Taking on the challenge of new value creation
- Empowering human resources—Developing people and spaces

Environmental Strategy 2050 and Medium-Term Management Plan 2030 ▶ p. 15

The Takenaka Group will strengthen internal collaboration by taking a life cycle perspective of “build, maintain, and best utilize” in each of the six core business areas supported by our four management foundation strategies.



Output: Value creation

Our commitment

Pass on the earth to future generations (local communities, customers, employees, and partner companies) in a healthier and more prosperous condition.

For local communities

Recover and regenerate the bounty of the earth and create a society where people can live in prosperity.

For customers

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

For employees

Support a happy life by embracing diverse work styles, pursuing job satisfaction, and providing appropriate returns.

For partner companies

Increase added value throughout the supply chain for harmony and prosperity.

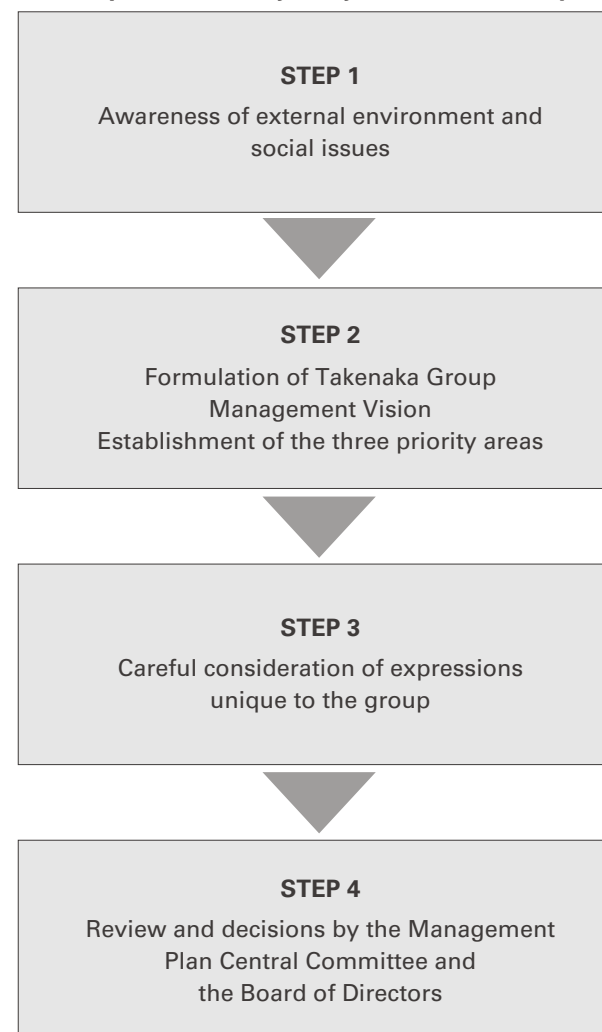
New major objectives (materiality) starting in 2026

We have established the Takenaka Group Management Vision and are comprehensively tackling three priority areas as a group through regenerative thinking to create new value and meet the demands of society. In formulating Medium-Term Management Plan 2030, we identified major objectives (materiality) based on our vision and three priority areas. In turn, we will carry out business activities following the detailed action plans and targets established to achieve them.

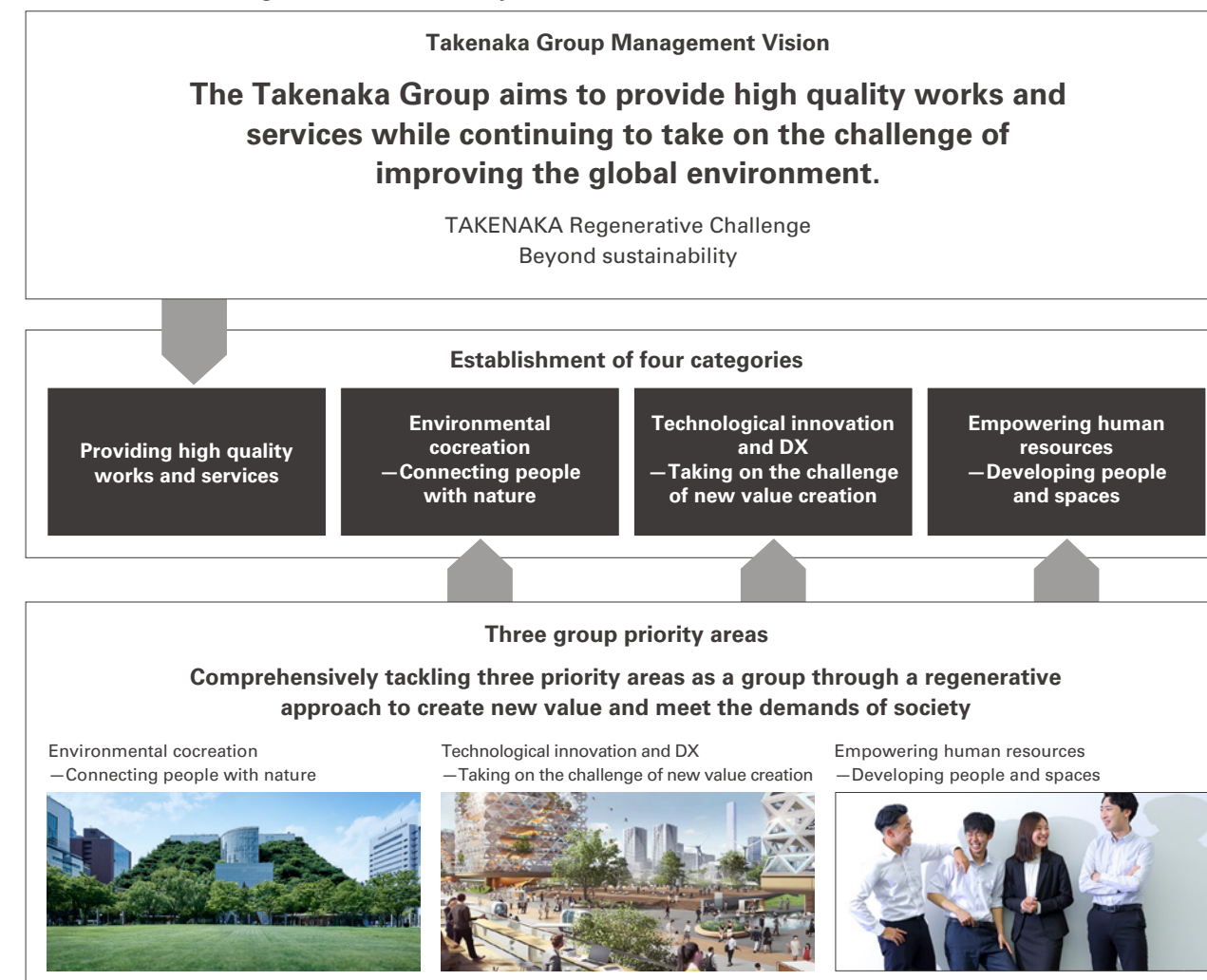
Reviewing existing major objectives in line with changes in the external environment and social issues

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 engaged experts to give more importance to external perspectives and repeated discussions with stakeholders from various positions inside the company. When reviewing the major objectives (materiality) for 2026 and beyond, we expanded the number of internal divisions involved to include 17 divisions at the head office, four branch offices, and each group company. As part of the review, we established one category from the vision and three categories from the three priority areas. 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)



Establishment of categories for the main objectives



Indicators for major objectives (materiality) and targets

Takenaka Group		Takenaka Corporation			
Category	Major Objectives (Materiality)	Indicators (KPIs)	Target and target year		
Providing high quality works and services 3 IMPROVE QUALITY AND BUILDING BALANCE 7 ENVIRONMENTALLY AND SOCIALLY FRIENDLY 11 OUTSTANDING LEADS AND CONQUISTS 12 RESPONSIBLY CONSIDERING OUR PARTNERS 13 CONSERVE RESOURCES 14 GET TO KNOW NATURE 15 LET PEOPLE LIVE 17 IMPLEMENTATION OF THE SDGs	Enhancing corporate value and brand power	Number of major external awards (design and construction)	Number of awards cumulative rank: 1st place (among general contractors)		
	Realizing workplaces without accidents or public disasters	(1) BCS Prizes	Cumulative total	1st place	
		(2) BELCA Prizes	Cumulative total	1st place	
		Customer satisfaction (CS survey)	Each year	100%	
	Elimination of serious quality problems	Number of serious quality problems	Each year	0	
	Realizing sustainable supply chains	Securing skilled construction workers and improving their working conditions (Number of people who are Takenaka Meister certified)	Each year	1,000 persons or higher	
			Compared to 2025	Increase/decrease in skilled workers compared to 2013 (10 major job categories)	
	Compliance and governance Broadly adhering to social norms and conducting sound business activities while earning trust first	Corporate ethics training implementation rate	Each year	100%	
		Number of serious violations of laws and regulations	Each year	0	
		Number of serious information security risk incidents	Each year	0	
Environmental cocreation —Connecting people with nature 7 ENVIRONMENTALLY AND SOCIALLY FRIENDLY 11 OUTSTANDING LEADS AND CONQUISTS 12 RESPONSIBLY CONSIDERING OUR PARTNERS 13 CONSERVE RESOURCES 14 GET TO KNOW NATURE 15 LET PEOPLE LIVE 17 IMPLEMENTATION OF THE SDGs	Decarbonization Achieving carbon neutrality by reducing greenhouse gas emissions	CO2 reduction rate	2030	Scopes 1 + 2: -46.2%	
				Scope 3: -27.5%	
			2050	Carbon neutral [Benchmark year: 2019]	
	Resource circulation Realizing Circular Design Build ^{*1} by promoting three types of “circulation” in all business areas	Circular Design-Build project implementation rate	2030	Circular Design-Build Actions: 100% (Number of Circular Design-Build Actions implemented ^{*2} / Total number of projects ^{*3})	
			2050	Circular Design-Build projects: 100% (Number of Circular Design-Build projects ^{*1} / Total number of projects ^{*3})	
		Reducing final disposal volume	2030	-10%	
	2050		-100%		
	Coexistence with nature Contributing to nature positivity and realizing a world that coexists with nature	Nature positive project proposal implementation rate	2030	100% (Number of nature positive projects / Total number of projects ^{*3})	
	Technological innovation and DX —Taking on the challenge of new value creation 8 IMPROVE PEOPLE AND SERVICES THROUGH DIGITAL TECHNOLOGY 9 IMPROVE ENVIRONMENT AND INFRASTRUCTURE 11 OUTSTANDING LEADS AND CONQUISTS 12 RESPONSIBLY CONSIDERING OUR PARTNERS 17 IMPLEMENTATION OF THE SDGs	Making smart business processes that enhance both job satisfaction and efficiency	Making smart construction processes rate / Number of cases	2030	Plan implementation rate: 100%
		Solutions that improve business value	Number of proposals for new value and value improvement solutions	2030	Plan implementation rate: 100%
Creating value through the application of digital technology		2030 digital transformation goals achievement rate *Mainly for increasing efficiency and refinement of the construction business	2030	100%	
		External digital services plans implementation rate *Mainly improving value provided to society and customers by applying digital technology to construction-related business areas, and support for providing new value	Each year	100%	
Empowering human resources —Developing people and spaces 5 IMPROVE PEOPLE AND SERVICES THROUGH DIGITAL TECHNOLOGY 10 IMPROVE ENVIRONMENT AND INFRASTRUCTURE 16 IMPROVE PEOPLE AND SERVICES THROUGH DIGITAL TECHNOLOGY	Creating growth opportunities and enhancing individual career development through the realization of diverse work styles driven by DE&I	Site closure achievement rate of “closed for eight days every four weeks”	Each year	100%	
		Rate of taking childcare leave by male employees	Each year	100%	
		Percentage of women in managerial positions	2030	10%	
		Implementation rate of inter-group personnel exchange plans	Each year	100%	
	Enhancing the appeal of working environments and improving employee engagement	Employee awareness survey (engagement rating)	2030	A or higher	
		Recognition as an Outstanding Organization of KENKO Investment for Health	Each year	Recognition as an Outstanding Organization of KENKO Investment for Health	
	Respect for human rights	Verifying ongoing implementation of human rights due diligence	Once a year	Verification being carried out by experts	

Identification of materiality and establishment of indicators

When identifying and assessing social issues, the Takenaka Group will link these to SDGs, and taking into account the rapidly changing business environment surrounding our group from the perspectives of E (environment), S (society), and G (governance), we will identify major objectives that should be addressed with an awareness of social sustainability. Each group company has also established key performance indicators (KPIs) and targets to work towards in order to achieve these goals. We will disclose processes and results, and proceed with regular reviews based on the social environment and our management strategy.

*1 Circular Design-Build is architecture that incorporates three circular measures: “make circulation” (design and construction that does not produce waste), “use circulation” (continued use of buildings and their materials), and “connect circulation” (circulating urban resources).

*2 Circular Design-Build actions refer to projects where application of the three circular approaches mentioned above have been considered, proposed, or implemented. The adoption or rejection of a proposal will not be taken into consideration.

*3 The total number of projects includes those designed and constructed by Takenaka Corporation, excluding miscellaneous construction works.

Environmental Strategy 2050

Environmental Policy

The Takenaka Group will continue to take on the challenge of improving the global environment by striving to create architectural spaces that are in harmony with the environment.

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.

1

Decarbonization

Achieve carbon neutrality by reducing greenhouse gas emissions.

2

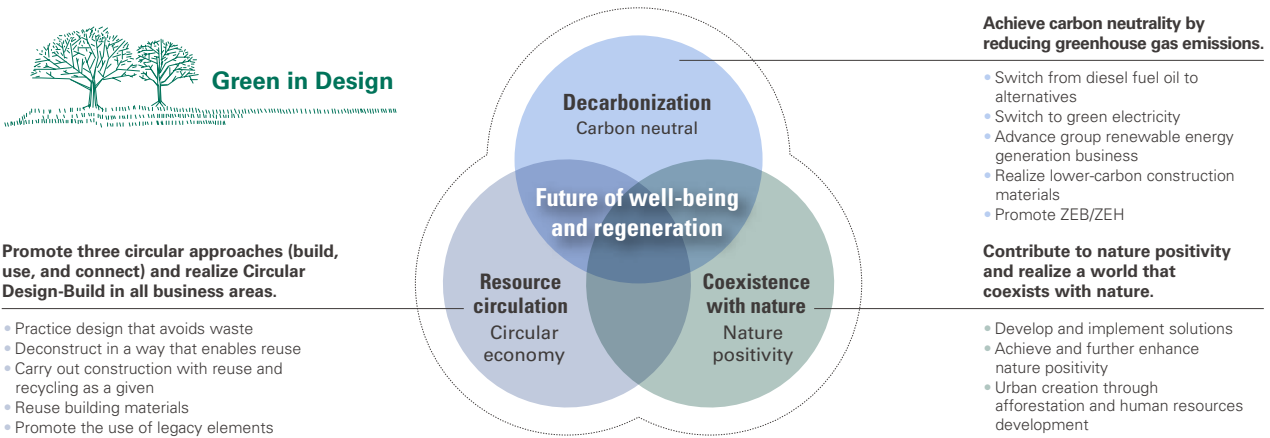
Resource circulation

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

3

Coexistence with nature

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



In 1971, we began our environmental initiatives using the slogan “Green in Design” on our design drawings. We established our Environmental Policy in 2009, followed in 2010 by our Environmental Message, “Connecting people with nature,” and Environmental Concept, “Enhance human sensitivity and creativity, make the best use of nature, and realize our goal of transitioning from net-zero energy buildings to carbon neutral cities.” In 2023, the Takenaka Group established Environmental Strategy 2050, which was revised in 2025 to “Cocreation of Regenerative Works,” looking beyond Sustainable Works.

Integrated efforts for decarbonization, resource circulation, and coexistence with nature

Toward a future of well-being and regeneration

The Takenaka Group is working towards a future in which the Earth and society can continue to develop over the next 50 to 100 years through initiatives for decarbonization, resource circulation, and coexistence with nature. Addressing these environmental issues is not only a social responsibility that we must fulfill, but also an important management strategy for realizing the Takenaka Group’s sustainable growth and creating new value for our customers. The Takenaka Group’s competitive edge lies in its willingness to take on challenges in these three areas and its ingenuity. We are a company where people can continue to work with pride, providing high-quality works and services to our customers, while continuing to take on the challenge of improving the global environment and aiming to realize a future of well-being and regeneration.



Masatomo Isono
Senior Executive Managing Officer
In Charge of Sustainability

		2025		2030	2040	2050	
Decarbonization	Scope1	CO2 emissions reduction (base year 2019)	-32%		-100%		Realize carbon neutrality
	Scope2		-76.5%		-100%		
	Scope3		-27.5%		-100%		
Resource circulation	Make circulation	Circular Design-Build Actions		100%	Implementation rate	100%	Realize Circular Design-Build concept
	Use circulation	Reduction of final disposal volume		-10%		-100%	
	Connect circulation						
Coexistence with nature	Solutions	Realize nature positivity				Realize a world in symbiosis with nature	Realize urban areas and communities in harmony with nature
	Nature positivity	Nature positive project proposal and implementation rate		100%			
	Urban creation						

The figure above shows the KPIs for each of the three areas that will help us to realize our vision for society in 2050. In terms of decarbonization, the entire Takenaka Group will work to reduce Scope 1 and 2 emissions, and engage with stakeholders to reduce Scope 3 emissions. In terms of resource circulation, we will promote Circular Design Build in construction and peripheral

businesses, where we implement three types of circulation: “make circulation,” “use circulation,” and “connect circulation.” In the area of coexistence with nature, we will implement green infrastructure in projects and promote further technological development while working with our customers to realize urban areas and communities in harmony with nature.

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

Make full use of our strengths in design-build, represented by “design-build—evolve × deepen”

1 Build

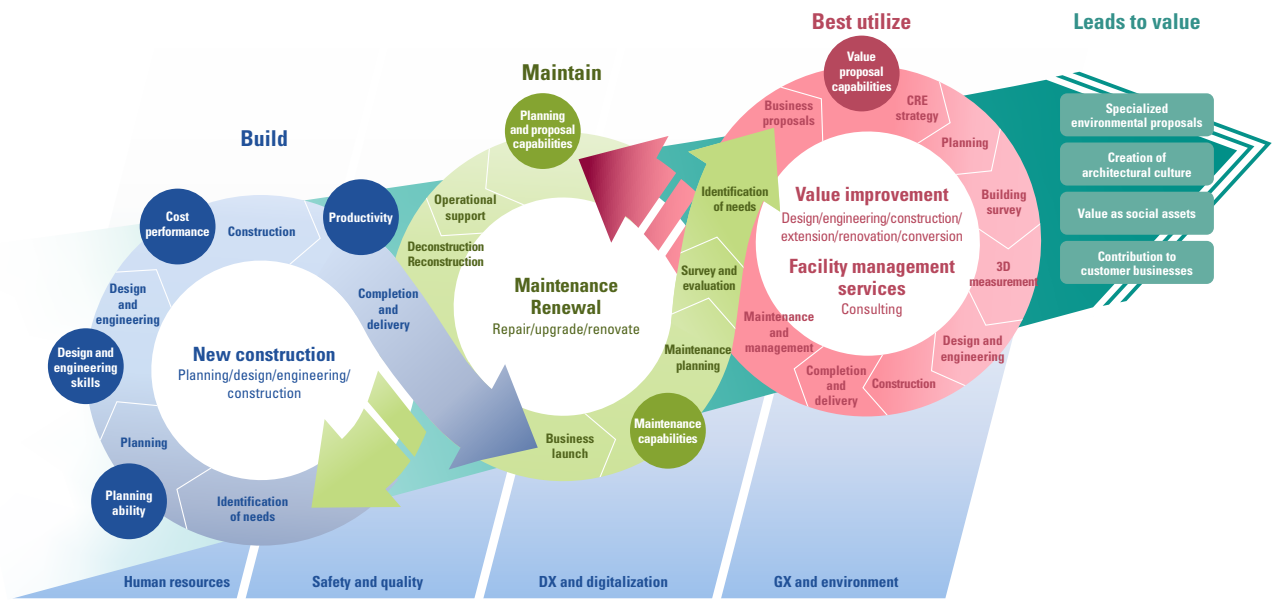
Create architectural value that sets us apart from competitors through design-build capabilities where the focus is on design and engineering expertise as well as digital transformation and environmental consideration.

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



Creating new value for society

Takenaka Corporation has always engaged in construction through a method of design-build. We have placed particular importance on process management involving our customers across planning, design, and construction. With the advancement of digital technology, we believe that integrating the latest DX with the traditions we have cultivated over many years will help us evolve in terms of speed in execution and provide new value to society and customers. By offering work styles that bring joy to every employee and maximizing the strength of our organization, we will respond quickly and accurately to the increasingly diverse needs of society and the increasingly sophisticated needs of our customers. Through these efforts, the Takenaka Group’s goal is to be the trusted partner of choice for customers.



Masaki Nakajima
Executive Managing Officer
In Charge of Construction

Providing customer experience value

I believe that the “best” in our Management Philosophy, “Contribute to society by passing on the best works to future generations,” contains not only material value but also intrinsic value. In today’s rapidly changing society, I want the entire company to come together and use “design thinking” to tackle the social issues at hand. In this way, we will create our own unique customer experience (CX) value and continue to be chosen by customers.



Tetsuo Harada
Executive Managing Officer
In Charge of Design

Design-build vision in 2030

Technological innovation and DX

Contributing to customer businesses through smart processes at every stage, from planning and design to construction and operation

- Maximize customer business value through solutions utilizing all construction-related data and highly efficient processes.
- Become the best partner of choice for customers through transparent management based on trust.

Environmental cocreation

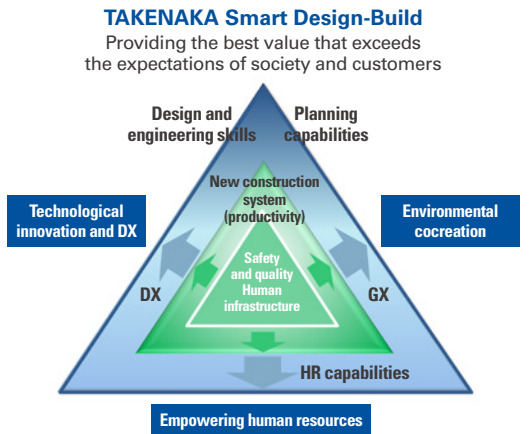
TAKENAKA Regenerative Challenge
Working to improve the global environment

- Take on the challenge of using a regenerative approach from a life cycle perspective of “build, maintain, and best utilize” to improve the global environment
- Realize a society in symbiosis with nature as “Environmental Takenaka” through continuous adaptability that immediately responds to changes in the global environment

Empowering human resources

Embodying “inspirational works that empower people” through harmonious, diverse connections and mastery of technical expertise.

- Continue to provide construction that makes people shine through uncompromising design and construction techniques.
- Continue to provide “inspirational works” through cocreation that resonates with all stakeholders.



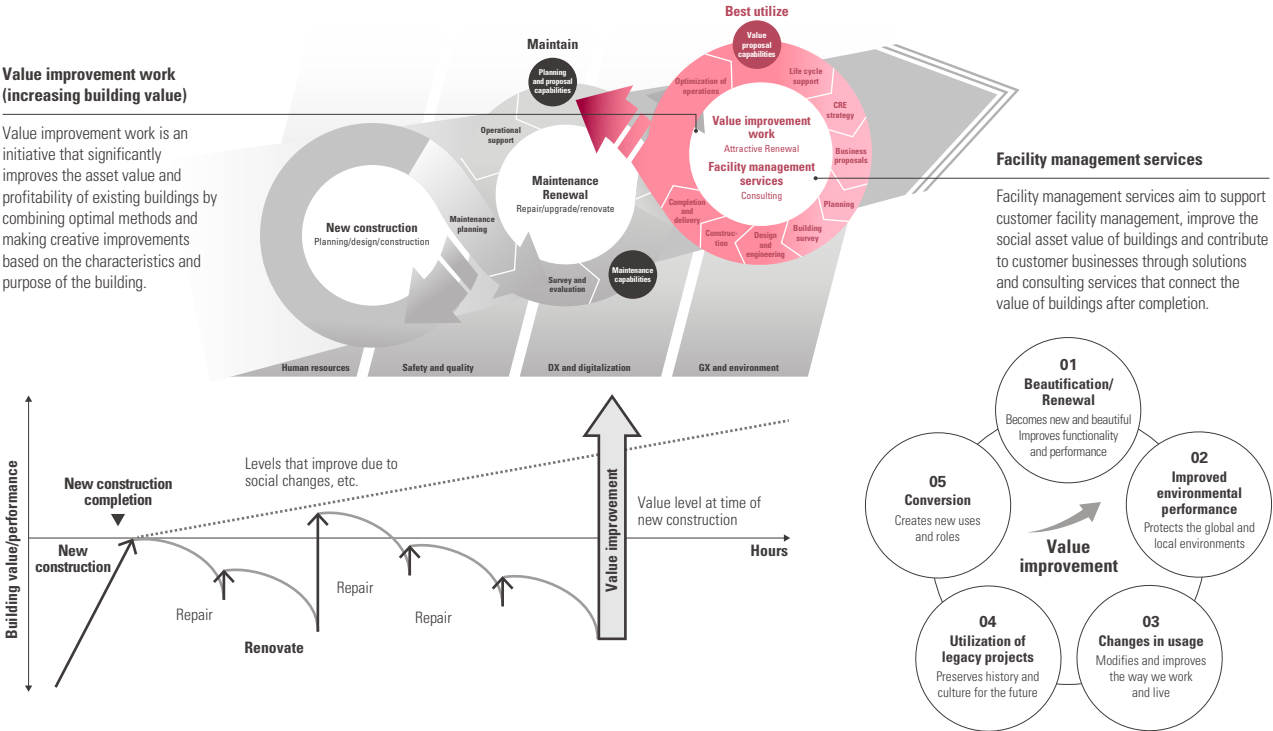
Domestic Construction Business Strategy

Business Policy

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

Mission

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



Focus on Attractive Renewal projects

In the area of “best utilize,” we believe that in addition to traditional facility management services, there will be an even greater demand for responding to changes in social needs, drawing out the hidden potential of buildings, and adding functions that are in line with the times. With this in mind, we are focusing on value improvement efforts that significantly increase the asset value and profitability of buildings by combining optimal methods to add creative improvements.

Creating new value through value improvement work
A strategic approach to maximizing the potential value of existing buildings

We are focusing on value improvement work that improves both the functionality and asset value of existing buildings. We go beyond simple repairs and renovations to install the latest technologies that improve energy efficiency, strengthen earthquake resistance, and increase comfort, all in an effort to extend the lifespan of buildings. In particular, we assist in increasing asset value for our customers by optimizing facilities using digital technologies and proposing environmentally friendly upgrades. As social infrastructure continues to age, making effective use of existing buildings is an important social issue. By bringing together the technological capabilities and know-how of the Takenaka Group, we will help create value toward the realization of a sustainable society.



Akihiko Nishii
Executive Officer
In Charge of Facility Management



The Legacy (Former Yokohama City Hall Administrative Building)
Completed: 1959 / Renovated: 2025
We renovated a modernist building designed by Togo Murano into a hotel and commercial facility (opened in March 2026).



Takashimaya East Building
Completed: 1940 / Renovated: 2019
We renovated the department store building, known as “the best in the Orient,” into a complex that includes a hotel and museum.



Risei Garden Hulic Kyoto
Completed: 1928 / Renovated: 2020
We converted an old school building facing the Takase River into guest rooms as part of a plan to renovate the former Risei Elementary School site.



FORMER YAMAGUCHI MANKICHI HOUSE / kudan house
Completed: 1927 / Renovated: 2018
We preserved this Spanish-style mansion for use as a members-only business innovation hub.



Main Building of Daimaru Shinsaibashi Store
Completed: Phase I in 1922 to Phase VI in 1933 / Renovated: 2019
We restored and preserved the original symbolic exterior wall, and reused interior parts to restore the store space.



Kitakaro Sapporo Main Store
Completed: 1926 / Renovated: 2016
We restored and preserved the exterior of the library, which was built with a grant from the Emperor, and repurposed it as a long-established confectionery store.

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.
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.

2 Organizational strategy

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

3 Human resources strategy

Develop global talent by securing international business personnel in a stable manner.



We will establish a strong presence in diverse business environments around the world, establish a fast and flexible business execution system that is tailored to the traits of each local market, and spread the Takenaka brand globally through high-quality construction services.

Developing the overseas construction business together with customers

Our overseas construction business has a long history dating back to the 1960s. Based on long-standing relationships with Japanese manufacturing customers, we are expanding our business reach globally together with non-Japanese personnel hired locally in each region. During our long history, we have faced a number of challenges unique to overseas operations, but each time, both domestically and internationally, we have worked together to resolve problems and make steady progress with business development. By having our expatriates and local non-Japanese personnel understand our Management Philosophy, “Contribute to society by passing on the best works to future generations,” and practicing quality management, we will continue to expand our activities globally to sustainably develop our businesses, based on the trust we have built with our customers.



Yuichiro Takenaka
Senior Executive Managing Officer
In Charge of Strategic Planning
for Overseas Construction

Expanding our order base by grasping market characteristics

We have maintained and developed strong relationships with existing customers globally over many years, while also building relationships with new multinational customers in growth areas such as semiconductors and data centers. We aim to achieve sustainable, solid growth by strategically building a business portfolio carefully adapted to the diverse market needs of each region.



Daikin Poland New Factory
(2025)



Jaguar Land Rover Slovakia
New Factory (2018)



UMC Singapore New Factory
(2024)



Pacific Century Place Jakarta (2017)

Developing global talent

We formulate attractive career plans for personnel wishing to work overseas, and we have put a system in place that provides opportunities for diverse personnel to thrive. Starting in 2025, we launched a new overseas training program for global talent, enhancing our system for global talent development by providing practical local work experience from the early stages of their careers.



Overseas training program for global talent

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

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

New initiatives

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.

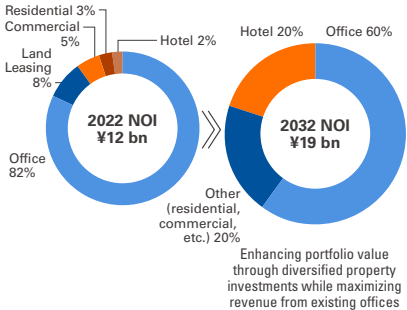
3

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

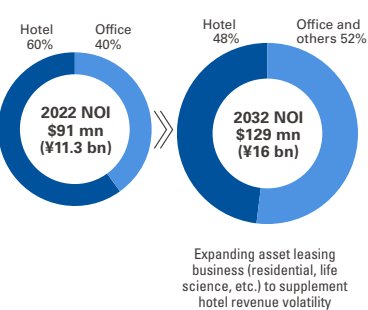
Asset portfolio composition (based on percentage of NOI)

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

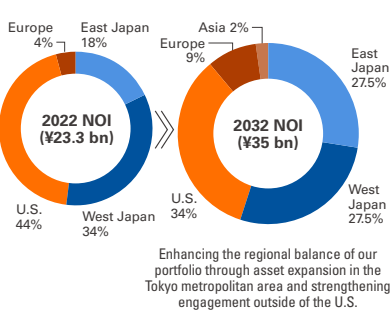
Domestic business: By usage



Global business: By usage



By region



Establishing a balanced portfolio by adhering to a long-term holding policy and pursuing new real estate investment schemes

Our main business is construction, which is largely influenced by economic fluctuations. As a result, our real estate business is required to secure a stable source of capital for sustainable growth investments. For properties in prime locations that are resilient to short-term economic fluctuations, we are promoting longer lifespans (legacy development) with the aim of moving away from the “scrap-and-build” approach and maintaining stable long-term income. At the same time, by leveraging our accumulated network and asset management expertise, we are developing fund-type investments and value-added short-term investments to establish a balanced portfolio and realize stable long-term income.



Akihiro Tachibana
Executive Managing Officer
In Charge of Investment and Development

Legacy development of prime location properties

Building life cycle cost (LCC) analysis typically shows that 60 years is the standard building lifespan, given the overlapping of 20-year and 30-year equipment replacement cycles. For prime location properties, however, we are committed to legacy development with a target lifespan exceeding 100 years, thereby promoting the shift away from the scrap-and-build approach.

New real estate investment leveraging our expertise

Drawing on decades of hotel development and operational expertise gained since the opening of Hotel Nikko San Francisco in 1987, we successfully opened Park Hyatt Kyoto in 2019.

Going forward, we will expand our real estate investment initiatives by leveraging our accumulated expertise, including the Atona Fund for developing inbound-tourism-focused hot spring concept hotels across Japan, and the domestic logistics facility fund established with the Government of Singapore Investment Corporation (GIC).

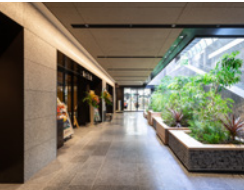
Expanding U.S. investment opportunities through local networks

Leveraging our long-standing U.S. investment expertise and local networks, we arranged partnerships between local developers, Japanese investors seeking U.S. investment opportunities, and Japanese financial institutions, resulting in the development of a high-rise rental residential building in a prime location in Portland, Oregon.

Through construction monitoring by our engineering division in the U.S., we successfully managed the project schedule, quality standards, and cost budgets, achieving completion and opening in October 2025.



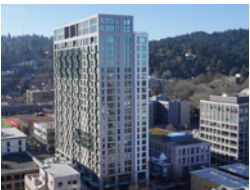
Basement renovation at Ote Center Building
(left: office entrance, right: basement store area)



Atona Hotel Fund



Logistics fund: logistics facility in Ogimachi, Sendai City



Portland Byline (Left: Overview, Right: Interior)



Civil Engineering Business Strategy

Business Policy

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

Mission

Maximize the Takenaka Group’s growth based on the three pillars of our Civil Engineering Business Strategy

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 CO2 emissions.
- Expand business areas by advancing initiatives in fields outside of contracting (such as public-private partnerships).



Strengthening existing businesses (enhancing market competitiveness)

In the public sector, we will further advance efforts in large-scale construction projects such as disaster preparation and mitigation, national resilience, and reinforcement of facilities for national defense. We will also enhance our ability to work with comprehensive evaluation methods and proactively respond to new procurement methods such as ECI*1 and DB*2. In the private sector, we will further increase our focus in key areas such as soil contamination countermeasures, large-scale land development, and onshore wind power generation. By combining our technology and expertise, we will contribute to resolving customer issues and increasing their value.

*1 Early Contractor Involvement *2 Design-Build



Shin-Tomei Expressway
Shin-Hadano Interchange

Sustainable social infrastructure built with the group’s capabilities
From disaster preparation and mitigation to renewable energy

Based on the Takenaka Group’s vision of Regenerative Challenge, Takenaka Civil Engineering & Construction is implementing the Civil Engineering Business Strategy, one of the core business strategies in the Medium-Term Management Plan 2030. We have established a business policy of improving the overall strength of the group by strengthening civil engineering contracting and promoting new businesses. Following this, we will further bolster our construction and technical capabilities that support disaster preparation and mitigation and national resilience as part of our efforts to strengthen our existing businesses. In making inroads into new markets, we will actively develop our overseas business and participate in large-scale projects through group collaboration. Furthermore, as part of our new business development efforts, we will expand our renewable energy business as well as businesses in areas related to civil engineering, thereby establishing a diverse revenue structure. Based on our Management Philosophy of “Contribute to society by passing on the best works to future generations,” we will work to resolve social issues with a focus on technological innovation and human resources development.



Shogo Takenaka
President
Takenaka Civil Engineering &
Construction Co., Ltd.

New market challenges
(overseas business and group collaborative projects)

In the overseas civil engineering market, we will expand our business footprint mainly in ODA projects in Asia, Oceania, and Africa. We will also enhance our global response capabilities by expanding the functions of our Philippine Branch Office, developing human resources, and upgrading our overseas training program. Through group collaboration, we are able to provide one-stop support for customer projects, offering integrated solutions for combined civil engineering and construction projects. Additionally, for projects that originate in the civil engineering field, such as area development, we share our customers’ vision from the planning stage, contributing to the creation of value and sustainable development in regional areas.



Tapping into new business ventures
(renewable energy and peripheral areas of civil engineering)

Based on the Takenaka Group’s Environmental Strategy 2050, which aims for zero Scope 2 CO2 emissions by 2040, we will contribute to the realization of a decarbonized society by accelerating the introduction of renewable energy and through our efforts in onshore wind power and solar power generation, among other businesses. We also aim to commercialize and put into practical use the results of our technological development and we will promote participation in PPP/concessions and regional collaboration projects through group cooperation, helping rebuild public infrastructure and provide solutions to regional issues.



Sample image of the renewable energy power generation business

Building Management Business Strategy

Business Policy

Contribute to business stability of the Takenaka Group through sustainable building management.

Mission

Practice sound management for steady growth.

1

Maintaining a solid foundation

Establish long-term trust with customers.

- Human resource development as a business foundation.
- Structural reforms for quality assurance.

2

Technological advancement

task 1

task 2

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

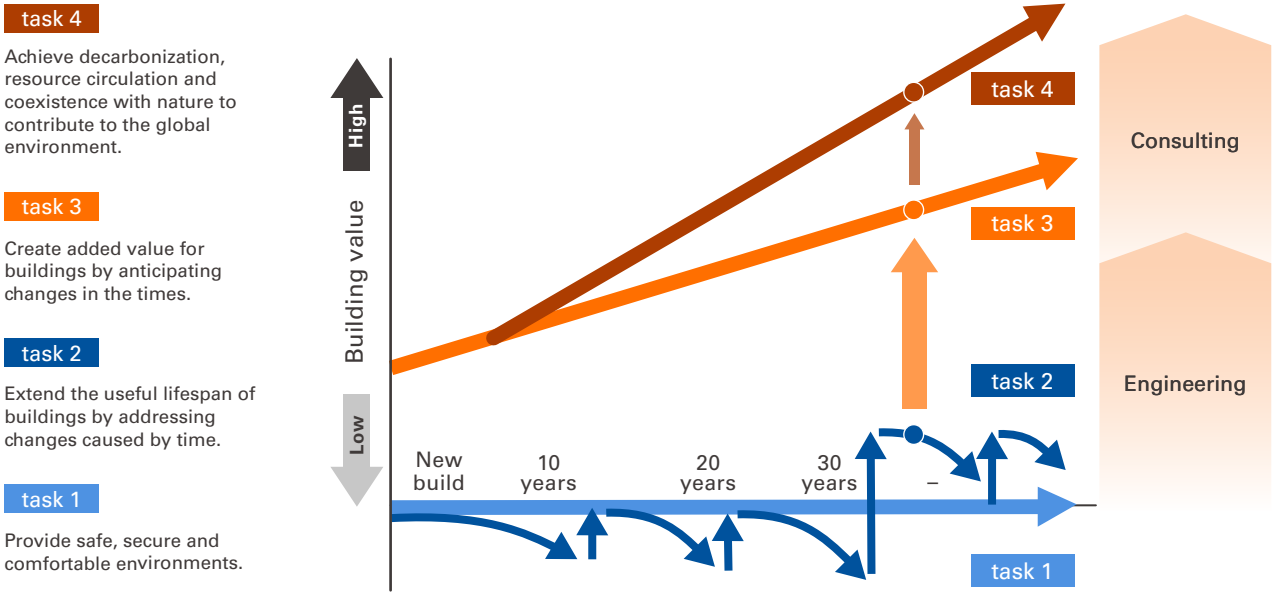
Creating new value

task 3

task 4

Create a new style of building management.

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



New Business Strategy

Business Policy

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

Mission

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

1

Environment-related fields

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

2

Urban creation and legacy project utilization fields

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

3

Construction periphery and digital fields

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

4

New fields

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

History of new businesses

Field/Year	2015	—	2018	2019	2020	2021	2022	2023	2024	2025–
Environment-related fields					Launched 50 kW Okuhida Geothermal Power Plant project (March)		Launched the Uchiko Ryuo Biomass Power Plant project (October)		Invested in ASTMAX Ebino Geothermal, Inc. (November)	
			Well drilling for Okuhida MW power generation (from September)							
Urban creation and legacy project utilization fields			Launched the FORMER YAMAGUCHI MANKICHI HOUSE (kudan house) project (September) 		Launched the Hori Building project (May) 	Launched the BYAKU Narai business (August) 			Launched the former Daiichi Bank Yokohama Branch project (October) 	
Construction periphery and digital fields					Launched Locate Plus external sales (January)			Launched mobile house utilization business (December)		Scheduled to start Kiso Forest Grand Cycle Project (around autumn 2026)
New fields										
Incubation activities	First proposal competition for new businesses (May to October)			Accelerator program (March to April)			2nd proposal competition for new businesses (June to December)			

New value creation born from ideas generated on-site
New business strategies paving the way to the commercialization of passionate new ventures

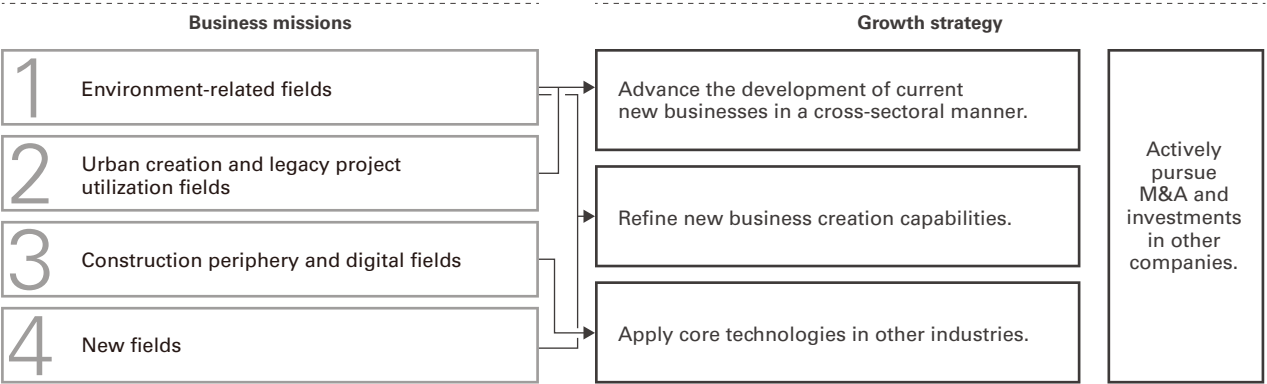
The Takenaka Group's new businesses are not simply a form of business expansion, but also represent new ventures creating new value for the future. Leveraging our solid business foundation in construction, we turn specific problem-solving ideas that arise at the construction sites into real life businesses. Our on-site approach, inspired by feedback from construction sites, is one of our major advantages. Ideas that grow into businesses have one thing in common: enthusiasm. Not only the appeal of the idea, but also the thoughts and determination of the proposing person are important factors in making a decision. We will steadily shape these efforts starting from fields close to our core business, and while improving practicality, we will develop this approach into a model that can be deployed throughout the group and the industry as a whole. We will promote new businesses that both resolve social issues and diversify our revenue base while calmly assessing the risks and returns.



Ryoji Ishizaki
Executive Managing Officer
In Charge of New Business

Business development in four key fields
A multifaceted approach to resolving social issues and achieving sustainable growth

We are developing new businesses in four key fields. In environment-related fields, we aim to secure generating capacity to cover the Takenaka Group's electricity demand in Japan by 2031 through geothermal, wind, and biomass power generation, thereby contributing to the realization of a decarbonized society. In urban creation and legacy project utilization fields, we will master lease historical buildings and renovate them into facilities that meet modern needs. This will achieve both the preservation of architecture and local culture, and economic revitalization. In the construction periphery and digital fields, we will promote digital transformation in the construction industry, including the use of location information technology, robotic ICT, and the reuse of building materials. In turn, this will raise productivity and achieve sustainability in the industry. In new business fields, we will discover and commercialize innovative ideas to resolve social issues and build a future revenue base.



Technology Strategy

Management Foundation Policy

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

Strategy 1

Deepen technology that can create appealing buildings and abundant value. Contribute to resolving issues in the group's business by developing and implementing technologies and products

Strategy 2

Evolve technologies to cultivate an inspiring future. Prepare for the future by developing and demonstrating technologies now

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.

Long term	Inspiring future 	Construction process innovation • Human–AI–robot collaborative construction • Construction process innovation, including supply chains	Realization of a regenerative society • Further decarbonization and energy generation • Circular urban creation • Coexistence with nature / happiness	Venturing into frontier fields • Ultimate labor saving solutions, circular systems, and QoL services • Bringing space architecture technology to Earth
Short and medium term	Appealing buildings 	Improved job satisfaction and efficiency • Full utilization of construction digital transformation • Smarter processes	Improved quality, cost, construction period, and safety • Streamlined design and production, such as off-site operations • Improvement and utilization of construction methods and materials	
	Abundant value 	Achieving a sustainable environment and prosperous lifestyles • Decarbonized construction • Circular construction • Resilience • Coexistence with nature • Healthy spaces	Expansion of stock potential • Attractive Renewal of buildings • Urban vitalization and growth	

Taking on the challenges of technological innovation and new value creation Contributing to the growth of society and people through the evolution and deepening of technology

Technology and innovation not only support a company's competitiveness but are also driving forces behind the creation of new value for society. The Takenaka Group cocreates together with a number of partners both in Japan and overseas in pursuit of both technologies that are useful in construction and urban creation, as well as challenging technologies that pave the way to the future. By combining on-site wisdom with innovative technology, we provide spaces where everyone can live conveniently, safely, and comfortably. We will harmonize environmental technology, disaster prevention technology, and services for people with buildings, towns, and infrastructure. With an eye to future growth, we are venturing into new fields such as regenerative urban creation and space architecture. These fields are set to expand the possibilities of society.



Keizo Iwashita
Executive Managing Officer
In Charge of Technology and
Digital Strategy

Technological advancement that can create appealing buildings and abundant value

We will steadily trim design and production processes in a way that enhances quality, cost, construction periods, and safety required by customers and people in construction, while developing smart construction processes that enhance both efficiency and work engagement for the people working on-site, thereby realizing attractive construction projects. As environmental management and human capital management are necessary, we create abundant value for the environment, people, buildings, towns, and infrastructure by providing products and services that realize a sustainable environment and prosperous lifestyles, as well as solutions that expand the possibilities and increase value of building stock.

Evolve technologies to cultivate an inspiring future

We have always been one step ahead of the industry and society, having inherited the DNA of our predecessors behind many “firsts.” With this in mind, we are now challenging ourselves to achieve dramatic technological advances. Whether it's coexistence with AI and robots to innovate the construction process, the creation of technologies to realize a regenerative society, or venturing into frontier fields such as space architecture, we are paving the way toward an exciting and inspiring future for everyone, including those enjoying the benefits of the latest technology and those working to advance it.



Appealing buildings



Abundant value



Inspiring future

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

Transforming work processes
Raise the efficiency of all operations through digitalization and advance a transformation to data-driven work processes.
- 2

Creating 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

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

Transitioning to data-driven management

Work process transformation and new value creation

In an effort to advance data utilization using business intelligence tools and AI, we have promoted paperless operations, increased operational efficiency through the introduction of RPA, moved to full cloud business systems, and constructed digital infrastructure on the cloud. We have also rolled out “Open BIM” in design, construction, and facility management, and we have worked to improve productivity, including with our partner companies. As we look toward 2030, we will enhance the digital infrastructure

related to projects and overall management, build and utilize digital twins for our businesses, and amass and utilize data from corporate knowledge. At the same time, we will accelerate our transition to data-driven business processes that utilize ever-evolving generative AI technology, leading to the creation of new value and new services across the entire Takenaka Group. We will leverage our strengths and group collaboration to provide the best value in architecture and urban creation by harnessing the power of digital technology, which will contribute to the challenges facing society and customers.

Stage 1 (2020–2022)	Stage 2 (2023–2025)	Stage 3 (2026–2030)
Improved business efficiency	New value creation	Creation of new services through group/external collaboration
	Highly efficient production through collaboration with partner companies, including group companies	
Digital infrastructure	Build and utilize business digital platforms and digital twins	

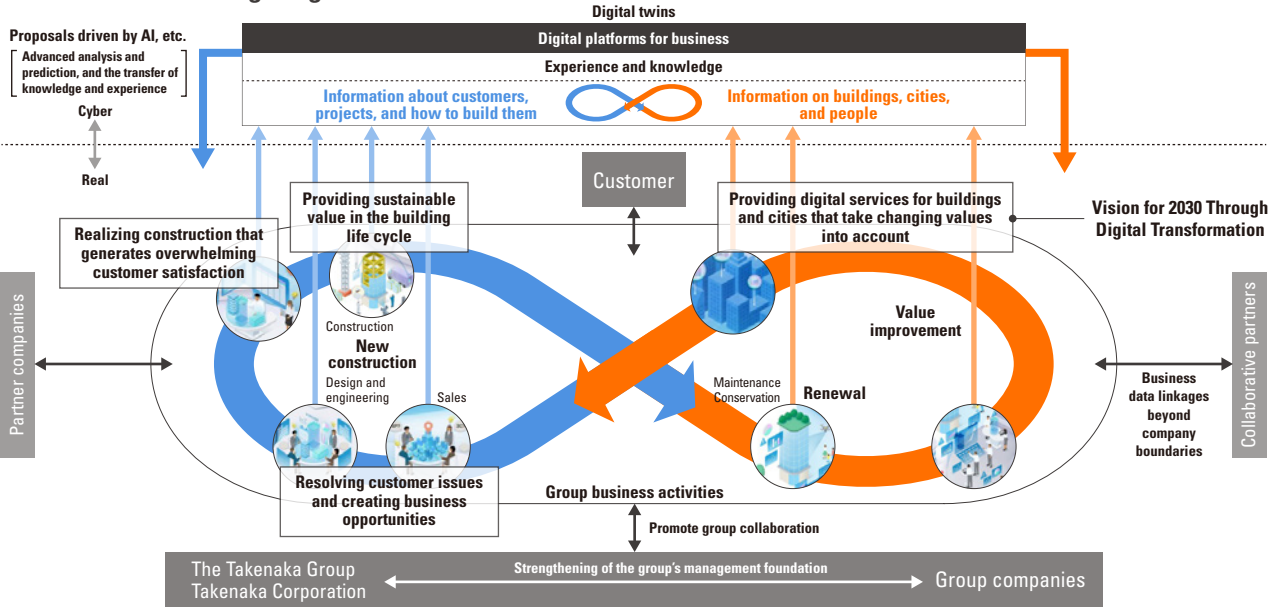
Regenerative growth strategy through digital transformation
Promoting business transformation through the power of digital

The construction industry faces an urgent need to increase labor productivity and the attractiveness of the industry to combat a decline in skilled workers and usher in work style reforms. In response, the entire Takenaka Group is working to transform its business style to make full use of digital technology. We hope to use the power of digital technology to serve our customers and other stakeholders more quickly and efficiently. This will also empower us to resolve problems facing customers and society. To this end, we are actively investing in digital technologies, including amassing all business information as digital data and establishing a data infrastructure for use by people, AI, and robots. Then we are developing a variety of applications based on that data, such as generative AI, and investing in cloud computing, communication environments, and cybersecurity to run these applications while monitoring the predictable effects. We will build digital infrastructure in line with our digital ecosystem concept that transcends corporate boundaries, and contribute to the growth of the Takenaka Group by resolving social issues through our existing and new businesses.



Keizo Iwashita
Executive Managing Officer
In Charge of Technology and
Digital Strategy

Vision for 2030 Through Digital Transformation



Human Resources Strategy

**Management
Foundation
Policy**

We actively invest in people and environments that support corporate activities true to the Takenaka’s identity.

Mission

Develop people and organizations capable of maintaining and evolving Takenaka’s identity as well as anticipating rapid changes in the environment.

1 Establishing a talent base for implementing management strategy

- Secure personnel based on a portfolio responsive to changes in the social and business environments.
- Enhance the group’s global talent base.
- Pursue workplace environments that ensure psychological safety.

2 Creating growth opportunities that aim to enhance individual career development and organizational dynamics

- Imbue work standards and develop professional managers.
- Enhance career development programs and develop succession plans.
- Promote DE&I (empower diverse personnel).

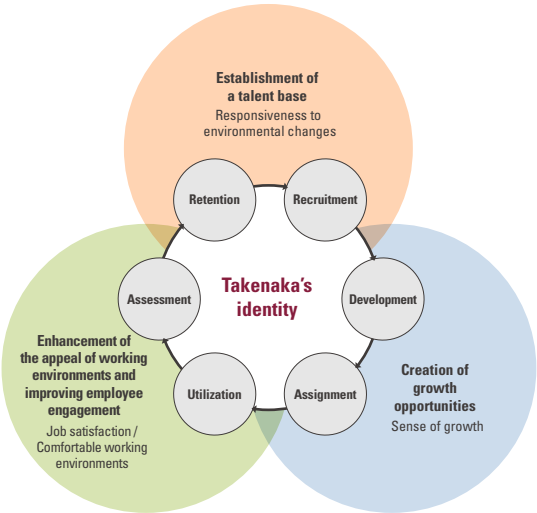
3 Enhancing the appeal of working environments and improving employee engagement

- Pursue job satisfaction (provide employees with appropriate benefits).
- Make comfortable working environments (work style reforms).
- Promote health management.

Developing people and environments

Toward improving job satisfaction and comfortable working environments

Based on Total Quality Management, it is vital that Takenaka people embody our Corporate Philosophy in order to maintain and evolve Takenaka’s identity and achieve sustainable growth while responding to changes in the social and business environments. When passing on fundamentals, including the *toryo* (master builder) spirit, to the next generation, we must create an environment where individuals can recognize and fulfill their roles and responsibilities, and produce results as the work environment and practices change, and the diversity of organizations and employees increases. To achieve this, the Takenaka Group established its Human Resources Utilization Policy on September 10, 2025. This policy positions human resources development and the advancement of DE&I as important elements for improving employee job satisfaction and providing comfortable working environments. Based on this policy, we will actively invest in our people and work environments that support the business activities of each company of the Takenaka Group.



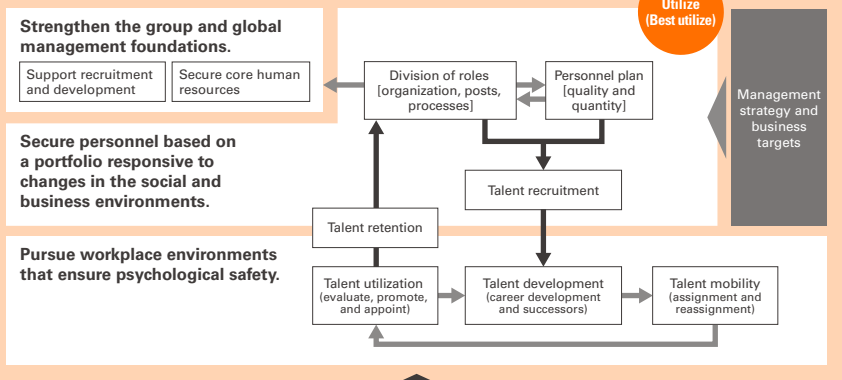
Respect for organizational diversity and employee autonomy Taking steps to remain an innovative and attractive organization that meets the needs of society

Our Management Philosophy is “Contribute to society by passing on the best works to future generations,” and our human resource development concept is “Good work fosters good people, and good people produce good work.” We support the growth of every individual by providing an environment where they can learn and grow, so that each employee can think for themselves, act autonomously, and pursue multiple career paths, including management positions, highly skilled professional positions, or positions somewhere in between. To achieve sustainable growth by bringing together the wide-ranging “individual knowledge” of diverse individuals as “collective knowledge” to be shared with the entire organization, we will create an organizational environment that offers job satisfaction and comfortable working environments, and one that guarantees psychological safety through DE&I initiatives.

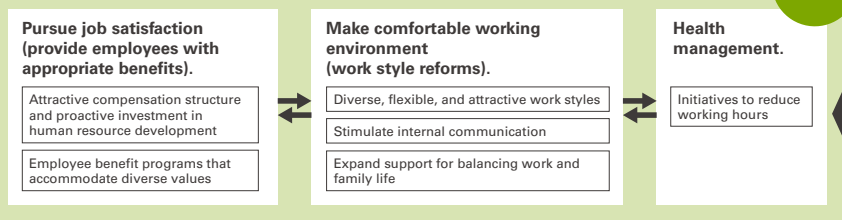


Masayuki Tsuboi
Senior Executive Managing Officer
In Charge of Human Resources

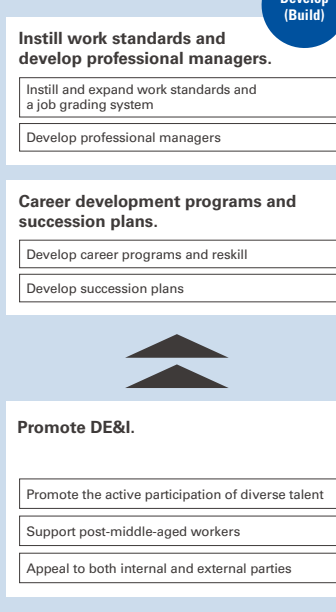
1. Establishing a talent base for implementing management strategy.



3. Enhancing the appeal of working environments and improving employee engagement.



2. Creating growth opportunities that aim to enhance individual career development and organizational dynamics.



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, thereby 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

Sharing information that has value to external stakeholders

- Disseminate top message.
- Share information connected to three priority areas and topics of interest to society.
- Share information on human capital, technology, performance, and initiatives.

2

Providing stakeholders with accurate information

- Improve brand recognition through expanded engagement points.
- Communicate information on business activities and construction culture to target audiences.
- Understand reactions and evaluations in a timely manner, and achieve improvement through feedback.

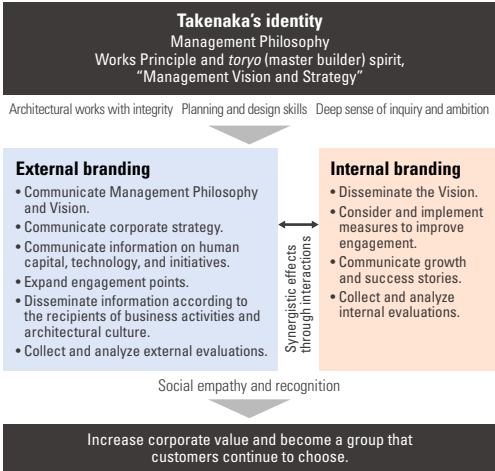
3

Practicing internal branding

- Promote the new vision.
- Promote internally how the Takenaka identity is gaining recognition and resonance in society.
- Consider and implement measures to improve external brand awareness with the aim of high engagement.

Contributing to the improvement of corporate value Synergistic effects of internal and external branding

Our unique corporate culture is born from an organizational group made up of employees who excel at architectural works with integrity, planning and design capabilities, and who have a deep sense of inquiry. As the starting point for our PR and branding strategies, we will increase employee engagement by spreading our new vision, our company's works, and employee success stories throughout the company. This internal branding will lead to the next project and fine-tuned customer services, creating a synergistic effect with external branding, such as empathy and appreciation from society. The Takenaka Group's PR activities focus on the three priority areas in our management plan, and we will broadly communicate our approach and stance on tackling social issues (Regenerative Challenge) to stakeholders. Then by gaining a timely understanding of the impact and assessment, we will acquire new knowledge and utilize it to continuously improve our PR measures, thereby helping to improve corporate value.



Dialogue with society and disclosure of processes for addressing social issues

Continuing to be chosen by stakeholders

Given the important nature of buildings in society, we have long believed that our PR activities are grounded in the fact that it is essential for the construction industry to broadly communicate its corporate stance and activities to society, and at the same time, to gain empathy and support from society. In addition to this general approach, our management plan calls for a Regenerative Challenge, with environmental cocreation, technological innovation and DX, and empowering human resources as priority areas. In this context, the importance of activities that involve the entire supply chain, such as decarbonization and resource circulation, is increasing. The Takenaka Group will work with stakeholders to actively disclose the status of new value creation and responses to social issues, thereby increasing corporate value and becoming a group that customers continue to chose.



Masatomo Isono
Senior Executive Managing Officer
In Charge of Public Relations

★ denotes items of particular focus		2026	2027	2028	2029	2030
External branding	1 Sharing information that has value to external stakeholders	Communication of Management Philosophy and Vision Communication of corporate strategy Communicate human capital, technology, and initiatives	★ Communicate Takenaka's identity from the top down. • Clarify communication themes and share them across departments. ★ Communicate information on three priority areas in a timely manner from the perspective of resolving social issues. • Communicate information linked to social trends and annual events. ★ Communicate across the entire Takenaka Group. • Communicate information needed by students and parents.			Maximization of corporate value
	2 Providing stakeholders with accurate information	Expanded engagement points Dissemination of information according to the recipients of business activities and architectural culture	★ Improve communication through intragroup collaboration to increase awareness. • Improve communication to future job-seekers using social media such as YouTube and X. • Improve communication through events such as GREEN × EXPO 2027. • Communicate information that appeals to students and parents. • Communicate in collaboration with foundations, Chochikukyo, Approach, etc.			
		External evaluation and analysis	★ Collect and evaluate various surveys. • Analyze websites and social media. • Collect evaluations through various events.			
↕ Synergistic effects through interactions						
Internal branding	3 Internal branding	Penetration of Vision Consideration and implementation measures to improve engagement	★ Strengthen the system for sending messages from top management. • Ensure group employees take ownership of the new management vision. ★ Communicate social evaluation and recognition internally. ★ Consider and implement measures to increase external awareness. • Communicate information related to the company's 130th anniversary (2029). • Communicate information linked to the three priority areas, social trends, and annual events. • Improve communication of results and success on external websites and social media. • Communicate valuable business results and initiatives.			
		Communication of growth and success stories Internal evaluation and analysis	★ Analyze various internal opinion surveys. • Collect evaluations through various events.			

As an integrated engineering firm for urban creation, we have identified major objectives (materiality) for resolving social issues and realizing a sustainable society.

In our growth strategy that kicked off in 2014, we incorporated major objectives into our medium- to long-term management plan, and we have advanced business activities by establishing specific action plans aimed at their realization.

The year 2025 was the final year of Step 4 (2023 to 2025), and from 2026, we will begin implementing our new medium- to long-term strategy based on Environmental Strategy 2050, which addresses the rapidly changing business environment and under which we aim to realize a future of well-being and regeneration.

Indicators for major objectives (materiality) and targets

Major Objective Groups	Major Objectives (Materiality)	Indicators (KPIs)	Results (2023)	Results (2024)	Targets (2025)	Results (2025)	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) AIJ Prizes, others	(1) BCS Prizes, 3 awards, (first place) (2) BELCA Prizes, 2 awards, (second place) (3) Energy conservation: 11 awards (4) Architectural Institute of Japan Selected Architectural Designs, 13 works, (first place)	(1) BCS Prizes, 4 awards, (first place) (2) BELCA Prizes, 2 awards, (tied for first place) (3) Good Design, 13 awards, (first place) (4) Architectural Institute of Japan Selected Architectural Designs, 10 works, (first place)	Maintaining the No. 1 position in the industry	(1) BCS Prizes, 2 awards, (first place) (2) BELCA, 1 award (tied for third place) (3) Good Design, 13 awards, (first place) (4) Architectural Institute of Japan Selected Architectural Designs, 16 works, (first place)	
Harmonization with the Environment	Taking on the challenge of life-cycle zero carbon buildings	CO2 reduction rate [Benchmark year: 2019]	+42.3% (Scopes 1, 2) -35.7% (Scope 3)	-4.9% (Scopes 1, 2) -37.8% (Scope 3)	-46.2% (Scopes 1, 2) -27.5% (Scope 3) (2030) Carbon neutral (2050)	-31.4% (Scopes 1, 2) -50.7% (Scope 3) *Preliminary figure	
	Urban creation in harmony with nature	Number of biodiversity improvement projects	12	12	12	10	
	Urban creation that recycles resources	Construction waste recycling rate in new construction (% by volume)	94.9%	95.3%	100% (2050)	95.5%	
Work Style and Productivity Reform	Pursuing sustainable and highly productive processes	(1) Value of completed work management rate (2) Value of completed work rate [Benchmark year: 2021]	(1) 2.0% (2) 3.0%	(1) 8.8% (2) 10.0%	Productivity improvement (1) 9.0% (2) 5.0%	(1) 14.0% (2) 18.0%	
	Reforming business through digitalization	Achievement rate of milestones for 2025 against 2030 digital transformation targets	43.2%	47.1%	100%	48.4%	
	Realizing healthy and rewarding workplace environments with a diversity of people	Rate of taking childcare leave by male employees	36.4%	39.2%	100% each year	47.6%	
	Securing, developing, and retaining human resources (employees)	Percentage of women in managerial positions	5.3%	5.5%	8%	5.7%	
	Guaranteeing appropriate working conditions, such as work hours (employees)	Site closure achievement rate of “closed for eight days every four weeks”	36.0% (eight days off every four weeks: 90.0%)	44.2% (eight days off every four weeks: 90.8%)	100%	70.3% (eight days off every four weeks: 95.2%)	
Steady Operation Processes	Providing safe operations and high-quality services	Customer satisfaction surveys Number of serious quality problems	98.5% 0	98.7% 0	100% each year 0 each year	99.7% 0	
	Realizing workplaces without accidents or public disasters	Number of significant workplace accidents or public disasters	0/0	0/0	Each year 0/0	0/1	
	Realizing sustainable supply chains	Compliance rate of our Business Partners Action Guidelines at major cooperating companies	100%	100%	100% each year	99.5%	
Respect for Human Rights	Respect for human rights	Verifying continuous implementation of human rights due diligence	One time / December 2023	One time / December 2024	Verifying by experts once a year	One time / December 2025	

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

In order to resolve social issues through our business activities and continue to grow while earning the trust of society, we are promoting sustainable urban creation by creating social systems and improving resilience aimed at sustainable urban areas while taking local communities and the global environment into consideration.



PASSIVETOWN 5th block

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 PASSIVETOWN 5th Block (completed in March 2025) and Toyota Mobility Shin-Osaka Neyagawa Store (completed in September 2025). Under our Forest Grand Cycle initiative^{®*}, we have launched a new business aimed at making effective use of forest resources in Kiso, Nagano Prefecture, and we have begun working on the revival of forestry and forest regeneration, along with regional development in the area. We also engage in a wide range of activities to promote the spread of wooden architecture, including sharing information through

talks and exhibits at Wood Use Symposium 2025 in EXPO 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



Toyota Mobility Shin-Osaka Neyagawa Store

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 PASSIVETOWN, a project in Kurobe City, Toyama Prefecture planned and developed by YKK Corporation, we completed the final block called PASSIVETOWN 5th Block in March 2025. The average U-value for this mid- to high-rise wooden apartment complex is 0.18 W/m²K across all units. Based on its energy-saving building envelope featuring airtight and highly insulated design and use of natural energy, the building consumes 52 percent less energy than the standard value. It has also obtained ZEH-M Ready^{*1} certification under the Building-Housing Energy-efficiency Labeling System (BELS). In addition to solar power generation and storage batteries, the building is the first apartment complex in Japan to adopt a hydrogen energy supply system (Power to Gas), achieving an energy self-sufficiency rate of over 95 percent. Along with upfront carbon reduction and carbon storage with wooden construction and carbon sequestration through afforestation, we are working to significantly reduce the building's whole-life carbon. Additionally, for the Tampopo Nursery^{*2}, located in the 4th block, we used various simulations from the early design stage to consider the health and comfort of the children using the facility. We designed a low-energy HVAC system, with load reduction achieved by improving the insulation and airtightness of the building envelope and active utilization of natural ventilation. As a result, the school obtained BELS certification as a Net Zero Energy Building (ZEB)^{*3} during the design stage. Odawara Municipal Medical Center, completed in February 2026, is a large general hospital exceeding 10,000 m² in floor space. The hospital received ZEB Ready^{*4} certification under BELS, meaning it offers among the best energy-saving performance of any building in Japan. Hospitals operate 24 hours a day, 365 days a year, consuming vast amounts of energy. At the same time, they are required to implement safety measures such as infection control and ensure medical care continuity, making it difficult to reduce this energy consumption. For Odawara Municipal Medical Center, we focused on the unique challenges of reducing energy consumption, adopting energy-saving technologies such as reducing ventilation volume

in patient rooms by switching to a nighttime mode, and reusing waste heat from air conditioning for dehumidification and reheating, and hot water supply. We also reduced the load on the building's envelope by planting greenery on the roof and shading it from direct sunlight. Then the building generates energy through microcogeneration and solar power generation, resulting in a 57 percent reduction in energy consumption compared to a typical general hospital.

*1 An apartment complex that meets reinforced building envelope standards and reduces energy consumption to 50 percent or less of the standard values through energy conservation and energy generation such as solar power generation

*2 Tomoko Taguchi Architect & Associates (general design), Takenaka Corporation (facilities design), Studio Nora LLC (environmental design), PLACEMEDIA (landscape design), Hirano Construction Co., Ltd. (construction)

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

*4 ZEB Ready: A building that has reduced energy consumption by at least 50 percent compared to standard values through energy saving measures

PASSIVETOWN the 4th block Tampopo Nursery

Odawara Municipal Medical Center

Promoting wellness buildings

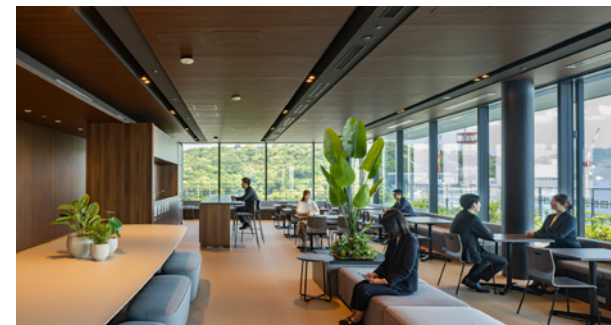
We are promoting wellness buildings with the aim of realizing spaces that support people's health. At Air Water Forest, we have incorporated elements of subarctic nature into the building, resulting in a space for creativity where workers can move about freely and find their own place. An atrium space with a staircase and skylights, rare in Hokkaido, are located in the center of the building, allowing in natural light and ventilation while promoting communication among workers and improving their well-being. The office space features subarctic terrace spaces called "inner terraces" in various locations to accommodate a variety of work styles. Through these features, the building was awarded the highest rank, S Rank, in the CASBEE-Smart Wellness Office Certification.



Air Water Forest

[Click here for details](#)

Iyo Bank's New South Building, which was built as part of the bank's head office reconstruction plan, aims to be a wellness building that is friendly to both people and the community. The building's glass curtain wall with aluminum fins ensures abundant daylight and expansive views while reducing overall environmental impact. With highly variable lighting control and a spatial configuration that supports diverse work styles, such as concentration, communication, and rejuvenation, we have created an office that is healthy, comfortable, and fosters intellectual creativity. The interior is made of cypress wood from Ehime Prefecture, and the exterior features plantings of local vegetation and an open space where residents can relax. In recognition of these features, the building was awarded the S Rank in the CASBEE-Smart Wellness Office Certification.



Iyo Bank's New South Building

Public-private partnership to combat abandoned bicycles in the Minami area of Osaka

Abandoned bicycles have reemerged as an issue facing Osaka since the end of the COVID-19 pandemic. We are working together with the Minami Community Network, in which we participate, as well as a public-private partnership organization consisting of local shopping arcades and businesses and the City of Osaka. Together, we conduct surveys and analyses, and implement effective awareness-raising activities and real-time removal as soon as a bicycle is determined to be abandoned. We have achieved great results by outsourcing nighttime removals to the private sector.



A private vendor removing abandoned bicycles at night

Corporate tug-of-war tournament using road space

A corporate tug-of-war tournament was held for the first time along a side street of Midosuji Street, one of Osaka's most symbolic thoroughfares. The Midosuji Community Network, for which Takenaka Corporation serves as the secretariat, hosted the event. The organization worked with the City of Osaka to visualize and demonstrate new ways of utilizing road space, while also working to increase engagement among member companies.



Corporate tug-of-war tournament along Midosuji Street

Umidoko Robot

At Expo 2025 Osaka, Kansai, we exhibited our Umidoko Robot, which we had been developing since 2019 to make effective use of urban waterfronts and provide a new means of transportation. From October 2 to 13, 2025, an Umidoko Robot was exhibited at the Expo site to create a landscape on the water while collecting debris on the water surface. At the Robot & Mobility Station, we displayed panels and mock-ups, introducing the future of waterfront urban development to the many visitors at the Expo site. On October 8, 2025, the Expo site hosted an international symposium called "Innovative waterfront development with autonomous vessels," where, together with ROBOAT of the Netherlands and ZEAM of Sweden, we engaged in proactive discussions about the future of urban waterfronts with autonomous urban vessels.



Exhibit of landscape on the water



International symposium

Creating Spaces in Harmony with the Environment as We Continue Our Efforts to Improve the Global Environment

Together with our stakeholders, we aim to achieve a future of well-being. We will accomplish this by promoting Regenerative Works, an initiative that harmonizes decarbonization, resource circulation, and coexistence with nature, restoring and revitalizing the earth’s natural environment, by working creatively.

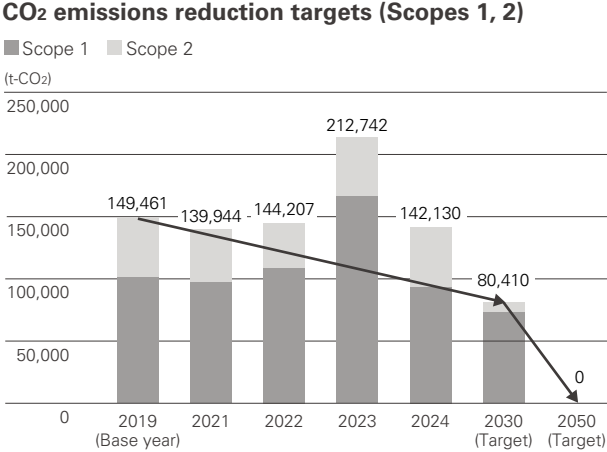


Takenaka Scholarship Foundation's student dormitory:
living spaces and garden connecting people with nature in a nurturing way

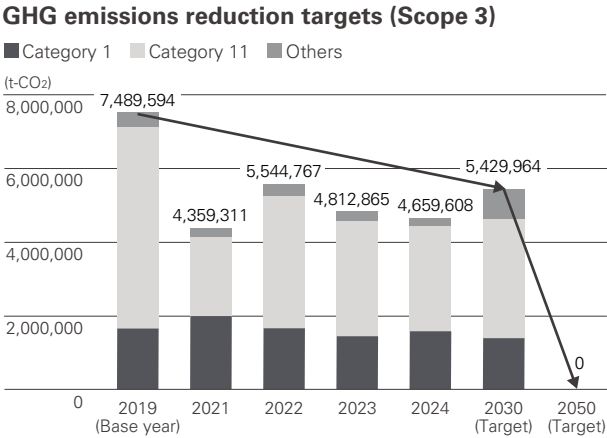
[Click here for details](#)

Taking on the challenge of life-cycle zero carbon buildings
Setting the Takenaka Group’s CO₂ reduction target
Aiming for a decarbonized society, we set a long-term CO₂ 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 CO₂ 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 CO₂ Minimum) Concrete, developed jointly with other companies, as well as developing [CO₂-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 CO₂ emissions by 100 percent by 2050.

KPI
CO₂ reduction rate (2024 result)
**Result: -4.9% (Scopes 1, 2),
-37.8% (Scope 3)**
Target: -46.2% (Scopes 1, 2),
-27.5% (Scope 3) (2030) [Benchmark year: 2019]



*We have been using automatic CO₂ 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.



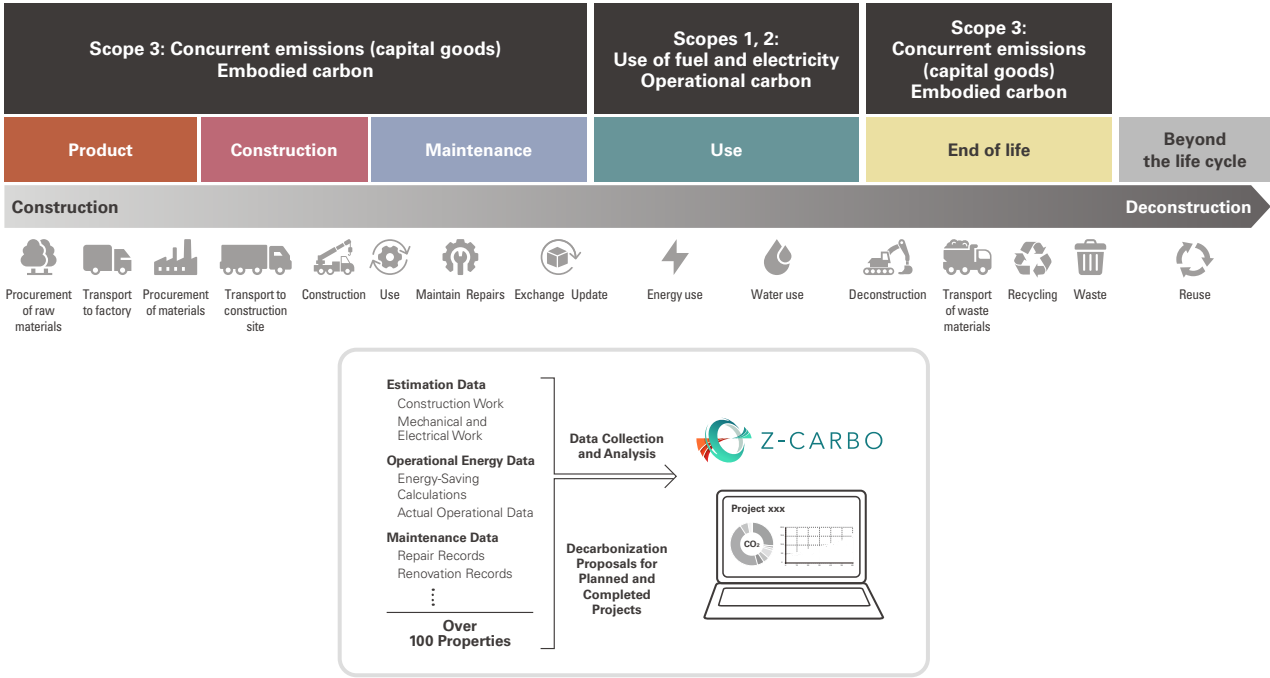
Using the whole life carbon assessment platform Z-CARBO

Our Zero Carbon Assessment and Reduction Balance Optimizer, or Z-CARBO, is a seamless platform. Spanning from planning to building operation and demolition, it visualizes and assesses CO₂ emissions throughout the entire life of a building. Z-CARBO complies with the Guidelines for Buildings LCA established by the Architectural Institute of Japan (AIJ) and

the calculation methods of calculation tools promoted by various organizations. The platform uses AI to automatically determine the items and quantities of buildings, equipment, and other parameters from our own estimates and calculations, and then calculates the CO₂ emissions for each. We will make decarbonization proposals to customers based on the database of projects we have compiled.

[Click here for details](#)

Whole life carbon assessment platform Z-CARBO



1. Achievement of efficiency through AI-powered automatic calculations

Utilization of AI to calculate CO₂ emissions, enabling the automated sorting of quotations

2. Proposals based on abundant ZEB performance data

Proposals of specific reduction methods leveraging our industry-leading ZEB certification track record*

3. Consistent support from planning to building operation and demolition

Sustainability disclosures require actual performance data
Provision of support by leveraging this platform

*Largest number of BELS certified buildings in the industry

Structural design initiatives to reduce CO₂ from building frames

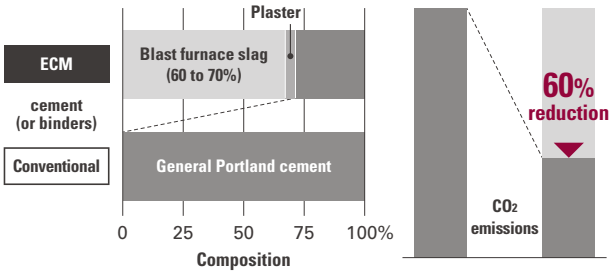
We established Medium-Term Management Plan 2030 based on our Environmental Strategy 2050, and we are now carrying out business operations following the building life cycle of build, maintain, and make the best use of.

To respond to today's mission of realizing a decarbonized society, our Structural Design Department strategically introduces materials that contribute to decarbonization in the build process. These include electric furnace steel, ECM (a coined term for Energy and CO₂ Minimum) cement and ECM Concrete, and wooden materials. As a result, we are giving value to our buildings that sets us apart from peers. While it helps to lower CO₂ emissions, some electric furnace steel products, such as high-strength materials and preformed steel, do not exist on the market. We have built strategic partnerships with steel companies, through which we are commercializing electric furnace steel that will form a foundation for construction of the future. This will allow us to use these steel products in key structural components and, in the process, redefine conventional approaches in the building industry. Building on a proven track record in underground structures, we aim to dramatically expand the use of ECM cement and ECM Concrete to aboveground structures, housing, precast materials, and high-strength concrete. We are also focusing on developing shipment plants to establish a nationwide supply system, and we will put into place a system in which ECM cement and ECM Concrete can be used across Japan.

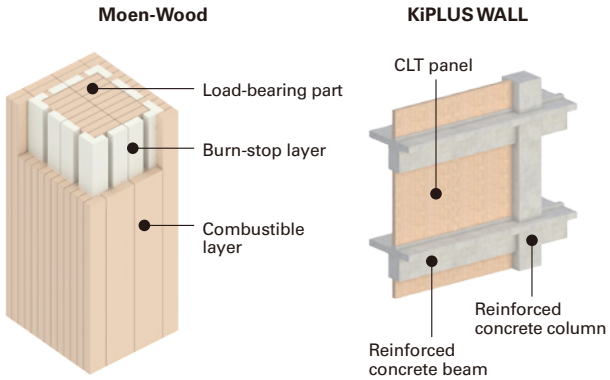
In terms of wooden structures and materials, we have completed medium-sized wooden construction projects such as offices, commercial facilities, apartment complexes, schools, and hospitals. To break new ground in wooden architecture, including higher-rise, longer-span, and larger-scale structures and buildings, we continue to pursue technological breakthroughs in the areas of design, fire-resistance, production, and durability. As for “maintain and best utilize,” under the slogan “From Sustainable to Regenerative,” we intend to leverage the advantages of existing buildings to create new value, including in terms of environmental consideration and business transformation. Our Structural Design Department transcends

conventional concepts in the form of Circular Design-Build initiatives, where structural resources are recycled and reused rather than discarded as waste. By developing products and technologies that anticipate the true needs of the market, the department will establish Takenaka Corporation as a pioneer in environmentally friendly design. Through cross-functional collaboration from the early planning stage as well as careful and persuasive presentations to customers, we will ensure these innovative materials are adopted and offer strong support for our customers’ decarbonization management.

ECM cement and ECM Concrete



Wooden architecture technology



Challenge! Zero CO₂ work site initiatives aimed at carbon neutrality

A quarter of the CO₂ emissions at work sites is derived from electricity usage, and the rest from diesel fuel. We are working to reduce CO₂ 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. With regard to biomass fuels, we completed a demonstration test for a particularly high-quality renewable diesel fuel in 2024, and these were fully adopted at five projects in 2025. This will be gradually rolled out to construction sites across Japan. We are also expanding the scope of automated CO₂ emissions monitoring through a number of methods including greater coordination of data gathered from operational data recording devices installed in construction machinery, the addition of functions for automatically collecting electricity consumption volumes, and automatic linking of fuel volume with fuel delivery companies. This is providing us with a more accurate understanding of emissions, enabling more detailed target management.



Challenge! Zero CO₂ work site signs



Construction machinery powered by renewable diesel fuel in operation



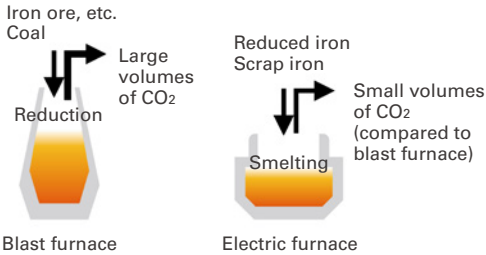
Automating CO₂ emissions monitoring using an IoT device installed on construction machinery

Initiatives for decarbonized procurement (ECM cement and electric furnace steel)

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 CO₂ emissions in Category 1. This means that reducing CO₂ 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 Concrete is a concrete developed by our company using ECM cement 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 CO₂ 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 CO₂-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 CO₂ 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 adopt electric furnace steel members with

customer agreement. We are also examining the adoption of green steel, which reduces the amount of CO₂ 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 CO₂ emissions generated by Takenaka's branches and offices by about 75 percent.

From scrap and build to a Circular Design-Build model

The construction industry must play its part in realizing a circular economy that minimizes resource consumption by reusing waste materials generated during construction. Toward this end, we have developed the concept of [Circular Design-Build](#).

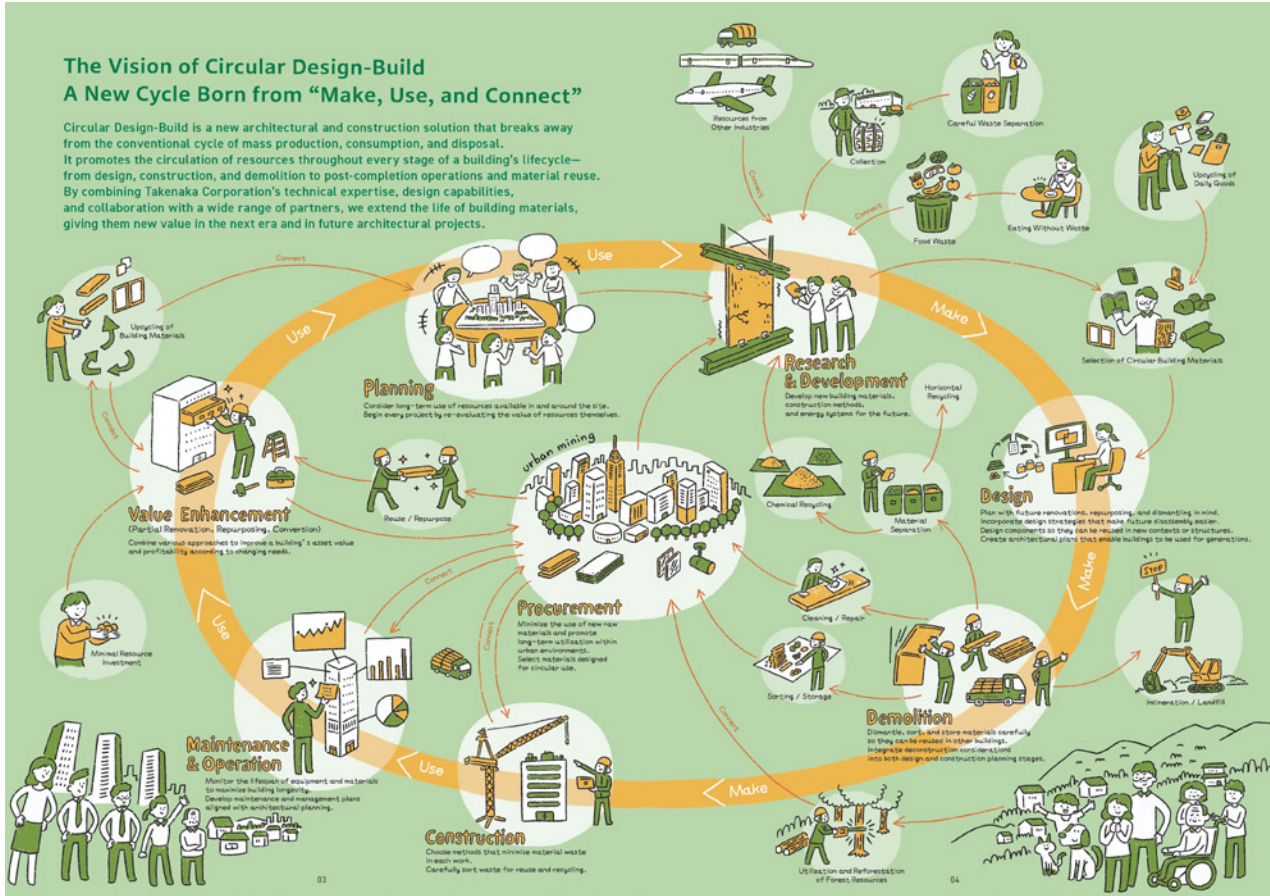
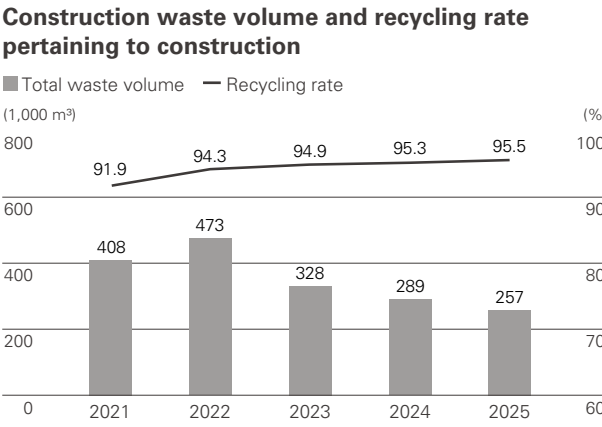
Moving on from the conventional scrap and build model, we will promote initiatives that do not generate waste, such as reuse, horizontal recycling, and upcycling, based on the keywords, “build,” “use,” and “connect.”

Takenaka Corporation Circular Branch Office Exhibit to experience Circular Design-Build

With the aim of raising awareness of Circular Design-Build among the general public, we held the Takenaka Corporation Circular Branch Office Exhibit at BankParkYOKOHAMA to highlight our efforts to realize a circular economy. The event featured examples of circular building projects, the results of an idea competition for reusing waste materials, and an exhibit of circular building materials. It also featured talk sessions with experts in the circular field and people involved in actual projects, as well as workshops on woodworking and waste art. The event was well attended.

KPI: Trend in waste recycling rate in new construction

Our work sites throughout Japan are promoting waste 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 large amount of waste is being generated due to an increase in construction. Meanwhile, our major site offices across Japan have steadily begun implementing even more advanced sorting to increase plastic waste recycling rates.



[Enlarge](#)



Circular Branch Office Exhibit



New sorting of plastic waste

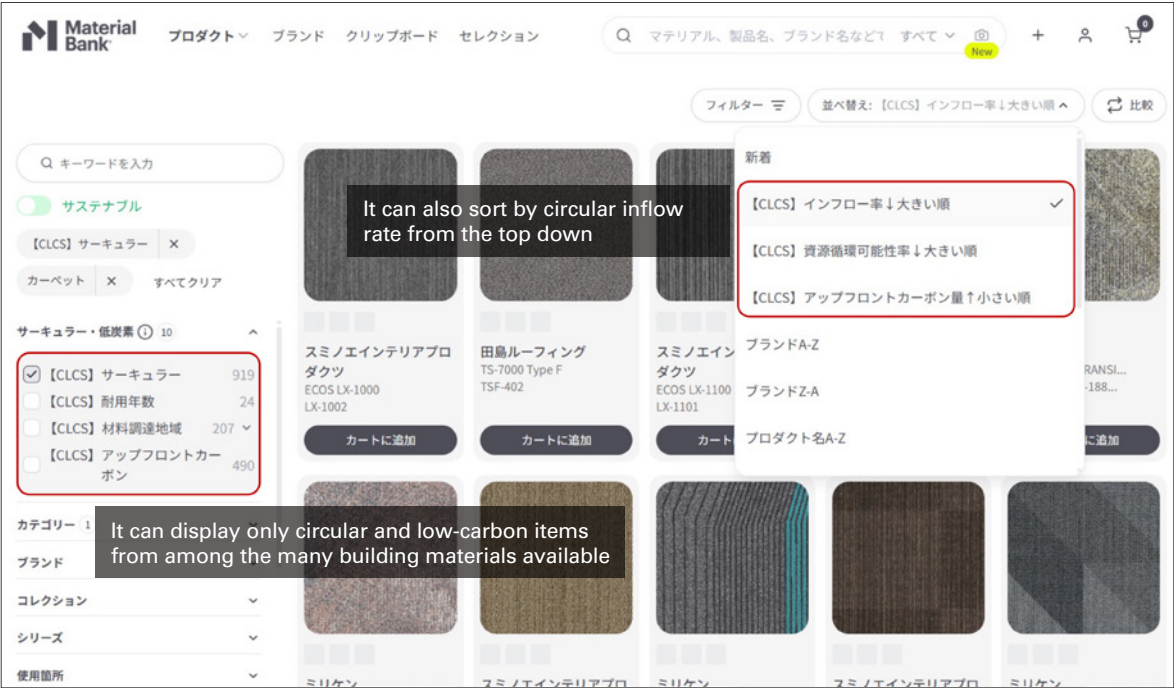
Formulating common assessment criteria for circular building materials

Establishing a Circular and Low-Carbon Building Materials Search System

In Japan’s construction industry, the criteria for selecting building materials have expanded to include environmental friendliness in addition to functionality and design. However, no unified standards have existed for the recyclability of building materials or the percentage of recycled materials they contain. Together with DesignFuture Japan Co., Ltd., which operates the building materials selection platform Material Bank®, we have developed common assessment criteria for the construction industry based on the World Business Council for Sustainable Development (WBCSD)’s Circular Transition

Indicators (CTI). These criteria can serve as reference when selecting building materials for construction projects that use as few nonrenewable resources and raw materials as possible and can be reused after disposal (“circular building materials”). Within this platform, we have developed a Circular and Low-Carbon Building Materials Search System that enables searches of circular and low-carbon building materials that meet these assessment criteria. We have also begun demonstrating this system led by our designers. Going forward, we will expand participants in the pilot project beyond our own company and external volunteers, and provide the Material Bank® service to all registered users by the end of 2026.

Building material selection screen based on Material Bank® circular and low-carbon indicators



Finding ways to continue using building materials

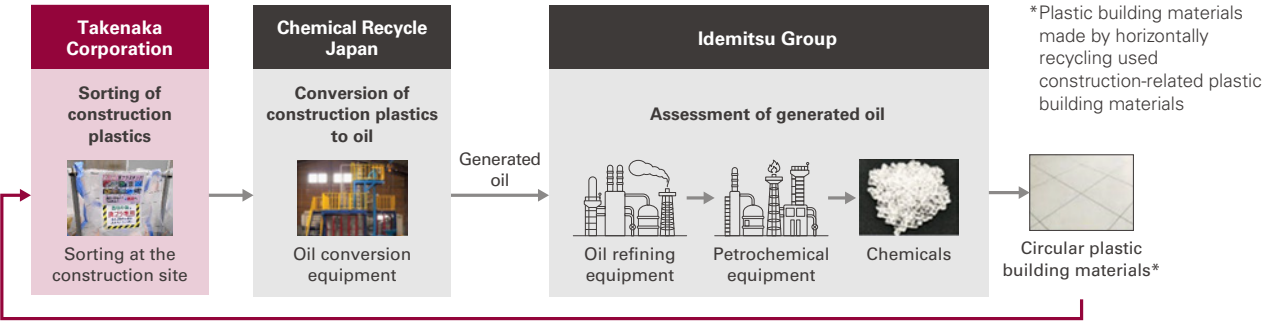
Realizing circular use with Circular Design-Build

As one of the measures of Circular Design-Build, we are working with stakeholders on horizontal recycling initiatives to transform waste building materials generated during demolition back into their original form, in order to continue using buildings and the building materials they contain. We aim to resolve the issues identified through these initiatives, establish horizontal recycling methods for many building materials, and provide new added value in the form of sustainable, circular products.

Plastic waste

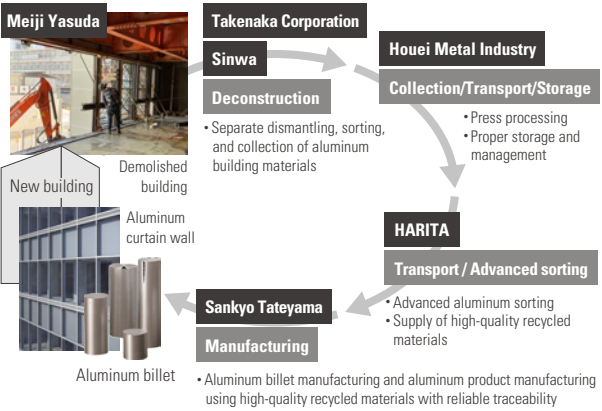
Used plastics generated at construction sites (“plastic waste”) consist of multiple resin types, making it difficult to separate them by type. Most end up being used as fuel (incineration). Starting in 2023, though, we began an initiative to turn plastic waste currently used as fuel into oil (via chemical recycling) instead of burning it, and then turn it back into plastic building materials. This initiative confirmed that it is possible to turn plastic waste back into plastic building materials after pelletization.

Our goal through these initiatives



Aluminum building material waste

Nonferrous scrap generated at demolition sites is collected together without being separated according to metal type. Once it has been mixed together, it takes much time and money to extract high-quality materials for reuse in aluminum fittings. Therefore, to enable more efficient horizontal recycling, we conducted a demonstration project in which aluminum building materials were collected and sorted, transported and pressed, and then sent to manufacturers as high-quality, traceable recycled materials after advanced sorting.



Architecture and urban creation in harmony with nature

Biodiversity awareness and biodiversity improvement projects

In many of our projects, we are involved in the entire life cycle of land use, from planning and design to construction, and even maintenance and operation after completion. Among these, we will take a closer look at examples of our initiatives to develop attractive communities in harmony with nature through collaboration with local stakeholders and nature-based solutions (NbS).

Ibaraki City Cultural and Childcare Complex Onikuru and surrounding area

We won a bid to construct a new cultural complex to replace the aging civic hall within an existing park to serve as a new focal point of the city. We also redeveloped the park. From the proposal stage in 2019, we drew up a bird’s-eye view of the wider area as well as a vision for the future of the surrounding area. Based on the key concept of a “nurturing plaza,” we held a wide variety of workshops for the general public from the design stage onward in order to translate dialogue with local community members into participation. When developing the green space, we assessed the health of existing trees within the park and adjacent green spaces and

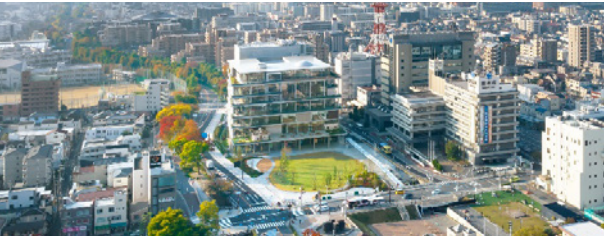
preserved the local landscape by protecting and transplanting local vegetation. We also upcycled trees cut down during park development into indoor play equipment, creating a play area and place for children to hang out, with a focus on resource recycling and wood education. By minimizing the footprint of the building, we maximized the park area, and by introducing plantings of local vegetation from the ground-level park area to the terraces on each floor facing the park, we created a public space that resembles a three-dimensional park where the landscape and architecture are connected. Some of the plantings were carried out with the assistance of local residents using seedlings collected from the natural woodland area in Hokusetsu, situated in the northern part of the city. They were then planted in the park, in an attempt to link the city and the local forest. Even after completion, we continue to take up initiatives that will increase the value of the community. These include leading a social experiment to turn the road in front of the building into a plaza and considering ways to reorganize the road to be more people-centric. In recognition of these efforts, we received the Excellence Award at the 6th Green Infrastructure Awards*.

*We have been recognized at the Green Infrastructure Award in consecutive years. This year, we also received the Minister of Land, Infrastructure, Transport and Tourism Award.

KPI

Number of biodiversity improvement projects
Result: 10

Target: 12



Area around Onikuru

New Kokubunji City Hall building

Previously, Kokubunji City’s government services were spread out across the city, impacting access and convenience. In response, the city called for public proposals for the relocation of the new city hall building, and Takenaka Corporation was selected for its winning proposal. The site of the new city hall building is located between a verdant park and a historic site on the old Koshu Kaido route. It sits atop a tableland that replenishes the Nogawa River, which flows from a spring of the Kokubunji Cliff Line and surrounding grove of mixed trees. Our proposal aimed to create a facility that would utilize local resources by interpreting the environment, history, and culture of the surrounding area. We arranged the plantings in a way that connects with the grove of mixed trees along the cliff line and the green space of the adjacent park, and designed walking paths and plazas that connect with the local routes around the historic site and park. To replenish and preserve the spring water, we maximized the area of plantings and permeable pavement to promote rainwater penetration, and we made the building lighter in weight using a direct foundation to prevent it from interfering with the underground aquifer. We also checked the wind conditions and created architectural plans that promote natural ventilation. When considering the exterior color, we held workshops with elementary and junior high school students from the city. With the theme of discovering



The new city hall building as seen from Musashi Kokubunji Park

the city’s color, we walked around the city with participants on a color hunt. Based on this, a color for the new city hall building was chosen, resulting in an exterior design that blends in with the local community. In addition, we were able to communicate the vision behind the planning and design to users through the public’s participation. The public helped construct benches using locally sourced wood from Kokubunji’s friendship city (Iiyama City, Nagano Prefecture) and took part in a workshop to paint the leaf shapes of local plants on bicycle parking areas. As part of a post-opening initiative to increase community value, the new city hall building is now being used in conjunction with local events held in the adjacent park. The park, the neighboring fire station, and the plaza of the new city hall building were designed to be used together, allowing for the hosting of disaster preparedness events and festivals. Together with Kokubunji City and the designated manager of the adjacent park, we assessed the usage of the park and plaza, considered how to utilize it, and then drew up a vision based on the future of the city. In April 2024, Kokubunji City and Takenaka Corporation signed a Comprehensive Partnership Agreement for Regional Revitalization, aiming to increase the value of the city by resolving local issues.

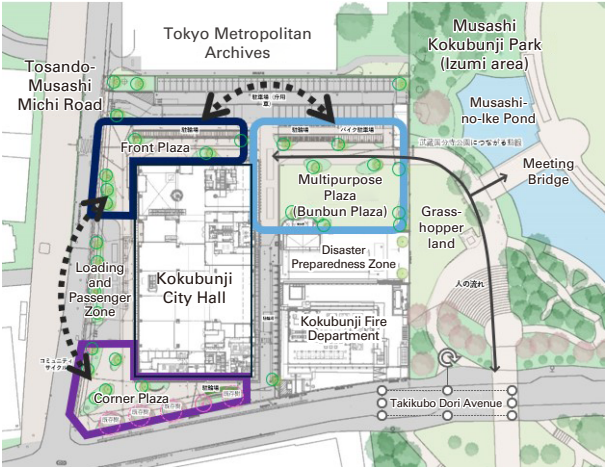


Diagram showing the integration of the planned site with the adjacent site



Bird’s-eye view of the wider area

Seiwadai Forest stewardship activities
Practice urban creation by developing forests and people
Seiwadai Forest stewardship training

Seiwadai Forest stewardship activities began in 2018 as part of the Takenaka Biodiversity Promotion Program to materialize the Takenaka Group’s environmental policy and Biodiversity Action Guidelines (updated in 2025). The core of these activities is a two-day, one-night hands-on forest stewardship training program that group employees apply for and participate in themselves. In the introductory level training, participants learn about *satoyama* (a rural woodland) management in the Kurokawa area of Kawanishi City, Hyogo Prefecture, and they conduct a vegetation survey at Seiwadai, learning about its relationship with the ecosystem.

In the intermediate level training, participants develop knowledge to resolve social issues related to biodiversity through outdoor training, for example, tree felling to improve the health of Seiwadai Forest and classroom learning.

After completing training, alumni proactively collaborate with stakeholders and play an active role as leaders who implement the group’s biodiversity-related solutions in society (around 300 employees had completed the course as of 2025).

[Click here for details](#)



Seiwadai Forest stewardship training (tree-felling)

Utilization of Seiwadai Forest
Aiming for customer engagement
Forest tours for customers

We have been developing Seiwadai Forest as a biodiversity site since 2018. In February 2024, the forest was certified as an “other effective area-based conservation measure,” or OECM, by the Ministry of the Environment.

In 2025, we set up a visitor trail in Seiwadai Forest and invited customers in the spring and autumn (May and October) to engage in conversations and discussions about biodiversity. As a company, we are committed to resolving social issues related to the global environment. The program also features a tour of Takenaka Corporation’s cutting edge human resource development, including the Takenaka Practical Technology Training Center “Omoi” (an experiential quality training facility) located on the premises, and encourages active exchanges of opinions at lunch meetings.

In the afternoon, participants visit the Takenaka Carpentry Tools Museum and Chochikukyo (an Important Cultural Property) to enjoy Takenaka Day to the fullest.

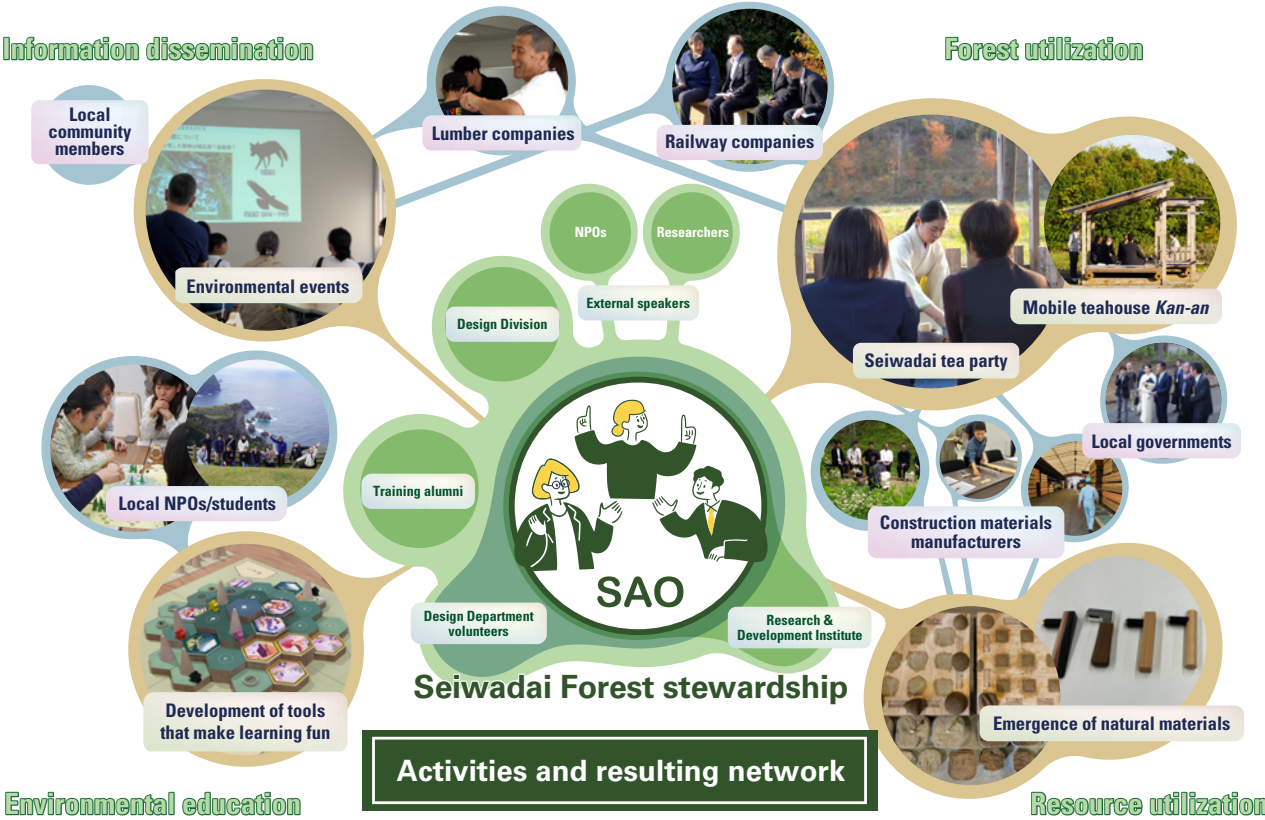


Customer tour of the forest (Seiwadai, Kawanishi City)

Connections spreading out from the
Seiwadai Forest
Various activities and networks initiated by alumni

The Takenaka Group engages in a diverse array of environmental initiatives and activities, primarily through the efforts of employees who have completed the forest stewardship training program. Sustainability Actions Osaka (SAO) is a working group of volunteers from the Design Department of the Osaka Main Office who translate their interest in the environment into volunteering.

SAO’s philosophy is to “develop the unique interests of its members,” and through trial and error, its volunteers have turned a variety of ideas into specific activities. These include examining how to utilize Seiwadai Forest and its future vision, using natural materials for building, developing tools that make learning fun, and participating in events for the public. These repeated trials have given rise to a variety of collaborative efforts, while these connections are now expanding beyond the boundaries of Seiwadai Forest to include a wider spectrum of stakeholders.



Traditional Craftsmanship in Use Today

Looking Back on Expo 2025 Osaka, Kansai, Japan's Grand Ring

Takenaka Corporation designed and built the Grand Ring in the West Construction Area.

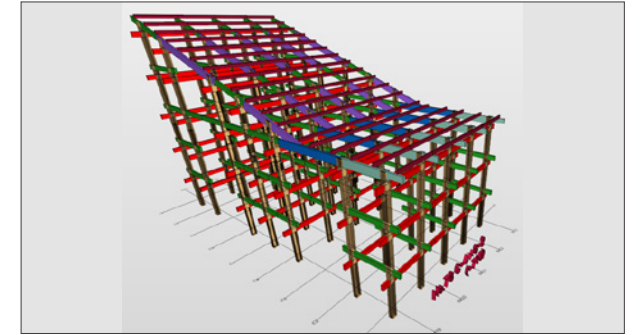
This project was a particularly meaningful undertaking for us as it integrated the shrine and temple construction techniques that we have honed since our founding into a modern architectural structure. The modern *nuki* structure, which makes use of traditional Japanese *nuki* joints, addresses the issue of insufficient earthquake resistance in conventional wooden wedge joints by reinforcing them with bolts and plates, and using both wooden and steel wedges. This design succeeds in improving rotational stiffness by more than five times. The metal parts are hidden to maintain a beautiful appearance, while the removable wedge allows for reuse.

We ensured quality by using three different types of *nuki* joints depending on the height, along with extensive verification in advance using full-scale mock-ups. We conducted multiple forms of verification, from adopting the GIR method* to selecting adhesives and testing various materials. In terms of construction management, 3D printed models utilizing BIM data were used to share the completed image among stakeholders and verify construction procedures. Hundreds of thousands of components were produced and delivered exactly when needed using just-in-time production. Then the units were assembled on the ground, which reduced the number of lifts and minimized work at height, thereby resulting in both greater safety and efficiency. The completion of the framework two months ahead of schedule is a testament to our technological capabilities, which have enabled us to create new value by carrying on traditional construction methods while passing down the skills of our predecessors.

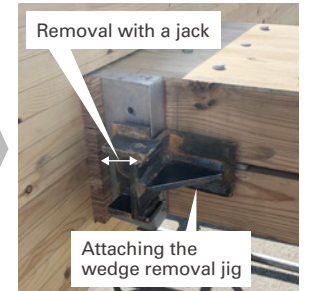
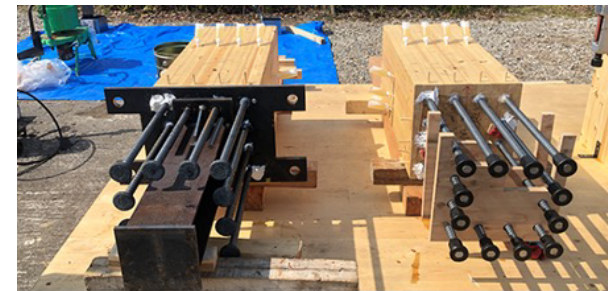
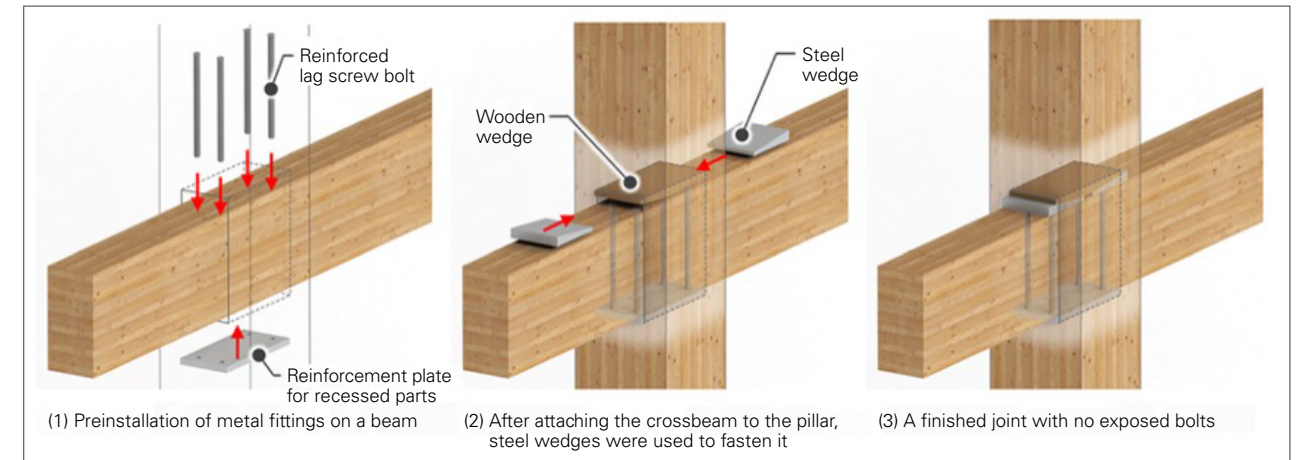
*A glue-in-rod method in which bolts are inserted into holes drilled in beams and then filled with resin adhesive when joining the components together.



The Grand Ring, a symbol of the Expo 2025 Osaka, Kansai, Japan site

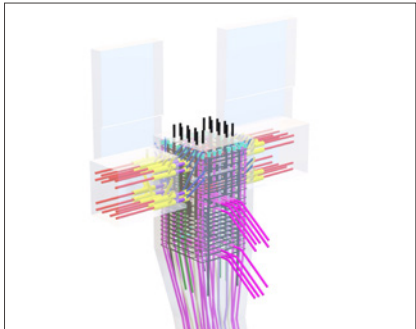


The Grand Ring's BIM model



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

Shifting assembly work previously carried out on-site to factory production has resulted in a significant reduction in on-site work and leveled out workloads. By moving work to factories, particularly work carried out in high places or on the outside of a building, we have eliminated dangerous work, shortened processes, and achieved stable quality.



BIM was used to preadjust complex joints



Use of precast concrete for slanted columns significantly reduced on-site work

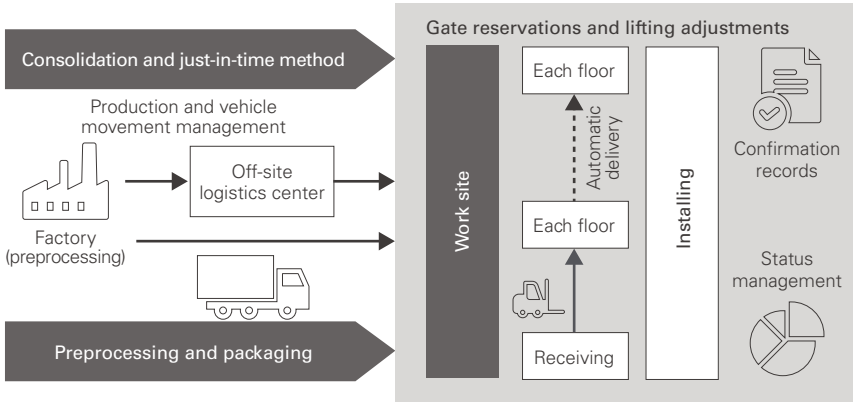


Completed structural work, including numerous columns, in a short period of time

Construction logistics reform

The declining number of workers and skilled workers in the construction and transportation industries, as well as the reduction of CO₂ emissions, are major social issues. We are working to reform the entire supply chain to realize environmentally friendly, sustainable, and highly productive construction processes.

Construction logistics overview



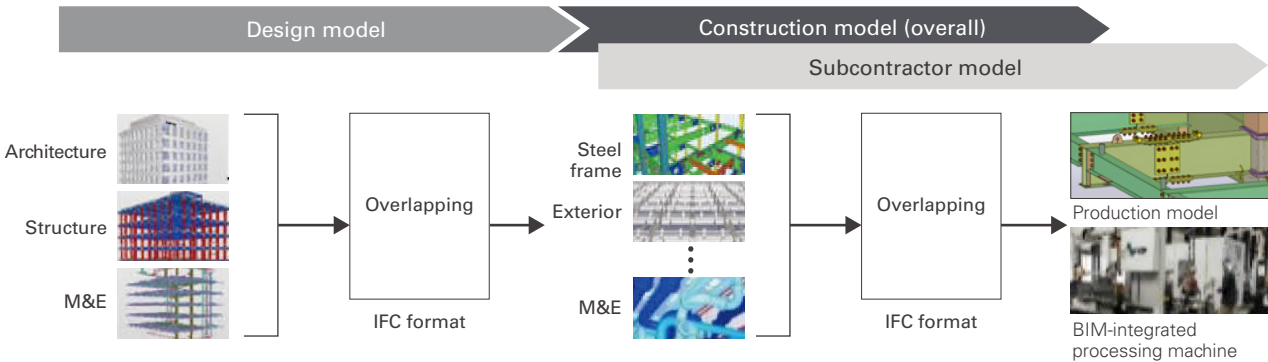
Preambly at off-site logistics center for EXPO 2025 construction in Osaka, Kansai

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 subcontractors. 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

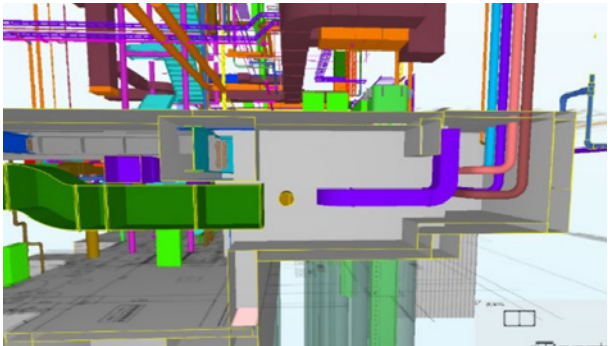
This overlaps in the IFC format, is independent of BIM software, and utilizes aligned models at each process.



Model utilization at construction sites

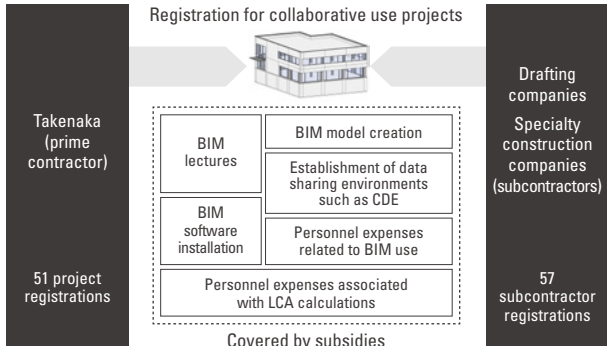
Utilization of [StreamBIM](#), a cloud platform, to check fitting details and manage progress

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



Supporting the introduction of BIM at subcontractors

- Promoting registration for the Ministry of Land, Infrastructure, Transport and Tourism's Architectural GX/Digital Transformation Project
- Accelerating BIM introduction to our subcontractors by utilizing the MLIT program
- Creating strong synergies through effective use of BIM



Integrated optimization with parametric modeling

For projects with complex design shapes, it is important to consider construction feasibility and other aspects from the design stage onwards. In our integrated system of design and construction, we use parametric modeling (a method of numerically controlling dimensions and shape, and automatically updating and optimizing shape in response to changing parameters) to conduct integrated design and construction studies, resulting in both more accurate design and more reliable construction, while simultaneously improving

the efficiency of studies and quality. In addition, from design to construction and fabrication, we utilize detailed models of not only the overall shape but also the base materials of the exterior to consider the optimal fit. For the Nishiki 3-chome Block 25 development (Nagoya City), we used parametric modeling to study the large eaves on the lower floors, resulting in a louvered ceiling with complex undulating curved surfaces that evoke the rising of a stage curtain, contributing to the creation of an attractive facade for the project.

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. As part of the Ministry of Land, Infrastructure, Transport and Tourism’s Project PLATEAU, we are using 3D urban models to carry out real world tests of autonomous air and land mobility solutions 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 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.

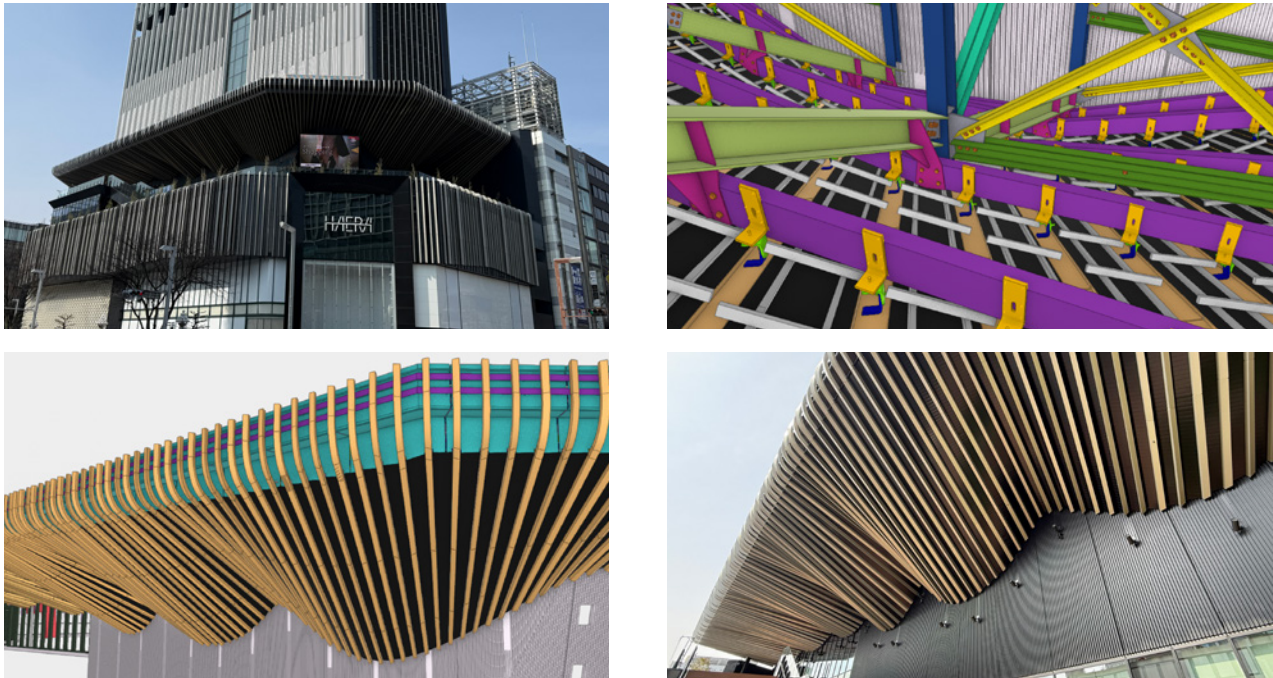
KPI

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

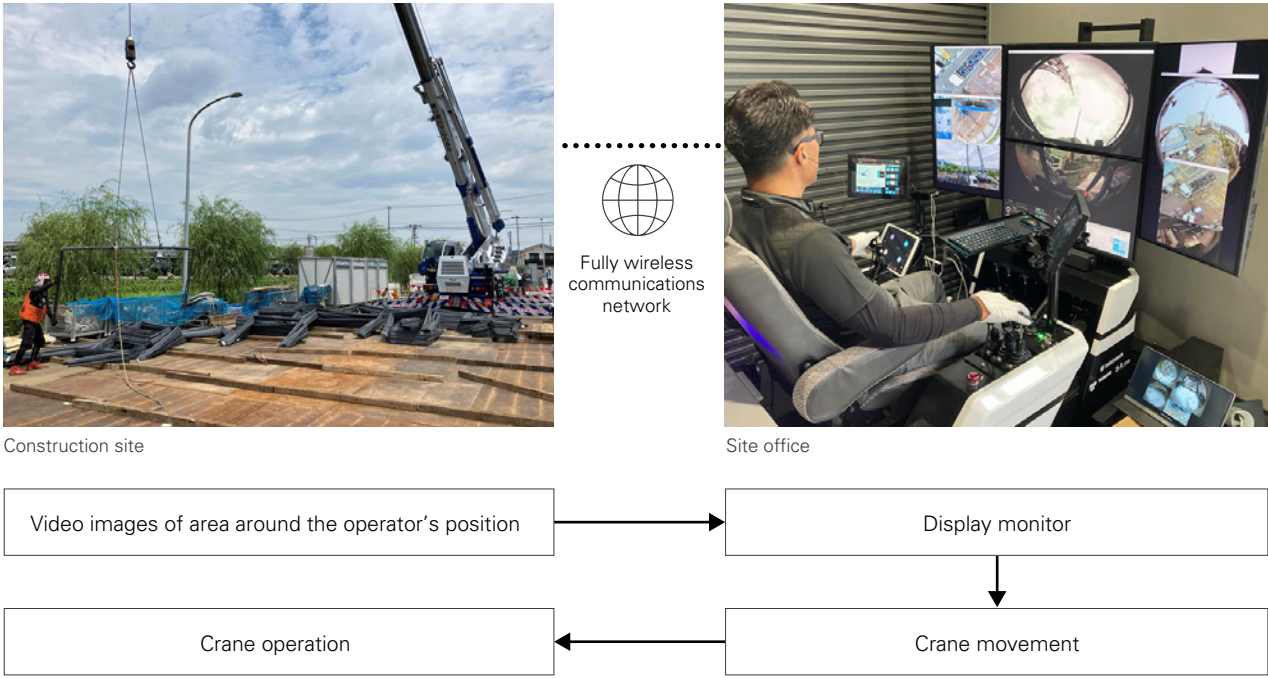
Result: (1) 14.0% (2) 18.0%

Target: Productivity improvement rate
(1) 9.0%, (2) 5.0% (2025)

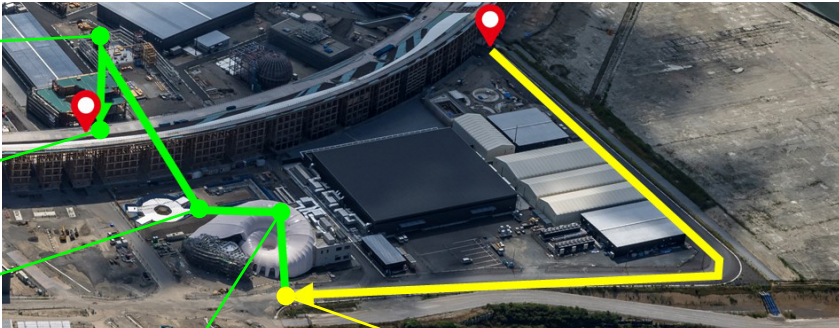
Case study for Nishiki 3-chome Block 25 development



CRANET (system overview)



Demonstration of autonomous land and air mobility at the construction site of the Expo 2025 Osaka, Kansai, Japan



Passing through the Grand Ring using the planned route incorporating BIM

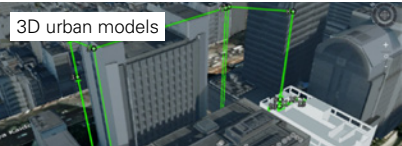
Landing on the Grand Ring

Switched from visual to automatic drone flights for stable operation

Drone flying

Fences are also modeled, so the drone is running autonomously without issue

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



3D urban models

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

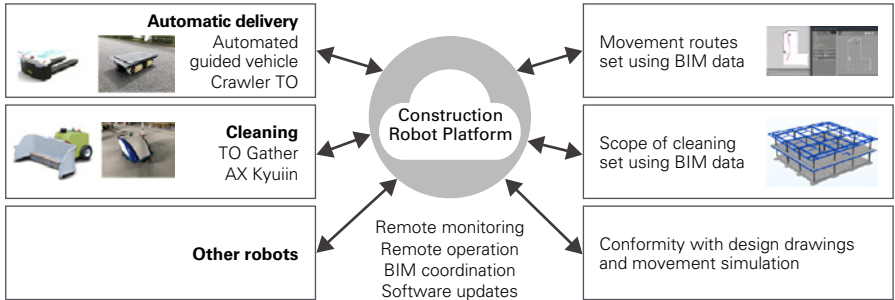


Illustration for Robo-Ko new robot technicians



Reforming business through digitalization
Business application of generative AI and development of DX talent

Having established the Vision for 2030 Through Digital Transformation, we are pursuing activities to achieve this vision whereby digital departments are working together with their respective operational departments.

In conjunction with the deployment of BIM and the Takenaka Advanced Construction Integration initiatives, we are using the  Construction Digital Platform as the foundation for our transformation. By continuing to implement various digitalization measures, including the use of generative AI in business processes, such as technical information searches using LLMs*, we are improving productivity and creating new value.

Then developing DX talent is also essential to achieving digital

transformation. As in the previous fiscal year, we continued to provide digital literacy education companywide in 2025.

*Large language models

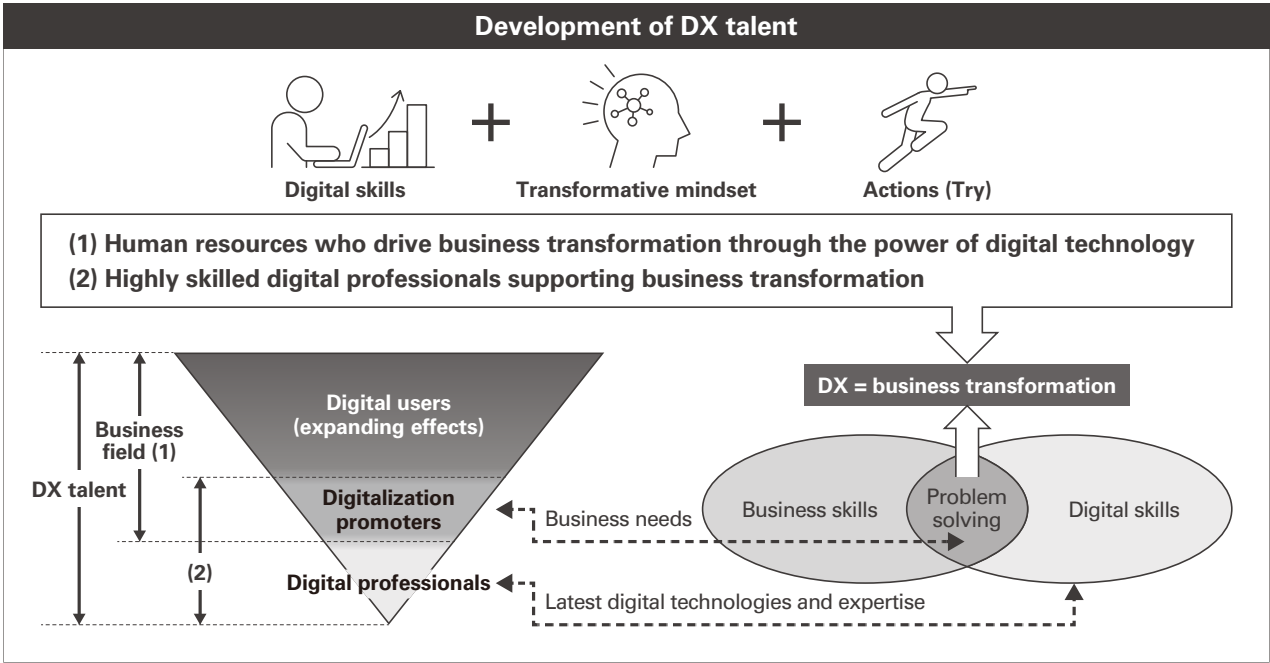
KPI

Achievement rate of milestones for 2025 against 2030 digital transformation targets

Result: 48.4%

Target: 100% (2025)

(Based on an employee survey assessing the perceived progress toward our vision for digital transformation in 2025.) Expectations for digital transformation are high at 83.3 percent. We will continue to focus on promoting digital transformation in order to meet these strong expectations.



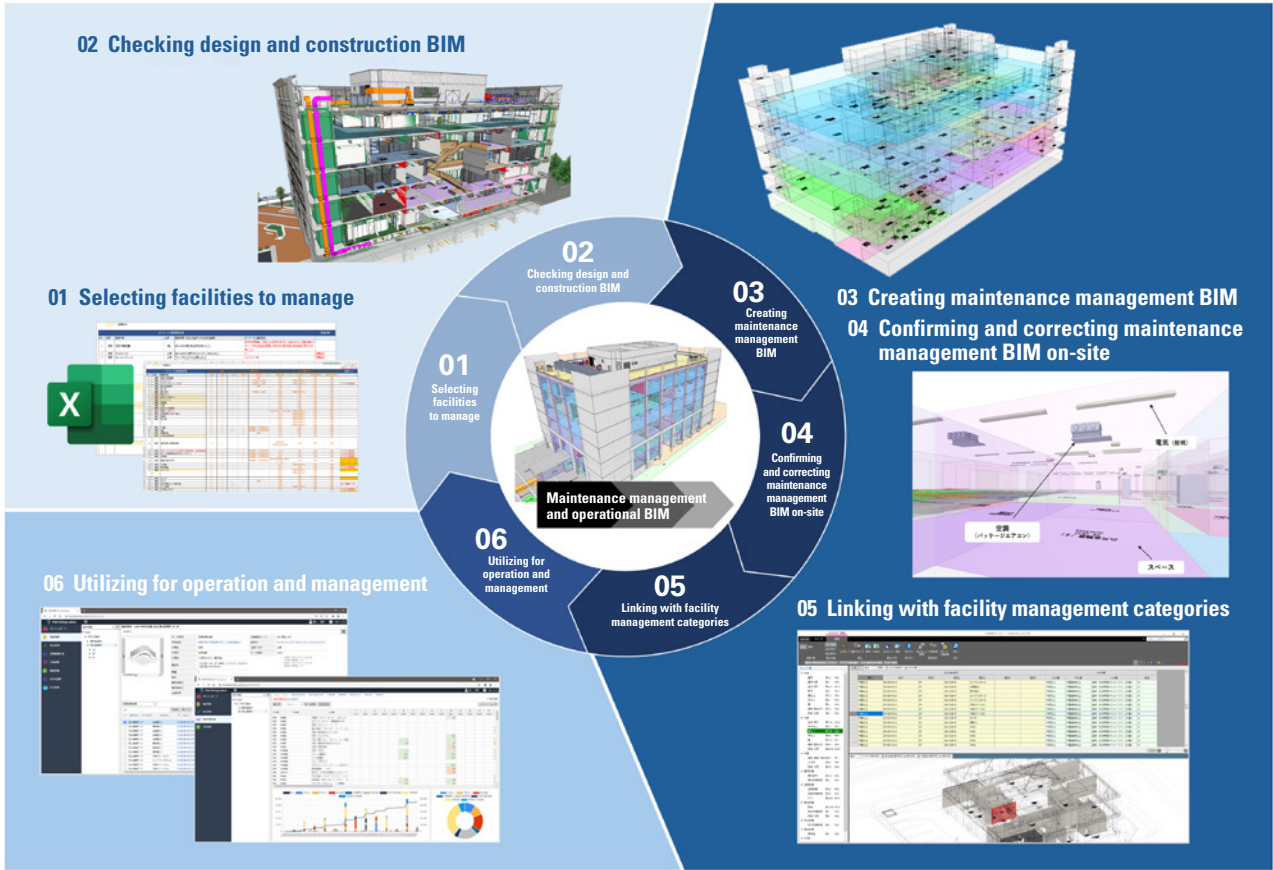
Supporting use of BIM in building operation
Creating maintenance management and operational BIM

By appropriately transferring BIM data created in the design and construction stages to the operational stage, we utilize BIM throughout building life cycles, supporting customer business decisions over the long-term.

We provide lightweight, easy-to-understand 3D models and the information necessary for facility maintenance and management, tailored to the customer’s usage policy, so that they can be used

with ease even in a standard PC environment. This creates a “maintenance management and operational BIM” that can be transferred to various databases, for example, maintenance and management software and real estate software.

Using the BIM data created during the construction phase as a foundation for facility management tasks, such as preparing facility ledgers, formulating long-term repair plans, and managing space, makes it possible to realize significant productivity improvements in maintenance and management tasks.



Guaranteeing appropriate working conditions, such as work hours
Ensuring appropriate construction timelines, staffing, and trouble prevention during construction

Since 2018, work style reform in the construction industry has been underway at the national level. This three-pronged initiative, which consists of “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, is about to move to the next stage.

We have 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. Specifically, in addition to organizational activities, such as promoting front-loading and management that emphasizes a balance between orders and production with a focus on human resources, and establishing a work style centered on BIM, we have implemented a wide range of measures. These include a personnel system that allows individuals to work flexibly, time management practices, outsourcing of worksite operations, online meetings and time reduction, and the use of digital tools including generative AI. As a result, there was a significant improvement, with 70.3 percent of sites closed eight days during a four-week work period and 95.2 percent of employees with holidays eight times every four weeks. However, the Japan Federation of Construction Contractors has formulated a new Long-Term Vision 2.0 and declared that it will raise its target from 2026 to 10 closures every four weeks in 2035. We are being asked to make further efforts to improve our order-taking and production processes.

KPI

Site closure achievement rate (results as of December 31, 2025)
Site closure achievement rate of “closed for eight days every four weeks”: 70.3%*1 (target: 100%)
Achievement rate of “eight days of holidays every four weeks”: 95.2%*2 (target: 100%)

*1 and 2 calculated based on the rules of the Japan Federation of Construction Contractors.

Facilitating job entry and retention together with subcontractors

Pursuing our goal of a sustainable construction industry, we work together with Chikuwakai (an association of our subcontractors) 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. Specifically, with the cooperation of the Japan Association for Construction Human Resources (JAC) and the Foundation for International Transfer of Skills and Knowledge in Construction (FITS), we hold lectures that provide an overview of the system for the hosting of foreign skilled workers, share good practices, and provide support to companies hosting these workers. The goal of these lectures is to improve knowledge about the recruitment and development of foreign human resources.



Lecture by JAC



Discussion at the Chikuwakai national leadership liaison meeting

Making environments more worker friendly, improving job satisfaction and promoting DE&I

The environment around us is changing rapidly as evidenced by greater globalization, the high-speed evolution of technology, and diversifying work styles. In times like these, organizations that are attractive, worker friendly, and rewarding, with high engagement, and organizations that embrace diversity and have systems that makes the most of it, are essential for a company’s sustainable growth and innovative value creation. In 2023, we restructured our personnel and employee benefits systems, and in July 2024, we established the DE&I Promotion Department within the Corporate Strategic Planning Division. We view diversity, equity and inclusion (DE&I) not simply as a response to societal demands but as an important management issue directly linked to the growth of the company. In 2025, we modified our systems to create an environment where employees can produce results through their own decisions and autonomous choices. We will continue to contribute to the future of the company and the sustainable development of society by creating workplaces where every employee can maximize their potential.

[Takenaka’s DE&I initiatives](#)

Support program for returning to work after childcare leave

We have a comprehensive program in place to support the smooth transition and early return to work of employees on childcare leave.

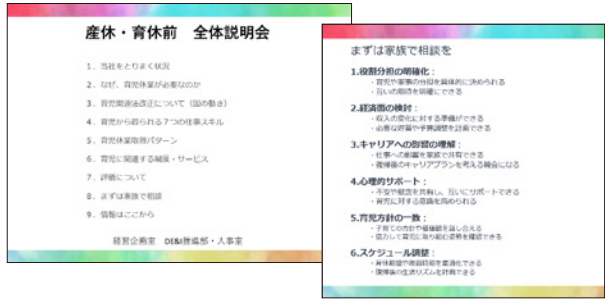
(1) Support at notification

To encourage employees to notify us early if they or their spouses become pregnant, we post a pop-up message on the company intranet on the 19th of each month.



(2) Information provision prior to childcare leave

We regularly hold general information sessions online before parental leave for employees who have submitted notification and their supervisors. In addition to providing a details of the system, the information sessions also explain the importance of creating an environment where employees can take maternity and childcare leave with peace of mind and balance work and childcare, as well as the new perspectives and experiences that can be gained during childcare leave.



(3) Coordination with supervisors

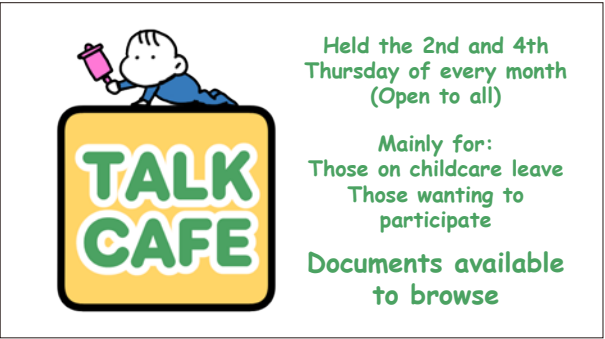
At information sessions, we encourage participants to discuss with their family the division of roles, how to work and rest, and career development during the period of balancing childcare and work. The results of the discussions are promptly reported to supervisors, who in turn meet with the employee set to take childcare leave.

(4) Coordination with HR

Preparations are made for childcare leave by ensuring that there is enough time to find replacement staff and allocate work responsibilities in the department to enable employees to take the leave with peace of mind.

(5) Initiatives supporting return to work

To help alleviate anxiety about returning to work and maintain connections with the workplace, we host online meetings called Talk Cafés as an optional forum for interaction. The meetings are aimed at employees on childcare leave, those on pregnancy or maternity leave, and other employees who wish to attend. Various themes are set according to the timing, aimed at balancing work and childcare. Information is provided and senior employees share their experiences.



KPI

Rate of taking childcare leave by male employees
Result: 47.6%

Target: 100% each year
(Government targets: 50% by 2025 and 85% by 2030)

Women’s empowerment training and in-house alumni program launched

Since 2014, we have continuously offered external women’s empowerment training with the aim of developing female leaders. Personnel from branch offices across Japan have participated in this training, which has produced steady results so far.

We recently launched a new in-house alumni organization for past training participants. The goal is to continuously maintain and improve the learning and motivation gained through the training, and share experiences and knowledge among former participants. In this manner, we are contributing to the creation of a cross-company network that transcends branch offices and job functions.

We will continue to further enhance our support for women’s career development in an effort to promote diversity throughout the organization and ensure the continuous development of female leaders.



KPI

Percentage of women in managerial positions
Result: 5.7%

Target: 8% (2025)

Measures for creating job satisfaction

Career Vision Consideration Meeting

The meeting is aimed at young administrative staff in their sixth to eighth year at the company to promote the growth of employees in their development stage. A total of 40 people from all branch offices participated.

During the meeting, senior administrative staff shared what they had learned from their experiences and the appeal of each job. In the workshop that followed, participants verbalized their own values, deepened their self-understanding, and then drew up career plans. Participants commented that they were able to discover new strengths through feedback from others and learn about the thoughts and values of colleagues that they would not normally hear.



Mid-career training

The program, for managers who have reached the age of 55, aims to encourage them to develop their own careers after mandatory retirement by looking ahead to future possibilities that they may not have considered and by creating specific action plans.

During the training, participants understood future challenges, verbalized their own views on work, and created specific reskilling and upskilling plans with an eye toward changes in their roles.

Participants commented that people of the same generation from various professions came together to discuss how they could contribute to the company, which led to a sharing of values that transcended work ability.



Information and exchange meeting for employees with hearing impairments and discussion among their supervisors and colleagues

Following on from 2024, we held an information and exchange meeting at the Hiroshima Branch Office in June 2025. A total of 18 employees participated from across Japan.

During the meeting, a group discussion was held on the theme of mutual understanding, reflecting the voices of participants. Regarding the issues that emerged from the discussion, we invited an external expert to lead a discussion session with the supervisors and colleagues of participants.

By organizing and sharing issues based on the voices of both sides in the workplace, this helped us consider specific measures to create more employee friendly workplaces.



Summer tour for kids

In August 2025, we held a summer workplace tour for the children of employees at seven branch offices (Tokyo, Osaka, Nagoya, Hokkaido, Tohoku, Hiroshima, and Kyushu), with a total of 116 participants.

By promoting understanding of the workplace among employees' families, we hope to deepen the bond between employees and their families and increase employee motivation. The program also aims to deepen employees' understanding of each other's family situations, promote communication, and create an employee friendly workplace atmosphere. On the day, the seven branch offices each carried out their own programs, including workplace visits and workshops.

The children who participated commented that it was good to see what kind of work their mom or dad does, and it was fun exchanging business cards with so many people. One employee commented that they were happy to hear a heartfelt sendoff the next day when leaving for work.



Conducting engagement surveys across the group and globally

Every year, we conduct an employee engagement survey run by Link and Motivation Inc. The survey allows us to better understand the state of employee engagement, identify issues related to strengthening the relationship between employees and the organization, and utilize the results when formulating measures. The rating has improved for the second consecutive year to an "A" thanks to changes in awareness through workplace-level dialogue on organizational issues, along with the implementation of personnel policies to improve job satisfaction and create employee friendly work environments. We began implementing this initiative across the entire group in 2022. By 2025, we had expanded it to 13 companies with the rating of each continuing to improve every year. Starting in 2025, we also began conducting the same survey at our overseas subsidiaries in Asia and Europe. The survey is conducted in each country's language and feedback is provided for each location. Our goal is to quantitatively visualize the state of the organization and realize an independent and continuous operational system for each subsidiary and location in each country.



Based on Our Total Quality Management Basic Policy, We Work Together with Our Subcontractors to Promote High-Quality Construction That Meets Customer Expectations.

Customer Satisfaction (CS) activities

Enhancing corporate value by earning a strong reputation from customers and society

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.



Feedback to related internal departments

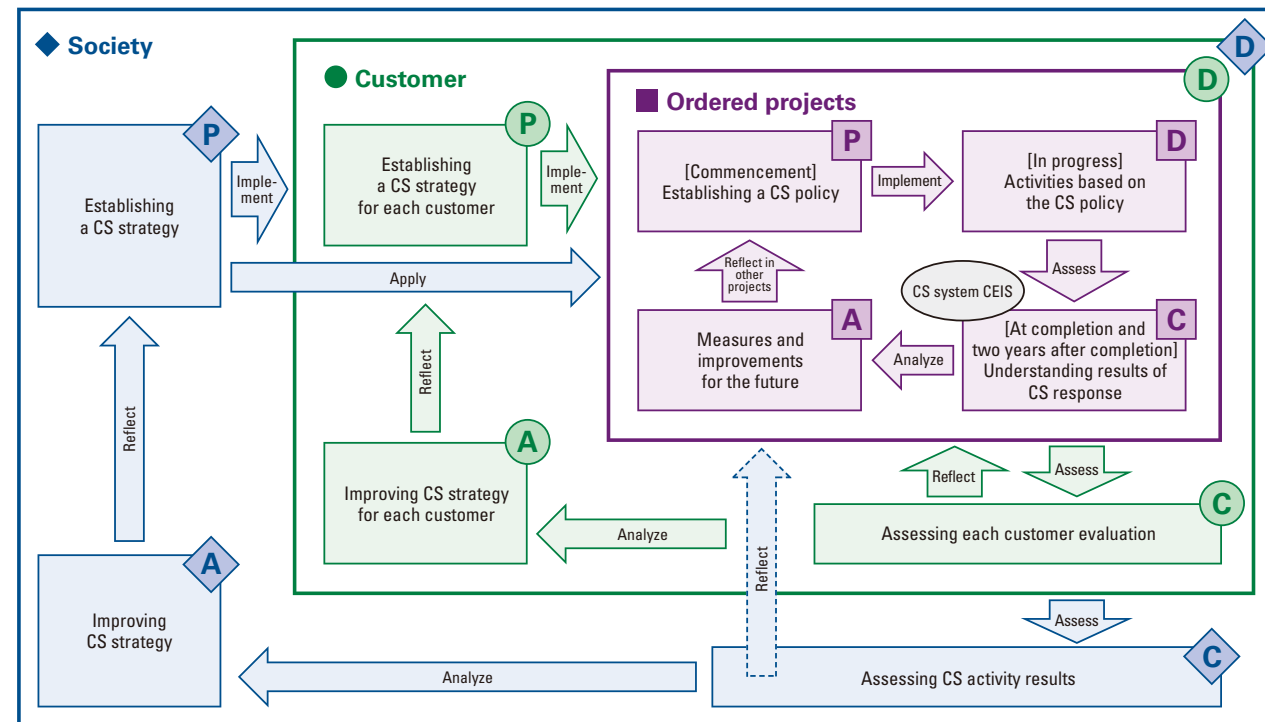
KPI

Customer satisfaction survey

Result: 99.7%

Target: 100% each year

Takenaka CS management system (partially abridged)



Passing on our quality building process to the next generation

Training to learn the “form” of construction

To pass on our quality building process to the next generation, we have conducted job-specific and skill-specific training using actual tools at [Practical Technology Training Center “Omoi”](#) since 2011. As an experiential training center for “seeing, touching, and learning,” the training center teaches the importance of quality control by looking at models, panels, and exhibits that appeal to the visual sense, and through first-hand experiences with actual defects. In 2018, we expanded the training center and added full-scale mock-ups, including Moen-Wood and hybrid construction methods that combine precast materials, steel frames, and seismic isolation devices. This allows structural designers and architectural engineers to master the latest construction methods as they change with the evolution of technology. We also enhanced the curriculum, allowing structural designers and architectural engineers to improve their skills. Then we provided training at Omoi to skilled workers at subcontractors to raise their awareness of quality assurance. Since 2011, we have been continued to hold tours of Omoi as part of short-term training held in Japan for our locally hired staff overseas. By expanding the base of skilled personnel, we are training our human resources to provide high-quality buildings to a wide spectrum of customers. Instructors are employees commissioned from all over Japan who teach the basics of quality control based on their experience and knowledge. They also strive to provide deeper knowledge by explaining regional differences. Senior employees train junior employees by sharing the latest information and examples of defects at construction sites.

KPI

Number of serious quality problems

Result: 0

Target: 0 each year



Reinforced concrete mock-up



Precast concrete mock-up



M&E technology:
reinforcing bar equipment fitment exercise



Architectural technology:
precast concrete fitment exercise

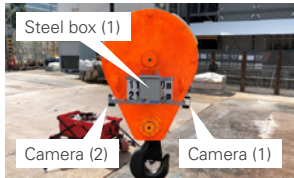


Reinforcement inspection training with
a subcontractor

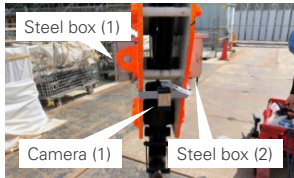
Safety measures during lifting incorporating AI image recognition technology
AI Scope

Lifting work using cranes at construction sites involves risks, such as the load falling or workers getting caught, and many accidents have occurred in the past. In recent years in particular, there has been an uptick in accidents involving falling loads. To prevent this, our construction sites are implementing a safety activity called 3-3-3 Campaign activities (stopping for three seconds when the load is 30 centimeters above the ground, and then lifting it up three meters away). We have also implemented such safety measures as sounding an alarm called a security call, which is attached to the hook and operated from the operator's seat of the tower crane. However, because it is sounded by the tower crane operator, the alarm cannot be sounded in areas that are in the operator's blind spot, which poses risk of an accident. As further countermeasures, some work sites are taking various other measures. These include assigning a supervisor specifically for lifting work, clearing people directly below the load, and having riggers sound whistles to warn others when lifting or hoisting the load. Yet, lifting accidents still occur. Therefore, we needed to take immediate mechanical measures to prevent workers being directly below suspended loads.

To address this, we developed AI Scope, which installs a camera on the crane hook, uses AI image recognition technology to identify people, and issues an alert when a person is within the sensor's detection area.



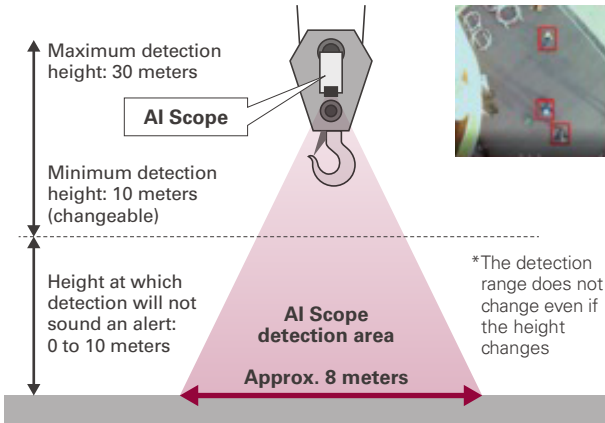
AI Scope installation (front)



AI Scope installation (side)

Four features

- (1) Automatically detects people under suspended loads and sounds an alert
AI detection function that automatically detects people using a camera attached to the crane hook.
- (2) Function to maintain the detection area according to the height of the hook
Generally, the angle of view widens as the camera height changes, but this function uses a built-in air pressure sensor to automatically adjust the sensor detection area.
- (3) Easily attaches to hook with a magnet
Camera body can be attached to tower cranes, mobile cranes, and hooks depending on their shape.
- (4) Detection area can be set according to purpose
The basic detection area is within a diameter of eight meters, but it can be set to any area depending on the use.



AI Scope detection range

KPI

Number of significant workplace accidents or public disasters

Result: 0/1

Target: Each year 0/0

Equipment diagram	
Steel box (1) Camera side box L x W x H: 250 mm x 118 mm x 249 mm	Small PC
	Air pressure sensor
	DCDC regulator
	Wi-Fi router
	Relay board
	Patlite LED
	Bimetal for heater
	Magnet fastener 40 kg x 4
Steel box (2) Battery box L x W x H: 250 mm x 118 mm x 249 mm	Fall prevention
	Lithium ion battery
	Magnet fastener 40 kg x 4
Camera side box x 2	
USB camera	

Realizing sustainable supply chains
Promoting sustainability 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 established related Action Guidelines consisting of nine items, which have enabled us to engage in activities based on a clear procurement policy. Then we established Supplier Action Guidelines, which clearly state more specific action in order to build a sustainable supply chain for harmony and prosperity. 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 for our Supplier Action Guidelines at major cooperating companies

Result: 99.5%

Target: 100% each year



Supplier Action Guidelines

We Are Promoting Efforts to Respect the Human Rights of All Stakeholders Involved in Our Business Activities.

Respect for Human Rights

Our commitment to human rights is stated in Article 4 of the [Takenaka Corporate Code of Conduct](#), and we have established a Human Rights Policy as one of our basic policies.

Human Rights Policy

In April 2025, we revised our [Human Rights Policy](#) and established it as a common groupwide policy. Our group recognizes that respecting the human rights of all stakeholders involved in its business activities is an important part of our corporate social responsibilities. Based on this understanding, we respect internationally recognized human rights, strive to promote mutual understanding and respect to prevent human rights violations, and make efforts to create a healthy and rewarding working environment.



Review by external advisors

Human rights due diligence

In accordance with Human Rights Due Diligence, Principle 17 of the Guiding Principles on Business and Human Rights, we identified and assessed specific risk issues in 2018, 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

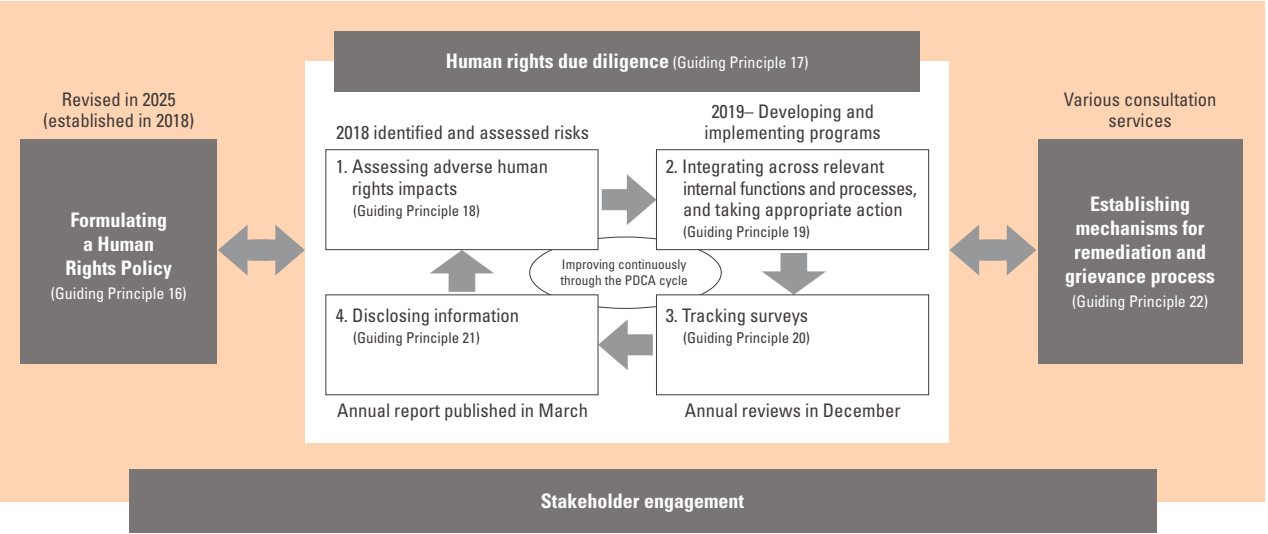
maintaining a healthy workplace environment, and the physical and mental health of our employees also includes an e-learning course on harassment for all employees.

In addition, following the enactment of the revised Act on Comprehensively Advancing Labor Measures in June 2025, we established a Basic Policy for Dealing with Customer Harassment on October 1, 2025. In order to protect the character and dignity of the group’s employees, and ensure a healthy and comfortable working environment, we will continue to strive to maintain healthy relationships with our customers and others.

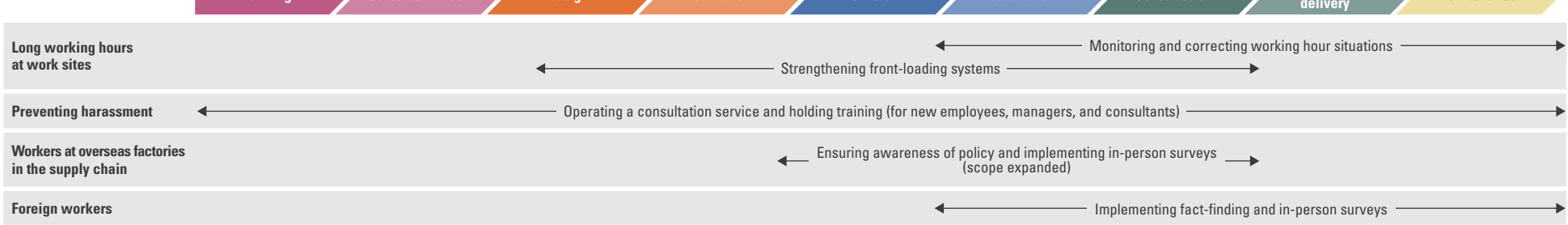
Raising awareness of human rights risks among group company employees

Starting in 2025, we began implementing human rights due diligence across the entire group. December 4 to 10 was designated as the Takenaka Group Human Rights Week. During this time, we conducted human rights surveys among group employees, surveyed suppliers about their efforts to respect human rights and protect the environment, and notified skilled workers at group company work sites and offices of our newly revised human rights policy. We have also made known a hotline for reporting as a remedial measure in the event of any concerns about human rights violations.

In addition, we relaunched our CSR Compliance News as Sustainability News and continue to deliver information related to respect for human rights and the environment.



Specific risk issues



KPI

Verifying continuous implementation of human rights due diligence

Result: Once in December 2025

(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 “regenerative works,” “designs born of our comprehensive capabilities,” and “attractive renewal.”

Osaka Hiraishin Kogyo Kobe Office

Transitioning from a “scrap and build” approach to a “stock and regenerate” strategy



Regenerative Works

In 1971, our environmental efforts began as “Green in Design,” before evolving into “Sustainable Works” in 2004, and we continue to promote these efforts. Until now, we have advanced our response to climate change based on a concept of reducing environmental impact. However, in order to respond to rapid changes seen in recent years, in 2026 we shifted toward a regenerative strategy to create positive impacts that address environmental and social challenges. Through “Regenerative Works,” the Takenaka Group aims to balance decarbonization, resource circulation, and coexistence with nature to restore and regenerate the earth’s bounty for future well-being.

Osaka Hiraishin Kogyo Kobe Office

This branch office designs and installs lightning protection systems. Originally planned to be demolished and replaced, this 35-year-old, four-story RC building was instead renovated. Based on the designer’s proposal, it was revitalized with a design that looks beyond the eventual end of the structural frame’s lifespan, aiming to create value unattainable through new construction.

By removing unnecessary portions and significantly reducing the building’s weight, we achieved an integrated wood and steel extension supported entirely by cantilevers protruding from the existing frame. For the newly added components, we selected materials that improve with age, and we designed the structure with visually exposed bolted and screwed connections as the primary joining method. This allows the users themselves to easily maintain the building. This approach fosters increasing affection for the building over time and encourages long-term care and use. The plan also anticipates future deconstruction and disassembly, as well as the reuse of its components.

[Click here for details](#)



Connecting through reduction

By removing the fourth-floor employee housing and third-floor slab, we reduced the building’s weight. This allowed us to suspend a deep overhang from the existing structure and extend the ground-floor area without adding foundations. This approach, combined with high-performance insulation, achieved a high level of environmental performance with a BEI of 0.40. Compared to demolishing and newly constructing a building, the project halved the construction period and cut both CO₂ emissions and waste by approximately 70 percent.



Openness through extension

Relocating the office from the third to the second floor would cause sight line issues with neighboring residences. To address this, we covered the workspace with a deep overhang that controls sight lines and direct sunlight, creating an open environment that eliminates the need to close the blinds. Additionally, when the skylight is opened, pleasant breezes flow through the new sliding windows beneath the overhang, which allows the space to be comfortably used without air-conditioning during transitional seasons.



A deep overhang that supports daily operations

At the branch office, trucks and other vehicles regularly come and go to load and unload lightning protection equipment. To enable comfortable loading and unloading regardless of the weather, we covered the work area with a deep overhang. We expanded the first-floor warehouse opening to twice its original size to improve efficiency when handling long lightning rods.



The north deep overhang and new staircase

We relocated the staircase from its previous position, enclosed within a walled core, to the new north extension. Seen through the gaps in the deep overhang, the exterior plants and trees along the street merge into a continuous view, which allows the users to experience changes in nature during everyday moments as they move up and down the stairs.



Opening the warehouse to reveal the work area

Traditionally, warehouses were spaces that were preferred to be hidden away. By installing a louvered glass partition, we kept the warehouse concealed from the entrance while making it visible from the cocreation space. This partition also functions as a storage rack for lightning rods and is designed to allow deconstruction and disassembly.



Maintenance with care and increased value over time

For added materials, we selected those with natural variations in thickness and color whose beauty will develop with age. These were installed using details that facilitate maintenance, replacement, and deconstruction. Through continued care, this 35-year-old building will grow in value, inspire deeper affection over time, and remain in use until the end of its structural lifespan.

Design born of our comprehensive capabilities



Northeastern exterior: By situating the semioutdoor plaza “TRY SQUARE” to face the promenade and angling the building’s mass toward the park, we created a structure that attracts diverse people into the facility.

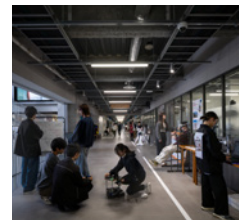
Ritsumeikan University Osaka Ibaraki Campus Building H A new campus model that encourages cocreation

This project involved constructing a new building for the 2024 relocation of the College of Image Arts and Sciences, Graduate School of Image Arts, College of Information Science and Engineering, and Graduate School of Information Science and Engineering to the Osaka Ibaraki Campus (OIC), which opened in 2015. To embody the R2030 Ritsumeikan Academy Vision “Challenge your mind, Change our future,” we adopted a concept called “TRY FIELD.” Under this concept, we viewed the campus as a place where everyone can take on new challenges, with the aim of driving the continued evolution of the OIC, starting with the new building. Leveraging the campus’s existing characteristics—an open environment integrated with the park, without physical barriers—we aimed to create a campus that encourages cocreation and addresses social challenges by inviting the community into the building and opening research activities to the public.

[Click here for details](#)



Innovation Lounge:
The stepped atrium facilitates encounters and close communication among students across disciplinary boundaries as they move between floors in their daily routines.



Demo Street:
We extended the corridor in front of the labs to create an experiment space (W 4 m x L 100 m) to enable students to visualize research processes and immediately try out their ideas, thereby creating a hands-on learning environment.



TRY SQUARE: This semioutdoor plaza attracts diverse groups of people, including students, local residents, and companies through a combination of various community outreach programs and a circulation-focused layout.

Attractive Renewal

Buildings are not only structures that protect lives and property, but they are also social assets. Attractive Renewal aims to enhance asset value and business viability by responding to increasingly diverse and sophisticated needs through integrated planning, design, and technical expertise, including improving the function and performance of aging buildings, restoring their aesthetics, contributing to the betterment of the global environment, utilizing legacy assets through conversions, and preserving and revitalizing structures of historic and cultural significance. By protecting and making the most of buildings, we can contribute to a sustainable society.



Chuo Nittochi Hakata Ekimae Building
An office for the community, people, and the planet

In order to conform to the new seismic code, this tenant office project involved deconstructing the existing building from the third floor upward, reinforcing the existing structure from the basement through the second floor, and constructing a new 13-story building above a seismic isolation layer. The first and second floors utilize the existing structure and feature pilotis that dynamically express the structural frame. These spaces are open to the community as public plazas and terraces. We installed landscaped terraces in all the rental spaces on the upper office floors to create a comfortable work environment that inspires creativity. We also pursued a new office design that is open to the community, supports people, and contributes to the planet.



Design and construction: Takenaka Corporation [Introduction Video](#)



Daiichi Bank Yokohama Branch / BankParkYOKOHAMA
A community hub open to local residents that passes down history and creates culture

In 2025, we renovated the former Dai-ichi Bank, Yokohama Branch, which is a Yokohama City Certified Historic Building. The first floor features a gallery exhibiting crafts from around the world, a dining cafe serving sustainable cuisine, and a flower shop. These facilities together serve as a hub for culture, art, and tourism. The first floor of the basement and the second and third floors above ground offer workspaces that can accommodate diverse workstyles along with an iconic balcony that serves as the Machikado Gallery (community gallery) where various artworks and crafts are exhibited. Our aim was to establish a hub that is open to the community for the promotion and cocreation of culture and sustainability while bringing renewed vitality to the community.



Design and construction: Takenaka Corporation

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.



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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 seven 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 (Park facilities) Nikken Sekkei Ltd. (VS. design and supervision) Ando Tadao Architect & Associates (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 opened 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., Tanshaisha Co., Ltd.



BASEGATE YOKOHAMA KANNAI

This is a redevelopment project for the former Yokohama City Hall district utilizing the PPP method. Characterized by a fusion of old and new, this project involves the development of a major multipurpose complex featuring a diverse range of facilities, while preserving and repurposing Yokohama's former city hall administration building. During the bidding phase, we submitted design and business proposals for one of Japan's largest permanent live-viewing venues, a low-rise commercial complex, and a hotel renovation, and we joined the project consortium as a major investor in the hotel business. This initiative has been praised for creating a new urban landmark that blends the old with the new by preserving Yokohama's former city hall administration building, designed by Togo Murano, and repurposing it as a hotel. This building became the first postwar structure to be designated as a Yokohama City Certified Historic Building. As a member of the consortium, we will contribute to creating new vitality in the Kannai Station area. Design and construction: Takenaka Corporation (joint venture)



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)

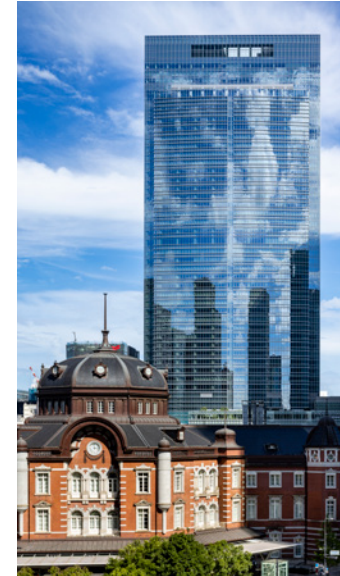
Execution design (stadium, hotel, commercial facilities) Takenaka Corporation
Construction (stadium, hotel, commercial facilities): Takenaka Corporation (joint venture)



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, and 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.

Master plan: Takenaka Corporation, Asai Ken Architectural Research Inc, E-DESIGN
Design: (aquarium) Takenaka Corporation, (parkland) E-DESIGN
Construction: (aquarium and parkland) Takenaka Corporation



Tokyo Midtown Yaesu

This is a superhigh-rise complex constructed under the special urban renaissance district program. The building comprises various facilities such as offices, a hotel, an elementary school, communal spaces, stores, a bus terminal, and a local energy center (special electric DHC). We participated in the redevelopment project as a landowner and undertook execution design and construction. Located directly in front of Tokyo Station, this complex helps enhance the city's appeal and vitality, and strengthens its international competitiveness as a new landmark.

Basic design, execution design, and supervision: NIHON SEKKEI, INC.

Execution design and construction: Takenaka Corporation

[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](#)



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](#)



Patina Osaka & nanoniwa

Patina Osaka, a luxury hotel on the south side of Osaka Castle Park, and the adjacent nanoniwa, developed by enhancing Naniwa Palace Ruins Park through the Park-PFI method, serve as sources of vitality and improved walkability in the southern Osaka Castle area while promoting the local history and culture. We provided design, construction, and planning support for both projects to help enhance the charm and vibrancy of the entire area surrounding Osaka Castle Park.

Patina Osaka

Execution design, supervision, and construction: Takenaka Corporation

Basic design, execution design supervision, interior design supervision:

NTT Facilities

Exterior design: Jun Mitsui & Associates Inc. Architects

Landscape architect: Ohtori Consultants

nanoniwa

Design and construction: Takenaka Corporation

Globally Responding to Diverse Customer Needs

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 for our customers, including 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. Recently, we have begun aggressively taking on projects to fulfill global needs, such as data centers and semiconductor-related facilities. Our activities also span a diverse range, comprising not only architectural design and construction works but also technical guidance and consultation services.



Upper row, from left Jaguar Land Rover Slovakia New Factory (Slovakia, 2018) [InoBat Slovakia R&D Center \(Slovakia, 2023\)](#) [DAIKIN Suzhou R&D Center \(Belgium, 2024\)](#)

Lower row, from left [Changi Airport Terminal 4 \(Singapore, 2017\)](#) [Pacific Century Place Jakarta \(Indonesia, 2017\)](#) UMC Singapore New Factory (Singapore, 2024)

The year 2025 saw the 15th anniversary of the founding of Takenaka India and the 35th anniversary of Takenaka Malaysia.

Since its founding, Takenaka India has participated in a great number of projects, but mainly these have been production facilities. Meanwhile, Takenaka Malaysia has focused its efforts on constructing data centers and logistics facilities, which are areas where demand is growing, and it is expanding its range of business.

Going forward, both companies will continue to demonstrate their unique capabilities in design-build technology, which originate from the spirit of a *torio* (master builder), while also eagerly making use of leading-edge technologies and striving to better support customers.



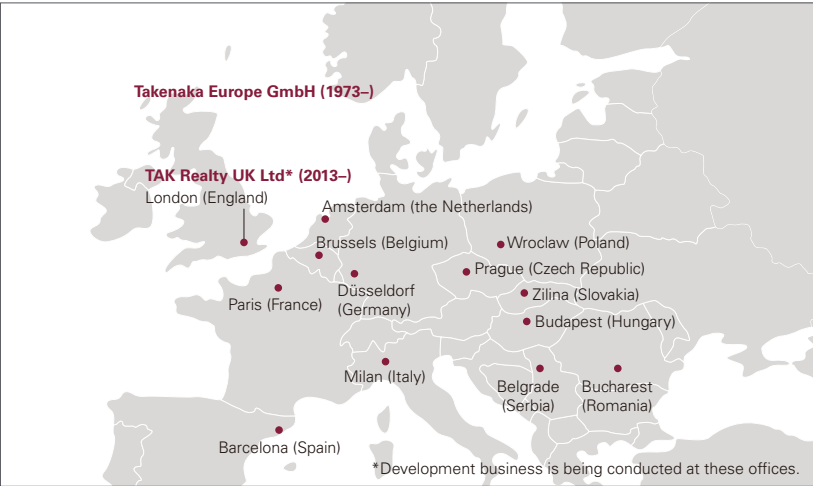
Commemorative ceremony at Takenaka India



Commemorative ceremony at Takenaka Malaysia

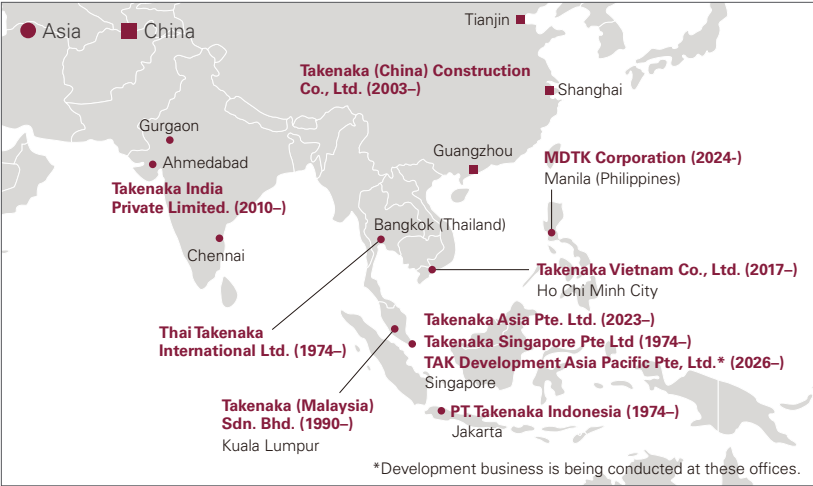
Europe

It is now 53 years since we opened our office in Düsseldorf, Germany, in 1973, and Takenaka Europe has undertaken over 1,500 projects to date. It has now expanded to locations in 13 countries under the supervision of the head office in Germany, and it responds to the needs of customers in countries around the world through its framework with approximately 60 expatriate employees and 600 local employees.



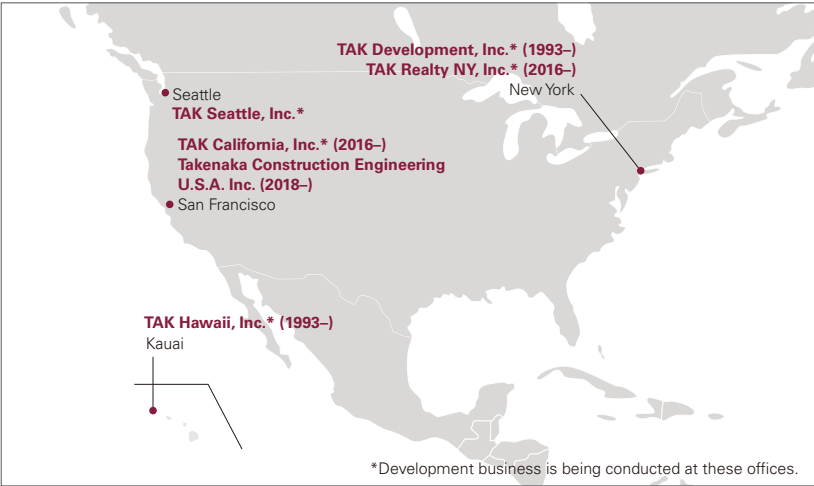
Asia/China

The locations in Thailand, Singapore, and Indonesia are in the 52nd year since their founding, Malaysia is in its 36th year, China is in its 23rd, and India is in its 16th. With the founding of a location in Vietnam in 2017, we have now expanded our business to a total of eight countries: China and the seven other countries under the supervision of Takenaka Asia. Through our organization of approximately 140 expatriate employees and 1,700 local employees, we respond to a wide range of projects across the entire Asia/China region, no matter the scale or architecture type.



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)



 Sotetsu Grand Fresa Bangkok (Thailand, 2023)



DAIKIN Suzhou R&D Center (China, 2025)

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 40 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.

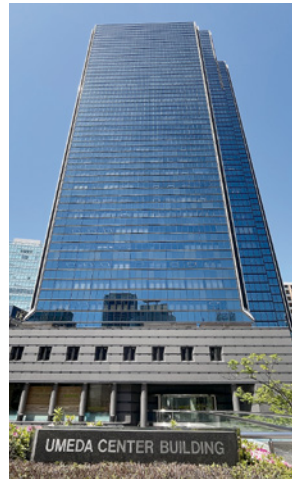
Offices



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



Umeda Center Building

Located in Umeda, Osaka, this building provides comfortable office spaces within an environment rich in greenery. The open spaces, comprising 70 percent of the site, include the Crystal Plaza adorned with seasonal landscape, Corridor Street lined with a variety of shops, and the large-scale Umeda Crystal Hall, which can be utilized for various events, creating a comfortable business environment for our tenant companies.

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 a BCS Prize. In spite of its age, the building remains a high-grade building in Osaka.

Design and construction:
Takenaka Corporation

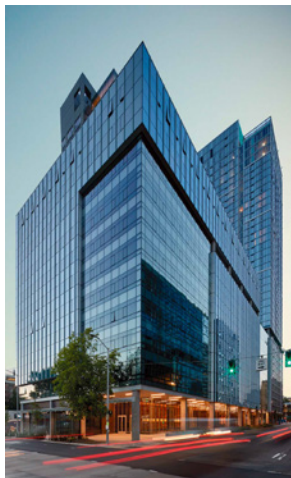
Commercial



COCONO SUSUKINO

In 2023, we opened a multipurpose complex in Susukino, Sapporo, a major tourist destination, featuring shopping, cinemas, restaurants, and accommodation offering all-day experiences. As an existing landowner, we participated in the building redevelopment project from its earliest stages, facilitating stakeholder consensus, selecting business partners, and securing anchor tenants. By providing diverse entertainment and leisure opportunities, the complex creates sustained vitality and energy in the area throughout the day and night.

Design and construction:
Takenaka Corporation



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, having 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



400/430 California Street

Located in the heart of San Francisco's Financial District, we acquired this property in 2016. We implemented value-add renovations, including preservation and seismic retrofitting of the landmark-designated lower levels, lobby renewal, and enhanced amenities, successfully repositioning the building as a high-quality Class A office.

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



One Fleet Place

This property enjoys a prime Midtown location overlooking St. Paul's Cathedral and offers direct access to City Thameslink Station. With the opening of the Elizabeth Line (Crossrail) in 2024, travel time to Heathrow International Airport has been reduced to 30 minutes, further enhancing accessibility. The property is leased on a long-term basis to a law firm, and we acquired it in June 2013 as a foothold in the United Kingdom.

Design: Skidmore, Owings & Merrill

Logistics



Sendai Ogimachi Logistics Center

In late 2022, we developed a Build-to-Suit refrigerated warehouse in a prime location in Miyagino Ward, Sendai City. The facility features insulation panels that minimize construction waste during demolition, ventilation openings at the upper section to reduce thermal loads, and rooftop solar panels, achieving a high environmental performance refrigerated warehouse.

Following completion, the facility was incorporated into a fund in which we are also an investor.

Design and construction: Takenaka Corporation

Hotels



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. We celebrated the 35th anniversary of the resort’s opening in 2025.

Design: WAT&G Construction: Takenaka America



Kyo-Yamato and Park Hyatt Kyoto

This was one of our exclusive projects in which we managed the entire process from development through design and construction to operation. In October 2019, we opened a facility befitting Kyoto, a city that has a tradition of harmonizing historical heritage with contemporary culture, where the long-established kaiseki restaurant “Sanso Kyo-Yamato” cherished by locals for many years, coexists with Hyatt’s flagship luxury brand. Recognized internationally as a luxury hotel offering panoramic views of Kyoto’s cityscape and Yasaka Pagoda, it has been selected consecutively for two years on “World’s Best Hotels 50.”

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

[Click here for details](#)



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



Hotel Nikko San Francisco

Located at an excellent location in the heart of San Francisco, a few blocks from Union Square, this large-scale hotel features 25 stories and 533 rooms, designed to serve the comprehensive needs of business travelers, tourists, and shopping enthusiasts. As our first development project in the United States, we have handled all aspects from land acquisition, business planning, design, and construction to ownership and management of the building.

Design and construction: Takenaka America

Residential



Flats Toyo

These are furnished luxury apartments designed for executives and professionals on corporate assignment. The property offers comprehensive shared facilities including a large communal bath, and concierge services, providing residents with a comfortable lifestyle.

Design and construction: Takenaka Corporation

Flats Woods Kiba

This is a 251-room high-rise serviced apartment for single residents that opened in spring 2020, incorporating Takenaka’s unique wooden architecture technology.

Design and construction: Takenaka Corporation

[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](#)



Press Block

This is a high-rise rental residential development project in Portland, Oregon, which opened in October 2025. Developed as a joint venture with a local developer, we also provided construction monitoring services, leveraging our expertise and comprehensive capabilities.

Design: Mithun

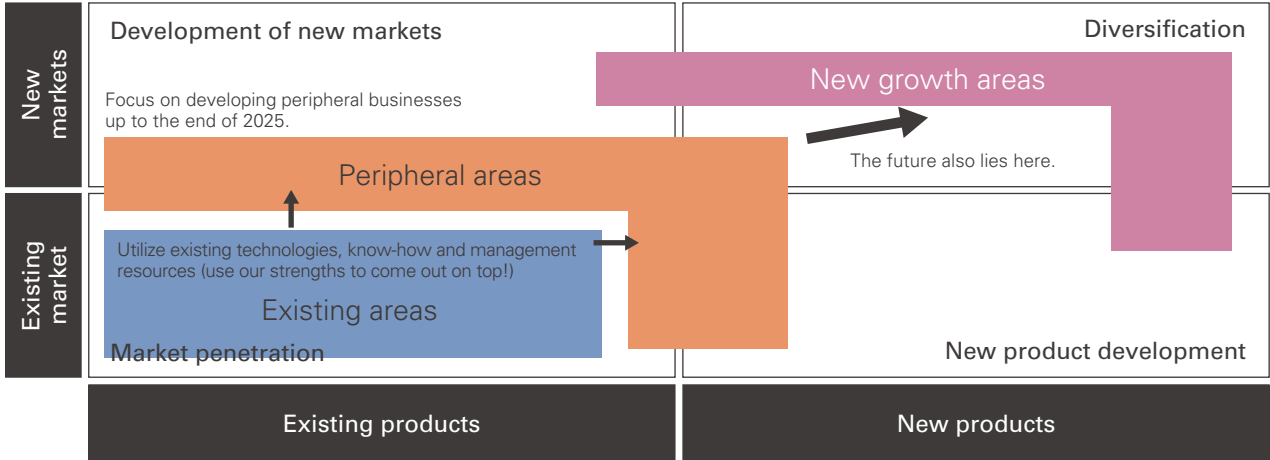
Contribute to Resolving Social Issues and a Sustainable Society Through New Value Creation

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 resolving environmental problems and other social issues. We are working on businesses covering four areas and themes; namely, environment-related, urban development and legacy utilization area, 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 new pillars of our portfolio after our construction and development businesses.



Urban creation and legacy utilization (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.

Former Mankichi Yamaguchi House / kudan house (Part 1)



We master-leased the Former Mankichi Yamaguchi House, a private residence more than 90 years old, took procedures to make it a national Registered Tangible Cultural Property and converted it for use as a members-only business innovation hub.

Building name: Former Mankichi Yamaguchi House
Facility name: kudan house
Location: Chiyoda-ku, Tokyo
Completed: 1927
Renovated: 2018
Use: Business salon (members only)
(Awarded 2024 BELCA Prize)

Hori Building / goodoffice Shinbashi (Part 2)



We master-leased the Hori Building, a national Registered Tangible Cultural Property in Shinbashi, Tokyo, and converted this beautiful building, which had been used as an office and residence, for use as a shared office.

Building name: Hori Building
Facility name: goodoffice Shinbashi
Location: Minato-ku, Tokyo
Completed: 1932
Renovated: 2020
Use: Shared offices

Former Daiichi Bank Yokohama Branch / BankParkYOKOHAMA (Part 3)



We master-leased the Former Daiichi Bank Yokohama Branch, a former bank branch and historical building accredited by the City of Yokohama, for ten years and converted it into a café with a gallery attached and shared offices. We are using it as a hub for resource circulation initiatives and the promotion of culture and the arts.

Building name: Former Daiichi Bank Yokohama Branch
Facility name: BankParkYOKOHAMA
Location: Yokohama, Kanagawa
Completed: 1929 (relocated and restored in 2003)
Renovated: 2025
Use: Dining, shared offices, etc.

Urban creation and legacy utilization (urban creation business)

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



Tsumikasane Factory No. 1
(location for manufacturing veneer sheets from logs)



Toshiyoshiya -BYAKU Narai-

Kiso Forest Grand Cycle Concept
(Shingōhan / K.K. Tsumikasane)

We will make use of two closed schools in the Kiso district of Nagano Prefecture to develop “Shingōhan (provisional name),” a plywood manufacturing business that regenerates small-diameter trees, which were conventionally difficult to use effectively, into high-value architectural and interior materials. We have incorporated K.K. Tsumikasane as the operating company, and we are promoting the business in a structure with two locations at the former Narakawa Junior High School (Shiojiri) and the former Ueda Elementary School (Kiso). Doing the entire operation locally, from producing the timber to processing it, we will contribute to encouraging a healthy revitalization of forests, stimulating the local economy, circular use of sustainable forestry resources, and creating local employment. Start of operations in earnest is planned for autumn 2026.

Toshiyoshiya -BYAKU Narai-
(Awarded 2025 BCS Prize, 2024 BELCA Prize)

We renovated the Suginomori brewery, which was built 200 years ago in Narai-juku, a post town that has stood on the Nakasendo Highway for 400 years. This reinvigorated sake brewing business, which has been passed down across generations, was restored as a small-scale complex that also contains accommodation facilities, a restaurant, and communal baths. Given the preservation restrictions on the external appearance, we selected what to retain and what to change while improving seismic performance, the heating environment, and fireproofing performance. In this manner, we created spaces filled with the surprising and the extraordinary, including guest rooms that each have different access routes and a restaurant in the sake cellar, rather than renovating the building merely to preserve it as an act of nostalgia.

[Click here for details](#)



Woody biomass power generation



Geothermal power generation



Wind power generation (Picture shown to give an impression)

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 local economies in cooperation with local communities.

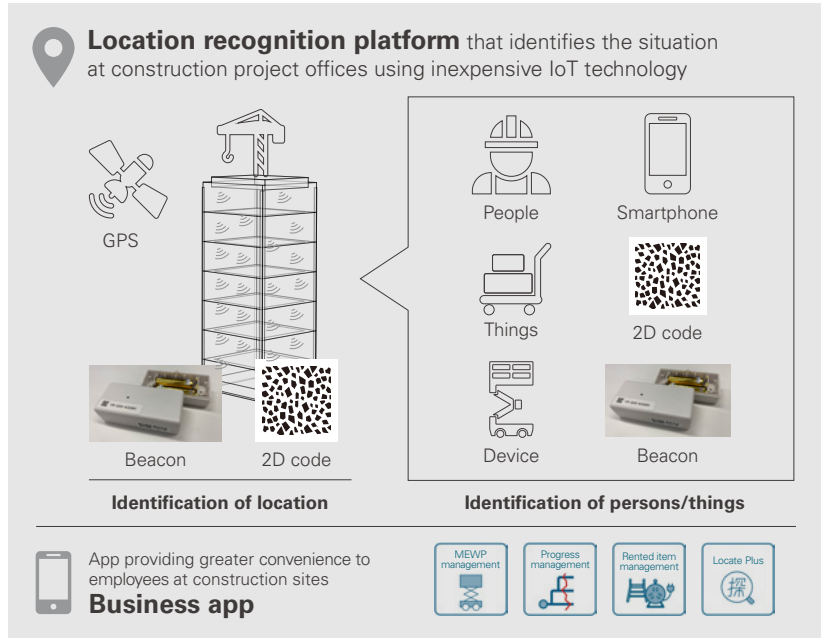
In order to achieve Scope 2 carbon neutrality by 2040, we have entered into new businesses aimed at securing renewable energy throughout the Takenaka Group. In addition to our previous efforts in woody biomass power generation and heat use in Uchiko Town, Ehime, and in geothermal power generation in Okuhida, Gifu, we have newly begun considering the commercialization of geothermal power generation in Ebino, Miyazaki, as well as the ongoing evaluations of expanding onshore wind power generation. We are building a portfolio with an energy mix that combines these with small hydroelectric generation and solar power generation. Through the development of these diverse energy sources, we aim to secure an installed capacity to supply the electrical power needs of the entire group within Japan in 2031. Then with a view to expanding into the business of supplying power externally in the future, we are building infrastructure to decarbonize the group and establish new foundations for income through sustainable business expansion, emphasizing coexistence with communities.

Construction Periphery and Digital Areas

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 our existing construction business and create sustainable corporate value.

IchiPlus (geopositioning service)

We are developing various apps in the “Locate Plus” Series of location information technology-based applications for construction sites, and we sell and provide services to 60 construction companies through our group company Asahi Corporation. The apps streamline the management of materials, machinery, progress, and people, thereby reducing the workload on employees and foremen from cooperating companies, and reducing costs. They have been implemented in more than 700 construction sites in total, and we have concluded master agreements with approximately 70 percent of general contractors and M&E subcontractors with an annual turnover of 100 billion yen or more and are providing services to them. More than 17 rental companies also handle the apps and are promoting DX that takes account of supply chains on construction sites. We intend to develop the apps based on the needs of users on the ground and to develop cooperative functions with work site DX vendors.



Off-grid mobility utilization project
(Received Award for Excellence in the 2025 Nikkei Excellent Products and Services Awards)

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 initiative that aims to create new value for towns by connecting normal times and times of disaster. Since the company was founded in December 2024, we have expanded the rental and sales business mainly in the construction industry, but inquiries from many other industries are on the rise. Usage aimed at resolving social issues, such as aid in regional recovery and the development of disaster prevention locations, is also underway, and we are planning pilot projects in new urban creation using off-grid technology in many areas, with an aim to build a sustainable local development model that does not rely on existing infrastructure.



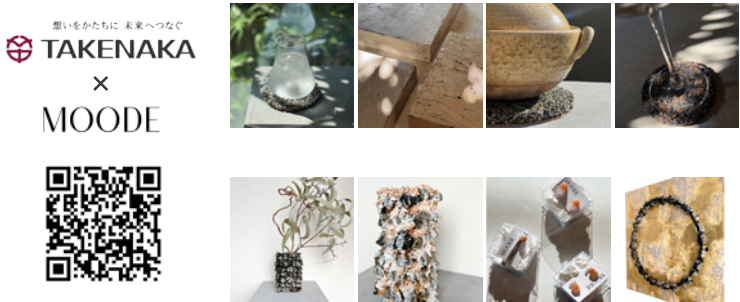
Robo-Ko Project

We are planning a DX service business closely aligned with construction sites using “Robo-Ko,” a new job type unprecedented in the construction industry. We are currently verifying the effects through an internal test implementation. It leverages the introduction and operation of ICT tools, drone photography, 3D scanning, and many other digital technologies to balance mitigating burdens on construction site supervisors and encouraging digitization. We aim to improve productivity and achieve work style reform at construction sites.



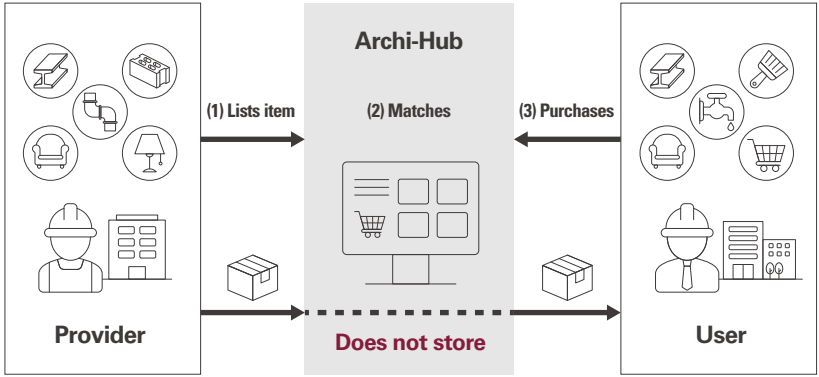
Upcycling construction waste

We are promoting an upcycling initiative that adds new value to the waste generated at construction sites and regenerates it into highly designed products. We are conducting trial sales of products such as coasters and vases made from concrete scraps, and accessories made from sawdust in an online store in collaboration with creators. The aim here is to realize a circular economy.



Building Materials Reuse Business

We advance circular construction by facilitating the reuse of building materials generated through demolition and renovation work in new building projects. Through Archi-Hub, our platform for assessing reuse potential and matching material providers with users, we aim to reduce waste and promote the circular use of resources across the construction industry.



Supporting People's Prosperous Lives Through Infrastructure Development

Takenaka Civil Engineering & Construction plays an important role in the business of the Takenaka Group as a specialist in the civil engineering field. In Japan, Takenaka Civil Engineering & Construction has accumulated achievements by participating in major projects, working on disaster prevention and mitigation projects, land readjustment projects, and soil pollution recovery projects. At the same time, it also eagerly deploys its skills in projects in other countries and new projects, supporting prosperous lifestyles for people through the development of social and economic infrastructure. It also seeks to further reinforce collaboration within the group to expand the range of business while contributing to resolving social issues through efforts towards decarbonization, biodiversity, and a resource recycling society, which are among the Takenaka Group's aims.



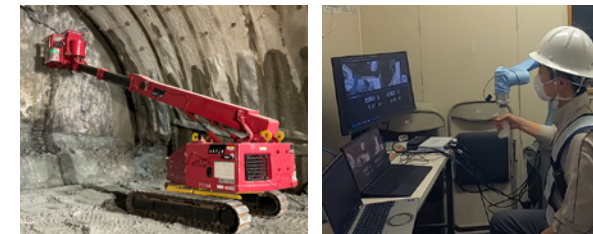
Works for Yunokami No. 2 Tunnel on National Route 121

The Yunokami Bypass on National Route 121 is a high-grade road running 8.3 kilometers through Shimogo Town from Takashima to Shionou. The national government has been developing it as a project directly on behalf of the prefecture since 2012. The goal is to relieve congestion during the tourist season and improve locations that could impede traffic, such as areas prone to rock falls or collapses, and poor alignments, as well as improving accessibility to urgent medical treatment for residents in the Minami-Aizu district.

In these works, we constructed a system allowing viewers to confirm the state of construction from their desired viewpoint remotely in real time, using 360-degree livestreaming with local 5G and virtual spaces, in accordance with the "i-construction2.0" concept promoted by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT). We also conducted pilot experiments to remotely conduct "rock identification" to confirm the condition of the bedrock in tunneling works. Then, we are looking into applying remote control in concrete spraying work.

Customer: Tohoku Regional Development Bureau, MLIT

Location: Takashima-Shiraiwa, Shimogo Town, Minami-Aizu District, Fukushima
Construction details: Tunnel length expansion L = 1,936 m (total length: 2,579 m), tunnel excavation L = 1,930 m; covering & inversion L = 1,562.5 m, other ancillary works



Pilot experiments for remote rock identification at the tunnel working face



Susami-Kushimoto Ogawasedanigawa Bridge (Substructure) Works

The Susami-Kushimoto Route (National Route 42) is an automobile-only road in Wakayama Prefecture running 19.2 kilometers from Sangodai in Kushimoto Town, Higashi-Muro District to Esumi in Susami Town, Nishi-Muro District. It also connects to the Kisei Route of the Kinki Expressway (Tanabe-Susami) and forms part of the network in the coastal part of the Kii Peninsula that links Osaka to southern Wakayama. The main objective of this road is to secure an alternative route to resolve segments with traffic restrictions in the event of abnormal weather or during disaster prevention or disaster events in the section of National Route 42 between Kushimoto Town, Higashi-Muro District, and Susami Town, Nishi-Muro District in Wakayama.



Metro Manila Subway Project

Metro Manila in the Philippines is behind the times in developing rail-based public transport as a means of mass transit. This is demonstrated by the total length of the three elevated railways in the metro area being merely 50 kilometers, despite overcrowding due to population growth, and as a result traffic congestion has become serious. This has formed a bottleneck preventing smooth logistics and movement, leading to economic losses, and it is one factor lowering the international competitiveness of the Philippines. For this reason, the country’s government is planning to develop large-scale public transport to form a north-south axis in Metro Manila and reinforce the public transport network connecting the center of the metro area with the suburbs. This will encourage a systematic expansion of the urban area along the north-south axis and a shift towards public transport, leading to a resolution of overpopulation and traffic congestion in the central areas. By developing a subway in Metro Manila, we aim to respond to the growing demand for transportation and contribute to the alleviation of Metro Manila’s serious traffic congestion, as well as helping to mitigate air pollution and climate change.

- Customer: Department of Transportation, Republic of the Philippines
Location: Metropolitan area, Philippines
Construction period: 72 months (as at SA-3 contract)
Construction regime: Shimizu-Fujita-Takenaka Civil Engineering & Construction–EEI Joint Venture
Substance of construction:
- Station buildings: 4 stations, 3 underground levels, length: 235–380 m, width: 26–36 m
 - Shield tunneling: 4.75 km × 2 tunnels (up and down) = 9.50 km total, finished internal diameter: 6.1 m
 - Underground moving tunneling section: 360 m
 - Civil engineering and construction works for rolling stock depot (approx. 30 ha), other ancillary works
- Total: 71,400 m²



Takenaka Civil Engineering & Construction booth at Highway Techno Fair 2025

**The Future of Robots × Takenaka Civil Engineering & Construction:
Aiming to Realize Safer, More Efficient Seismic
Retrofitting Works**

Takenaka Civil Engineering & Construction is continually working jointly with Man-Machine Synergy Effectors, Inc. on developments in the robotics field, with the aim of having construction robots perform dangerous on-site work safely and efficiently. When steel brackets and other heavy objects are attached to bridge piers in seismic retrofitting works on bridges, the lift height for the cranes is limited by the bridge girders above them, so the heavy objects must be lifted with chain blocks and finely adjusted to match the positions of the bolts by manual operations. The robot to attach steel brackets for bridge seismic retrofits that is under development can be operated remotely to minutely adjust its position and posture while it holds heavy objects. By fitting this robot to a crane or other lifting machinery, the series of work from lifting the brackets to positioning and installing them and temporarily tightening the bolts can be performed more safely and efficiently, which also greatly reduces the work time.



Robot to attach steel brackets for bridge seismic retrofits currently under development



Attaching heavy objects under the bridge girders and temporarily tightening bolts (rendered image)



Capable of fine, sensitive operations in attaching work while watching on a monitor from the remote control device

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 keeping 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



Pework 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 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 buildings 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 emergencies

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

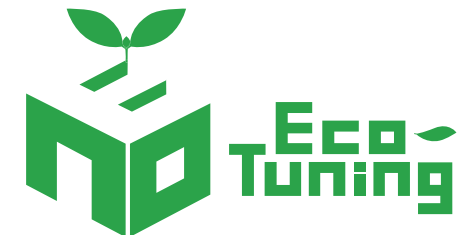
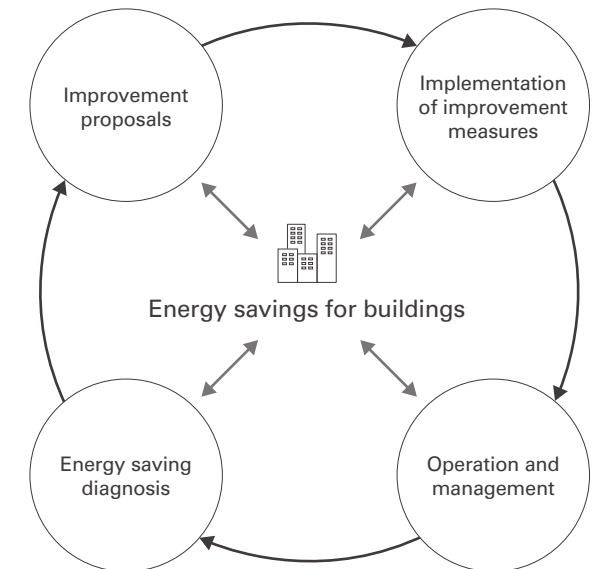
We are incorporating advanced building management technologies, such as adopting “Kanri Roid,” which utilizes AI technology for inspections and meter reading, to transform the traditional building management business, ensuring the highest quality of management and optimizing business efficiency.



AI-powered Kanri Roid for meter reading

Environment and energy

We are working to save energy in customer buildings through energy-saving diagnoses, 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.



Support from Planning, Design, 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](#) (Zero Energy Building Integrated Analysis) and ZEB Design Guidelines to streamline ZEB design.*2

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.

[Introduction Video](#)

Awards

Minister of Economy, Trade and Industry Award - Energy Conservation Grand Prize (Product & Business Model Category)
Minister of the Environment Award, Climate for Change Action Minister of the Environment Awards (Advance Introduction & Proactive Practice)

*1 Based on our research as of the end of December 2024. 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.



ZEB Design Guidelines

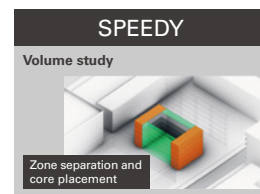
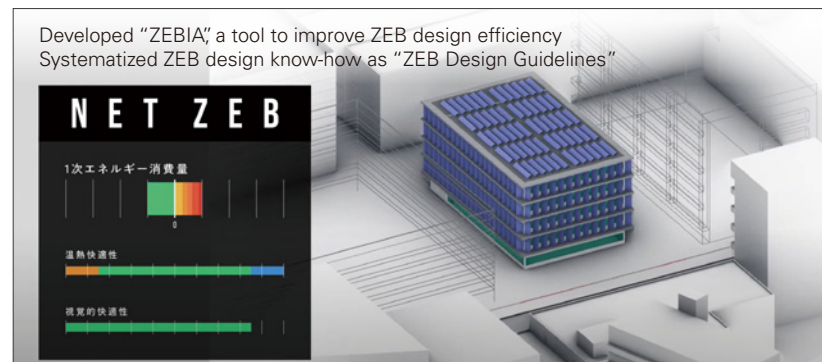
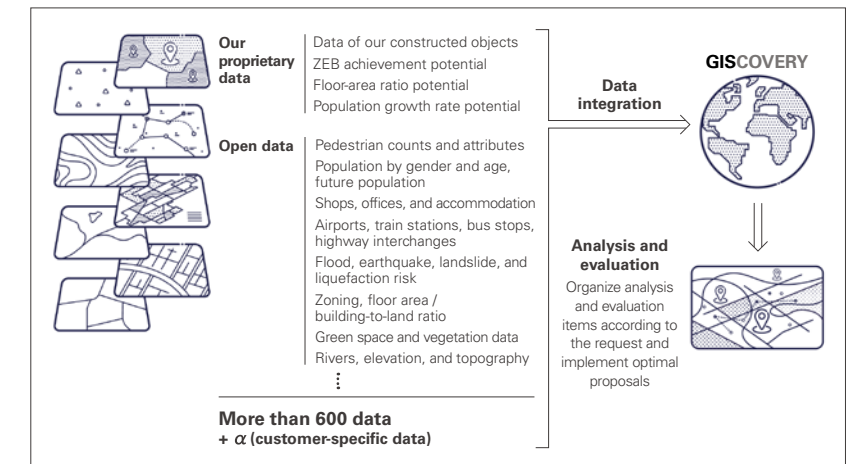


GISCOVERY, a GIS platform that enables land search in a new era

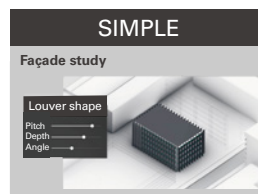
We have developed GISCOVERY, a platform for selecting, evaluating, and utilizing land for customer business plans, by integrating our proprietary data on buildings and land accumulated over our long history and a vast amount of diverse open data using a geographic information system (GIS). With this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



Instant validation with conditional templates

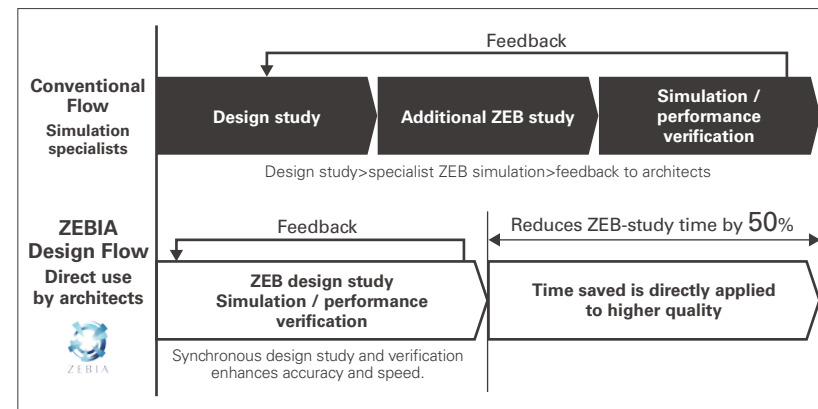


Intuitive operation to set conditions from an extensive library

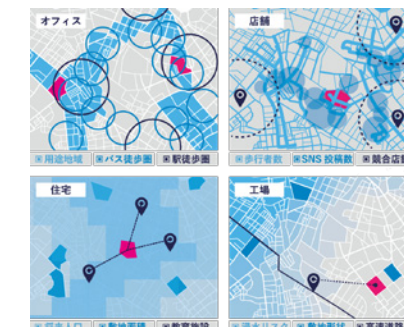
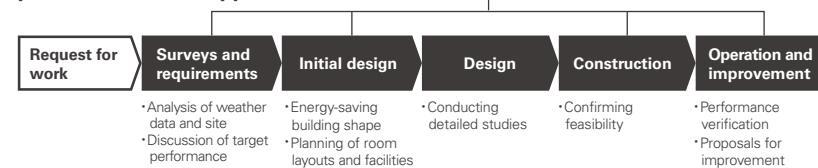


Utilizes 3D model to evaluate various environmental factors

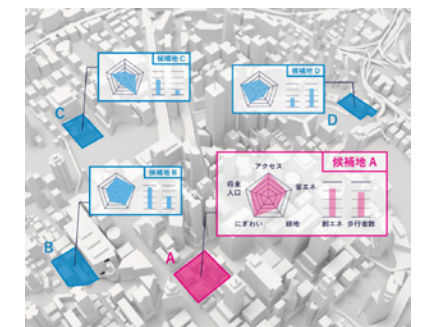
Takenaka-developed ZEBIA study flow



Consistent support for ZEB achievement from project planning to postconstruction support



Find land

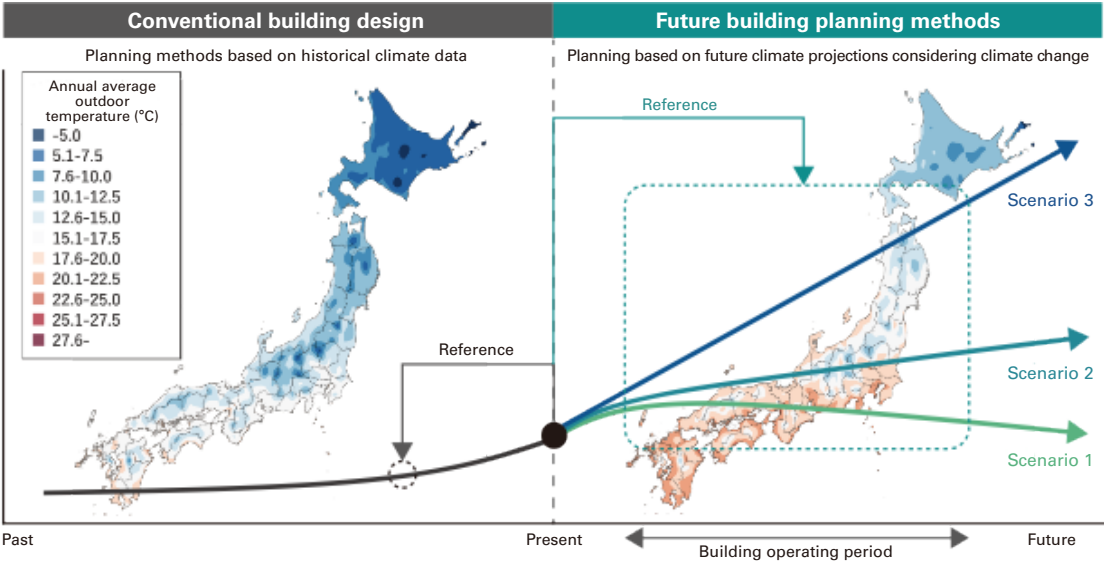


Evaluate land

Met.box, future meteorological data for building design that accounts for climate change mitigation, adaptation, and resilience

We have developed Met.box, future meteorological data for building planning that forecasts changes in the weather throughout Japan up to 2090, based on the IPCC's climate change scenarios. Met.box includes data on abnormal weather that occurs once in several decades or centuries, such as heatwaves and torrential rain, in addition to data on standard air temperatures and humidity in the future. Transitioning from the conventional practice of building planning based on past climate observation figures, we propose buildings that have better environmental performance, comfort, and safety into the future, accounting for climate change mitigation, adaptation, and resilience. Future meteorological data suited to life cycle evaluations in building design is not generally available from the perspectives of the number of climate change scenarios, the forecast period, and the number of points. We have therefore released Met.box and its analysis results broadly with the aim of contributing to climate change countermeasures in society. We hope to cooperate and collaborate with many people to further develop and leverage this.

- [Data is available here \(Japanese only\)](#)
- [Met.box Future Meteorological Data - Terms of Use \(Japanese version\)](#)



Building planning for the future, accounting for climate change

[Introduction Video](#)

“GISTA” an office space valuation system using biometric and location data

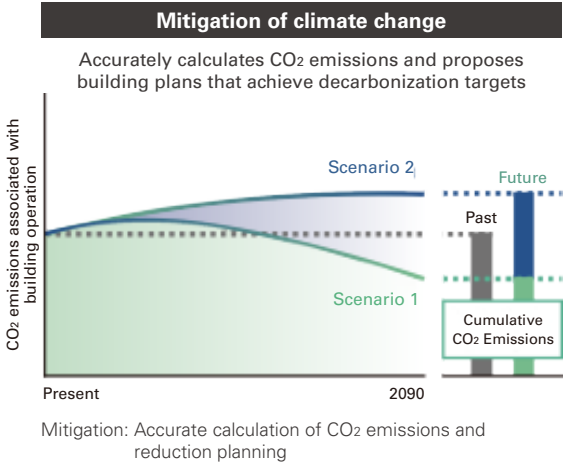
We have developed “GISTA,” a system that measures biometric data (heart rate data) and location information of users in a building and evaluates office space based on the data. By measuring, analyzing, and evaluating office space data obtained from this system, we can propose new or renovated offices that match the characteristics of each customers work environment, work style, and organization, and 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](#)

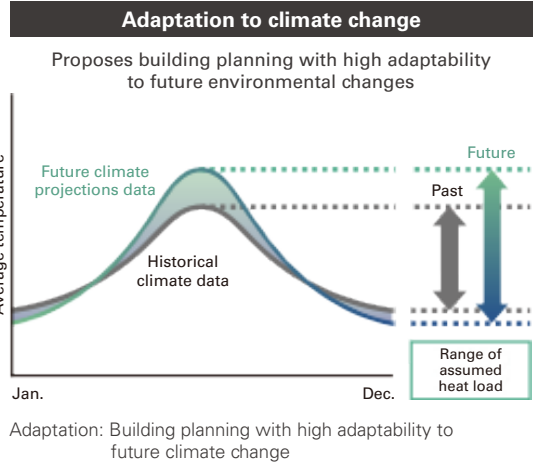


GISTA application

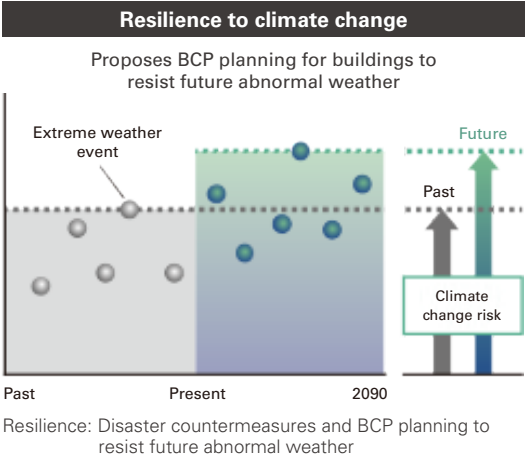
[See how to use GISTA](#)



Mitigation: Accurate calculation of CO2 emissions and reduction planning

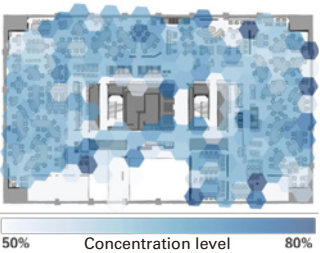


Adaptation: Building planning with high adaptability to future climate change

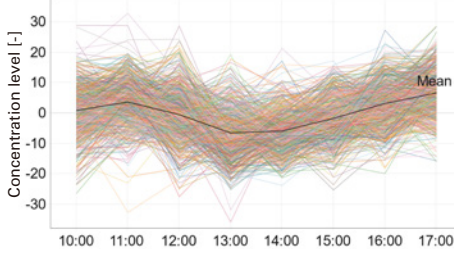


Resilience: Disaster countermeasures and BCP planning to resist future abnormal weather

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



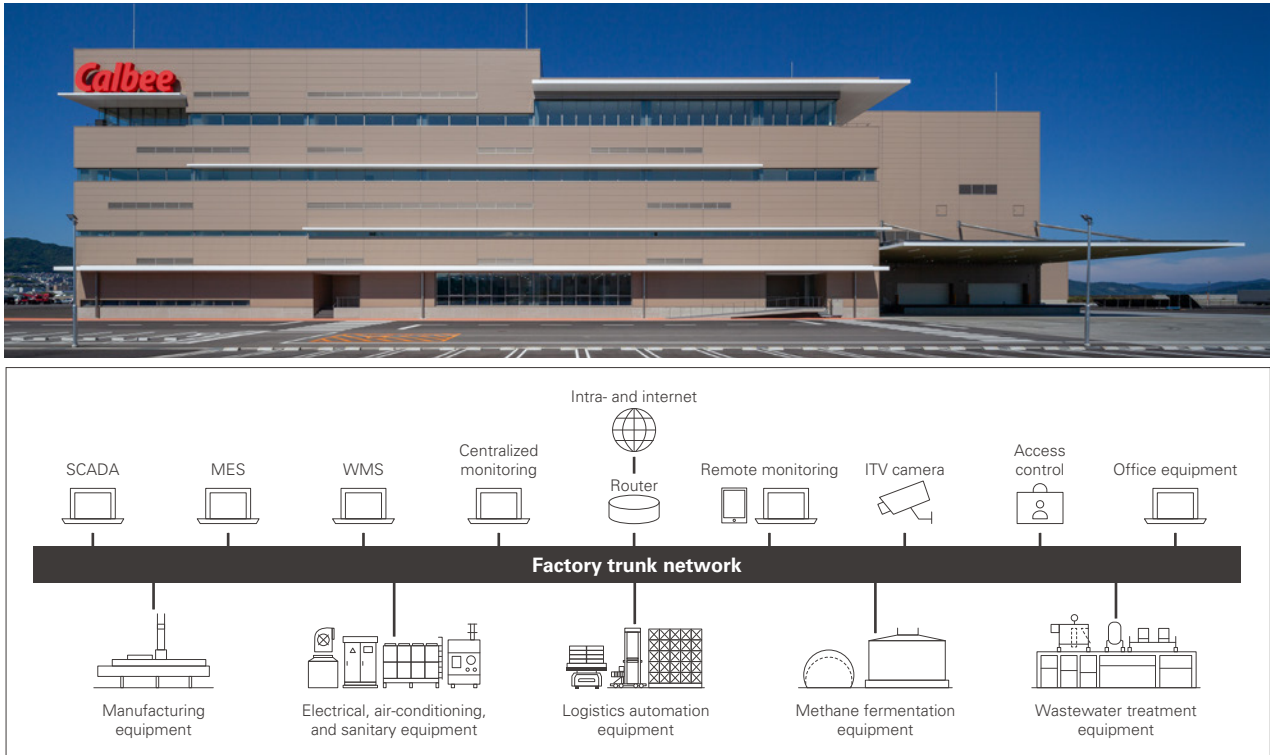
Concentration level progression per day

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.

Next-generation smart factory

In addition to equipment for production, logistics, and OA, we are connecting environmental equipment to support decarbonization using integrated networks to improve productivity, reduce required labor, and cut energy consumption with the use of the big data we collect. This is an example of how we will build the factories of the future that fuse DX^{*1} and GX.^{*2} The Calbee, Inc. Setouchi Hiroshima Factory, surrounded by nature in the Seto Inland Sea, is a next-generation mother factory that sets new levels for automation, decarbonization, and ease of work. We engineered resource recycling using residues from food processing, beginning with building an integrated network.



Schematic diagram of the integrated network

Information infrastructure to support a next-generation factory (building a DX integrated network)

We built a trunk network as a neural net to link all equipment for production, the building, OA, and the environment. Real-time data collaboration has enabled optimization of energy efficiency, as well as remote monitoring of the production line, and this has made the infrastructure for a production structure a reality.

Transport automation using AGVs (automation and workforce reduction in internal logistics)

Processes are seamlessly connected with AGVs^{*3} and the WMS^{*4} from intake of raw materials to storage of products with the goal of a site with “no carrying, no waiting, and no searching.” We constructed a logistics environment that does away with heavy manual labor and balances safety and efficiency.

Infrastructure supporting deliciousness and quality (for process support)

In addition to general utilities, we engineered equipment for cooking oil, the key to the deliciousness of potato chips, and CIP^{*5} equipment to support food safety. We developed infrastructure that satisfied the customer’s strict quality standards while supporting a stable supply.

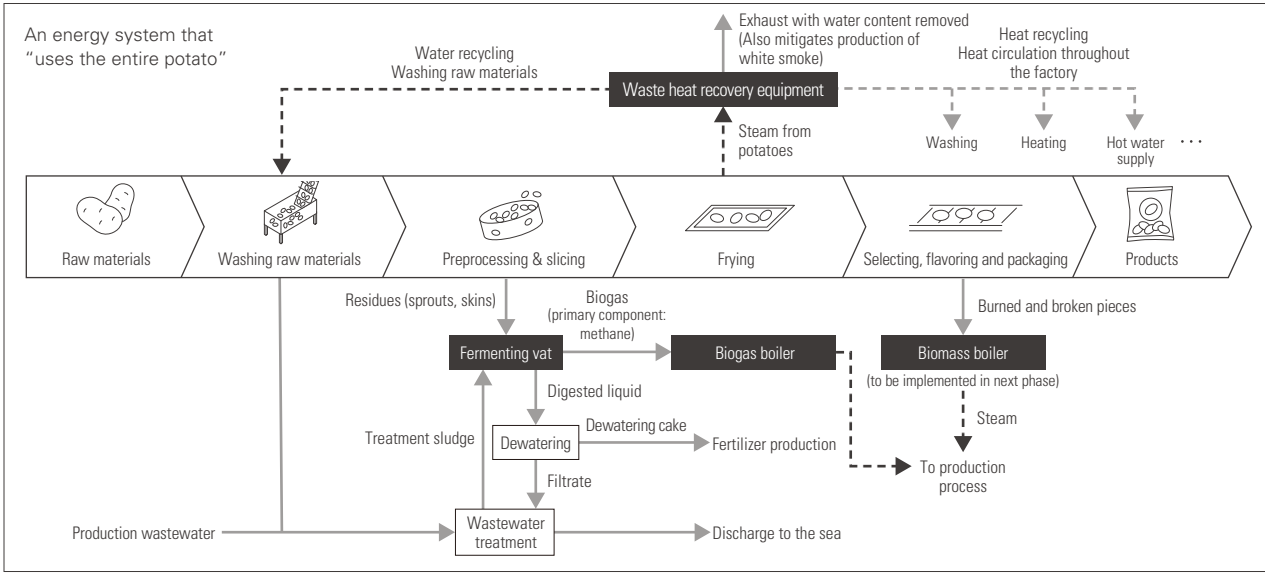
Water and heat recycling system for waste steam (for recycling waste heat and water)

We focused on the “waste steam” that rises in the process of frying the sliced potatoes and introduced technology to separate it into water and heat, and collect them for recycling. The collected water is recycled for use as washing water and the heat is recycled within the process to make warm water, thus keeping energy losses as low as possible.

Technology to use the entire potato (for treating wastewater and reducing waste)

The potato peel and other residues produced by the manufacturing process are used as resources, not waste. By generating biogas through methane fermentation and reusing it as fuel for the factory’s steam boiler, we have achieved an “energy system that uses the entire potato.”

^{*1} DX (Digital Transformation): Transforming lifestyles into something better through digital technology
^{*2} GX (Green Transformation): Converting to energy that does not emit greenhouse gases
^{*3} AGV (Automated Guided Vehicle): Vehicle for transportation without a human driver
^{*4} WMS (Warehouse Management System): System for managing warehouses
^{*5} CIP (Cleaning in Place): Systems to clean equipment automatically without disassembly



Cooking oil tank room (cooking oil supply equipment)



Shipping area (automated transport equipment)



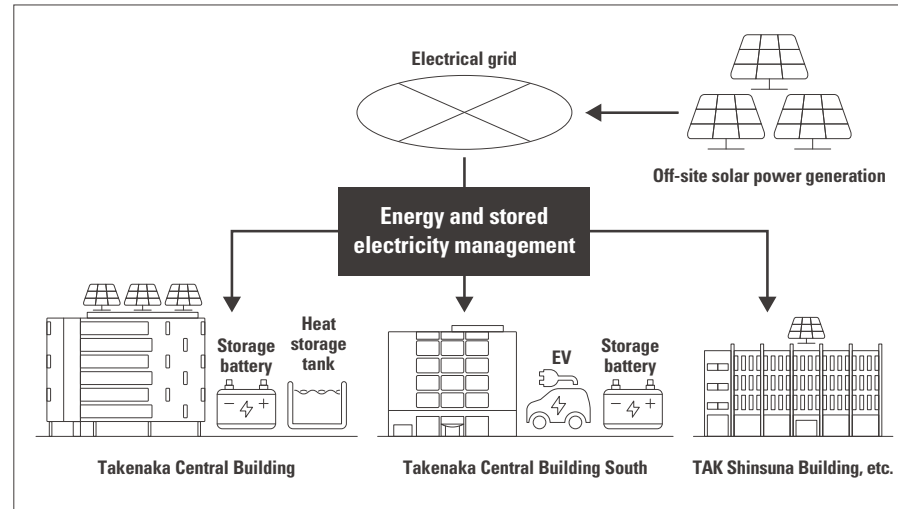
Rooftop equipment area (waste heat and wastewater recovery equipment)



Environmental equipment area (methane fermentation equipment)

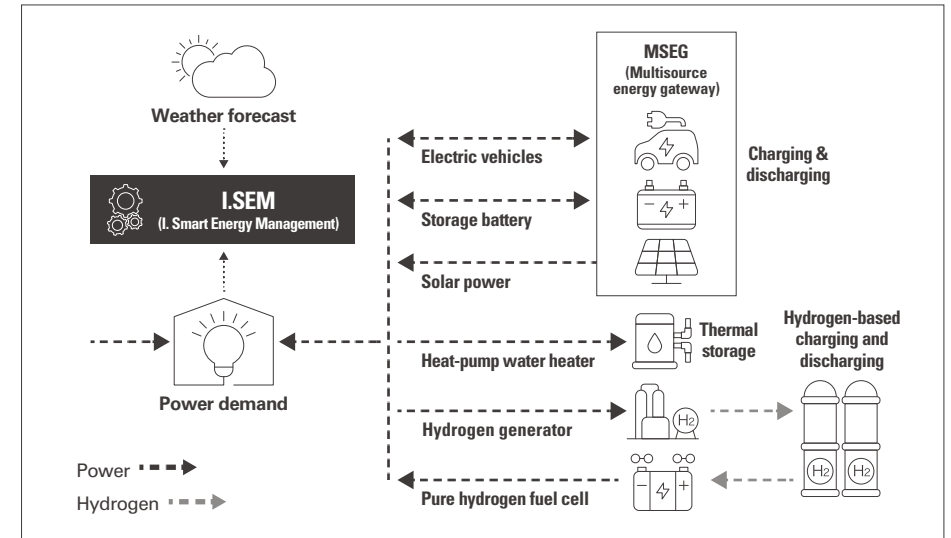
Urban decarbonized smart energy network in Toyo and Shinsuna

We will implement an urban decarbonized smart energy network in the Toyo–Shinsuna area. By supplying off-site renewable energy to groups of Takenaka buildings and conducting leading-edge energy and stored electricity management, we contribute to resolving customer issues, such as increasing renewable energy prices in the future, stricter rules for computing greenhouse gas emissions, maximizing renewable energy procurement, and handling BCPs. This plan has been selected as a Microgrid Formation Advancement Project promoted by the Tokyo Metropolitan Government, and we are also collaborating with Koto City.



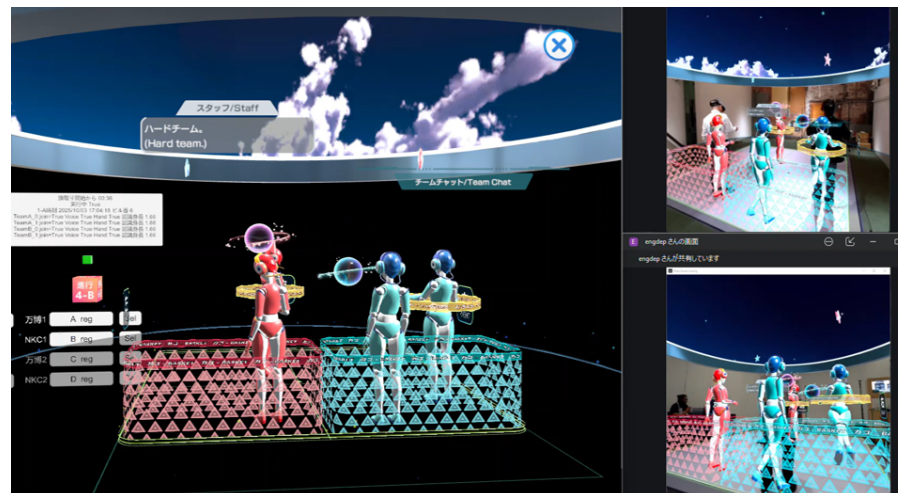
Energy management system meshing with hydrogen systems

In PASSIVETOWN 5th Block, three combined systems were implemented: the energy management system I.SEM®, the Multi DC Source Energy Gateway MSEG®, and a hydrogen system. By applying time-shift and Seasonal Shift controls strategies that maximize the utilization of surplus electricity generated by on-site photovoltaic systems, the project achieves an annual electricity self-sufficiency rate of 95 percent based on renewable energy.



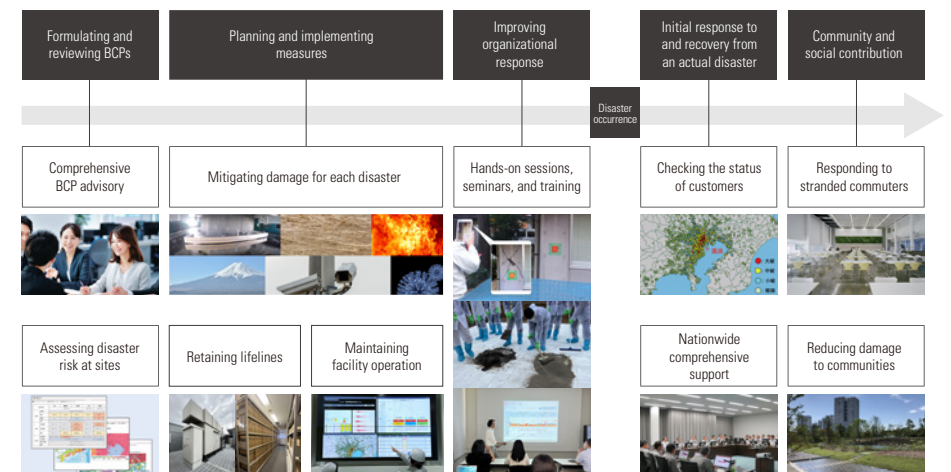
Common Ground experience in the Future Society Showcase Project at Expo 2025 Osaka, Kansai, Japan

We exhibited spatial superposition experience content using Common Ground technology at Expo 2025 Osaka, Kansai, Japan. We constructed an environment where participants could interact in the same virtual space via avatars and brought to life real-time communication between people in remote locations. We will continue such activities aiming to achieve a future society where robots and AI agents coexist with people.



One-stop support to improve disaster resilience

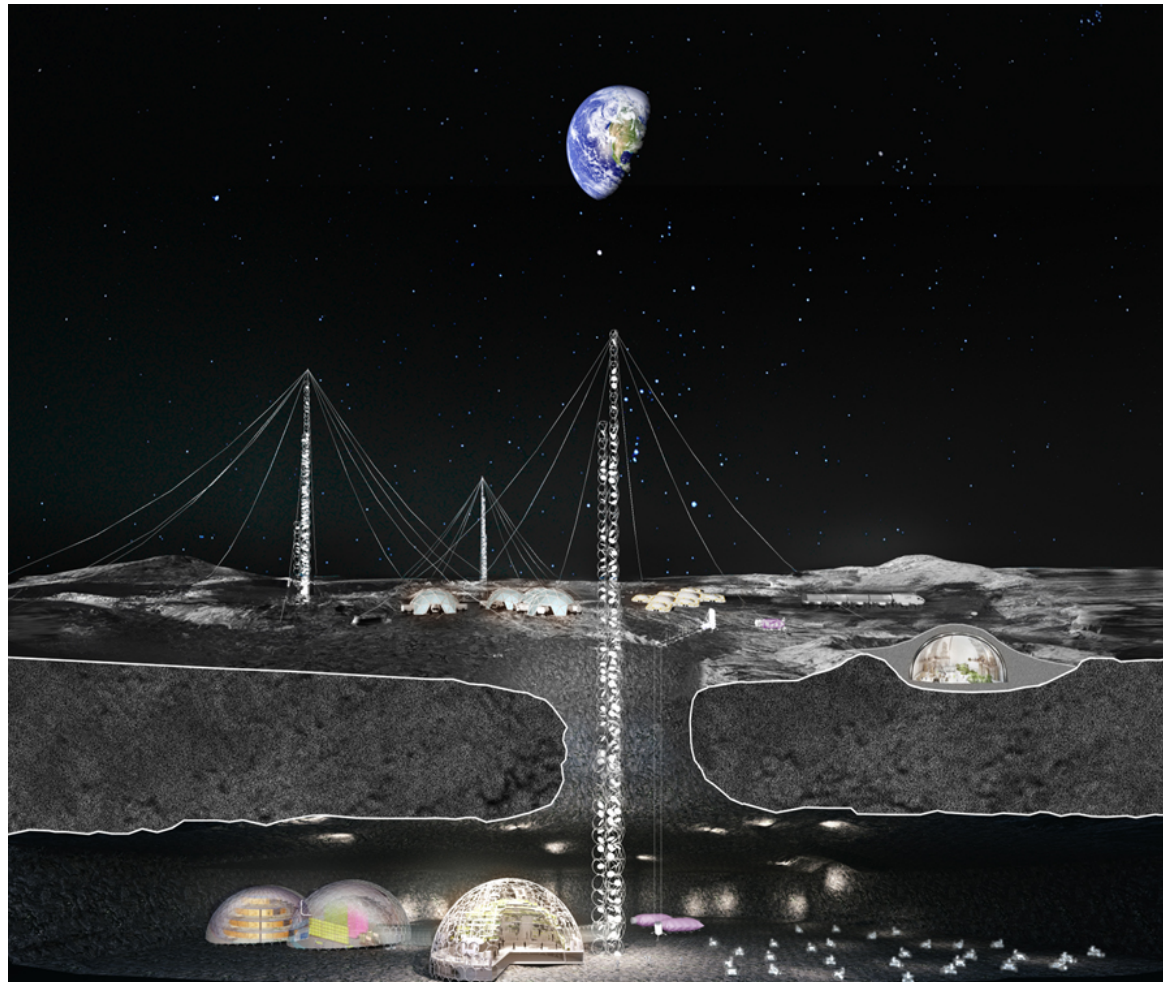
There is a growing interest in strengthening resilience to prepare for possible major earthquakes, volcanic eruptions and ashfall, short-term torrential rain, and more severe disasters in the future. We offer optimal solutions for customer issues, such as advising on BCPs and disaster prevention planning in general, proposing countermeasures for each type of disaster, and providing education and assistance to key personnel, at every stage through our specialized departments.



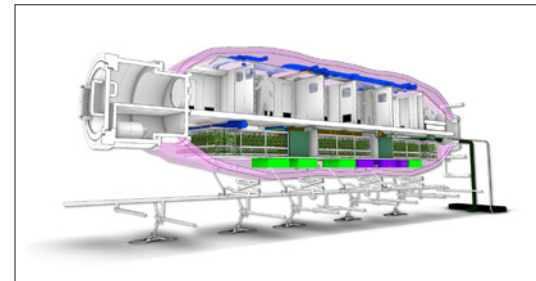
Our disaster resilience support

Towards the Frontiers of Space

We are conducting research and development that leverages technologies cultivated through the design and construction of buildings with the aim of building on the surface of the moon and bringing life there into reality. These efforts represent the goal of using local resources and constructing water, air, and energy recycling systems, and they will be a good opportunity to test new models for resource recycling and circular economies on earth. In addition, as initiatives on the lunar surface assume the harsh environment of space, they will spark the development of sustainable mechanisms and new ideas. These endeavors towards space architecture will bring about the evolution of cities and living environments on earth and contribute to realizing a society where humans and the earth mutually enhance each other.



The grand design of Space Habitation Facilities



Short-stay modules

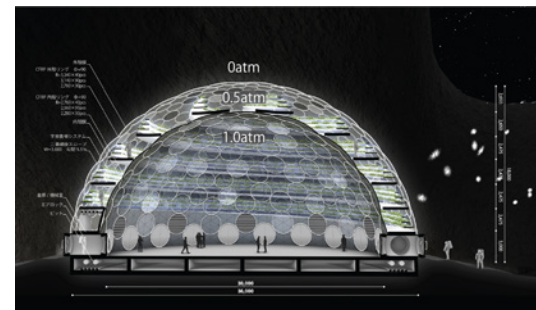
We are participating in research and development for the smallest structure that should be built as a base camp for people to stay on the moon. We will be responsible for the internal design, facility design, and high-density greening plans for an all-in-one module that will allow two astronauts to stay for up to two weeks and for a short-term stay module that will allow four astronauts to live there for up to six months without resupply.

MLIT Stardust Program: Collaboration with Jun Sato Laboratory, The University of Tokyo, and others



Long-stay modules

We are also planning long-stay modules for about 40 people, looking towards a future when researchers and tourists visit the moon, as well as astronauts. We aim to acquire a broad area by transporting the basic unit from the earth and connecting the modules on site, thereby providing a quality of life (QOL) at least equivalent to the International Space Station (ISS).



Lunar dome, a large-span space on the lunar surface

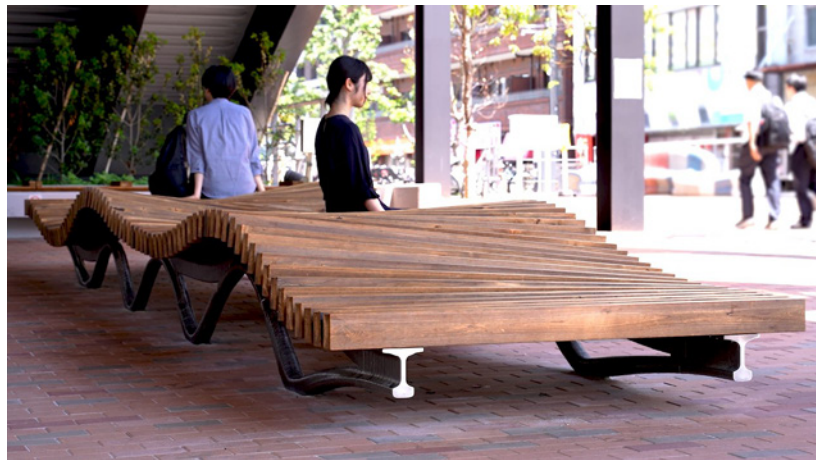
The lunar dome is a large-span building on the lunar surface with a diameter of 30 meters, applying Takenaka's dome construction technology.

To allow large numbers of people to live in comfort and safety for a long time on the moon, which does not have pleasant outdoor spaces (nature) like the earth, it is essential to have an internal space that is large both horizontally and vertically, similar to a plaza. Acquiring space in the vertical direction will enable progress in a range of enterprises, such as food production and factories, which will build infrastructure for production. Then a three-dimensional living space will improve QOL in space.

Creating a Sustainable Future with Technological Development

“Roulé Bench,” an upcycled bench made by metal 3D printing, which contributes to a circular society

In a cocreation with West Japan Railway Company and others, we installed “Roulé Bench,” a bench made by metal 3D printing that upcycles scrap rails from railways at Bentencho Station on the JR Osaka Loop Line. The frame, one of the largest in Japan, was manufactured by additive manufacturing with a WAAM metal 3D printer that applies arc welding. The scrap rails were melted and processed to make some of the materials, thereby realizing upcycling technology that circulates scrap metal back as products with different uses and functions. Through this technology, we will encourage the reuse of metal resources in customer projects and promote initiatives aimed at realizing a circular society.



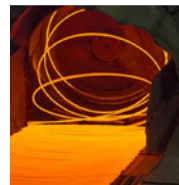
Roulé Bench

[Introduction Video](#)

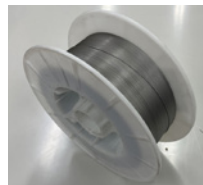
The upcycling process



Supplied scrap rails



Melt and roll



Recycled as welding wire

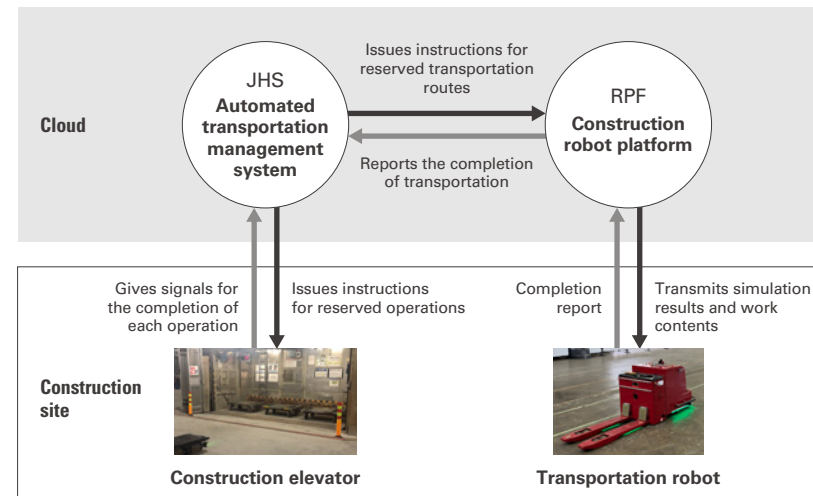


3D printing

“Automated transportation robot for materials and machinery” that works with BIM to improve productivity at construction sites

We developed an “automated transportation robot for materials and machinery” for construction sites jointly with Kajima Corporation and AKTIO Corporation. This robot uses an automated travel map, which leverages BIM data, with 2D LiDAR and a barcode reader to transport materials and machinery autonomously from the construction elevator to the designated floor. Through interoperation with the construction robot platform (RPF), it can continue automated transportation during times when there are fewer people, thus contributing to improved productivity at construction sites.

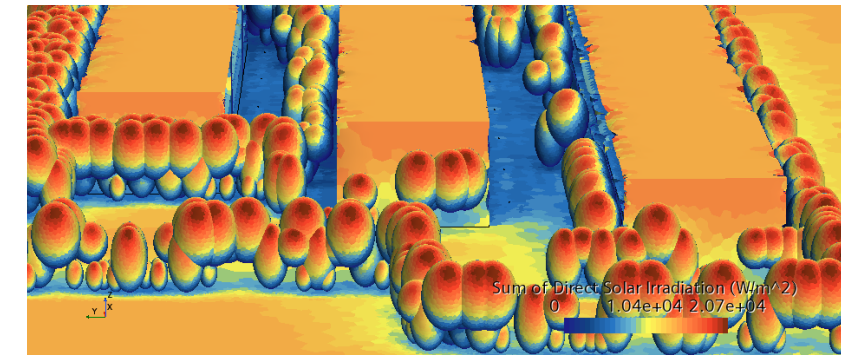
Mechanism of automated transportation



The automated transportation robot for materials and machinery has 2D LiDAR and a barcode reader on the top section of its body.

“Optree®,” a tree placement optimization simulation technology that balances the comfort and environmental performance of greenery

We have developed Optree, a simulation technology for efficiently designing heat and wind environments, and landscapes for greenery at a site. This makes it possible to automatically evaluate tree types and layout patterns from an enormous number of combinations by working in tandem with environmental simulations and optimization algorithms. It also enables rapidly finding the ideal landscape, while also allowing for limiting conditions, such as the site shape and cost. We will continue to promote technological development aimed at achieving a society in symbiosis with nature.



Sunlight simulation in Optree



Greenery designed based on the optimal solution from Optree

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: Road: Edosaki Bridge, Ken-O Expressway (substructure)

Top right: Nishime-Nishinosawa Wind Power Plant

Bottom left: Projecting the completed form of the tunnel works in 3D using AR to confirm the state of construction

Bottom right: The remains of a sea wall constructed by Takenaka in 1951 were reused in the common section of logistics facilities completed in 2025



Centralized Control Center for next-generation building management



Fieldwork aimed at utilizing forestry resources in Ogawa Town



Tokyo Asahi Build Corporation head office

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 Living Corporation

Environment cocreation partner for better utilization of trees, the bounty of the earth

Since its founding in 1949, TAK Living has striven to “make the best works” through carpentry and joinery as a specialist company with a woodworking factory in Kiba, Tokyo. In recent years, woody spaces—its area of specialty—have begun attracting renewed attention. This is due to environmental considerations coming to the fore, such as decarbonization, resource circulation, and coexistence with nature, while evidence has emerged that spaces incorporating timber contribute to improved quality of life (QOL) for people. In addition, as a member of the Takenaka Group, TAK Living is actively working on manufacturing upcycled products that use materials from demolitions and waste timber, and building new timber supply chains and developing products with the aim of utilizing forestry resources in the basin of the Arakawa River, such as Ogawa Town in Saitama.

The company will use trees, the earth’s bounty, and the woodworking technologies and traditions it has cultivated over more than 70 years to contribute to realizing a regenerative society.

Tokyo Asahi Build Corporation

Making things with pride

Tokyo Asahi Build has its origins in the Takenaka Corporation Tohoku Vocational Training School for Skilled Construction Workers, which Takenaka founded in 1964 to train skilled workers to perform structural works for the company. Tokyo Asahi Build was founded as a specialized formwork and reinforced concrete works company in 1972. It has now grown into a “group of professional artisans” that undertakes structural work in general, not just formwork and reinforced concrete works, as a one-stop shop. In line with the aspirations to “polish skills and train technicians” that it has inherited, the company is implementing a “building school” program to cultivate new employees and provide “delivery lessons” to engineering high schools around Japan, and it is accelerating efforts towards BIM and DX as part of its unending challenge towards and evolution of “making things.”

The company will continue to respond to changes over time, the demands of society, and technological progress with pride and maintain its unique position in order to contribute to customers, local areas, and society as a member of the Takenaka Group.

Expo 2025 Osaka, Kansai Our Hard Work Was Experienced by More Than 800,000 Visitors



Foresting Architecture

Returning to the forest after the Expo

Foresting Architecture are buildings we provided that were designed to be rest areas within the Expo. The aim was for them to return to the forest after the Expo, and as such they are environmentally friendly temporary structures made from 3D printed biodegradable resin and covered in seed paper, Japanese paper that contains plant seeds. This project was brought to life as a result of winning an in-house competition held in November 2020, which had over 200 submissions. Over 450,000 people visited the exhibition, and the concept of the structures returning to the forest resonated with numerous individuals across all different ages and nationalities. Many showed surprise upon learning that the structures were 3D printed.

We also held paper-making workshops where participants could make the seed paper that was used as the exterior covering, forest tea parties where participants could enjoy tea made from wildflowers found in the Seiwadai Forest, talks, and more. The concept of designing an end to the architecture, combined with the use of 3D printing technology using biodegradable resin in order to achieve it, was highly praised. The project earned numerous awards both domestically and internationally, including the Good Design Award. The buildings were relocated to Seiwadai Forest in Kawanishi City, Hyogo Prefecture during the spring of 2026.

[Introduction Video](#)

<Major awards>
Good Design Award / Kukan Design Award (Bronze)
JID Award (Bronze) / DFA Award (Silver)
IDA Design Award (Gold)



Gluings on seed paper



Tea in the forest <Spring>



Paper-making workshop

The City in the Sky

Enjoy a city of the future from a bird's eye view

We have a permanent exhibit in the Cities of the Future zone of the Osaka Healthcare Pavilion, which we also constructed. This exhibit, titled The City in the Sky, was selected as the best entry in an in-house competition.

In the Cities of the Future, we envision the development of aerial infrastructure that allows places for people and infrastructure to expand three-dimensionally onto rooftops and tall buildings, realizing greater freedom and prosperity. The exhibit depicts what a city such as this would look like using models enclosed in clear acrylic boxes that are stacked together. During the Expo, more than 250,000 people visited the exhibit. Visitors of all ages climbed around to freely examine the models and videos from their own desired perspective, like birds flying through the sky.

Following the conclusion of the Expo, in February 2026 the exhibit was moved to the first floor of the Mido-Building, where it is available for all visitors to enjoy.

[Click here for a concept movie for the project](#)



Scenes from the exhibit

Japan—The Land of Wood

Takenaka Corporation values the culture of wooden architecture

The exhibit was held at the Forest Meeting Place in the Signature Pavilion “Dialogue Theater—sign of life—,” produced by filmmaker Naomi Kawase.

It featured a partial full-scale model of Shofuku-ji Temple (a Takenaka work from the late Edo period), a corner where visitors could go hands-on with wooden joinery kits from the Takenaka Carpentry Tools Museum, a section dedicated to Chochikukyo (a masterpiece of wooden modernism architecture), our efforts in contemporary urban wooden construction, and more, giving visitors a better understanding of our *toryo* (master builder) spirit.

Located in the center of the exhibit was a full-scale reproduction of the eaves of Aonominesan Shofuku-ji Temple, its striking appearance being one of the first things to catch the attention of visitors. The woodworking techniques used, called *kumimono*, are usually difficult to see clearly due to being used on the high roofs of temples, so having them on display up close and personal was a sight to behold with many visitors expressing their amazement at the scale and beauty of the artisans' precise woodcarving techniques.

Approximately 100,000 people visited the exhibit throughout its nine-day period, and it was a valuable opportunity for visitors to get a firsthand understanding of our passion and commitment to the culture of wooden architecture.



A wide view of the exhibit (in the center is the full-scale model of Shofuku-ji Temple's *kumimono*)

Zooming into Buildings, Zooming out to Cities Exhibition —Sharing the joy of architecture with people of all ages—



Room for Creating Building and Cities

Visitors create buildings using 1/100-scale blocks filled with various spaces and scenes of daily life and activities. The blocks are made from thinned wood, discarded work clothes, construction scrap wood, etc.



Room in Life-Size Scale

Step into various snapshots of daily life cut into single *ken*, traditional Japanese units of measurement, and experience their true scale with your own body.



Room with Different Scales

Experience different scales, from 1/10 to 1/1000.



Entrance

By stepping across the temporary fence, visitors can take part in the ongoing exhibition.

Zooming into Buildings, Zooming out to Cities Exhibition —Viewing architecture from outer space to the world of insects—

In February 2025, we held an exhibition focusing on scale at VS. GRAND GREEN OSAKA. More than 26,000 visitors attended during its two-week runtime, experiencing the fascinating world of buildings and urban creation.

In recognition of our attempt to provide a new perspective on buildings and cities through the lens of scale and attract the participation of visitors of all ages in the Room for Creating Building and Cities, the exhibition won the prestigious Display Industry Grand Prix at the 44th Display Industry Award (2025).

[Scenes from the event](#)

TAKENAKA AS AN ARTIST

This exhibition was led by a specially formed planning team composed primarily of mid-career and young employees at Takenaka. With the aim of creating a new form of communication between our company and society, importance was placed on the process of the employees themselves taking the lead in curating and producing the exhibition.

Scale

One of the joys of architecture and urban creation is to let your imagination roam free, exploring the unseen aspects of small worlds and connecting them to the real world at actual size. This exhibition was designed to allow visitors to experience Zooming into Buildings, Zooming out to Cities.

From Osaka to local events around the country

Numerous visitors expressed an interest in holding local events, which led to collaborative events in August at the Okinosu Indoor Park in Tokushima Prefecture and in November with a Hokushinetsu pediatric ward network. We will continue to work with various regions for local events in the future.

Making Highly Transparent Disclosures to Stakeholders Following Domestic and International Trends Towards Information Disclosure, Building Trust and Growing Corporate Value

Our efforts to date

Developing an infrastructure for sustainability disclosure

In recent years, Takenaka has made progress in developing a governance organization and basic policies relating to sustainability, gathering information about the risks and opportunities in each field, and formulating responses and strategies for them to develop an infrastructure for sustainability disclosure.

With regard to governance, in March 2024, we established a new Corporate Sustainability Department to lead our management toward furthering sustainability, and in 2025, we reorganized the Global Environment Committee to create a Sustainability Committee and began discussions on sustainability (ESG) as a whole.

In regard to basic policies relating to sustainability, in 2025, we reorganized policies in 13 fields pertaining to ESG as a whole, such as the Environmental Policy, Human Rights Policy, and Procurement Policy, so that they would be in common across the entire group, and we made revisions in line with the social environment, such as enacting a new Whistleblowing and Whistleblower Protection Policy, Anticorruption Policy, and Basic Policy for Dealing with Customer Harassment.

[Policies and Code of Conduct](#)

In relation to gathering information about the risks and

opportunities in each field and formulating responses and strategies for them, we renewed our sustainability website in December 2023 and organized a disclosure system in line with the ESG framework. In 2022, we also began initiatives for the Task Force on Climate-related Financial Disclosures (TCFD) and issued a new version in April 2025. Then for the Task Force on Nature-related Financial Disclosures (TNFD), we led the construction industry in issuing our first external edition in 2024 and updating it annually since then.

In formulating strategies for the environmental field, we are aiming for an integrated solution to the three fields of decarbonization, resource circulation, and coexistence with nature. In 2025, we issued our Environmental Strategy 2050, whereby we aim for a future of well-being by promoting “Regenerative Works®,” which is an initiative to regenerate the earth’s bounty and create a society where people can live creatively.

[Environmental Strategy 2050](#)

Social trends and future responses

Internationally, sustainability disclosures have tended to make rapid progress over the past few years. In Japan as well, the Sustainability Standards Board of Japan (SSBJ) published the Sustainability Disclosure Standards (SSBJ Standards) in March 2025. Disclosure is therefore expected to expand gradually from the fiscal year ending March 2027. Given these

circumstances, it is necessary to comprehensively disclose to stakeholders the risks and opportunities as well as our response, including social and governance fields in addition to our efforts in the environmental field (climate change, resource circulation, and coexistence with nature).

We held a joint working group on climate change and coexistence with nature in 2024, and summarized the demands of SSBJ and the situation regarding challenges for the future. Besides ensuring consistency in the evaluation processes between fields, we aim to expand this slowly to cover social and governance fields as well, creating a system that enables discussions of the entire process from risk and opportunity recognition to strategy formulation, practice and progress management, and disclosure.

In addition, within the group, we are holding a broad range of training sessions and workshops on the TCFD and TNFD to exchange views and raise awareness of sustainability. Then we are also working on reviews of our policies, including the Human Rights Policy and Environmental Policy, expanding the range of sustainability information that is collected, and increasing the level of detail in methods for calculating CO₂ emissions, and so on. This will further increase the transparency of ESG management and lead to improvements in trusted relationships with our stakeholders.

Towards the promotion of sustainability

To promote sustainability, it is important for every group employee to understand the importance of doing so and to put this into practice and embed it through dialogue with customers and business partners. We hope to work on sustainability practice to improve corporate value, and we are also working on disclosing information to stakeholders with a high level of transparency, while valuing internal engagement and dialogue with business units.

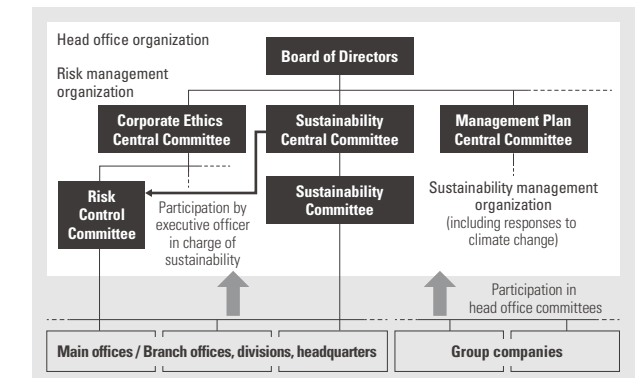


Kouji Nonaka
Corporate Strategic Planning Division
General Manager,
Corporate Sustainability Department

Governance risk management organization

The Sustainability Central Committee (chaired by the president) deliberates on and approves reports and proposals raised by the Sustainability Committee. Matters to be incorporated into the management plan are to be presented to the Board of Directors. Relevant risks are identified and evaluated by the governance organization related to sustainability. Then to manage risks throughout the company, the executive officer in charge of sustainability participates in the Risk Control Committee and examines issues and reports on them to the Board of Directors for a decision to be made.

Diagram of the Takenaka Group’s governance organization



Initiatives to develop an infrastructure for sustainability disclosure



Examining risks and opportunities in training

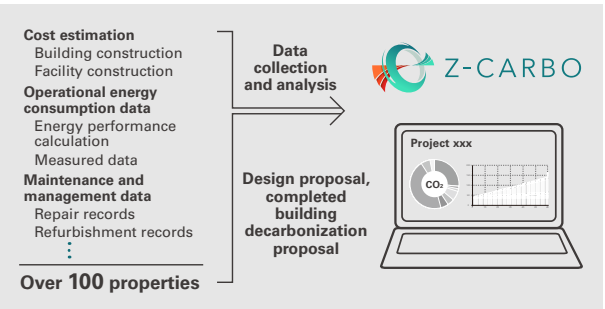
Disclosures in line with TCFD Recommendations

See TCFD Report 2025 for details.

Strategy

The Takenaka Group examined the risks and opportunities from climate change that would have an impact on our business across all sectors of the head office in 2019, and we analyzed potential scenarios, referring to opinions from external experts. The relevance to the 2015 Paris Agreement and the Sustainable Development Goals (SDGs) have also been taken into account. Then in view of the changing business environment, we reexamined them in 2024. To handle the uncertainty in the development of climate change measures on a global scale, we set a 1.5°C scenario, in which the transition to a decarbonized society proceeds steadily, and a 4°C scenario, in which dependence on fossil fuels continues, and we identified the risks and opportunities related to climate change in Takenaka Group businesses.

In the 1.5°C scenario (reference scenario: IEA NZE), we imagine a business environment in which regulations relating to energy conservation are strengthened, society’s requirements increase, and demand for ZEBs and the like expands, while wide-ranging improvements in energy efficiency to contribute to CO2 reductions are demanded by the market and investment in technological development to achieve that is encouraged. In the 4°C scenario (reference scenario: IPCC SSP5-8.5), we imagine that the average atmospheric temperature increases by 4°C or more by the end of the century; abnormal weather and disasters become significantly more severe and demand for resilience reinforcement expand; and there is a worsening labor environment for construction work and an increased need to respond to abnormal weather and disasters during construction. We are also examining the timing and level of the financial impact of these changes. Examples of measures in response to risks and opportunities include the promotion of geothermal power generation businesses and the development of tools to calculate whole-life carbon.



Development of Z-CARBO, a platform to assess whole-life carbon



Beginning the introduction of next-generation biodiesel fuels at construction sites

Risk and opportunity items identified through scenario analysis, the timing and level of their financial impact, and response measures

Class		Risk and opportunity items	Financial impact			Policy for responding to risks and opportunities
			Timing ^{*2}	Level ^{*1}		
				1.5°C scenario	4°C scenario	
Transition	Policy and regulatory	Risk of increased construction costs in conjunction with stronger regulations under the Building Energy Efficiency Act	Short-/mid-term	I	—	Promote energy-conserving architecture
		Risk of increased costs due to carbon tax and emission regulations, and so on	Mid-term	III	—	Energy conversion in construction works
	Market	Risk of reduced competition in winning contracts due to lack of low-carbon construction methods	Mid-term	III	—	Develop and popularize low-carbon construction methods
		Risk of increased costs due to tightening supply and demand for renewable energy power and alternative fuels	Mid-/long-term	III	—	Expand and stabilize procurement of renewable energy power
		Risk of reduced competition in winning contracts due to delays in the CO ₂ emission calculation system for designed buildings	Short-term	II	—	Develop whole-life carbon calculation systems and tools
		Expanded opportunities for winning contracts for ZEBs, and energy management systems	Short-/mid-term	A	—	Promote ZEBs and energy management system technologies
		Expanded opportunities for winning contracts for subsidized works, and so on in conjunction with growing demand for renewable energy (civil engineering works)	Mid-/long-term	B	—	Strengthen renewable energy civil engineering business
		Expanded opportunities for winning contracts for mid- to high-rise wooden structures and buildings	Mid-term	A	—	Promote wooden structures and buildings
		Expanded opportunities for winning contracts in conjunction with growing demand for environmental performance in buildings (construction works, development business, building management business)	Mid-/long-term	B	—	Introduce and expand low-carbon materials and CO ₂ -absorbent concrete; improve environmental performance of buildings during construction and operation
Physical	Chronic	Risk of reduced productivity and safety in conjunction with heat stroke at construction sites	Mid-term	—	II	Strengthen heat stroke risk management
	Acute	Construction period delays due to large-scale natural disasters	Short-term	—	III	Strengthen disaster responsiveness and BCP
		Expanded opportunities for winning contracts in conjunction with growing demand for improved resilience against natural disasters	Mid-term	—	B	Strengthen resilience in buildings and urban development; promote greening and Green Infrastructure

*1 The financial impact levels for risks are: I: 10 billion yen or more; II: 3 billion yen to 10 billion yen; III: less than 3 billion yen. The impact levels for opportunities are: A: 5 billion yen or more; B: less than 5 billion yen.

*2 The impact timings are: short-term: 2024–2026; mid-term: 2027–2030; long term: 2031–2050.

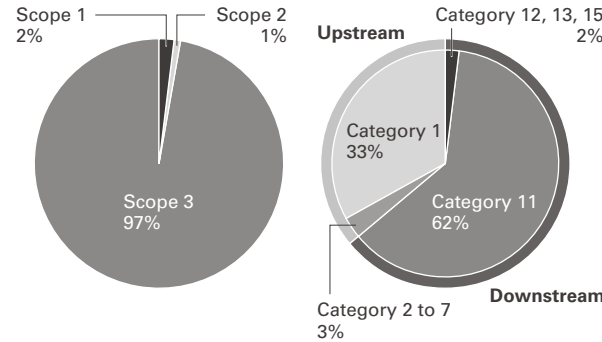
Indicators and targets

The Takenaka Group uses the Scope 1, 2, and 3 greenhouse gas emissions reduction rate as its indicators with 2019 as the reference year. In March 2024, we acquired SBTi validation for our Scope 1 and 2 targets for 2030. Our group’s 2024 emissions were reduced by 4.9 percent compared to the reference year (2019) in Scope 1 and 2 and 37.8 percent in Scope 3, each of which is proceeding according to plan toward our mid-term reduction targets. Disclosures in line with TCFD Recommendations

Greenhouse gas (CO₂) emission reduction targets and performance

	2019 (reference year)	2024 actual	2030 target	2050 target
Scope 1	100,990	94,015	80,410 (-46.2%)	0 (-100%)
Scope 2	48,471	48,115		
Total Scope 1+2 (change compared to reference year)	149,460	142,130 (-4.9%)	80,410 (-46.2%)	0 (-100%)
Total Scope 3 (change compared to reference year)	7,489,605	4,659,608 (-37.8%)	5,429,964 (-27.5%)	0 (-100%)

Composition of greenhouse gas emissions (left) and breakdown of Scope 3 (right) (2024)



Disclosures in line with TNFD Recommendations

See TNFD Report 2024 for details.

Introduction

Under the management philosophy, “Contribute to society by passing on the best works to future generations,” the Takenaka Group aims to realize a sustainable society through architecture

and urban creation that meets the needs of the times and society. We placed the mark “Green in design” on our design drawing paper in 1971, marking the start of our environmental initiatives. We endorsed the TNFD disclosure recommendations in March 2023, registered as a TNFD Adopter that December, and issued our TNFD report in line with the TNFD Final Recommendations version 1.0 in May 2024. We then issued an expanded, updated version in April 2025.

Strategy

When examining nature-related dependencies, impacts, risks, and opportunities, we adopted the LEAP approach recommended by the TNFD after filtering the business fields to be analyzed in the initial scoping stage. The LEAP approach proposes “Locating” the interface between the company’s business and nature, identifying priority regions, and then “Evaluating” dependencies and effects at each location, in order to “Assess” the risks and opportunities as impacts these dependencies and effects may have on the business and “Prepare” to construct, put into practice, and disclose strategies to respond to these risks and opportunities (Prepare). In 2024, the risk evaluation incorporated a scenario analysis to test resilience, assuming a highly uncertain future. This scenario analysis was implemented after applying for and being selected as the Ministry of the Environment’s 2024 Model Project to Support Nature-Related Financial Disclosures Utilizing Climate-Related Financial Disclosures, and 21 members of 15 sections in the Takenaka Group participated in discussions within the scope of construction businesses (new construction and demolition). The evaluation results for risks and opportunities obtained through scenario analysis were summarized into response measures, referring to the AR3T framework propounded by the Science Based Targets Network (SBTN).

Risk and impact management

Through the use of nature-related proprietary technologies, etc., we are moving ahead with building and operating the Takenaka Group Biodiversity Promotion Program, under which employees will recognize and share relationships between business and nature and make use of these in business. We are also planning to manage the extraction of projects of high importance under the Takenaka Group Biodiversity Monitoring System (provisional name).

Indicators and targets

We are currently building systems to acquire data from throughout the company for the indicators relating to pollutant concentration, water use, and the like. Then we have also set “100 percent implementation of nature-positive project proposals” for a 2030 target as a new KPI from 2026, replacing the previous KPI on coexistence with nature, and “Number of biodiversity improvement projects.” Then we will manage progress in line with this new KPI. Information on other measurement indicators relating to environmental impact is provided separately in the TFD Report. TNFD disclosure

Risks and opportunities identified through scenario analysis and their response measures

Financial impact: large; occurrence risk: high Financial impact: medium; occurrence risk: medium Financial impact: small; occurrence risk: low
Planned future response measures

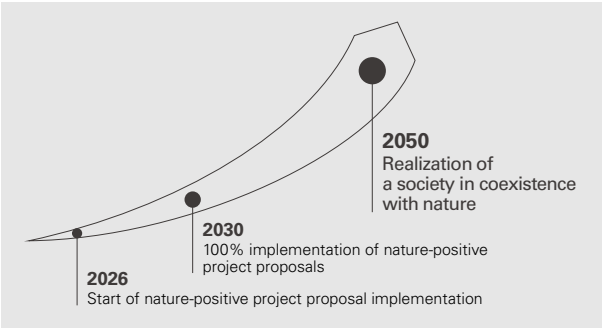
Class		Dependencies/effects	Risk overview	2nd quadrant		3rd quadrant	
				Impact	Occur- rence risk	Impact	Occur- rence risk
Physical risks	Acute and chronic	Effect (resource use)	Manifestation of water shortages in water-stressed areas of the world				
	Chronic	Effect (resource use) Dependency (adjustment services)	Increasing timber prices due to domestic timber supply shortages				
	Acute and chronic	Dependency (adjustment services)	Increasing construction insurance premiums due to increasing natural disasters; being affected by disasters				
Transition risks	Market and regulatory	Effect (land use)	Decreasing demand for new construction due to nature conservation regulations and changes in business sentiments				
	Market and regulatory	Effect (resource use)	Shortages and cost increases in accredited timber due to stronger regulations to prevent forest destruction and market changes				
	Market	Effect (land use change, etc.)	Inability to obtain return on investments related to nature-positive technologies				
	Reputation	Effect (resource use)	Damage to corporate brand and loss of business opportunities due to misinformation in timber-producing areas				
	Reputation	Effect (resource use)	Damage to corporate brand and loss of business opportunities due to misinformation in spring water conservation areas, etc.				
Opportunities		Effect (land use change)	Increased opportunities for winning contracts for Green Infrastructure technologies in urban areas				
		Dependency (ecosystem services) Effect (resource use)	Increased opportunities for winning contracts for wooden structures and buildings				
		Dependency (ecosystem services) Effect (resource use)	Increased opportunities for winning contracts for extending building life and high resource efficiency technologies				

*The scenario analysis used the scenarios shown as examples by the TNFD and generated scenarios on two axes: ecosystem service degradation and alignment of market and nonmarket forces. Because the second and third quadrants in this analysis appeared to have the greatest risk and the greatest likelihood of actually manifesting, we summarized evaluation results for risks and opportunities concerning the second and third quadrants and extracted them for display in the above table.



Workshop at the Ministry of the Environment model project

Setting new KPIs



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 (Takenaka Quality Management) Promotion

Central Committee

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

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.

Internal Audit, Audit Division

The Audit Department 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.

Compliance, Audit Division

The Compliance Department promotes training and greater awareness of compliance throughout the group, and when an issue arises, it responds systematically to the matter, conducts investigations, and thoroughly implements measures to prevent recurrence.

Third-Party Committee

When a serious compliance-related matter arises, this committee conducts systematic investigations, analyzes the

causes, and makes recommendations on the advice and guidance of third parties, such as external experts.

Corporate Sustainability Department

The Corporate Sustainability Department promotes initiatives on issues concerning the global environment and society throughout the group and seeks to make improvements through communication with stakeholders, as well as disclosing all its activities.

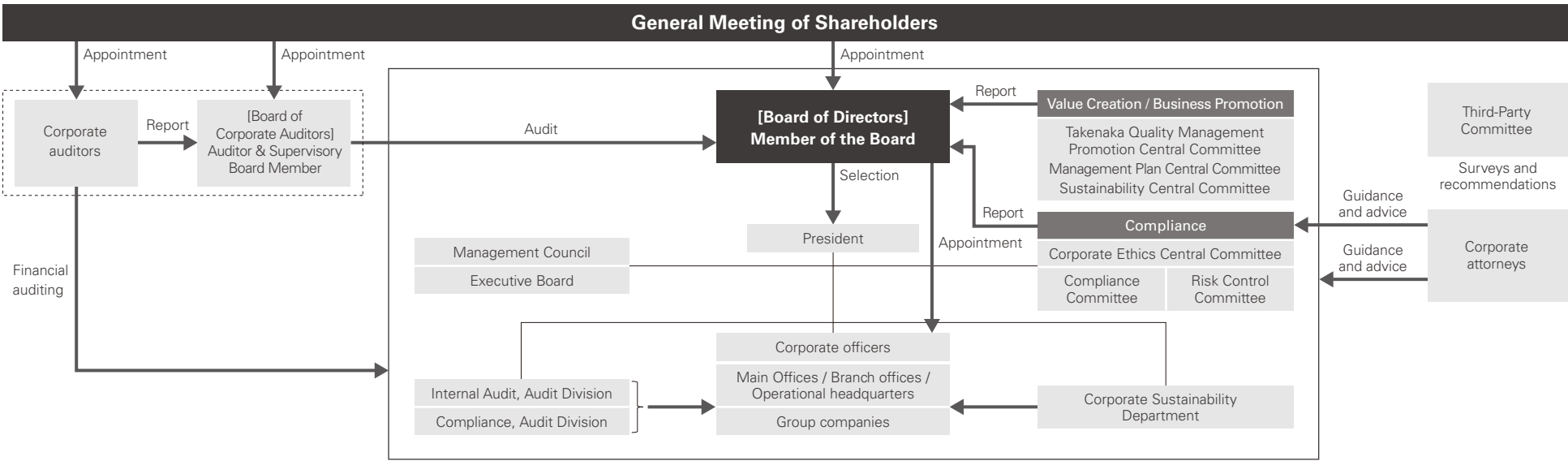
Corporate Attorneys

These attorneys have concluded retainers with Takenaka Corporation and provide guidance and advice as necessary.

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 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 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	General management Business operations	Project development	Sales	Design	Production (construction and M&E)	Overseas business	ESG Sustainability	Management Finance and accounting General administration and personnel
Members of the Board	Masato Sasaki	President	✓	✓	✓				✓	
	Shigeto Chono	President	✓		✓		✓			
	Ryo Mitsueda	President	✓		✓		✓		✓	
	Toichi Takenaka	Member of the Board	✓		✓			✓		
	Taisei Kondo	Member of the Board	✓		✓		✓			
	Yuichiro Takenaka	Member of the Board			✓			✓		
	Yosuke Maezawa	Member of the Board			✓			✓		✓
	Naoyuki Nakamura	Member of the Board	✓		✓			✓	✓	✓
	Tomoaki Kawai	Member of the Board			✓	✓			✓	
	Takashi Nakahara	Member of the Board		✓	✓					
	Masanao Okuda	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 [blue checkmark icon](#) 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. We set up the Compliance Department in the Audit Division on July 1, 2025, to reinforce our management system. It also streamlines consultation and reporting into one contact point and rebuilds the system to make it easier to use with peace of mind. Our [blue checkmark icon](#) 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.

We enacted our Whistleblowing and Whistleblower Protection Policy and Anticorruption Policy in April 2025. The Takenaka Group had provided compliance consultation and reporting systems and set up consultation and reporting contact points to handle issues appropriately under the Whistleblower Protection Act before this as well, but the Whistleblowing and Whistleblower Protection Policy clarified this operational system. Moreover, for the Takenaka Group to work on preventing corruption in all forms, including coercion and bribery, and to comply with anticorruption laws in all countries and regions where group companies conduct business activities, not relying only on Japan's Unfair Competition Prevention Act, we also enacted an Anticorruption Policy as a new policy. In October 2025, we formulated the new Basic Policy for Dealing with Customer Harassment following the June 2025 enactment of the Act on Comprehensively Advancing Labor

Measures, which mandates that enterprises implement measures to combat customer harassment, and we have clarified a specific policy for dealing with such matters. 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 who covers external compliance incidents and actions to take, publication of news on the latest trends, messages from top management during the annual Takenaka Group Compliance Month, and workplace meetings with all employees participating.



Compliance Month poster

Establishing risk management

We have developed [blue checkmark icon](#) 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 an Information Security Basic Policy and Privacy Policy, and [blue checkmark icon](#) we are taking careful measures in this area to protect the information assets that we receive from customers and other stakeholders. Especially in response to the wider application of cloud computing, IoT, AI, and other such tools from the recent advance of digital reforms, the growing threat of cyberattacks, and the firm establishment of teleworking, we have implemented comprehensive technical countermeasures founded on the concepts of multilayered defense and zero trust. Then we have built a 24/7/365 cyberattack surveillance and response system and TAKENAKA-SIRT as the information security incident response team covering the entire Takenaka Group, including global subsidiaries. We have also implemented regular education for all employees, including annual e-learning and targeted attack email training three times each year in order to ensure that everyone is thoroughly aware of information security. To strengthen cybersecurity measures in our supply chains, we also focus on educating and raising awareness at partner companies. This includes holding online seminars for major partner companies and establishing security consultation points. We have built a response organization so that when an information security risk is discovered, the substance of the risk is evaluated and analyzed before being graded into levels and being reviewed by the Risk Control Committee as necessary, and since 2011, we have maintained a record of zero information security risk incidents with a material impact on management.

Examination of business continuity plans (BCPs)

As preparation against possible natural disasters, including major earthquakes, storms, floods, and volcanic eruptions, we have formulated companywide [blue checkmark icon](#) 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 companies for the initial response in the event of a disaster. These include simulation drills, live training based on local characteristics, and validation of our companywide coordination system. To prepare for the sudden occurrence of disasters, we have stocked all internal employee workplaces and site offices in Japan with three days' water and food and disaster equipment as a disaster prevention stockpile. 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.



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.

Opening of important cultural property “Chochikukyo” to the public and developing it to share architectural culture

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.

We acquired Chochikukyo in late 2016, and the residence was designated an Important Cultural Property of Japan in 2017. Through collaboration and cooperation with the local community, we have been working to share architectural culture through exhibition cooperation with public museums and galleries, in addition to fostering architectural culture in the area by keeping the residence open to the public.

At the “Living Modernity: Experiments in the Exceptional and Everyday” exhibition held at the National Art Center, Tokyo and

the Hyogo Prefectural Museum of Art in 2025, Chochikukyo was exhibited as one of 14 exemplary residences of the twentieth century. We also presented exhibitions of models and tools of traditional architecture from the Takenaka Carpentry Tools Museum, Chochikukyo, and Takenaka works of wooden architecture at Expo 2025 Osaka, Kansai, Japan. Although it was only nine short days, we welcomed approximately 100,000 visitors to view the exhibition.

Diverse activities of our historical corporate foundation

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.

The Takenaka Carpentry Tools Museum has held many exhibitions in Japan and abroad, and it cooperated with the National Museum of Nature and Science, Tokyo for its “Plants and Crafts in the Cycles of Life” exhibition and the Tokyo National Museum for its “The Colors and Metalwork of Nikko” exhibition in 2025. Gallery A⁴ (A Quad) held its exhibition “The Home of Tsutomu Abe” on the subject of residential architecture. Then the Takenaka Scholarship Foundation operates a new student dormitory built with wood to provide a place to convey the attraction of architecture to students and the local community. The three foundations are taking steps to resolve the social issues indicated by SDGs according to their respective purposes of establishment.

Takenaka Scholarship Foundation

Founded in 1961, the Takenaka Scholarship Foundation has provided research grants for the architectural field and assistance for the handicap field, such as scholarships not requiring reimbursement, with the aim of fostering young people and promoting education in accordance with the spirit of *kanon-hosha* (gratitude for kindness) of Touemon Takenaka, the company’s founder and inaugural chairman. As a project to commemorate the 60th anniversary in 2023, we completed a [new environmentally friendly student dormitory](#) using wooden architecture in Tokyo, creating a place for inspiring symbiosis with nature and contributing to the 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. It also holds exhibitions on handing down traditional architectural techniques to popularize them among a wider range of people.

[Takenaka Carpentry Tools Museum](#)



The Colors and Metalwork of Nikko (Tokyo National Museum)

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 \(A Quad\)](#)



The secret of Finnish sauna



Chochikukyo (main residence)



Living Modernity



Exhibition at the Expo 2025 venue

Community Social Contribution Activities

Our Head Office, main branch 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. Takenaka Corporation also allows examples of community social contribution activities held throughout the country to be registered at any time and compiles them at the Head Office. The best activities receive a Social Contribution Award in June each year.

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 are collected at the Head Office from each main and branch office via the 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.

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 Tokyo

headquarters, and the Central Building South occupied by 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 CO₂ 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. The posters in the booth presented our circular economy (Circular Design-Build®) and high-rise wooden structure projects under construction.

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.

Excellent activities are selected from community and social contribution activities that have been submitted, and following careful deliberations by executive officers of the Takenaka Group, winning submissions are given the Award for Excellence in Social Contribution Activities.

After receiving the award certificate and supplementary prize from the president of Takenaka Corporation at the awards ceremony, prizewinners give presentations on the contents of their activities. This is broadcast online in real time to all employees in an effort to inspire further community and social contributions.



Worksite tour for university students as part of practical lectures on structures



Providing a Takenaka facility as the venue for the Formwork Technical Test hosted by Kinki Structural Framework Industry Cooperative



Takenaka's booth at the Koto City Environment Fair



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 are 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	243 (first place)
Cumulative number of awards for design-build and design	128 (first place)
Number of awards for design-build and design in 2025	2 (first place)

The ranking in parentheses represents a comparison among general contractors.



The 66th BCS Prizes Winner (2025)
Ibaraki City Cultural and Childcare Complex Onikuru

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	83 (first place)
Cumulative number of awards for design-build and awards for design	42 (first place)
Number of awards received in 2025	1 (both third place)

The ranking in parentheses represents a comparison among general contractors.



2025 BELCA Awards Best Renovation Category
Osaka Hiraishin Kogyo Kobe Office

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	259 (first place)
Number of awards received in 2025	13 (first place)

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



Good Design Award (2025): Toyota Technical Center Shimoyama vehicle development building, visitor building

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. In 2025, Takenaka Corporation received six AIJ Young Architect Award for Selected Architectural Designs, given to designers under 40 years old.

Cumulative number of selected works	329 (first place)
Number of works selected in 2025	16 (first place)

The ranking in parentheses represents a comparison among general contractors.



AIJ Young Research Award (2025): Air Water in KENTO

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 2025 are below.

Environmental and Equipment Design Awards	1 Best Award, and 3 others	Architectural Institute of Japan Building Engineering Division of AIJ Prize 2025	1, and 1 AIJ Researcher Award 2025
Japan Wood Design Award	1 Minister of Agriculture, Forestry and Fisheries Award, and 4 others	SHASE Awards	1 SHASE Special Award, 4 SHASE Promotion Award
Nikkei New Office Award	2, and 3 Regional New Office Promotion Award	iF DESIGN AWARD	7

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 2025

Selected as a CDP Climate Change A List company for 2025

In December 2025, Takenaka Corporation was selected as a Climate Change A List company for 2025 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.



Silver Medal in the EcoVadis Sustainable Rating

In August 2025, we received a Silver Medal in the sustainability rating from EcoVadis in France.



Certification as a Sustainably Managed Natural Site Takenaka Training Center Seiwadai Forest, Takenaka Technical Research & Development Institute’s SHI-RA-BE Forest

Takenaka Training Center Seiwadai Forest (Kawanishi, Hyogo) was certified as a Sustainably Managed Natural Site by the Ministry of the Environment in 2024.

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.

The Takenaka Technical Research & Development Institute’s SHI-RA-BE Forest (Inzai, Chiba) was also certified as a Sustainably Managed Natural Site in 2023. These two examples were recertified in 2025.



2025 certification ceremony



Recognized as a KENKO Investment Health

Every year since 2019, we have been selected as Certified KENKO Investment Health 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.

[Click here](#) Our health management

Pride Index

Takenaka Corporation received “Silver” in the Pride Index 2025, 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

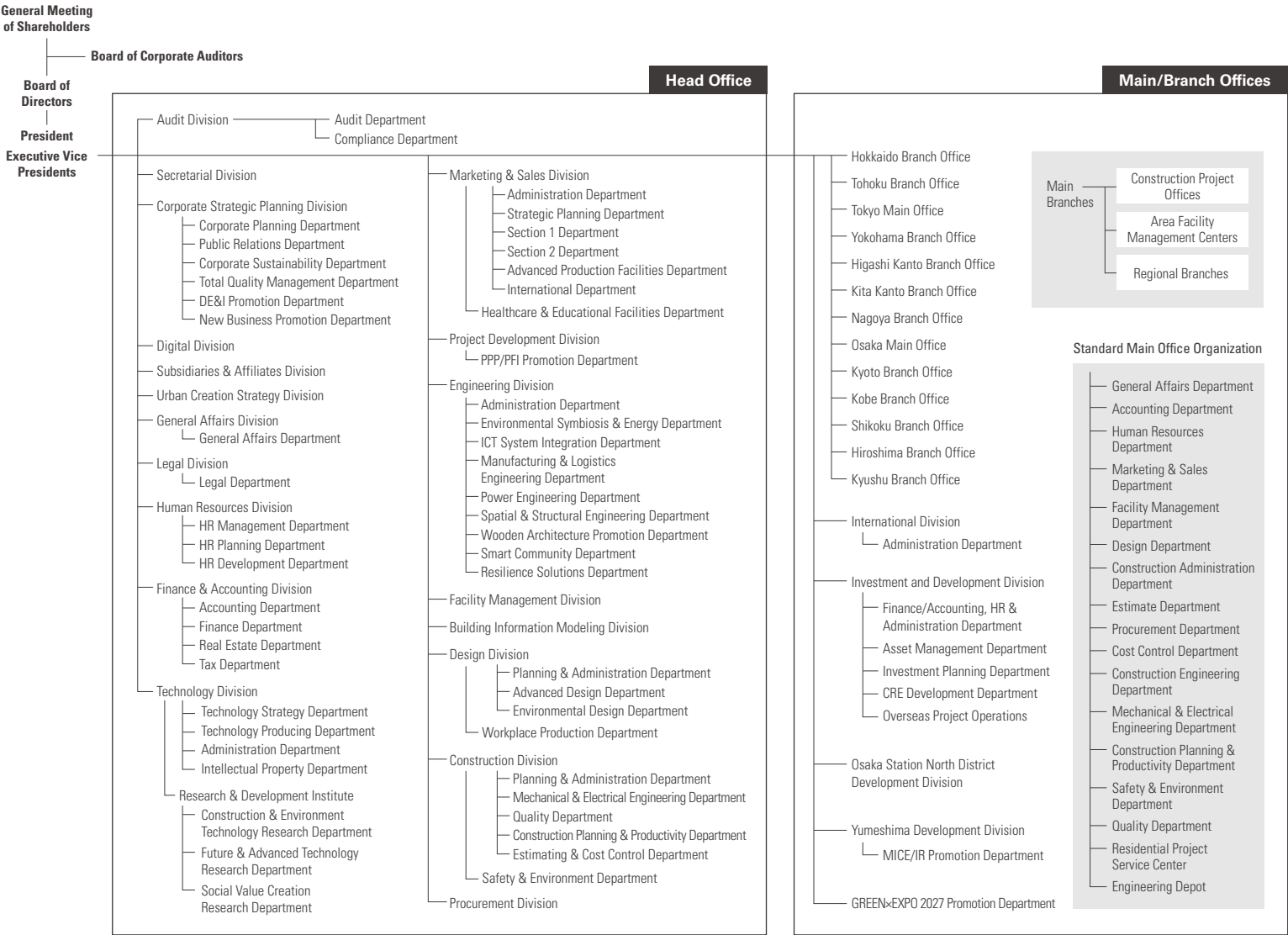
As building a sustainable society has become a major issue amid initiatives such as SDGs (Sustainable Development Goals) and adoption of the Paris Agreement, sustainable finance, which aims to encourage transformation to new industrial and social structures, has been positioned as infrastructure that 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

	2021	2022	2023	2024	2025	Remarks
CDP Climate Change Score	A–	B	B	A	A	Voluntary response from 2020
EcoVadis Rating	Platinum	Gold	Gold	Gold	Silver	
Nikkei SDGs Management Survey	★ 4	★ 3.5	★ 3.5	★ 4.0	★ 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, 2026)
Construction Licenses	Ministry of Land, Infrastructure and Transport Construction License (Special-6, General-6) No. 2744
Number of Employees	7,907 (Takenaka Group: 14,006) (as of January 1, 2026)
Affiliates	59 subsidiaries, 17 affiliates, and 1 related company
License Holders	Licensed first-class architects 2,410
	Licensed first-class building works execution managers 2,491
	Licensed professional engineers 192
	Ph.D.s 127
	(as of January 1, 2026)
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 March 1, 2026)



Income Statement and Balance Sheet (Consolidated)

(Millions of yen)

	84th term 2021	85th term 2022	86th term 2023	87th term 2024	88th term 2025
Orders received	1,306,428	1,445,799	1,685,757	1,493,300	2,233,066
Revenues	1,260,430	1,375,410	1,612,423	1,600,129	1,614,799
Operating income	46,367	28,333	45,676	53,118	92,936
Operating margin (%)	3.7	2.1	2.8	3.3	5.8
Ordinary income	57,799	39,392	59,301	70,913	108,281
Net income	39,346	30,266	37,464	56,154	103,011
Net assets	822,449	873,909	977,375	1,091,382	1,274,027
Total assets	1,581,524	1,741,214	1,997,069	2,090,447	2,246,502

Other Financial Data (Consolidated)

(Millions of yen)

	84th term 2021	85th term 2022	86th term 2023	87th term 2024	88th term 2025
Cash flow from operating activities	96,522	(3,505)	110,253	16,826	28,403
Cash flow from investing activities	(14,654)	48,510	(34,593)	(43,067)	(24,863)
Cash flow from financing activities	2,200	(4,201)	(7,725)	(15,148)	(10,786)
Research and development expenses (Billions of yen)	9.5	9.1	9.1	9.4	102
Capital investment (Billions of yen)	26.7	45.8	48.1	45.4	293
Return on equity (ROE) (%)	5.0	3.6	4.1	5.5	8.8

Revenues by Business (Consolidated)

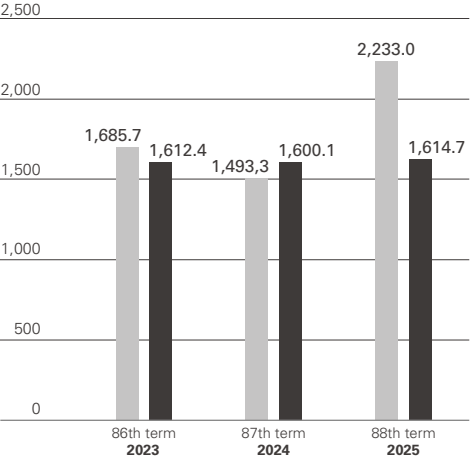
(Millions of yen)

	84th term 2021	85th term 2022	86th term 2023	87th term 2024	88th term 2025
Construction business	1,152,439	1,246,212	1,471,738	1,449,581	1,445,390
Development business	49,254	66,106	70,752	76,618	85,477
Others	58,736	63,091	69,932	73,928	83,931

Orders Received / Revenues
(Consolidated)

Orders Received Revenues

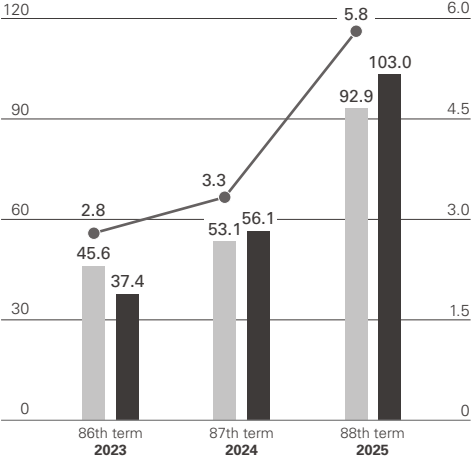
(Billions of yen)



Operating Income and Operating Margin /
Net Income (Consolidated)

Operating Income Operating Margin Net Income

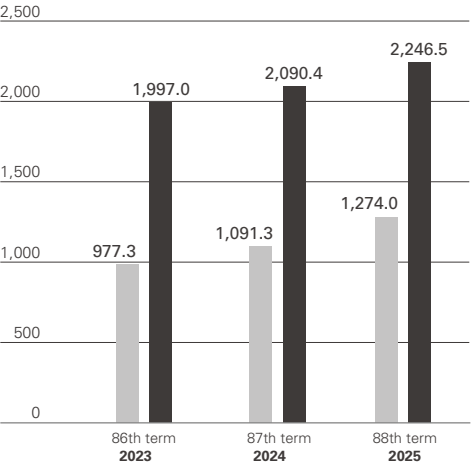
(Billions of yen)



Net Assets / Total Assets (Consolidated)

Net Assets Total Assets

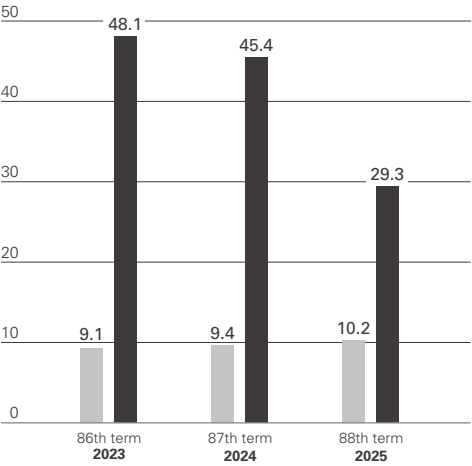
(Billions of yen)



Research and Development Expenses /
Capital Investment (Consolidated)

Research and Development Expenses Capital Investment

(Billions of yen)



Revenues by Region (Consolidated)

	84th term 2021	85th term 2022	86th term 2023	87th term 2024	88th term 2025
Japan	1,114,353	1,161,857	1,320,913	1,349,141	1,331,425
Asia	79,456	120,777	183,870	111,243	139,771
Europe	45,070	52,406	64,370	94,282	96,038
North America	21,549	40,368	43,268	45,462	47,563
Others	–	–	–	–	–

(Millions of yen)

Nonfinancial Data (Nonconsolidated)

	84th term 2021	85th term 2022	86th term 2023	87th term 2024	88th term 2025
Number of employees (Consolidated)	7,757 (13,212)	7,751 (13,278)	7,786 (13,507)	7,804 (13,598)	7,907 (14,006)
Average age of employees	44.1	44.3	44.6	44.4	44.6
Average length of continuous employment (Years)	18.5	18.6	18.9	19.2	18.9
Number of women in managerial positions	155	164	175	191	203
Accident frequency rate (accidents requiring absence of four days or more from work)*1	0.64	0.26	0.45	0.29	0.57
CO2 emissions intensity during construction work (t/100 million yen)*2	8.3	8.7	9.9	6.2	*3
Construction by-products recycling rate (per volume)*4	94.5	94.3	95.4	95.6	95.6
Rate of number of CASBEE S- and A-rank projects (%)*5	93.8	98.5	95.2	97.0	92.6

*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).

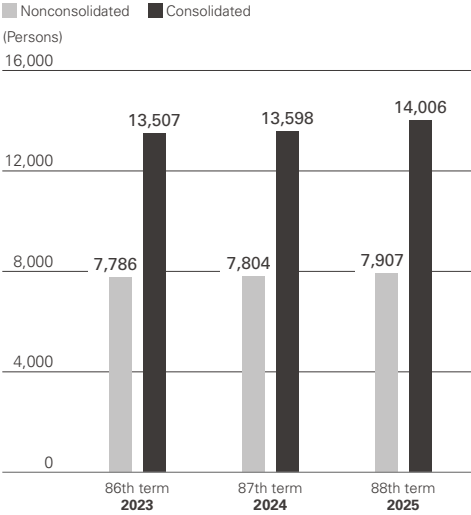
*2 Per value of completed work

*3 This data will be published once calculated.

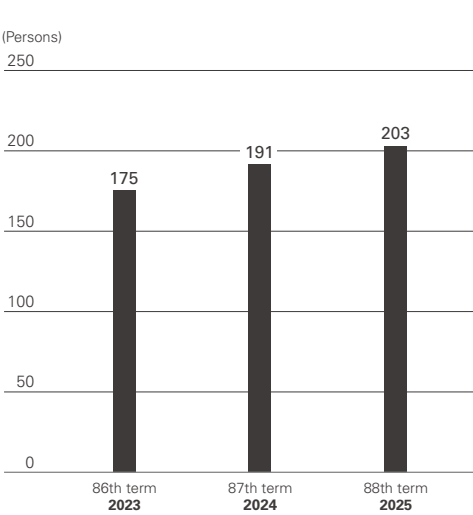
*4 Covers new construction and expansion, renovation, and dismantling. Does not include construction sludge and specially controlled industrial waste.

*5 Total number of S- and A-rank projects among the company's design projects.

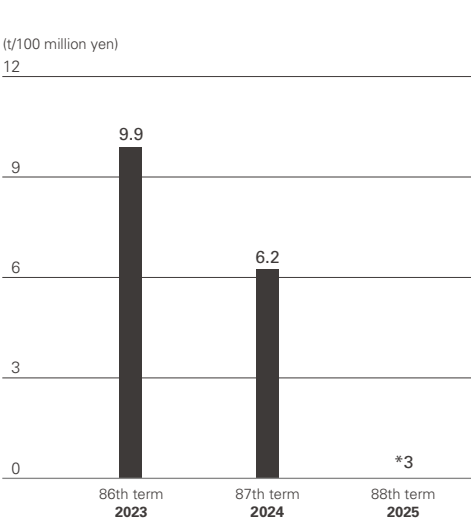
Number of Employees (Nonconsolidated and Consolidated)



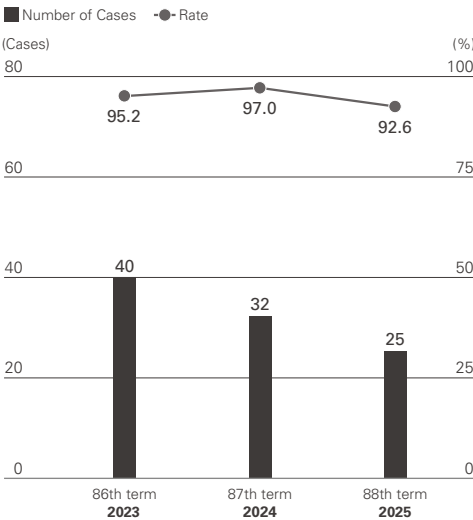
Number of Women in Managerial Positions (Nonconsolidated)



CO2 Emissions Intensity During Construction Work (Nonconsolidated)



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



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