

“Change!”

100th Anniversary Corporate Profile

Maeda Corporation

Head Office
2-10-2, Fujimi, Chiyoda-ku, Tokyo 102-8151, Japan Tel: (81)-3-3265-5551
<http://www.maeda.co.jp>



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100th Anniversary Maeda Corporation Logo

The 100th Anniversary Logo depicts with the number of 100 that Maeda Corporation is a company that has grown from its roots as a civil engineering firm to building works to de-contracting businesses while signifying its resolve to set off for the next century and create a new society.

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Concession
Business

Creating Shared Value

Global Person

New
Construction Service

Engineering Ability

Comprehensive
Infrastructure Company

Civil Engineering, Building Works and Beyond

Maeda Corporation began stepping up to challenges from civil engineering in the mountains in 1919. After a century, the company has grown to take on challenges that include urban civil engineering, building works and expansion overseas. We have driven this growth to exist as an organization supporting the life of people. Today, our vision aims for us to become a comprehensive infrastructure service company able to realize a sustainable society. This new challenge is already underway at Maeda.

Infrastructure

Underpinning the Lifeline of People and Society

Our history started with the challenge of building a dam. Thereafter, Maeda Corporation has moved from civil engineering in the mountains to urban areas as well as successfully expanded overseas to support social infrastructure.

Advancement

Contributing to Urban Development

We shifted from civil engineering to building works. Maeda Corporation has repeatedly overcome challenges backed by unwavering experience and technology, and it will continue to undertake a role in urban development with diversity for the future.

Supporting Sustainable Lifestyles

Our latest challenge takes us from de-contracting to the concession business. As a comprehensive infrastructure service company, Maeda Corporation contributes to the sustainable growth of society.

Sustainability

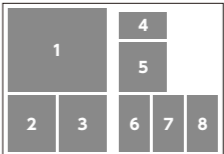


MAEDA Now



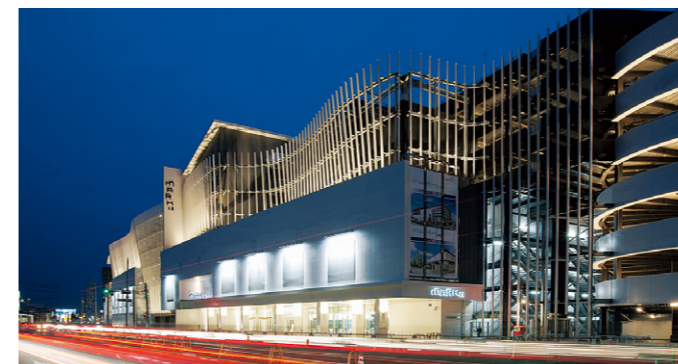
Creating Living Spaces

We have been involved in urban redevelopment, high-rise residential building and even multi-business complex facilities. Maeda Corporation has driven advanced construction technology such as RC high-rise condominiums to bring a vast number of people together to create thriving cities and lifestyles.



- ① Type-1 Urban Redevelopment of the Iidabashi Station West Exit Area (Chiyoda Ward, Tokyo)
- ② THE TOKYO TOWERS (Chuo Ward, Tokyo)
- ③ Sumitomo Realty & Development Azabujuban Building (Minato Ward, Tokyo)
- ④ RIVERWALK KITAKYUSHU (Kitakyushu City, Fukuoka)
- ⑤ Redevelopment of 1-4 Sakuramachi, Toyama City District (Toyama City, Toyama)
- ⑥ BIG FRONT Hiroshima (Hiroshima City, Hiroshima)
- ⑦ Type-1 Redevelopment of Motoyawata A District (Ichikawa City, Chiba)
- ⑧ Sumitomo Realty & Development Hanzomon Ekimae Building (Chiyoda Ward, Tokyo)





Sharing Prosperity

We offer a wide variety of structures including schools, hospitals, hotels, leisure facilities, warehouses and commercial complexes. Maeda Corporation builds such structures as they are essential in sharing and broadening the prosperity of lifestyles for people.

1	6
2	7
3	8
4	5
5	9

- ① J-VILLAGE (Town of Naraha in Futaba District, Fukushima)
- ② International Christian University New Gymnasium (Mitaka City, Tokyo)
- ③ Kyushu University (Ito) General Education and Research Building (Fukuoka City, Fukuoka)
- ④ Hoshinoya Kyoto Rankyokan (Kyoto City, Kyoto)
- ⑤ Kitakyushu Media Dome (Kitakyushu City, Fukuoka)
- ⑥ Hong Kong International Airport Passenger Terminal Building (Hong Kong)
- ⑦ Redwood Nanko Distribution Center (Osaka City, Osaka)
- ⑧ Yamazaki Mazak Manufacturing Corporation Inabe Plant (Inabe City, Mie)
- ⑨ MARK IS Shizuoka (Shizuoka City, Shizuoka)

MAEDA Now



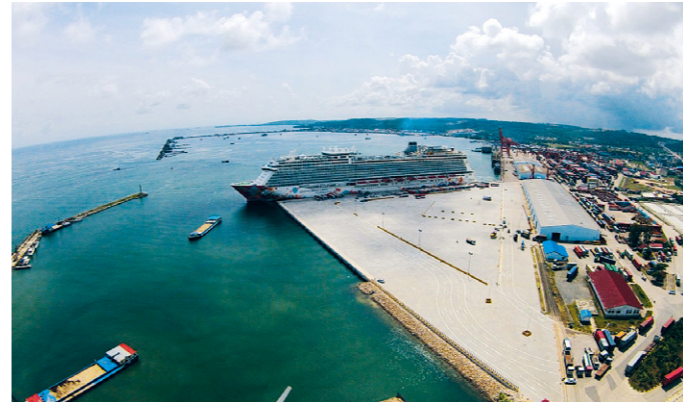
Generating Energy

Maeda Corporation underpins social infrastructure, providing facilities that generate energy from dams and hydroelectric power plants which we started business with to renewable energy facilities such as wind and solar power generation that support a sustainable world.

1	5
	6
	7
2	3
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	8

- ① Kyogoku Power Plant
(Town of Kyogoku in the Abuta District, Hokkaido)
- ② Minamiaiki Dam
(Village of Minamiaiki in Minamisaku District, Nagano)
- ③ Batang Ai Dam (Malaysia)
- ④ Fukikoshi Daichi Wind Power Generation Plant
(Rokkasho in the Kamikita District, Aomori)
- ⑤ Dami Dam (Vietnam)
- ⑥ Suzu Wind Power Generation Plant (Suzu City, Ishikawa)
- ⑦ Toyomi Hydroelectric Power Plant
(Town of Aga in the Higashi-Kanbara District, Niigata)
- ⑧ Mine Solar Power Plant (Mine City, Yamaguchi)





Connecting People to Cities

We have an extensive track-record from tunnels, railways, highways, large connection bridges and airports to harbor facilities. Maeda Corporation continues to build transportation infrastructure that connects people to cities by making full use of the experience and technology cultivated in the civil engineering business since its founding.

	4	5
1	6	7
	8	
2	3	9

- ① Shin-Meishin Expressway Kiriata Tunnel (Town of Inagawa in Kawabe District to Takarazuka City, Hyogo)
- ② Seikan Tunnel (Town of Fukushima in the Matsumae District, Hokkaido)
- ③ Kap Shui Mun Bridge (Hong Kong)
- ④ Sihanouk Ville Port Multi Purpose Terminal (Cambodia)
- ⑤ Tokyo Bay Aqua-Line Umihotaru (Kisarazu City, Chiba)
- ⑥ Japan National Route 45 Shinkuwadai Tunnel (Ofunato City, Iwate)
- ⑦ Sagami-hara Interchange (Sagami-hara City, Kanagawa)
- ⑧ Hokkaido Shinkansen Iida Viaduct (Hokuto City to the Town of Nanae in the Kameda District, Hokkaido)
- ⑨ Sendai Coastal Fukanuma Beach Embankment (Sendai City, Miyagi)

MAEDA Future

To Become a Comprehensive Infrastructure Service Company
 Providing New Value to Society by Integrating Contracting (Engineering Capabilities) and De-contracting (New Construction Services)



Engineering Capabilities Heightened Through Cooperation

CSV Management Platform: ICI*1 Lab to Resolve Social Issues via Open Innovation

Maeda has advocated CSV management as an important management philosophy since 2016. This management philosophy will allow the company to work and resolve a variety of social issues as a comprehensive infrastructure service company. Our driving force is the cultivation of technology and expertise in construction. Maeda opened the ICI Innovation Center in Toride City, Ibaraki as a base to further advance engineering capabilities and create new value.

The ICI Lab that opened first in December 2018 has three platform functions—gathering place, knowledge base, and capital platform—to realize innovative technological development and new businesses. As a gathering place, the ICI Lab offers a wide range of the latest infrastructure testing facilities and leading-edge offices. As a knowledge base, the ICI Lab supports innovation by bringing in outside experts in a variety of fields ranging from technology and intellectual property to start-ups, management and culture. As a capital platform, the ICI Lab runs MAEDA SII*2 to support venture companies financially which are struggling to raise capital from the market.

Maeda has grown and propelled the ICI Lab together with its collaborative partners and positioned it as a CSV management platform to resolve various social issues through open innovation.

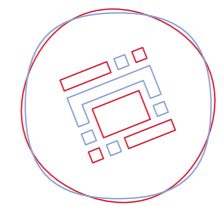
*1 ICI: Incubation × Cultivation × Innovation
 *2 SII: Social Impact Investment

Nurturing Talent: ICI Human Resources Development Center

The ICI Human Resources Development Center will open after the ICI Lab in the fall of 2019 for the purpose of human resources education. We renovated and refurbished a closed elementary school with earthquake resistance technology. The ICI Human Resources Development Center is made up of accommodations wing where 170 people can stay and hold workshops as well as a multi-purpose seminar wing with a capacity of 200 people. The Center serves as a place for development and interaction of human resources who can contribute to new value creation through a network that brings together culture and the arts, such as local municipalities, universities, companies and residents while the ICI Lab aims to integrate venture companies, society, and economy through a network of knowledge.

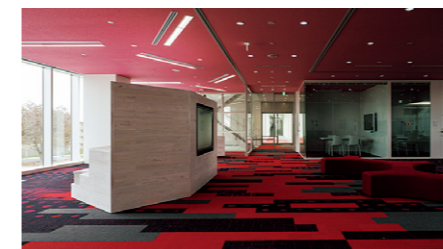
The use of a site which was formerly an elementary school also aimed to become a new model project for the revitalization in which public facilities no longer in use are renewed as the closing of elementary and junior high schools built during periods of high economic growth becomes a social issue.

The ICI Innovation Center is a theme park that creates a future where people gather with the excitement of ambition. Maeda will resolve social issues through innovation brought about by a place to talk about, learn and put into practice the dreams of all people as it continues to persevere in a goal to be the best in CSV management.



iC!

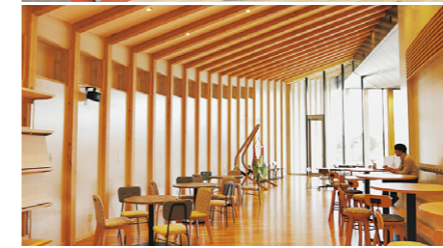
ICI Lab
 The ICI Lab is a facility reborn as a new technical research center due to the relocation of the Nerima Technical Research Institute. The laboratory is made of primarily four different wings that include the integral experiment wing, the structural testing wing, the exchange wing and the nest wing.



Wind Environmental Testing Equipment



Reaction Wall and Reaction Slab



ICI Human Resources Development Center

The Center was formed from the revitalization of an elementary school that had closed. The Center is an open facility with accommodations, a seminar wing, a gymnasium and more.



Interior Image of the ICI Human Resources Development Center



Shutdown Toride City Hakusan-nishi Elementary School



2 Cultivating the Future with New Construction Services

Anticipating the NEXT100 with the De-contracting Business

After celebrating its 100th anniversary, the goal of Maeda in the next century is to innovate society and infrastructure as a comprehensive infrastructure service company. Our initial endeavor in our challenge to combine contracting and de-contracting as well as integrate engineering capabilities and new construction services was the renewable energy business.

In 2013, we first began operation of a solar power generation plant in Tsukuba City, Ibaraki. In 2015, Goyozan Solar Power Plant then went into full operation and began electric power sales. Ofunato City in Iwate Prefecture started this business as an earthquake reconstruction project by way of public invitation. Maeda proposed a plan to minimize the load on the natural environment through construction that takes advantage of the land in its natural state to win the bid. This project is realizing added value for the local community as a renewable energy business for local production and consumption by the community.

In summary, the pillar of de-contracting is concession business, which utilizes the engineering capability that has been strengthened over the years as the core, covers all areas of business from the upstream such as investment and development to the downstream such as operation and maintenance.

Revitalizing Regions and Resolving Other Social Issues

The Sendai International Airport was the first concession project that Maeda was involved. In July 2016, the project began as a joint venture between companies from a variety of industries including Maeda. As a construction company, Maeda proposed not only infrastructure and equipment but also management aimed at making sustainable vitalization and growth in anticipation of the future for the airport and city come true.

In addition, the consortium represented by Maeda was given the first refusal right for the concession for the Aichi Prefectural Toll Road which began operation in October 2016. We of course ran the project by prioritizing safety and security of the people using the road above all else, but we are also managing the road in a way that contributes to regional revitalization and development, such as branding and improving parking areas.

The Aichi Prefectural Toll Road will have a synergistic effect with the Aichi Sky Expo, the fourth largest international exhibition center in Japan which will open for business in September 2019, and lead to the development of industry in the surrounding regions.

This concession business rejuvenates the local community and resolves various social issues. This is the future Maeda envisions as a comprehensive infrastructure service company.



Sendai International Airport
Japan's first privately run national airport. Sendai International Airport Co., Ltd. is running the airport with the investment from companies including Tokyu Corporation and Toyota Tsusho in addition to Maeda.



Aichi Prefectural Toll Road
This is the first privately run toll road in Japan. The Aichi Road Concession Co., Ltd., with the investment from the Mori Trust, Daiwa Lease and other companies, runs eight roadways, including Chitahanto Road and Minamichita Road with Maeda as the representative company.



Goyozan Solar Power Plant
This plant is located in Goyo-makino, Ofunato City in Iwate Prefecture. The 18 MW power output from a total of 73,440 solar panels is capable of supplying power to the equivalent of approximately 5,800 standard households.



Aichi Sky Expo
This is an international exhibition center built inside of the Chubu Centrair International Airport in Tokoname City. Aichi International Convention & Exhibition Center Co., Ltd. established with a joint investment with GL events is set to run the Aichi Sky Expo. (Scheduled to open for business in September 2019)

Dialogue on the Future

Soji Maeda × Seiichiro Yonekura Talk

Next 100

100th Anniversary and the Century to Come

Maeda Corporation celebrated 100 years of overcoming many harsh situations since its founding. The integrity, sound management and approach of stepping up to challenges unafraid of change have been passed down over those 100 years consistently. This dialogue delves into the agenda and how Maeda Corporation will address the challenges as the company sets out on a new path as a comprehensive infrastructure service company. The conversation between the top business history and innovation researcher, Seiichiro Yonekura, and the President of Maeda Corporation, Soji Maeda, paints a picture of this future form.

Integrity and the DNA to Take On Challenges Unafraid of Change

Maeda: Our company celebrated its 100th anniversary this year. Our roots are found with a stonemason in Fukui, Matabee Maeda, who entered Tobishima Gumi and study for seven years with the hopes of establishing his own civil engineering firm before he founded the Maeda Office on January 8, 1919. The team engaged in the work with integrity according to the philosophy of Matabee that business mirrors the personalities of the people. His philosophies and approach which later became expressed as "Gaining Customers' Trust by Doing a Good Job" lives on today in our DNA.

Matabee Maeda II refined the technology for civil engineering in mountainous areas proving the firm's ability over and over again in a harsh social environment devastated by the Showa Depression and war. The Maeda Office was incorporated to be Maeda Corporation in 1946 while the business also expanded to the urban civil engineering field during the reconstruction after the war. Since 1960, we have branched out to the building works and overseas markets as well to persevere in numerous projects renowned as the best in Japan, in East Asia and in the world, which has built the foothold that we have today.

After entering the 1990s, the construction industry hit a slump due the burst of Japan's economic bubble. Maeda Corporation had to fight to overcome the challenge of revising the very essence of the traditional form of contracting. The company also took on the challenge of

unexplored fields. We have a history of breaking through the conventions of the times, but I am sure there was a sense of crisis about the need to survive always underlying those pursuits.

Yonekura: Long-established companies that have been in business for as long as a century certainly, in my view, continued to adapt to survive. In other words, a strong company is an enterprise that continually changes. Several years ago when I first met you, we talked about what was going on in Japan's construction industry in a generation where the population was declining and the market was shrinking. The demand in Japan will concentrate on renewal more than new construction while technical innovation such as AI and robotics evolves. I feel like only a few people in fact see these changes as a great opportunity.

Maeda: I totally agree with you. Contracting work has a tendency to focus its interest in innovating processes to build things better rather than considering the significance and purpose of the work itself. However, the objectives and social challenges become clear when you stand in the shoes of the clients who are business operators. By taking this perspective, we are able to propose plans that recognize the same goals as the clients, such as the creation of shared value. The third pillar of Maeda Corporation that we are trying to develop in addition to civil engineering and building works is de-contracting. We are developing and investing in ventures as a business operator to heighten value by becoming engaged in every aspect from the construction work to the operation and management of the facilities.

Soji Maeda

President and Representative Director, Maeda Corporation
Soji Maeda was born in Fukui in 1967. He received his undergraduate degree from Waseda University in Human Sciences before completing his master's degree at Carnegie Mellon University in their graduate school for administrative engineering.

Soji Maeda joined Maeda Corporation in 1997. He experienced many positions from Director and Managing Officer to Director and Senior Managing Officer and became the President in April 2016.

Seiichiro Yonekura

Seiichiro Yonekura is an Adjunct Professor at the Institute of Innovation Research at Hitotsubashi University. He was born in Tokyo in 1953. Seiichiro Yonekura received his Ph.D. at Harvard University before teaching at Hosei University and the Hitotsubashi University Graduate School in addition to acting as President of the Japan-Somaliland Open University. He also works as an advisor for the Teach For Japan non-profit organization.

Since 2001, Seiichiro Yonekura has been acting as the Chairman of the Hitotsubashi Business Review editorial committee. Seiichiro Yonekura specializes in management strategies and development processes of companies founded in innovation as well as the historical study of organizations in addition to enjoying the passionate support of many executive managers.



Seeing New Markets by Looking at Social Issues

Maeda: Modern Japan faces a wide range of social issues from a decline in the working population and the financial struggles of national and regional municipalities to aging of buildings and social infrastructure. Regardless of whether the construction industry or another type of business, I think it will be impossible to foster sustainable growth unless one drastically changes their ideas and boldly takes on challenges. For example, Germany is confronted by social issues such as a decline in the working population just like Japan. However, annual working hours in Germany are around 1,300 hours while, although they have been decreasing, they are 1,700 hours in Japan, and 2,000 hours in particular in the construction industry. What do you think about all of this from the standpoint of someone who is studying business history and researching innovation?

Yonekura: The difference between Japan and Germany is a difference in productivity and a problem in the quality of labor. I also think there is a relationship with a government that wants to regulate everything and an atmosphere that does not forgive failure. Furthermore, I feel companies tend to pursue short-term revenue and do not invest enough in the workplace environment and equipment. Work-style innovation is increasing productivity, hence it requires investment.

Another point I would like to make is only some developed nations are worried about a population decline while population on a worldwide scale is exploding. Moreover, urbanization is said to be inevitable, which concentrates most of the population in cities. The United Nations predicts approximately 4.9 billion people will be living in cities by 2030 worldwide, especially in Asia and Africa. If this happens, the residential environment will of course become small and overcrowded. This is a change for the technology and expertise of Japan, which was cultivated in “rabbit hutch” lifestyles (laughs), to take center stage. Japan’s infrastructure technology from waterworks to roadways is the best in the world. The world sees Japan as an integration of respectful craftsman and high technology.

Maeda: That is something to be enthusiastic about. Maeda Corporation is developing overseas businesses and has a track record any company in the world would be proud of, and we are still accumulating more and more experience.

The challenge in terms of being a pioneer is the de-contracting that I mentioned earlier. In other words, we are emphasizing Private Finance Initiatives (PFI), Public-Private Partnerships (PPP) and concession businesses to expand our business regions from the upstream to the downstream. Maeda Corporation is currently involved in three concession businesses—the Sendai International Airport, the Aichi Prefectural Toll Road and the Aichi Sky Expo International Exhibition Center, which is set to open in September 2019. For example, focuses of these businesses include increasing the number of passengers in the case of an airport or increasing the amount of traffic in the case of a toll road. This means these ventures are regional revitalization businesses. Future concessions will expand to include not only airports and roadways but also harbors and aqueducts. Taking advantage of this opportunity, I hope we can take on the challenge of resolving social issues even overseas in the future through concession businesses that energize communities and revitalize regional economies.

Shifting to an “As a Service” Generation: Construction Industry Pressed by Innovation

Yonekura: Concession businesses have been highlighted even in the privatization of waterworks, but the true meaning of this becomes lost when seen simply as a shift from public to private. A greater underlying change is happening. Today, what companies such as leading automotive and electronics manufacturers are working towards is represented in the keywords “as a service.” This entails a shift to new business ventures outside the framework of manufacturers such as automotive and electronics manufacturers. Let us take automotive manufacturers as an example. In a broad sense, vehicles are for mobility. By combining technological innovation and informational services, including self-driving, the automotive industry is trying to forge “mobility as a service” as a pillar of their business. As a sharing economy is taking root, the modern world is no longer in a generation that owns vehicles to drive only on the weekends. For example, services for people to use a vehicle for an intended purpose with a contract to drive 10,000 km annually are entirely plausible. There are still industries in Japan that have not recognized these massive tidal currents. The construction industry has reached a phase where it should have the concept of “construction as a service.”

Maeda: How do you envision “construction as a service” ?



Yonekura: I would say it means becoming a “platformer.” A platformer processes big data with information technology before adding financial services. If we take smart cities as an example, use from one minute to the next is collected as big data. The information technology is able to perform the control. In addition, fintech (financial information technology) related to land rent and housing rent can be adopted. I am sure a skeleton building that is leased with only the bare bones could even evolve as a new business if done by a platformer. Rather than selling the building, it is important to transition to a service that includes subsidiary businesses and maintenance. There has never been a generation that has more favorable conditions for those that initiate creative deconstruction, in other words innovation, without clinging to conventional lines of business and technological assets.

Maeda: It was you who told me about the currently thriving generation of open innovation in which companies will partner with government agencies and academia in addition to other industries in the future. We became involved with the concession business for the Aichi Prefectural Toll Road. Maeda Corporation learned a great deal of expertise by participating in the financing for the first time and getting involved with the infrastructure. We were able to obtain data generally only available to business operators, which have further increased our ability to engage in new collaborations thanks to other companies proposing new technologies. In Aichi Prefecture, we have been conducting a trial of publicly seeking technology for designing bridges. This is one example of our open innovation.

ICI Innovation Center for an Exciting Future

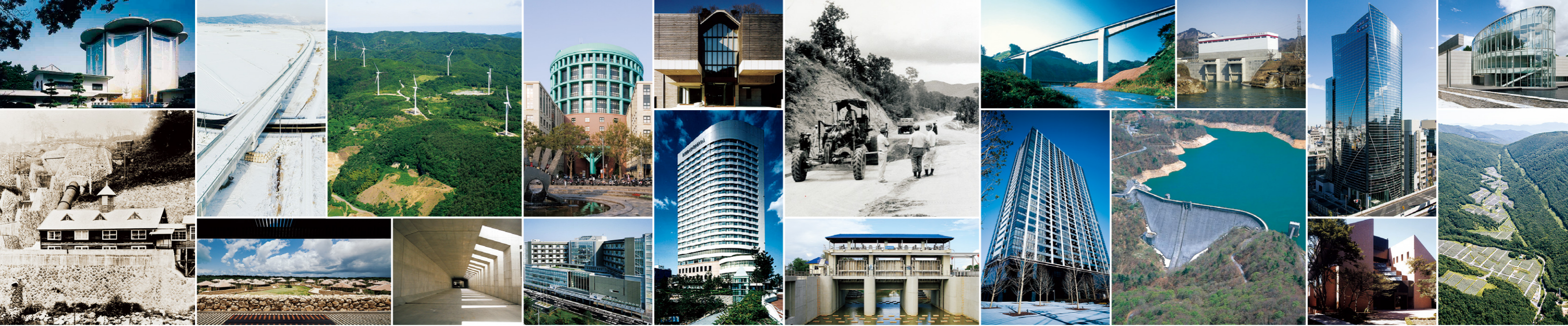
Maeda: Early, I talked about Maeda Corporation taking on challenges and changing repeatedly from a sense of crisis. To be honest, I do not feel only a sense of crisis is enough. As you have said, I think contributing to society through business fosters motivation, which becomes excitement and drives the future. Not only is talking with you today energizing, but I have confidence that our company is headed in the right direction. This is especially true of the ICI Innovation Center, which is our new technical research center and human resources development site. This venture opened in Toride, Ibaraki as part of our 100th anniversary project. Our company has a system called the MAEDA SII (Social Impact Investment). This system of adopting technology intends

to contribute to solutions to social issues and invests in ventures which Maeda Corporation can collaborate with. The new ICI Innovation Center is a place for innovators from both inside and outside of the company to reside and use for research. We are also encouraging many venture companies to participate in themes that primarily focus on the use of IT and AI in the construction industry to advance open innovation research and development. This year we are also renovating a neighboring school that closed to open accommodations and training facilities with a capacity of 200 people. The facilities are made available to local affiliate companies who are suffering from difficulties in finding suitable human resources, and we hope that the facilities will be used for human resources development and interaction.

Yonekura: That is fantastic. I would also like to give you praise for your effort in addressing a social challenge by using a closed school. Moreover, I would love to see Maeda Corporation actively bring in people from overseas who have a desire to learn. Japan needs to invest even more in people and knowledge. Development of human resources with science backgrounds is difficult because of a lack of fund, especially at universities. Let us say these human resources with a science background develop a system for mobile payment. If this is the case, human resources without such science background may start to consider that the system may be used for credit or to create credit to become an even greater business. The M-PESA in Kenya was like this. Hiroshi Amano, who won the Nobel Prize for his LED research in Japan, is currently researching wireless power supplies. This technology can be adopted in smart cities with open innovation. This plants so many excellent seeds. This depends on a stage to use the platformers I talked about earlier.

Maeda: What you have mentioned are really exciting examples indeed. I too believe that human resources are key. It seems unrealistic for us to envision the next 100 years by merely looking back at the last 100 years of Maeda Corporation. The ideal form that we are aiming for is a comprehensive infrastructure service company that provides new value to society by integrating contracting (engineering capabilities) and de-contracting (new construction services). Today, this allows us to prepare a vision of Maeda in the next ten years toward this vision. I know our next ten years relies upon human resources development. Thank you so much for taking time out of your busy schedule for this invaluable conversation. I look forward to your guidance in the future as well.





MAEDA

100 years Story

The No.1 dam in the East, the No.1 undersea tunnel in the World,
and the No.1 high-rise condominium in Japan...

Since its founding in 1919, Maeda has taken on challenges that respond to the needs
of the time and accomplished “No.1” in numerous areas.

As the company celebrated its 100th anniversary in 2019, we began a new challenge to
become No.1 by passing down and surpassing the legacy built up to today.

Corporate Motto

“Integrity”

As long as a company remains in business, it has to produce a profit. However, focusing only on profit prevents the company from continuing. Only when the company has integrity and interacts with clients, will the business last and develop. Integrity is fundamental to a business.

“Willingness”

Work, it requires a strong self-discipline. Without confidence that we are the best in technology, pricing and scheduling and without willingness to push ourselves to overcome difficulties, any work could not be completed. The point is willingness. Willingness to work strengthens our minds and is indispensable to both our business and personal life.

“Technology”

Maeda features its technology. We are strongly hoping to deliver works with such workmanship as can identify at a glance that the work was done by Maeda. It is our technology that others want to learn from Maeda and not that Maeda has learned from others. This is our advantage.

Founding Philosophy

Gaining Customers’ Trust by Doing a Good Job

Maeda’s founding philosophy, which is also our policy on quality, is “Gaining Customers’ Trust by Doing a Good Job.” Establishing a relationship of trust with our customers and the society as a result of our devotion to construction with integrity will pave the way to the next step.

Completed in 1960
Tagokura Dam



Breakthrough in 1983
Seikan Tunnel



Opened to public in 1997
Tokyo Bay Aqua-Line Umihotaru



Completed in 2008
THE TOKYO TOWERS



Completed in 2009
Stonecutters Bridge



Full privatization completed in 2016
Sendai International Airport



MAEDA 100 years Story

Infrastructure

Underpinning the Lifeline of People and Society

Challenge of Maeda Began with Civil Engineering Works in Mountainous Areas

Starting with Construction of Hydroelectric Power Plant

Our founder, Matabee Maeda, passed through the Tobishima Gumi gate with the desire to pursue a career in civil engineering business. Matabee founded Maeda Office under Tobishima Gumi in Kowashozu, Fukui on January 8, 1919. This was the beginning of 100 years of history at Maeda. The first project ordered to this firm was the Kiso Fukushima No.2 hydroelectric power plant built along the Otaki River that flows into the Kiso River in Nagano Prefecture. Maeda Office took on the challenge of this new construction with the effort of a team of less than five people. Only the outlets and the foundation remain today to evoke a picture of the structure from that time.

Matabee engaged in the work with integrity according to his philosophy that business mirrors the personalities of the people concerned. This philosophy has a relationship with our corporate philosophy today—Gaining Customers' Trust by Doing a Good Job. Even after a century has passed, the universal approach forged by Matabee lives on unchanged even today.

The Roots of Maeda: Takase River Power Plants

The next project undertaken by the firm was the construction of four conduit-type power plants in the Takase River Valley in the Northern Alps. The steep



Kiso Fukushima No.2 Hydroelectric Power Plant (Nagano)

mountains, brittle rocks, bursting hot springs, and winter cold and snow harsh enough to split stone. The difficult construction started by first preparing roads in severe climate conditions said to even break the will of mountain animals. As many businesses flinched at these conditions, Matabee Maeda took the lead of his team, put the fate of his company on line, and saw the project to fruition.

One of our clients spoke of the sincerity of Matabee at that time. Nobuteru Mori (founder of Showa Denko) praised him remarking, "The resolve to conquer and carry out what those who have come before thought impossible demonstrates profound character able to move the heavens." The Takase River Power Plants project which earned immense trust from customers and fostered strong bonds among the Maeda team was really an epoch-making construction work that may be the origin of Maeda, which put our founding philosophy in shape.

Becoming the Leading Company of Dam Construction

Matabee Maeda continued to take on challenges in unprecedented large-scale dam construction in a severe social environment met by the Showa Depression and war. Maeda Corporation of today was founded by restructuring the Maeda Office on November 6, 1946, just after the end of the World War II. In 1955, Maeda undertook the construction of the Tagokura Dam upstream in the Tadami River of Fukushima Prefecture planned in preparation for emergency power.

The Tagokura Dam was a massive 380,000 kW dam project that outmatched the Sakuma Dam, which was built during that same period. This project was the envy of competitors and the proving grounds for Matabee Maeda II, who took the reins of the company as President. Maeda received the order thanks to the hard work of the entire company. We completed the concrete gravity dam at a



Tilt dozers laid 80,000 pieces of rocks one by one with a diameter of more than a meter to construct the surface of the Takase Dam.

scale said to be the largest in East Asia at the time. Many construction methods and records were established as firsts in Japan during this construction. Thereafter, in 1971, we undertook the Takase Dam, which was to be the largest rock-fill dam for pumped-storage hydroelectric power in East Asia. These projects are how Maeda built and secured a foothold as the leading company in dam construction.



Tagokura Dam (Fukushima)



Takase Dam (Nagano)

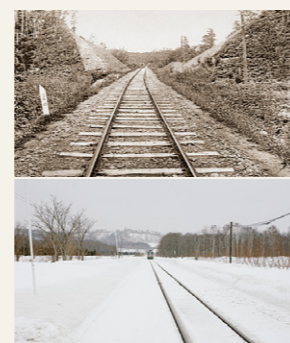
History and Main Contracting Projects (1919 – 1939)

- 1920**
- 1919**
 - Matabee Maeda establishes Maeda Office under the Tobishima Gumi umbrella (founded on January 8, 1919)
 - Electric Steel Manufacturing: Order for Kiso Fukushima No.2 Hydroelectric Power Plant (Nagano) (First project after the founding)
- 1921**
 - Japanese Government Railways: Order for Hokkaido Teshio Line railway roadbed construction (Hokkaido)
- 1922**
 - Toshin Electric Power: Order for Takase River No.2, 3, 4, and 5 Power Plants (Nagano)

1925



This picture was taken on the Kiso Fukushima power plant construction site. Matabee Maeda sits front and center.



Above is the Teshio Line (top) of that time and the JR Soya Main Line (bottom) of today. Maeda built the section between Sakuma Station and Teshio-Nakagawa Station.

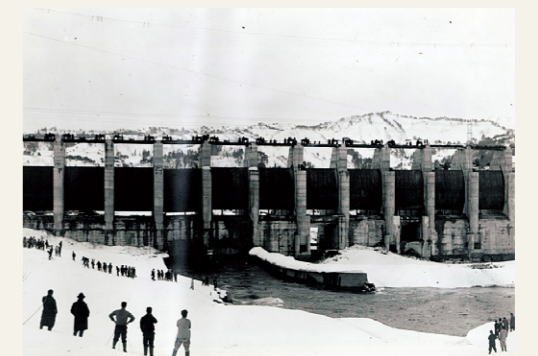
1930



The Takase River power plants sunk into the lake bed for No.2, No.3 and No.4 following a new dam construction a half a century later. The plant No.5 alone was relocated moving the power generation facility which is still in operation today (left).

1935

- 1938**
 - Shoji, Matabee Maeda's successor, took over the business after the sudden death of Matabee Maeda at the construction site of Shingo Power Station while at the same time assuming the name Matabee.



Shingo Power Station (Fukushima)

**Challenges Shift to the City
An Even Greater Large-scale Projects**

New Challenges in Urban Engineering

Maeda heightened the trust and expectations from society through its track record as the leading company in dam construction. We expanded our business regions from the valleys of mountains to the cityscape with the technology and experience cultivated in many difficult dam construction projects. Our first surmountable urban civil engineering project started with the construction of the Teito Rapid Transit Authority Marunouchi Subway Line in 1951. This success brought contracts to service the railways and roads that connect major cities, such as the

Tokaido Shinkansen Kozu construction project and the Meishin Expressway Ibaraki construction project.

In addition, Maeda dramatically helped to reduce the time to travel among the island nation of Japanese archipelago from south to north, such as connecting Honshu and Hokkaido via the Seikan Tunnel, which has the longest and deepest undersea portion in the world, and Honshu and Shikoku via the Great Seto Bridge. As part of the construction of the Tokyo Bay Aqua-Line that connects Kawasaki and Chiba that opened in 1997, we established automated excavation and automated segment assembly technology to use under the sea through the largest shield in the world. In this way, Maeda has taken part in many very difficult national projects and contributed to building the transportation network of Japan that serves as the foundation for high economic growth.



Tokaido Shinkansen Kozu Section (Kanagawa)



Tokyo Bay Aqua-Line (Chiba)



Maeda developed a construction method to build the bridge girders first on the side spans before stretching the girders to the central span due to susceptibility to typhoons and other winds caused by the unbalance between the main towers on the right and left.



Stonecutters Bridge (Hong Kong)

Maeda Technology Expanding Worldwide

The Maeda technology refined in Japan has received high praise even overseas. We expanded to Hong Kong in 1963 with our first overseas construction contract after the war. Maeda took part in structures indispensable to the local region one after another from the Kwai Chung Development Scheme Stage II Project to the Hong Kong International Airport, which was praised as the best airport in the world, and the Kap Shui Mun Bridge, which is used as a picture on one of the currency notes of Hong Kong. Our greatest accomplishment was the 1,596-meter-long Stonecutters Bridge which straddles the Rambler Channel. This project was completed in 2009 and supports the city as a pivotal social infrastructure of Hong Kong and as the largest suspension bridge in the world.

In Thailand, Maeda was the first Japanese organization to participate in the Asian Highway Network, the largest post-war highway plan laid out by the United Nations. We were in charge of the construction for the Lampan-Chiang Mai Highway that began in 1965. In addition, business expanded toward private projects after the expansion of the Bangkok International Airport and construction of the Dao Kanong-Port Expressway. In Vietnam, Maeda began

with the construction of the Dami Hydropower Plant before pushing forward with the current construction of subway tunnels in Ho Chi Minh City. These accomplishments spread the trust earned in the civil engineering business of Maeda to the world stage.

During the reconstruction and high growth period after the war, Maeda has played an important role essential to the growth of society. We have fostered growth as a company which exists to support the lifeline for the people and society by building dams that contribute to things from the stable supply of water and power to the prevention of water pollution while constructing infrastructure such as railways, tunnels and bridges that can offer efficient mobility and transportation to remote areas.

History and Main Contracting Projects (1940 – 1959)

1940	1945	1950	1955
<p>1944 • Hokuriku Electric Power: Order for the Asuwa River Power Plant (Fukui) Construction was suspended for lack of materials and labor during the Pacific War but resumed in 1947.</p>	<p>1946 • Tohoku Electric Power: Order for Miyashita Power Plant (Fukushima) • Maeda Office reorganized as Maeda Corporation (Founded on November 6, 1946)</p>	<p>1951 • Teito Rapid Transit Authority: Order for the Marunouchi Subway Line (Tokyo) • Aichi Prefecture: Order for Arakogawa drainage improvements (Aichi) • Hokuriku Electric Power: Order for the Gojoho Power Plant (Fukui) • Tohoku Electric Power: Order for the Yanaizu Power Plant (Fukushima)</p> <p>1952 • Hokuriku Electric Power: Order for the Jinzu River Power Plant No.1 and No.2 (Toyama) • Tohoku Electric Power: Order for the Ueda Power Plant (Fukushima) • Tokyo Electric Power Company: Order for the Shimofunato Power Plant (Fukushima)</p>	<p>1955 • Electric Power Development: Order for the Tagokura Dam (Fukushima) • The Kansai Electric Power: Order for the Tonoyama Power Plant (Wakayama)</p> <p>1956 • Hokuriku Electric Power: Order for Arimine Dam (Toyama)</p> <p>1957 • Ministry of Agriculture: Order for the Eigenji Dam (Shiga)</p> <p>1958 • Aichi Irrigation: Order for the Shiroyama Tunnel (Aichi) • Tokyo Electric Power Company: Order for the Shinagawa Thermal Power Plant (Tokyo) • Ministry of Construction: Order for the Okura Dam (Miyagi)</p>



Miyashita Power Plant



Yanaizu Power Plant

MAEDA 100 years Story

Advancement

Contributing to Urban Development

A New Stage of Urban Development

Establishing a Building Department to Enter into Building Works Market

Maeda, often known for its excellence in civil engineering, proved itself by accumulating wealth of achievements. This history further accelerated expansion into the building works market. The first building project was the TEPCO Power Grid Toyama Electrical Substation. Our construction business that started with projects such as dam control buildings associated with civil engineering projects entered full swing with the establishment of the Building Department in 1960.

In that same year, Maeda received an order for the Tokiwadaira Danchi (housing complex), a large-scale construction project from the Housing and Urban Development Corporation. Thereafter, we grew into an



Housing and Urban Development Corporation Tokiwadaira Danchi (Chiba)

enterprise entrusted with all forms of urban development in addition to urban engineering construction from building the Tokyo Customs Government Office to constructing the Fukui Prefectural Assembly Hall, the Anegasaki Thermal Power Plant and the Toukagakudo Imperial Concert Hall.

Defining the Corporate Motto: Integrity, Willingness, and Technology

In 1968, Maeda formulated the corporate motto composed of Integrity, Willingness and Technology. Our corporate motto finds its origins in words spoken by Matabee Maeda on a daily basis: "Lead by example and take command with responsibility and passion in everything guided by the principles of integrity, willingness and technology."

Focusing only on profit prevents the company from continuing. Only when the company has integrity and interacts with clients, will the business last and develop. (Citation from Integrity)

Work, it requires a strong self-discipline. Confidence that we are the best in technology and willingness to push ourselves to overcome difficulties. Willingness to work strengthens our minds and is indispensable to life. (Citation from Willingness)

We are strongly hoping that our workmanship could be identified that the work was done by Maeda at a glance. It is our technology that others want to learn from Maeda and not that Maeda has learned from others. This is our advantage. (Citation from Technology)

Integrity is the best of the three words from our corporate motto to describe the spirit of our founder.

Integrity, Willingness, and Technology: Maeda Corporate Motto Drafted from the Words of Matabee Maeda



Even as our corporate motto reaches just shy of 50 years since its inception and the company celebrates its 100th anniversary, we are passing down this will to the future.

Expanding the Private Construction Field

The construction business that began in the public sector fully jumped into the private sector in the 1980s. Maeda

expanded into factories, apartment housing and commercial facilities, such as Hikarigaoka IMA and the Ushiku Station West Area Urban Redevelopment Project. In 1986, we undertook development of high-rise, RC buildings before completing a review by the High-Rise Steel Reinforced Concrete Structural Technology Committee of the Building Center of Japan two years later. During this time, we established structural design methods, material performance assessment methods and construction methods unique to Maeda.

In 1991, we completed Lions Station Tower Higashi-Sapporo, the first 21-story high-rise, RC condominium for Maeda. Thereafter, we continued to take on challenges in construction that included the Tennouzu Central Tower, J.CITY skyscraper in Hikarigaoka and the Fukuoka Dome, which utilizes Japan's first retractable roof.



Hikarigaoka J.CITY (Tokyo)



Fukuoka Dome [currently, Fukuoka Yafuoku! Dome] (Fukuoka)

History and Main Contracting Projects (1960 – 1979)

1960	1965	1970	1975
<ul style="list-style-type: none"> Japanese National Railways: Order for the Tokaido Shinkansen Kozu Section Construction (Kanagawa) Maeda Establishes the Building Department Housing and Urban Development Corporation: Order for the Tokiwadaira Danchi (Chiba) 	<ul style="list-style-type: none"> Fukui Prefecture: Order for the Fukui Prefectural Assembly Hall (Fukui) Tokyo Electric Power Services: Order for the Anegasaki Thermal Power Plant (Chiba) Thai Ministry of Transport: Order for the Lampan-Chiang Mai Highway (Thailand) 	<ul style="list-style-type: none"> The Kansai Electric Power: Order for the Takahama Power Plant (Fukui) Tokyo Electric Power Company: Order for Takase Dam (Nagano) Japan Railway Construction Public Corporation: Order for the Seikan Tunnel Yoshioka construction (Hokkaido) Matabee Maeda II appointed as Chairman of the Japan Federation of Construction Contractors Tokyo Electric Power Company: Order for the Fukushima Daini Nuclear Power Plant (Fukushima) Electric Power Development: Order for Tedorigawa Dam (Ishikawa) 	<ul style="list-style-type: none"> Kyushu Electric Power: Order for the Genkai Nuclear Power Plant (Saga) Fukushima Prefecture: Order for Shitoki Dam (Fukushima) Japan Highway Public Corporation: Order for the Kan-etsu Tunnel (Gunma) Ministry of Agriculture, Forestry and Fisheries: Order for Shintsuruko Dam (Yamagata) Honshu-Shikoku Bridge Authority: Order for the Kita-Minami Bisan-Seto Bridges (Kagawa) Tokyo Electric Power Company: Order for Kuriyama Dam (Tochigi)
<ul style="list-style-type: none"> West Nippon Expressway: Order for the Meishin Expressway Ibaraki Section Construction (Osaka) Maeda listed on the Second Section of the Tokyo Stock Exchange Ministry of Construction: Order of the Tokyo Customs Government Office (Tokyo) British Hong Kong Government: Order for the Kwai Chung Development Scheme Stage II (Hong Kong) Maeda listed on the First Section of the Tokyo Stock Exchange The Chugoku Electric Power: Order for the Shin-Nariwagawa Dam (Okayama) Imperial Household Agency: Order for the Toukagakudo Imperial Concert Hall (Tokyo) 	<ul style="list-style-type: none"> Tateyama Kurobe Kanko: Order for the Tateyama Tunnel (Toyama) Maeda drafts the Integrity, Willingness, and Technology Corporate Motto 		



THE TOKYO TOWERS (Tokyo)



lidabashi Station West Exit Area Redevelopment (Tokyo)

Contributing to Urban Development with Diversity

Taking on the Challenge of Japan's Highest High-rise Structure

Maeda had furthered development of RC structural design and construction technology to grow into the next stage of the company in the 21st century. We built the M.M. TOWERS, a 100-meter tall high-rise condominium equipped with seismic isolation in the Yokohama Minatomirai district in 2003. As a Kachidoki redevelopment project in 2008, we completed THE TOKYO TOWERS, 200-meter tall twin towers which are the highest high-rise buildings in Japan. We established the MARC-H design and construction system for high-rise RC multi-dwelling complexes while repeatedly proving ourselves in numerous projects. Maeda has continually brought high-quality, high-durability, high-rise condominiums into reality thanks to the rationalization of construction by transitioning to primary PCa structures.

Park Court Chiyoda Fujimi The Tower completed in 2014 is a project that embodies all of the technology in PCa construction compiled at Maeda. This venture transformed an area in which Maeda had been conducting business since its start in the Showa period as a district redevelopment project at lidabashi Station West Exit Area. The lidabashi Sakura Park district today includes the office wing of lidabashi Grand Bloom where Maeda head office is also located and the Sakura Terrace commercial area. The area has been successful as an urban development project that melts seamlessly into the region, which is the goal of Maeda.



New Iwate Prefecture Sumita Town Office (Iwate)



Polished Symbolic Wood Donated by the Townspeople

Technological Development Giving Rise to Future Urban Development

Our work in the field of high-rise RC buildings and other multi-dwelling complexes propelled Maeda to become the leading company in the industry. However, our vision is not limited to raising these buildings. Our vision leverages the construction technology that we have cultivated in the last century up until now to create future urban developments.

For example, we used as much wood as possible from the town of Sumita, which hopes to offer the best forests and forestry in Japan, for the new Sumita Town Office in Iwate Prefecture in 2014. In addition to revitalizing local forestry, the open construction site engaged in work in collaboration with Sumita craftsmen and local construction companies. This model case of a wooden

public facility was able to provide value to the local community. The structures that we are involved offer value to each of the local communities and vitalize the economy and lifestyles of people. We envision a company which will become the leader in this type of future urban development.

Maeda has expanded its businesses from civil engineering to building works, supported the lifestyles of people and society, and continually contributed to urban development. Through the integration of constant perseverance and a high-level of technological capabilities, we have foster growth to reach a general construction company which today has 17 bases throughout Japan, 13 bases overseas and boosts more than 3,000 employees.

History and Main Contracting Projects (1980 – 1989)

1980	1985	1990	1995
<ul style="list-style-type: none"> 1980 • Airports of Thailand: Order for an expansion to the Bangkok International Airport (Thailand) 1984 • Expressway Authority of Thailand: Order for the Dao Kanong-Port Expressway (Thailand) • British Hong Kong Government: Order for the Tsing Tsuen Bridge (Hong Kong) • Hokuriku Electric Power: Order for the Tsuruga Thermal Power Plant (Fukui) • Ushiku City: Order for type-1 urban redevelopment of the Ushiku Station West Exit area (Ibaraki) 	<ul style="list-style-type: none"> 1985 • Matabee Maeda II appointed as Chairman and Kenji Maeda appointed as President • New Urban Life Holdings: Order for Hikarigaoka IMA (Tokyo) 1986 • Tokyo Electric Power Company: Order for Yashio Dam (Tochigi) 1987 • Ministry of Construction: Order for the Unazuki Dam (Toyama) • Hokkaido: Order for the Kuriyama Dam (Hokkaido) 1988 • Tokyo Electric Power Company: Order for the Kashiwazaki-Kariwa Nuclear Power Plant (Niigata) 1989 • Maeda wins the Deming Prize • Trans-Tokyo Bay Highway Corporation: Order for the Tokyo Bay Aqua-Line Expressway for the Kisarazu artificial island Umihotaru (Chiba) • Daikyo: Order for Lions Station Tower Higashi-Sapporo (Hokkaido) 	<ul style="list-style-type: none"> 1990 • Nakagawa Special Steel: Order for Tennouzu Central Tower (Tokyo) • Tohoku Electric Power: Order for the Noshiro Thermal Power Plant (Akita) 1991 • Fukuoka Daiiei: Order for Fukuoka Dome (Fukuoka) • Tohoku Electric Power: Order for the Onagawa Nuclear Power Plant No.2 Reactor (Miyagi) 1992 • Maeda Corporation: Order for Hikarigaoka J.CITY (Tokyo) • Japan Railway Construction Public Corporation: Order for the Hokuriku Shinkansen Mimakihara Tunnel (Nagano) • British Hong Kong Government: Order for the Kap Shui Mun Bridge and the Ma Wan Viaduct (Hong Kong) • Trans-Tokyo Bay Highway Corporation: Order for construction of the Kisarazu central tunnel for the Tokyo Bay Aqua-Line Expressway (Chiba) 1993 • President Kenji Maeda appointed as Chairman of the Japan Federation of Construction 1994 • President Kenji Maeda appointed as Chairman and Vice President Seiji Maeda appointed as President • Tokyo Metropolitan Government: Order for the Sumida District Incineration Plant (Tokyo) 	<ul style="list-style-type: none"> 1995 • Maeda wins the Japan Total Quality Management Prize • British Hong Kong Government: Order for the Hong Kong International Airport passenger terminal building (Hong Kong) • Yamaguchi Prefecture: Order for the Tsunoshima Bridge (Yamaguchi) 1996 • President Kenji Maeda takes the name Matabee Maeda III • Kitakyushu City: Order for the Kitakyushu Media Dome (Fukuoka) • Tokyo Electric Power Company: Order for the Minamiaki Dam (Nagano) 1998 • Urban Renewal Association of Japan: Order for type-1 urban redevelopment of the west district of Shin-Koyasu Station (Kanagawa) • Hokuriku Electric Power: Order for the Shika Nuclear Power Plant No.2 Reactor (Ishikawa) • Japan Railway Construction Public Corporation: Order for the Tsukuba Express Minowa Tunnel (Tokyo) 1999 • Nagoya City: Order for construction of the Rapid Railway Line 4 Yagoto Kita District (Aichi)

MAEDA 100 years Story

Sustainability

Supporting Sustainable Lifestyles

Taking on the Challenge of New Construction Services

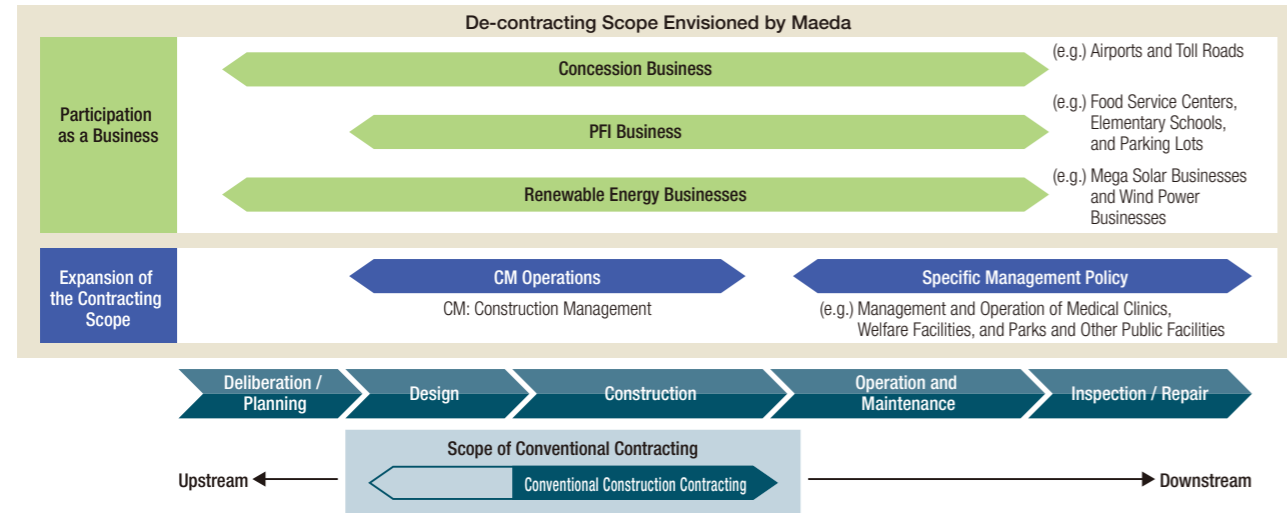
Transitioning from a Contract-only Construction Service

The economic stagnation sparked at the end of the 20th century in Europe and America greatly impacted the construction industry. This economic wave hit even Japan like never before in the 21st century to bring about a generation today where a company can no longer exist with conventional business models. In the times to come, Maeda has set its sights on the concession business in which it has a proven track record in Europe to exist as an

organization continually providing value to society and supporting lifestyles.

We will turn our trajectory from the conventional contract-only business model as demand for new construction dwindles while the demand for maintenance and management of existing structures booms. Surpassing the conventional range of contracting such as building of public facilities, Maeda will also become involved in maintenance and management operations. The construction industry will be tasked with everything from the upstream to the downstream from deliberation and planning to design, construction, operation, maintenance, inspections and repairs. Maeda began on its path toward de-contracting in the form of a future construction company.

Conceptual Diagram of De-contracting: Conventional Construction Contracting and the Upstream/Downstream



Finding Solutions to Environmental Problems

Maeda cut its teeth on the renewable energy business as an enterprise pushing toward de-contracting. As the world faces climate change issues caused by global warming, Maeda advocates Environmental Management No.1 and engages in initiatives with true value. In 2013, we first began selling electricity from a solar power plant with a maximum output of 2 MW in Tsukuba City, Ibaraki. In Ofunato City, Iwate, we have been contributing to the region in reconstruction projects for areas afflicted by the earthquake, which started with electric power sales in 2015 from the Goyozan Solar Power Plant that has a maximum output of 18 MW. Furthermore, we are steadily advancing the renewable energy power generation business, such as the Happo Wind Farm with a maximum output of 20 MW that began operation in Happo-cho, Akita in 2019 and the Yasuoka offshore wind power generation project with a maximum output of 60 MW that is planned offshore in Shimonoseki, Yamaguchi.



Goyozan Solar Power Plant (Iwate) Aichi Prefectural Toll Road (Aichi)



Happo Wind Farm (Akita)

Resolving Social Issues and Fostering Sustainable Growth

The dedicated management business of Sendai International Airport was our first concession project in Japan. Maeda acquired the management rights in a consortium of multiple other companies and started private long-term management in 2016. In addition, we furthered the maintenance, management and renovations of the route 8 prefectural toll road with the Aichi Prefectural Toll Road concession that began in October of

the same year. Moreover, we are also steadily expanding a de-contracting business model that encourages regional revitalization, such as the concession management of the Aichi Sky Expo (Aichi International Exhibition Center), which will open in September 2019.

Maeda has passed down a corporate philosophy to "Gain Customers' Trust by Doing a Good Job," which has remained unchanged in the century of perseverance since its founding by Matabee Maeda in 1919. We aim to become the best CSV management company able to resolve various social issues through business and support sustainable lifestyles. We are already engaged in a new Maeda challenge (Change!) for the next century.

History and Main Contracting Projects (2000 – 2019)

Year	Project Details
2000	<ul style="list-style-type: none"> Maeda enters the retail business (Naoshiya Matabee opens in 2001) Chiba City: Order for a measurement certification complex at the Chiba Consumer Affairs Center (Chiba) First full-fledged PFI business in Japan Urban Renewal Association of Japan: Order for type-1 urban redevelopment of the Muromachi 1-chome District (Fukuoka) Mitsubishi Estate: Order for M.M.TOWERS 21 (Kanagawa)
2001	<ul style="list-style-type: none"> Hokkaido Electric Power: Order for the Kyogoku Dam (Hokkaido)
2002	<ul style="list-style-type: none"> President Seiji Maeda appointed as Chairman of the National general Contractors Association of Japan Soka City: Order for Soka Municipal Hospital (Saitama)
2003	<ul style="list-style-type: none"> Urban Renewal Association of Japan: Order for type-1 urban redevelopment of the southern district in front of the Machiya Station (Tokyo) Tohoku Gakuin University: Order for the Tohoku Gakuin Junior High School and High School (Miyagi)
2004	<ul style="list-style-type: none"> Hong Kong Special Administrative Region Government: Order for Stonecutters Cable-stayed Bridge (Hong Kong) Kachiroku Redevelopment: Order for THE TOKYO TOWERS Kachidoki redevelopment project (Tokyo)
2005	<ul style="list-style-type: none"> Inks: Order for Inks Chino Project (Nagano) Ministry of Land, Infrastructure, Transport and Tourism: Order for the D runway at Haneda Tokyo International Airport (Tokyo) Ministry of Land, Infrastructure, Transport and Tourism: Order for monitoring and trial operation of the Shinanogawa River Downstream Embankment (Niigata)
2006	<ul style="list-style-type: none"> Suzu Wind Development: Order for the Suzu Wind Power Generation Project (Ishikawa) Department of Rapid Transit Systems, Taipei City Government: Order for the CG590A construction of the Taipei Metro Songshan-Xindian Line (Taipei) Apa Kensetsu: Order for the Apa Sendai Project (Miyagi)
2007	<ul style="list-style-type: none"> Ceylon Electricity Board: Order for the Upper Kotmale Hydro Power Plant (Sri Lanka)
2008	<ul style="list-style-type: none"> Higashine City: Order for the Higashine Shiritsu Jinmachi Elementary School Detachment Maintenance Project (Yamagata)
2010	<ul style="list-style-type: none"> Maeda advocates Environmental Management No.1
2011	<ul style="list-style-type: none"> Urban Renewal Association of Japan: Order for type-1 urban redevelopment of the Iidabashi Station West Exit area (Tokyo)
2012	<ul style="list-style-type: none"> Special Purpose Company: Order for MARK IS Shizuoka (Shizuoka)
2013	<ul style="list-style-type: none"> Urban Renewal Association of Japan: Order for BIG FRONT Hiroshima (Hiroshima) Maeda Corporation: Start of electric sales from the Tsukuba Solar Power Plant (Ibaraki) Sumita Town: Order for the new Sumita Town Office (Iwate) Morioka District Wide Area Association For Firefighting: Order for the new Morioka Central Fire Department (Iwate)
2014	<ul style="list-style-type: none"> Sumitomo Realty & Development: Order for the Sumitomo Realty & Development Azabujuban building (Tokyo) Ho Chi Minh City Metro: Order for a Ho Chi Minh subway tunnel (Vietnam)
2015	<ul style="list-style-type: none"> Special Purpose Company: Start of electric power sales from the Goyozan Solar Power Plant (Iwate)
2016	<ul style="list-style-type: none"> Maeda advocates CSV Management No.1 Miyagi Prefecture: Start of management for the Sendai International Airport (Concession; Miyagi)
2017	<ul style="list-style-type: none"> Aichi Prefecture: Start of management for the Aichi Prefectural Toll Road (Aichi) Special Purpose Company: Order for the Redwood Nanko Distribution Center (Osaka) Urban Renewal Association of Japan: Order for the Osaki Garden Residence (Tokyo) Chikusei City: Order for a new central hospital (Ibaraki) Yamazaki Mazak Corporation: Order for the Inabe Manufacturing Plant (Mie)
2018	<ul style="list-style-type: none"> International Christian University: Order for a new gymnasium (Tokyo) Sumitomo Realty & Development: Order for the (Tentative) Ariake Kita 3-1 District (B-2 Block/C-Block Parking Structure) New Construction Project (Tokyo)
2019	<ul style="list-style-type: none"> Mitsui Fudosan Residential and nine other companies: Order for the construction of 5-5 Area building for the Type-I Urban Redevelopment Project in the West Harumi 5-Chome District (Tentative) (Tokyo) Maeda celebrates its 100th anniversary (January 8, 2019) Special Purpose Company: Start of electric power sales from Happo Wind Farm (Akita) Aichi Prefecture: Tentative start of management for the Aichi Sky Expo International Exhibition Center (Concession; Aichi)