

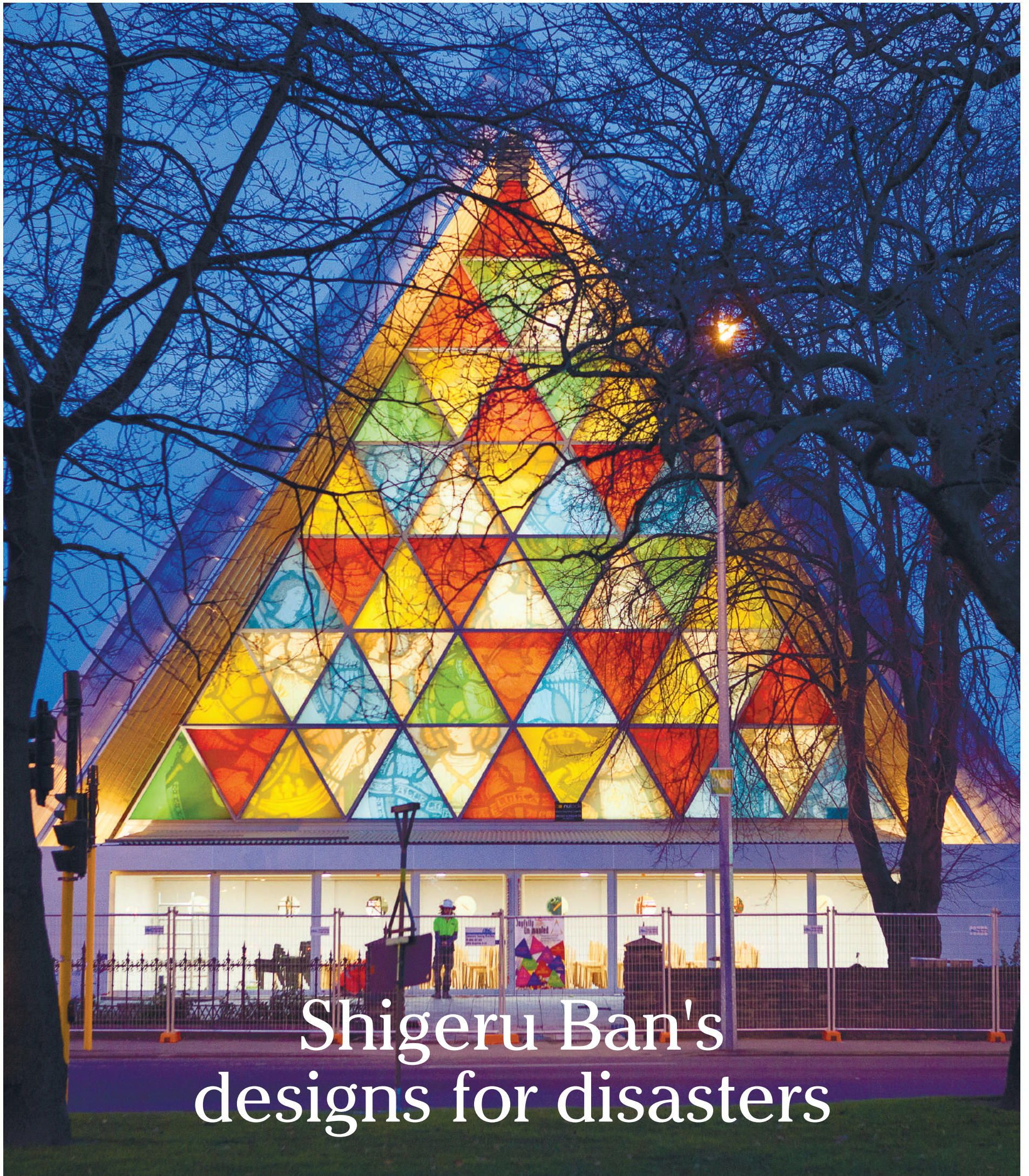
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SUSTAINABLE JAPAN MAGAZINE

Saturday, August 27, 2022



Shigeru Ban's
designs for disasters

FROM THE EDITOR

By YOSHIKUNI SHIRAI / EDITOR-IN-CHIEF

Shigeru Ban, the architect we are featuring in this issue, has been a professor at the Keio University Shonan Fujisawa Campus since 2019, and has his own research laboratory there.

One of the themes that Ban's research lab is working on is the use of architecture to provide support for disaster victims and displaced people. They work on

paper tube-based partitions for evacuation shelters, temporary housing made from plywood, research on how government functions might be relocated from Tokyo in the event of a large-scale earthquake, and much more.

Because it is based on such extensive real-world experience in disaster areas, Ban's research reverberates strongly with his stu-

dents, prompting many to get involved and join him in his ongoing search for answers to the question of how architecture and architects can help in times of emergency.

For this special feature, we had the privilege of sitting down with Ban to hear what prompts him to engage in this relief work, in both natural disasters and war.

坂 茂さんは建築家として世界中で美術館や音楽ホールを手掛けるなど活躍していますが、慶應義塾大学SFCでは大学教授として教鞭も取られています。そこでは「教育者」として学生に対し、時に厳しく時に思いやりともとれる愛にあふれた一面を垣間見ることができます。

その坂研究室が取り組むテーマのひとつが、建築を通じて行う被災者・避難民に対する支援です。紙管を使った避難所向けの間仕切りの研究や、合板を使った災害用

仮設住宅の考案、巨大地震に備えた日本の首都機能移転に対する調査など。世界中の被災地での実体験・経験を踏まえた坂さんの大学での研究活動は、学生たちの共感と行動を生み、「緊急時に建築が何をできるのか？」あるいは「建築に携わる者が何をできるのか？」を、周囲を巻き込み継続し追求しています。

今回の特集では、なぜ坂 茂さんは戦争を含む、災害支援に積極的に取り組むのかを探ってみたいと思います。



Shigeru Ban's Paper Partition System has been installed in evacuation centers for displaced Ukrainians, and has now been deployed in 13 cities across five countries.

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SHIGERU BAN

Born in 1957 in Tokyo. From 1977 to 1980, he studied at the Southern California Institute of Architecture, and in 1984 graduated from the Cooper Union's School of Architecture. From 1982 to 1983, he worked for Arata Isozaki. In 1985, he established his own practice, Shigeru Ban Architects. In 1995, he began consulting for the United Nations High Commissioner for Refugees (UNHCR) and also established the Voluntary Architects' Network (VAN), an organization that conducts disaster relief. His major works include the Japan Pavilion at Expo 2000 in Hannover, Germany; the Centre Pompidou-Metz, the Oita Prefectural Art Museum, the Swatch Omega Headquarters and La Seine Musicale. His many awards and commendations include the Grande Medaille France Academie d'Architecture (2004); L'Ordre National du Merite, France (1e grade d'officier) (2008); the Auguste Perret Prize (2011); L'Ordre des Arts et des Lettres, France (1e grade de commandeur) (2014); the Pritzker Architecture Prize (2014); Medal of Honor, Japan (purple ribbon) (2017); the Mother Teresa Memorial Awards for Social Justice (2017); and the Princess of Asturias Award for Concord (2021). Since 2021 he has been a member of the High-Level Roundtable for the New European Bauhaus. He is a professor at Keio University Shonan Fujisawa Campus' Faculty of Environment and Information Studies. <http://www.shigerubanarchitects.com/>

Feature RELIEF PROJECT

UKRAINE

Architect Ban gets housing to Ukraine refugees

By FUMIKO SUZUKI

Regrettably, our world is not immune to large-scale disasters and wars. And each time one occurs many people inevitably become displaced and face terrible difficulties. For years, architect Shigeru Ban has made addressing this reality part of his work. In 1995, he established the nonprofit organization Voluntary Architects' Network (VAN) to provide support in disaster areas. Its main activities are the provision of shelters for displaced people and the construction of temporary housing. Not limited to Japan, the network's activities extend to countries all over the world.

Of course, as an architect, Ban's work extends beyond supporting the victims of disasters. Born in Tokyo in 1957, he studied at the Southern California Institute of Architecture and the Cooper Union in New York, and as a student he worked at the office of Japanese architect Arata Isozaki. Since establishing his own practice in 1985, he has worked on a variety of projects, from private residences to public buildings. From the outset he was never interested in following fashionable trends, but rather preferred to focus his energies on developing his own structures and materials. His approach is clearly expressed in his series of "paper architecture," for which he uses cardboard tubes as a building material. His paper architecture creations range from shelters for displaced people to large-scale projects such as the Japan Pavilion at Expo 2000 in Hannover, Germany.

Besides this, Ban is well-known for other buildings, such as his Centre Pompidou-Metz (2010), an annex for Paris' Pom-

Shigeru Ban is interviewed at his office in Tokyo's Setagaya Ward. He is seated on the Carta Chair that he designed. Paper tubes are used in the seat and backrest.



PHOTO: KOUTAROU WASHIZAKI

Summary

困窮する人々のために建築を。世界的建築家が担う使命。

私たちの世界は大規模な災害や戦争と決して無縁ではない。そしてそこには必ず、住む家を失い、過酷な環境で生きざるをえなくなった数多くの人々がいる。建築家の坂 茂はこの現実を直視することを長年にわたって活動のひとつに据えてきた。1995年に被災地支援のためのNPOを設立。取り組んだプロジェクトは30を超える。

もちろん坂は被災者支援を専門とする建築家ではない。世界各国で個人住宅から公共施設まで幅広い建築物を手掛ける彼は、長年にわたって独自の構造や素材の開発に力を入れてきた。その姿勢は、紙管を構造材とした一連の「紙の建築」に端的に表れている。2022年3月、ロシア軍によるウクライナ侵攻によって

国境に近いポーランドの避難所は多くの避難民で溢れかえった。その様子を報道で知った坂は即座に支援に乗り出した。「避難民たちの状況は自然災害の被災者と同じで、基本的な人権のひとつであるプライバシーがない。これを改善する必要があるのです」と坂。彼の呼びかけに応じたポーランドの建築家たちが行動を開始した。



日本語全文はこちらから



Ban refers to filed documents as he explains past evacuee support projects.

PHOTO: KOUTAROU WASHIZAKI

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COVER PHOTO



The Cardboard Cathedral: Designed by architect Shigeru Ban, this temporary building was constructed using paper tubes as a replacement for the Christ Church Cathedral, which was destroyed by the February 2011 Christchurch earthquake.
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pidou Centre that is located in northeastern France, and La Seine Musicale, a music complex on Seguin Island on the Seine River in Paris (2017). In 2014, he was awarded the Pritzker Prize, which is considered the Nobel Prize of architecture. With offices in Tokyo, Paris and New York, the internationally renowned Ban is often counted among the world's "starchitects."

Immediately after the commencement of the Russian invasion of Ukraine on Feb. 24, 2022, a huge number of Ukrainian refugees fled to neighboring countries. Shelters, especially in Polish towns near the Ukrainian border, quickly filled with displaced people staying there temporarily before making their way to other destinations across Europe. Ban saw their situation on the television news at the beginning of March.

"I thought the plight of these evacuees was similar to that of victims of natural disasters. When you live in an evacuation center, you lack the privacy that is one of the basic human rights. Something needed to be done," Ban explained.

His first step was to propose to the Polish architect Hubert Trammer that they deploy a partition system he had developed called the Paper Partition System. PPS consists of two types of cardboard tubes of different widths assembled into a grid-like frame, on which curtain-like fabric is hung. The system ensures the minimum necessary privacy for families living in evacuation centers. With the help of a group led by Trammer, it was decided that they would set up a PPS shelter in the Polish town of Chelm near the Ukrainian border.

"I sent Trammer a picture of the PPS and asked him if there would be a need for it on the ground there, and he said he thought there was," Ban said. "He contacted the Chelm mayor and also found a cardboard tube factory in Poland that could provide the necessary tubes free of

charge. Luckily, a Polish student I had taught at Kyoto University of Art and Design [now Kyoto University of the Arts] had become a faculty member at a university in Poland, and he was able to recruit student volunteers. This network of collaborators is one of the reasons the PPS installation progressed so quickly."

Both Ban and Trammer were members of the New European Bauhaus, which had been launched in 2021. An initiative of European Commission President Ursula von der Leyen, the New European Bauhaus is an interdisciplinary project aimed at decarbonizing society through the harmonization of sustainability and good design. Due to the COVID-19 pandemic, committee members had been holding discussions online. Ban is not interested in "sustainability" as a fashion, but he was able to sympathize with the philosophy of von der Leyen's New European Bauhaus.

"Ms. von der Leyen used the name 'Bauhaus' because she thought it was important not only to find solutions to environmental problems, but for those solutions to be beautiful," Ban said. "For example, solar power generators can be seen everywhere in Japan. They help reduce carbon emissions, but they also destroy the natural scenery. The New European Bauhaus aims to solve these kinds of problems."

On March 11, Ban arrived in Chelm and completed the installation of 319 units of PPS in a converted supermarket building. The next day it began operating as the city's third evacuation center. Later, PPS facilities were also established in other Polish cities as well as in Bratislava, Slovakia, and also in Berlin and Paris. In addition, about 900 units assembled in Poland were sent to evacuation centers in Ukraine.

Ban will visit Poland again this September and is planning to enter Ukraine. His aim is to explore the possibility of building reconstruction housing in Ukraine. In

Poland, he plans to build a prototype of the Styrofoam Housing System that he has developed jointly with a Japanese manufacturer. The main components of SHS are pre-cut Styrofoam panels. Styrofoam is cheap and easy to obtain, and by coating it with fiber-reinforced plastic, it can be used as a building material that is strong and durable. In addition, since the application of the fiber-reinforced plastic is done manually, no large-scale factory equipment is required.

"If you don't count the plumbing work, the frame of a house itself can be erected in one day," Ban said. "Also, since the materials are light, no building machinery is required. And the construction of this housing can also lead to the creation of new jobs for recovery."

For Ban, the only difference between his general architecture work and disaster relief volunteer work is whether he receives a fee or not. "There is no difference between the two," he said, in terms of researching materials, optimizing construction and devoting himself to the creation of beautiful designs. Continuity is a major feature of his architecture. Many of his projects are interconnected, and the lessons learned from one are reflected in subsequent jobs. For example, his PPS technology has gone through several iterations. Having started with System 1, which was developed for the Chuetsu earthquake in Niigata in 2004, the current PPS is System 4.

"I'm an architect, so my job is to improve our living environment through architecture. Sometimes that means I'm designing an evacuation center or temporary housing, but I think my work as an architect remains the same," Ban said. What can architects do for society? The answer to this question, which Ban has repeated to himself since he decided to become an architect, is there in front of us all to see.

Left: Ban at an evacuation center in Poland. Right: An evacuation center in Ukraine.



PHOTO: JERZY LATKA



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A temporary concert hall built with support from the Japanese government following a 2009 earthquake that heavily damaged the city of L'Aquila in central Italy. Two types of cardboard tube were used to construct the interior walls, achieving a balance between sound absorption and reflection.

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Feature RELIEF PROJECT

PAPER ARCHITECTURE

Why Ban supports disaster survivors, refugees

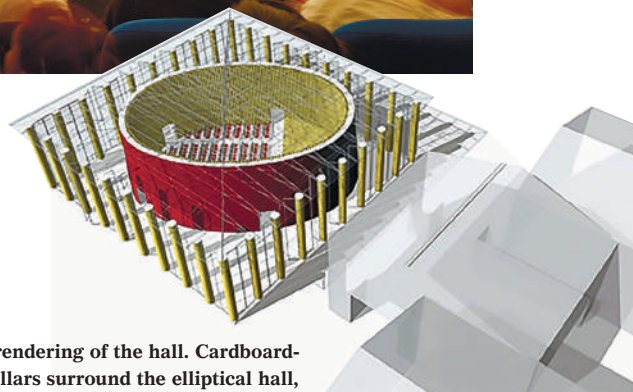
By FUMIKO SUZUKI

Throughout his career, Shigeru Ban has supported disaster survivors and refugees around the world. His interest in this work originated in 1994, when he learned through a photo feature in a weekly magazine about the plight of refugees from the civil war in Rwanda. The refugees in the photos were shivering from cold in inadequate shelters, supplied by the United Nations, that failed to keep out the wind and rain. Realizing that medical assistance was meaningless in such poor living conditions, Ban penned a letter to the United Nations High Commissioner for Refugees.

"There was no response," he recalled. "So I went to the UNHCR headquarters in Geneva without an appointment, and

fortunately I was able to meet with the German architect in charge of shelters. Apparently, he thought I was a salesman from a tent company at first. He took an interest in the shelter system using cardboard tubes that I proposed, and development of new shelters began from there."

At the time, the UNHCR was only distributing plastic sheets for refugees to use as shelters. But there were over 2 million refugees from the Rwandan war, and because they were cutting down trees to frame the shelters, large-scale deforestation occurred. The agency responded by distributing aluminum pipes, but since aluminum has a high resale price, the refugees quickly sold it and the deforestation did not stop. The cardboard tubes



A rendering of the hall. Cardboard-tube pillars surround the elliptical hall, with part of the space between the pillars and hall serving as a foyer.

© SHIGERU BAN ARCHITECTS

The exterior of the hall. The polycarbonate panels in the facade can be opened.



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● Summary

ルワンダ内戦の難民支援から被災地へと広がる紙の建築。

坂 茂はこれまでに世界各地で被災者や難民の支援活動を行ってきた。その始まりは1994年にまで遡る。坂は週刊誌の写真記事でルワンダ内戦によって発生した難民の窮境を知る。ジュネーブにある国連難民高等弁務官事務所（UNHCR）を訪ねると、「運良く会うことができたシェルター担当の建築家が、紙管を使ったシェルターの

システムに興味を持ってくれた」と坂は語る。当時ルワンダでは多くの難民がシェルターのフレームに使う樹木を伐採したため、大規模な森林破壊が発生していた。坂が提案した紙管のフレームなら伐採を減らすことができる。坂はUNHCRとコンサルタント契約を結び、シェルターを実用化した。

坂は1980年代から紙管を構造材とした「紙の建築」を手掛けてきた。そのノウハウは、世界各地の被災地における仮設住宅の建設だけでなく、イタリアの〈ラクイラ仮設音楽ホール〉やニュージーランドのクライストチャーチの〈紙のカテドラル〉といった被災地でのモニュメンタルな仮設建築にも生かされている。



日本語全文はこちら

Ban was proposing were cheap and did not pose the same waste problem after abandonment as plastic pipes did. With a consulting contract from the UNHCR in hand, Ban worked with a Swiss furniture manufacturer to create a prototype. After further experimentation, the system was adopted in 1999.

Ban has been developing his Paper Architecture series, which uses cardboard tubes as a structural element, since the 1980s. Knowledge accumulated through that work informs his temporary housing for disaster zones. For example, his Paper Log House, which uses cardboard tubes in place of logs, was designed during the response to the 1995 Kobe earthquake and later deployed in disaster zones after the 1999 Izmit earthquake in northwestern Turkey and the 2001 Gujarat earthquake in western India. The de-

sign was subtly adjusted and improved in accordance with the customs and climates of those regions. When building temporary housing in developing countries, it is important to use materials that are easy to obtain locally, are cheap and can be assembled quickly. Following a typhoon on Cebu Island in the Philippines and earthquakes in Nepal and Ecuador, cardboard tubes and wood-frame construction were combined with local materials to yield a wide range of temporary and reconstruction housing.

Ban has undertaken larger-scale Paper Architecture projects to support recovery as well, namely the LAquila Paper Concert Hall in Italy and the Cardboard Cathedral in New Zealand. When the LAquila earthquake hit central Italy in 2009, Ban visited the region and learned that orchestra members and conservatory students had lost their performance venue. He proposed to the mayor the construction of a temporary concert hall. The mayor responded that he would prepare a site but asked Ban to raise the funds. In the process of designing and fundraising for the project, Ban gained fundraising assistance from the Japanese Embassy, and the temporary hall was completed in 2011. With just 250 seats, it was small, but thanks to volunteer help from a French acoustic consultant, its acoustics rivaled those of more traditional concert halls. In addition, while typical concert halls have walls made of reinforced concrete, here light steel frames

were stuffed with sandbags and covered with curtains on the exterior to enable the recycling of materials when the building is demolished.

By contrast, the Cardboard Cathedral was a temporary, cardboard-tube replacement for Christchurch's cathedral, which was destroyed in a February 2011 earthquake.

"When monumental works of architecture like a cathedral are permanently reconstructed, many different opinions emerge, and that tends to slow progress," Ban said. "Even the Christ Church Cathedral has still not been permanently reconstructed. But reaching agreement for a temporary structure is relatively easy. In emergencies, building quickly is cru-

cial, and if the result is no good it can just be torn down. Temporary structures of course follow existing building codes, so they can be used permanently, and it is important that they have a beautiful design."

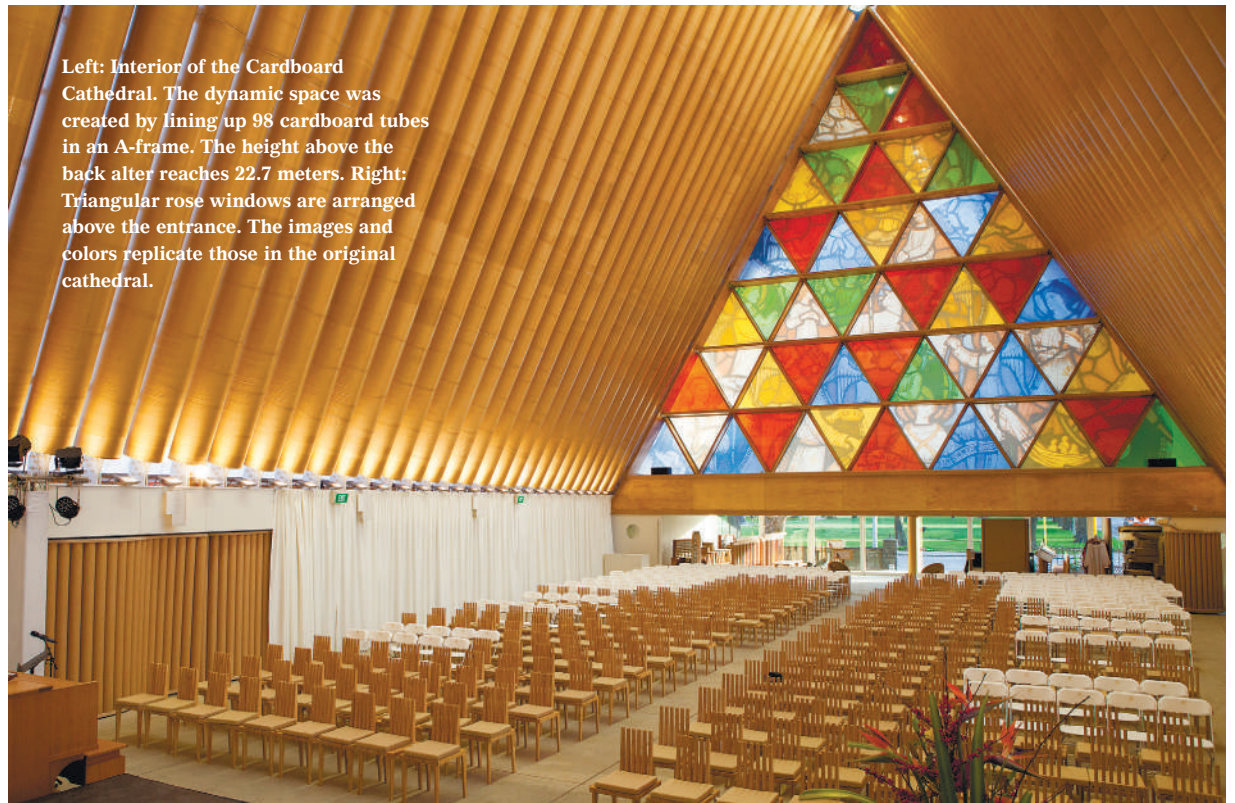
Completed in 2013, the Cardboard Cathedral is indeed a beautiful building, featuring triangular rose windows in its facade. The proportions of the original cathedral were respected when designing the equilateral triangle shape of the facade and other parts of the building. Since completion it has been used for church services as well as concerts, parties and other community events, becoming a new monument symbolizing the city's recovery.



A temporary shelter built after a hurricane damaged Cebu Island. Woven bamboo sheets, nipa palm leaves and other materials were combined with a cardboard-tube frame.

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The Christchurch earthquake caused crippling damage to the Christ Church Cathedral.



Left: Interior of the Cardboard Cathedral. The dynamic space was created by lining up 98 cardboard tubes in an A-frame. The height above the back altar reaches 22.7 meters. Right: Triangular rose windows are arranged above the entrance. The images and colors replicate those in the original cathedral.

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TAKAO Armchair

design by KUNIHICO MATSUBA/Architect

Width: 538.5 mm / Depth: 495 mm / Height: 690 mm / Seat height: 425 mm
 Materials: Wood (keyaki/Japanese zelkova), Steel

contact@mttp.jp

The Great Hanshin Earthquake (also called the Kobe earthquake) struck on Jan. 17, 1995. Architect Shigeru Ban's volunteer support work for disaster victims in Japan began at that time.

"Even though they weren't buildings that I designed," Ban said, "as an architect I felt a certain responsibility for the fact that many lives were lost because of architecture and construction." At the end of that January, Ban visited Takatori Church, which was located in the stricken area. Many Vietnamese refugees had gathered there. Ban presented a proposal for replacing the church structure, which had been destroyed by fire, with a temporary building made from paper tubes. Through discussions with the church, the decision was made to build a temporary community center that could be used by area residents and serve as a place to hold Sunday Mass. As it turned out, it was Ban who gathered donations to fund construction costs and recruited volunteers to do the construction work.

The project eventually evolved into Paper Log House, a group of temporary homes for Vietnamese refugees who were still living in tents in parks. The Paper Church and 30 of the houses were completed by September 1995. When its original role came to an end in 2005, the Paper Church was relocated to central Taiwan and used as a permanent community center in the Nantou County village of Taomi, which had been devastated by an earthquake.

In 1996, Ban founded the NGO Voluntary Architects' Network (VAN) to provide support for disaster-stricken areas and displaced people. With the cooperation of his own design company and Shigeru Ban Lab at Keio University's Shonan Fujisawa Campus, VAN created a system for carrying out volunteer activities on a continuous basis.

Ban said, "It may be an NGO, but there's actually only one full-time staff member besides me. While VAN does have a role as a receiving entity for public subsidies from the government and so on, it takes time for public funds to be issued, and there are a lot of constraints. To quickly launch a project in a disaster-stricken area, it's also important to raise project funds on your own to the greatest extent possible."

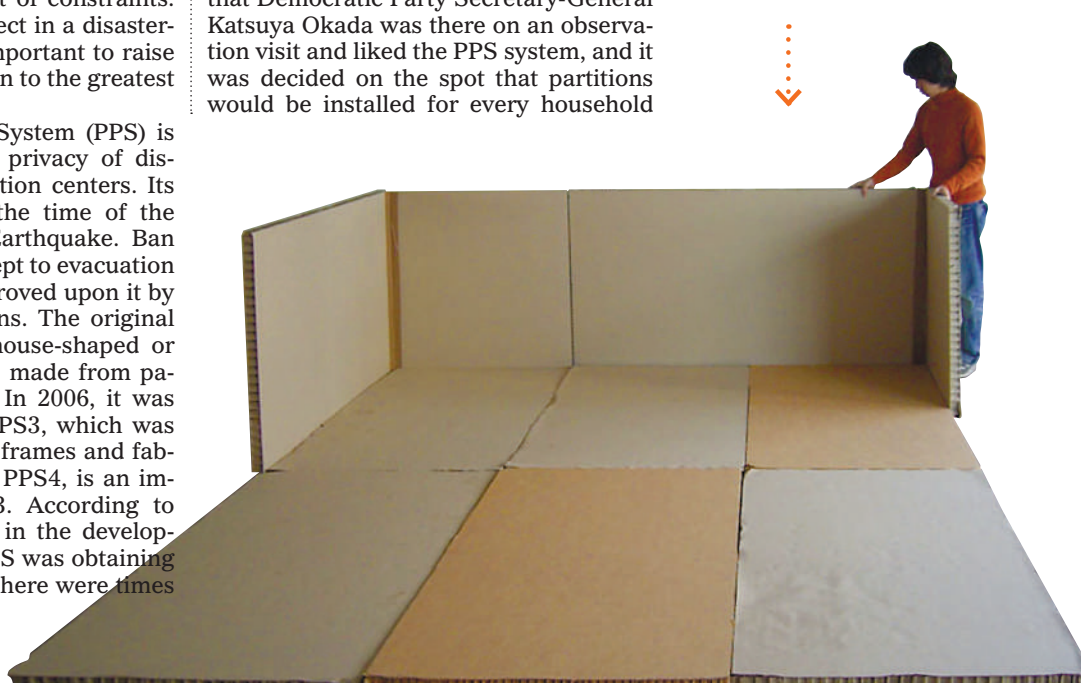
Ban's Paper Partition System (PPS) is designed to protect the privacy of displaced people in evacuation centers. Its development began at the time of the 2004 Niigata Chuetsu Earthquake. Ban took a model of his concept to evacuation sites and repeatedly improved upon it by asking for users' opinions. The original version of PPS was a house-shaped or enclosure-style structure made from paper honeycomb boards. In 2006, it was redesigned to become PPS3, which was composed of paper tube frames and fabric. The current system, PPS4, is an improved version of PPS3. According to Ban, the biggest hurdle in the development and diffusion of PPS was obtaining permission to install it. There were times

when he attempted to give a demonstration but was not even allowed into the building housing the evacuation center.

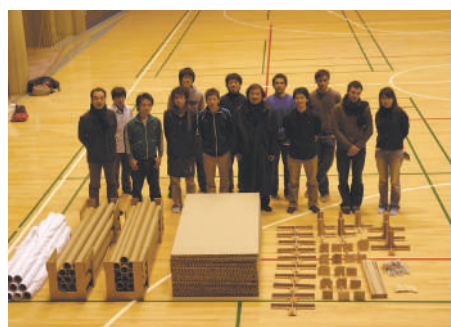
"Government officials adhere to precedent," Ban said, "so they don't want to do something that hasn't been done before. One evacuation center director even said it was easier to manage the center without partitions." After the Great East Japan Earthquake of 2011, Ban's team loaded partition materials into vans and drove in a caravan to evacuation centers in various locations. At the central sports center in the city of Yamagata, the management showed reluctance. But it seems that Democratic Party Secretary-General Katsuya Okada was there on an observation visit and liked the PPS system, and it was decided on the spot that partitions would be installed for every household



The Paper Partition System 1 (PPS1) in use after the 2004 Niigata Chuetsu earthquake © VOLUNTARY ARCHITECTS' NETWORK



The PPS2 was used after the 2005 Fukuoka earthquake. This version is simpler than PPS1. © VOLUNTARY ARCHITECTS' NETWORK



The PPS3, developed in 2006 by Shigeru Ban Lab at Keio University's Shonan Fujisawa Campus © VOLUNTARY ARCHITECTS' NETWORK

Feature RELIEF PROJECT

PARTITION

How Ban's disaster relief projects have evolved

By FUMIKO SUZUKI



The PPS4, an improved version of the system, was implemented after the 2011 Great East Japan Earthquake.

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Multilevel temporary housing made from stacked shipping containers was built in Onagawa, Miyagi Prefecture, in 2011.



© SHIGERU BAN ARCHITECTS



PHOTO: HIROYUKI HIRAI

● Summary

被災地を訪れて改良を繰り返した紙の間仕切り。

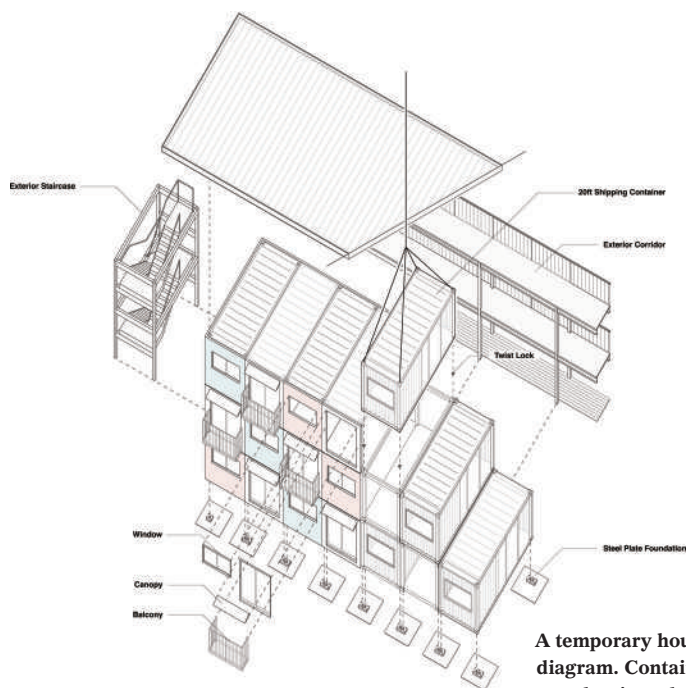
1995年1月17日に起きた阪神・淡路大震災。坂 茂の日本国内の被災者支援はここから始まった。「建築によって多くの人命が失われたことに建築家として責任を感じた」という坂は、1月末に被災地を訪れた。聖堂を焼失した教会との話し合いの結果、坂は仮設のコミュニティホール〈紙の教会〉の設計と建設を行い、仮設住宅「紙

のログハウス」のプロジェクトも手掛けた。翌96年には被災者・難民支援のためのNGO、ボランティア・アーキテツ・ネットワーク(VAN)を設立した。紙の間仕切りシステム(PPS)の開発が始まったのは、2004年の中越地震から。試作品を現地に持ち込み、改良を重ねた。当初はデモンストレーションをやるうとして

も、避難所に入ることすらできないこともあったという。「役人は前例主義なので、前例のないことはやりたがりません」と坂は語る。2011年の東日本大震災のときは、材料をワゴン車に積んで各地を回り、50ヶ所の避難所にPPSを設置した。現在では58の自治体が災害時におけるPPSの提供に関する協定をVANと締結している。



日本語全文はこちら



A temporary housing structural diagram. Containers are stacked together in a checkerboard pattern.
© SHIGERU BAN ARCHITECTS

group staying in the facility. After three such caravans, about 1,800 PPS units had been installed in 50 evacuation sites. PPS was subsequently used after a number of other natural disasters, including the Kumamoto Earthquake of 2016, the western Japan floods and the Hokkaido Eastern Iburi Earthquake of 2018, and the southern Kyushu floods of 2020. As of now, the governments of 58 localities, including 11 prefectures, have signed agreements with VAN for the provision of PPS in times of disaster.

Ban also designed temporary housing for Onagawa, Miyagi Prefecture, after the Great East Japan Earthquake. When the town's mayor told him, "We need temporary housing for 190 households but there isn't enough land for that many one-story units," Ban proposed three-sto-

ry temporary housing made from shipping containers. While conforming to the prefectural government's general criteria on floor space and cost for temporary housing, the homes were comfortable to live in, and apparently some occupants even said they would be willing to pay rent in order to continue living there.

"An architect's role," Ban said, "is to solve problems and create comfortable and beautiful places to live. It's no different for temporary housing." He says he is also thinking about further improvements in temporary housing, in order to be prepared for the next large-scale disaster. There is no doubt that Ban's architectural designs, born of his serious approach to the realities of disaster situations, will gain many people's support going forward.

A temporary housing interior in Onagawa. The shelves were built by volunteers.

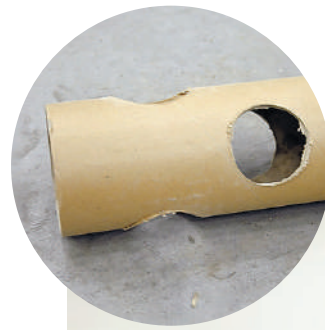


PHOTO: HIROYUKI HIRAI

For assistance to Ukraine refugees, this PPS4 prototype was assembled in Poland using local materials.



PHOTO: JERZY LATKA



A PPS4 joint section. The frame is strengthened by passing the paper tubes through one another.

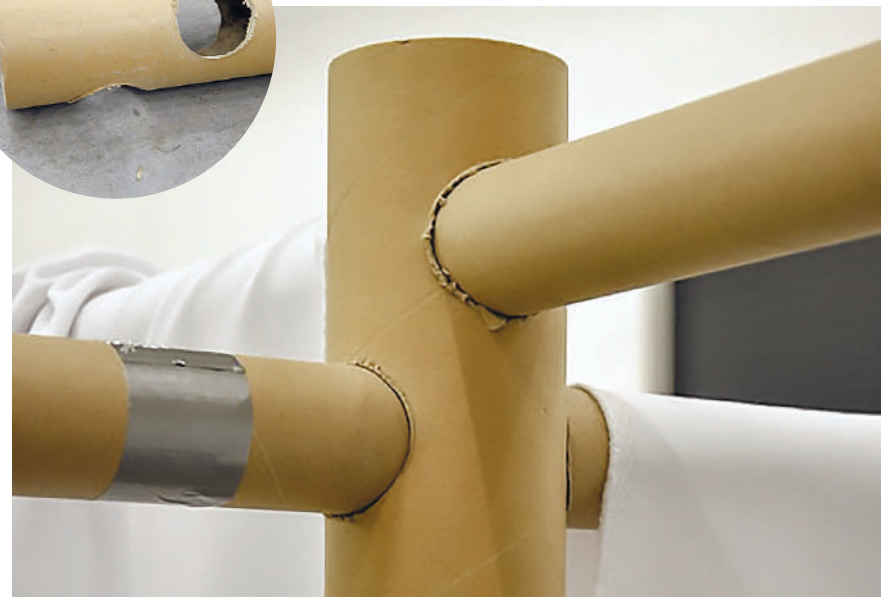


PHOTO: JERZY LATKA

the japan times

Sustainable Japan Award

2022

Ceremony and panel session with award winners

We are pleased to announce the winners of the fourth annual Sustainable Japan Award.

Date and time:

Thursday, Sept. 15, 13:00 - 16:00 (JST)

Location:

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Sustainable Japan Satoyama Special Award winner



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Contact: esg-staff@japantimes.co.jp



Feature RELIEF PROJECT

TIMELINE

Shigeru Ban's relief projects for evacuees

By FUMIKO SUZUKI

Disaster Relief Projects By Shigeru Ban Architects, Voluntary Architects' Network(VAN), Keio University SFC Shigeru Ban lab

Having started in the 1990s, Shigeru Ban's activities supporting disaster areas and people displaced by conflicts have been achieving effective results for about a quarter-century. Over half of these projects have helped earthquake-stricken areas, and also include many structures other than temporary housing. In China, Ban constructed temporary classroom buildings from paper tubes for an elementary school in Chengdu that was damaged in the 2008 Sichuan earthquake, and a temporary nursery school from paper tubes in the city of Ya'an after the 2013 Sichuan earthquake. After the Nepal earthquake of 2015, Ban rebuilt a classroom building for an elementary school (located at an elevation of 3,790 meters) with the financial support of Doshisha University's Alpine Club.

Ban's recent activities include support for refugees from Ukraine; construction of a temporary clinic in the context of disaster relief efforts following the August 2021 Haiti earthquake; and a project to build a temporary combined community center and church in Kentucky, where a tornado caused severe damage in 2021. He has also been engaged in an ongoing initiative (in cooperation with the Tonga-Japan Friendship Association) to send tents that can be used as temporary housing to areas hit by tsunami resulting from the eruption of a submarine volcano in Tonga in January 2022.



The Chengdu Hualin school in China in 2008 © LIJUN

Year	Project	Disaster and war	Country
1995	Paper Log House and Paper Church	Great Hanshin Earthquake	Japan
1999	Paper emergency shelter for UNHCR	Rwandan Civil War	Rwanda
2000	Paper Log House	Izmit earthquake	Turkey
2001	Paper Log House	Western India earthquake	India
2004	Paper Partition System (PPS1)	Niigata Chuetsu earthquake	Japan
2005	Paper Partition System (PPS2)	Fukuoka earthquake	Japan
	Tsunami Reconstruction Project in Kirinda	Sumatra earthquake	Sri Lanka
2006	Paper Partition System (PPS3)	(system development)	Japan
2008	Paper Dome Taiwan	Jiji earthquake	Taiwan
	Chengdu Hualin Elementary School	Sichuan earthquake	China
2009	Post-hurricane reconstruction housing (Make It Right)	Hurricane Katrina	USA
2010	L'Aquila Temporary Concert Hall	L'Aquila earthquake	Italy
	Relief temporary shelters	Haiti earthquake	Haiti
2011	Paper Partition System (PPS4)	Great East Japan Earthquake	Japan
	Container temporary housing		
	Container temporary housing community facilities		
2013	New temporary house	(system development)	Japan
	Soma City LVMH Kids Art Maison	Great East Japan Earthquake	
	Christchurch Cardboard Cathedral	Christchurch earthquake	
2014	Ya'an Paper Nursery School	Sichuan earthquake	China
	Paper temporary shelter	Typhoon Haiyan	Philippines
2015	Nepal House Project	Nepal earthquake	Nepal
	Nepal Gumpa Project		
2016	Ecuador Project	Ecuador earthquake	Ecuador
	Paper Partition System (PPS4)	Kumamoto earthquake	Japan
	Wooden prefabricated temporary houses		
2017	Paper Partition System (PPS4)	Central Italy earthquake	Italy
	Nepal Khumjung School	Nepal earthquake	Nepal
2018	Paper Partition System (PPS4)	Western Japan floods	Japan
	Paper Partition System (PPS4)	Hokkaido earthquake	Japan
	Kenya Project	South Sudan civil war	Kenya
2021	Haiti earthquake emergency relief	Haiti earthquake	Haiti
	Kentucky tornado relief	Kentucky tornadoes	USA
2022	Tents	Tonga eruption and tsunami	Tonga
	Paper Partition System (PPS4)	Ukraine war	Ukraine and other countries

● Summary

約四半世紀で各国に広がった被災地・難民支援の活動。

1990年代に始まった坂 茂による災害被災地や紛争難民への支援活動は、表に示したようにアジアだけではなく世界中の国や地域で、約四半世紀の間に多くの実績を上げてきた。数の上で大半を占めるのは地震被災地への支援で、仮設住宅以外の建築物も多い。中国では2008年の中国四川大地震で被害を受けた成都市の小学校のため

に紙管構造の仮設校舎を建設。2013年の四川地震の際にも雅安市に紙管を用いた仮設の保育園を建てた。2015年のネパール地震では同志社大学山岳部の資金援助で標高3790mにある小学校の校舎を再建した。近年ではウクライナの避難民支援のほか、2021年8月に発生したハイチ地震での災害支援活動として仮設クリニックの設置や、

2021年に竜巻で大きな被害を受けたケンタッキー州での仮設のコミュニティ・センター兼教会の建設といったプロジェクトが進んでいる。また今年1月にトンガで起きた海底火山の噴火による津波の被災地に向けて、仮設住宅として使えるテントを送る活動（日本トンガ友好協会と共同）も継続的に行われている。



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Destination Restaurants 2022

AUTHENTIC JAPAN SELECTION

Forging a new culinary tradition in Kamakura

By TAEKO TERAOKA

Tender charcoal-grilled *kue* (longtooth grouper). The skin is scaled, fried and served alongside the fish with a sauce of reduced rice vinegar, deep-fried and raw julienned spring onions, and hot peppers.



PHOTOS: KOUTAROU WASHIZAKI

YASUNORI KITAJIMA

Born in Tokyo in 1982, Kitajima moved to Kamakura, Kanagawa Prefecture, at the age of 2 and grew up there. After apprenticing at a Japanese restaurant in Kamakura for two years, he ate his way through the famous restaurants of Kyoto, where he was greatly impressed by those in the Wakuden group. He joined the company and worked at its restaurants over the course of 16 years, eventually earning a post as head chef at Tan, one of Wakuden's restaurants. In June 2020 he left the company, and on May 31, 2021, opened Kamakura Kitajima, where he is crafting an approach rooted in the terroir of Kamakura.



Kanagawa (Japanese)

Kamakura Kitajima

4-3-18 Omachi, Kamakura, Kanagawa
Tel: 0467-73-7320
<https://www.kamakura-kitajima.jp>

Kamakura Kitajima occupies a renovated old house in a neighborhood dotted with historic temples. The *sukiya* teahouse-style interior features a counter facing earthen walls decorated with flowers grown in the front garden by owner Yasunori Kitajima.

Kitajima sharpened his skills as a chef during 16 years at the prestigious Japanese restaurant group Wakuden, absorbing the Japanese aesthetic in Kyoto.

"When I opened a restaurant in Kamakura, I didn't intend to make Kyoto-style food. If I'm not serving food that can only be made in Kamakura, it's meaningless," he said.

He did not settle on a specific direction immediately after leaving Wakuden. He did, however, begin searching for the very best ingredients. Not limiting himself to local sources, he reached out to producers and suppliers with top-notch reputations in other prefectures as well. Among them was Hiroki Hasegawa, a seafood broker in Yokosuka, Kanagawa Prefecture, with a national reputation.

"The fish Mr. Hasegawa selects is on a different level than fish from the store. Since he was also in the same prefecture as me, I decided to put his fish at center stage," Kitajima said.

Hasegawa's base is a fish market that sells live seafood in Yokosuka's Nagai port on Sagami Bay. There, fish are killed by severing their spinal cords so as not to subject them to stress. This results in a clear, unmuddled flavor, the flavor of the fish itself. With Hasegawa as a powerful ally, Kitajima launched Kamakura Kitajima in May 2021.

He found that the same types of fish he had used in Kyoto tasted completely different in Kamakura.

"Take *hamo* (pike conger). Unlike *hamo* from Awaji, which is preferred in the Kansai region, *hamo* caught here feed on squid, giving it a different flavor," he said. He pounds the *hamo* to a paste that he shapes into balls, serving them in a broth with onions from the Miura Peninsula in south-eastern Kanagawa.

The *omakase* set menu, the only option available, starts at ¥22,000 (\$170), with prices dependent on the cost of seafood.

The *akahata* (blacktip grouper) served as sashimi is speared, Kitajima explained. "The fish that win out in the struggle for existence swim upward in search of food. Good *hata* are found in water less than 20 meters deep. They taste best when they are speared with a single thrust through the head."

The charcoal-grilled *kue* (longtooth grouper) is also speared. Cooked with carefully modulated moisture and heat atop a lacquerware *hibachi* carved in the Kamakura-bori style, the fish has a tender texture and a surprising depth of flavor.

Although Kitajima's affection for local fish has grown steadily stronger, he does not serve Kamakura's famous *shirasu* (whitebait).

"Shirasu are what small fish feed on — in other words, the raw materials that make up the fish in the sea," he said. "Given that fish stocks have been falling recently, I don't want to use *shirasu*. There's a limit to what I can do, but if I can do something to ensure future chefs are still able to cook with fish, the keystone of Japanese cuisine, then I want to do it. Also, Kamakura has a rich history, but it's not as well advertised as Kyoto. It would be wonderful to promote the city through food and create new cultural traditions here."

Summary

相模湾の魚を主役にした日本料理で、鎌倉から新しい文化の発信を。

「鎌倉 北じま」は古民家を再利用した一軒家。店内は数寄屋の仕事がなされ、カウンターの土壁には店主、北嶋靖憲が自ら前庭で育て、生けた花が飾られる。

北嶋は日本料理の名門「和久傳」グループで腕を磨いた16年間、京都で日本の美意識を学んだ。「ただ、ここでは京料理ではなく、鎌倉でしか作れないものを作ろうと決めていました」修業先を辞めた直後、具体的な方向性は決まっていなかったが、よりよい素材を探し求めるなかで、神奈川・横須賀の魚仲買人、長谷川大樹と出会った。

長谷川のベースは、まだ生きている魚を売買する

活魚市場。相模湾に面した長井漁港だ。そこで魚にストレスを与えないよう、神経メド処理をする。すると魚本来のクリアな味わいになる。力強い味方を得て、2021年5月「鎌倉 北じま」を開いた。料理は魚を主役にしたおまかせコース(22,000円〜)のみ。ただし、しらすは鎌倉名物であっても、環境への配慮から使わない。「また、鎌倉は歴史ある街ですが、京都と比べると発信力が弱いので、食を通して街の魅力を発信し、新しい文化を作っていけたら」。



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HOTEL METROPOLITAN KAMAKURA

Kanagawa

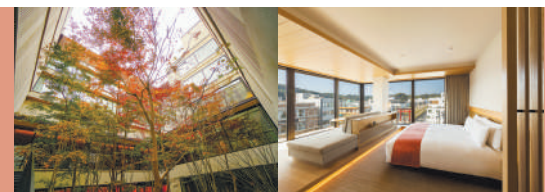


In April 2020, a new hotel emerged amid the temples, shrines, and many other historic buildings of Kamakura, a city girded by mountains and sea.

Just two minutes' walk from JR Kamakura Station, Hotel Metropolitan Kamakura is handily located on Wakamiya Oji, the approach path to Tsurugaoka

Hachimangu Shrine, which was founded by Minamoto no Yoritomo 800 years ago.

A pivotal feature is the hotel's central courtyard garden. Whether in the lobby or the guest rooms, visitors can enjoy a peaceful ambience that feels far removed from the hustle and bustle of the city.



<https://kamakura.hotel-metropolitan.com/>

1-8-1 Komachi Kamakura-shi Kanagawa
Tel: 0467-60-1111



VOL. 2: Eisai Corp.



Mission: Sustainability

By OSAMU INOUE / Renew

Eisai's strong points

- 1 Participated in the London Declaration on NTDs and the Kigali Declaration, both of which aim to eradicate neglected tropical diseases
- 2 Provided 2.05 billion tablets of lymphatic filariasis treatment drugs to 29 countries through the World Health Organization
- 3 Selected among the world's 100 most sustainable corporations for the sixth time in 2022, ranking 32nd, the highest position among global pharmaceutical companies
- 4 Ranked 11th among the world's pharmaceutical companies for advanced efforts to improve access to medicines in the Access to Medicine Index



ILLUSTRATION: SHO FUJITA

Eisai resolved to end neglected tropical diseases

On June 23, a battle got underway in Kigali, the capital of Rwanda in East Africa. It was not a civil war, or indeed any kind of armed conflict. It was a battle against what are known as neglected tropical diseases.

NTDs mainly torment poor people in tropical and subtropical regions. The World Health Organization names 20 of them, including dengue fever and Hansen's disease (leprosy). Some 1.7 billion people are still at risk across the globe, primarily in developing countries.

One of the targets under the United Nations' sustainable development goals is: "By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases."

In June, a summit was held in Kigali on eradicating NTDs and malaria, attended by heads of state including the presidents of Rwanda and Botswana and the prime minister of Jamaica, as well as the United Kingdom's Prince Charles and Bill & Melinda Gates Foundation co-Chair Melinda French Gates. Governments,

international organizations, private-sector support organizations and businesses signed the Kigali Declaration, which calls for spending over \$4 billion on controlling the diseases.

The declaration calls for multiple global pharmaceutical companies to donate large amounts of preventive and treatment drugs. Participating from Japan in this endeavor was Eisai Co.

Top sustainable companies

Eisai's consolidated net sales totaled ¥756.2 billion (\$5.7 billion) for the fiscal year that ended in March 2022. The figure places the company sixth among Japan's pharmaceutical companies, after the top-ranking Takeda Pharmaceutical Co., whose figure reached ¥3.57 trillion, and the third-ranking Astellas Pharma Inc. with ¥1.3 trillion, among others. Yet Eisai has a strong presence in the global arena for the size of its sales. That is because it is well known in the areas of environmental, social and governance (ESG) factors and sustainability.

Eisai's position as a leading company in sustainability is no doubt directly due to the fact that its main business concerns the sustainability of health care around the world.

Every year, a Canadian investment research company selects the world's 100 most sustainable corporations from among roughly 7,000 listed companies whose sales total at least \$1 billion. In the 2022 ranking, Eisai was one of only three companies from Japan that made the list, and was the only Japanese pharmaceutical company selected.

It was the sixth time Eisai had been selected, and the company ranked 32nd — the highest among global pharmaceutical companies. Eisai practices what it calls affordable

pricing, in which drugs are provided according to the economic status of the country or income of the patient. This helped the company earn a high "clean revenue" score.

Eisai's efforts in developing and emerging countries are recognized in the Access to Medicine Index published by the Netherlands' Access to Medicine Foundation. Eisai remained in the global top 20 of the index for 2021, placing 11th, the second-highest ranking among Japanese companies, after sixth-ranked Takeda Pharmaceutical.

Eisai also has put efforts into indirect initiatives to contribute to sustainability. For example, it has pledged to make itself carbon neutral by 2040, 10 years ahead of the Japanese government's goal for making the country carbon neutral, though its target is limited to Scopes 1 and 2 and does not include indirect emissions through its supply chain. Eisai also has ambitious goals in the area of diversity. Still, its most significant contribution is its endeavors to help achieve the sustainable development goal of "Ensure healthy lives and promote well-being for all at all ages."

Especially noteworthy is its contribution to efforts to control neglected tropical diseases, as noted earlier. In this area, Eisai is now counted on by the WHO.

Lymphatic filariasis

One of the NTDs, lymphatic filariasis, is a disease in which parasitic filarial worms are transmitted by mosquitoes to humans. If not treated early, it can cause legs to swell extremely in a syndrome called elephantiasis, causing difficulties in living. Over 800 million people are estimated to be at risk of contracting the disease mainly in emerging and developing countries, but preventive

and treatment drugs have been in short supply globally.

What formed a significant obstacle for efforts to control the disease was one of the three types of drugs for its prevention and treatment, diethylcarbamazine citrate (DEC).

To control the disease, DEC needs to be administered together with another type of tablet annually for at least five years. (In countries where river blindness, another NTD, is widespread, the other two types of drugs are administered due to side effects of DEC.) WHO recently issued guidelines in which it said that, in a country where DEC tablets can be administered, the disease can be contained if all three types are administered together two times.

However, treatment drugs for NTDs are old medicines in advanced nations and thus are not profitable. There are few drugmakers that supply them consistently. In particular, no company was capable of supplying DEC tablets on a global scale until 2010, when Eisai offered to help.

Eisai Chief Executive Officer Haruo Naito was serving as president of the International Federation of Pharmaceutical Manufacturers & Associations, headquartered in Geneva. While repeatedly communicating with the director-general of the WHO, which also is headquartered in Geneva, Naito learned that the WHO wanted to control lymphatic filariasis, but there was an obstacle. Naito promised Eisai would do what it could to help.

"At the time, Eisai had never manufactured DEC tablets," said Sayoko Sasaki, Eisai's vice president in charge of ESG-related operations. "And then Naito said: 'Donation is something that can be done by charitable organizations. What [Eisai] can do best as an R&D company is to sta-

Sayoko Sasaki, Eisai Co.'s vice president, corporate communications and ESG (right), and Yasuko Minamida, executive director, sustainability department



PHOTO: TSUTOMU SUYAMA

bly supply high-quality drugs.' So we decided to develop and manufacture the drug at a new plant in India, which we were preparing to launch, and provide it for free around the world."

Over 2 billion tablets

In 2012, the WHO, the U.K. government, the World Bank and major pharmaceutical companies, among others, jointly announced the London Declaration on Neglected Tropical Diseases — one of the largest public-private partnership initiatives in history — to control, eliminate or eradicate 10 NTDs. Eisai, the only Japanese company to participate, pledged to supply 2.2 billion DEC tablets for free by 2020.

DEC tablets for this began shipping from the Indian plant in October 2013. So far, the company has supplied a total of 2.05 billion tablets (equivalent of dosage for about 820 million people), contributing greatly to efforts to control lymphatic filariasis infections in Egypt, Sri Lanka, Thailand and Kiribati.

However, there are still many countries where people are suffering from the disease, and 860 million people are at risk of being infected. This year's Kigali Declaration, mentioned earlier, picked up where the London Declaration left off. Eisai promised to provide DEC tablets for free to countries that need the drug until lymphatic filariasis is eliminated in them.

It is not hard to imagine this would require strong determination. So far, Eisai has spent about ¥4 billion to provide DEC tablets for free. What is remarkable is that the company started with the development of DEC tablets, from the ground up, obtained the WHO's approval and then built a system to supply them to key ports in 29 countries.

And its work was not limited to supplying the drug. It provided on-site support for mass administration, installed sanitary water tanks and engaged in educational activities, including preparation of pamphlets in local languages. There are so many different types of support work done by Eisai employees traveling to endemic regions.

The company says it will continue these activities until lymphatic filariasis is eliminated in all of the countries. What drives Eisai to do so much to provide support?

Long-term investment

"On our part, we are doing this, calling it a 'price zero' business, because we regard it as a long-term investment to contribute to correcting health disparities, eradicate diseases to help improve labor productivity and support growth of the medium-income bracket," said Sasaki.

"If we positioned it as volunteer or CSR [corporate social responsibility] work, we wouldn't be able to maintain it when our financial position deteriorates, which would make it an unsustainable endeavor," she said.

By contributing to efforts to eliminate diseases, Eisai can boost local people's trust and its local presence. Eventually, as the economies of the target countries grow, Eisai presumes its business will grow there, including sales of drugs for cancer

and dementia, helping the company to recover its investment in the form of profits. Sasaki says there are many other benefits as well.

One is the improved recognition and branding on a global level from working with the WHO and the Bill & Melinda Gates Foundation to contribute to the sustainability of medical care. This in turn can lead to expansion of Eisai's business in other countries and attract new human resources in other countries. More employees feeling proud of the company means Eisai's retention of human resources can improve, which in turn reduces costs for hiring. The large-scale production plans for billions of tablets increases plant utilization rates and leads to lower procurement costs for materials.

Still, there is no guarantee Eisai's efforts can bear such fruits in the future. Also, the correlation between the efforts and the envisioned improvement in efficiency is unclear, giving the impression that it may offer only a weak motivation for the company to continue spending billions of yen going forward. Still, Eisai's determination does not waver. Eisai advances forward with the belief that what it is doing will no doubt lead to improving its corporate value in the future. What makes it do so is its corporate philosophy.

Eisai, which has stated its corporate philosophy in its articles of incorporation and shared it with shareholders since 2005, added a new line that was approved at the general meeting of shareholders in this past June: "We will efficiently achieve the social good — to relieve people's anxiety over health and reduce health disparities."

The statement expresses in simple terms the belief that ESGs and sustainability should go hand in hand with capital efficiency. At the foundation of this belief is Eisai's corporate philosophy, which it has developed over the past three decades and is symbolized by the catchphrase, "human health care." (see the interview in the accompanying box).

Eisai adopted what is known today as ESG-oriented management, which states that profits follow if a company is doing what is right. It can be said that Eisai's history and experience have taken root in the company and brought on this unwavering belief. And that is exactly why the "NTDs-fighting project is a business domain at the heart of our corporate

philosophy, led by the hhc concept," Sasaki said.

In recent years, the company has worked on research to prove the validity of its corporate philosophy. As a result, the belief is becoming a conviction.

The 'Yanagi model'

Eisai's price-to-book ratio has been on a par with those of domestic rivals whose net sales or market capitalization are larger, and sometimes exceeds them. In fiscal 2021, Eisai's ratio rose to above five times those of its rivals. Eisai suspected there was a correlation between the ratio and its ESG efforts, and this hypothesis was proved by what is known as the "Yanagi model."

Ryohei Yanagi, a former bank employee who joined Eisai in 2003, served as general manager of the corporate finance department until he left to work for a foreign securities company. He returned to Eisai and was appointed to chief financial officer in 2015. Yanagi has also worked as a part-time lecturer and visiting professor at Waseda University's graduate school, gaining knowledge about academic approaches. He statistically proved that a correlation exists between ESG-related key performance indicators and price-to-book ratio, using multiple regression analysis.

His methodology attracted attention from Harvard Business School and investment management companies, including BlackRock Inc. Yanagi retired as CFO in this past June, saying he wanted to "contribute to improving the corporate value of Japanese companies." But the DNA of the Yanagi model has been inherited, and the publication of a paper analyzing the impact of DEC tablets is being planned.

Eisai does not stop advancing forward. Currently, the company is working to develop a drug to treat another NTD, mycetoma, which is called one of the most neglected tropical diseases. Methods to reliably diagnose and treat the chronic skin infection have yet to be established. Eisai's drug is still in the clinical testing phase, but if realized, it will make a significant contribution as a treatment drug. Eisai aims to work with the WHO.

It may take a decade or two, but if neglected tropical diseases are eradicated from the planet, Eisai's fame will spread.

Three decades of pursuing ESG management

Sayoko Sasaki
Corporate officer
Corporate communications and ESG

At Eisai, we believe the value of a company lies in the pursuit of efficiently realizing the social good. This is referred to in our medium-term business plan "EWAY Future & Beyond." Now, what is the social good for Eisai? It is to create innovations in products and services that can relieve people's anxiety over health. At the same time, we aim to help reduce health disparities.

In terms of "efficiently" achieving the social good, we attach importance to finding a broad range of business partners. Partnerships with pharmaceutical companies are important, of course, but to achieve the social good, including reduction in health disparities, it is also important to work with such organizations as the World Health Organization and the Bill & Melinda Gates Foundation.

The word "efficiently" also means that we will squarely consider capital efficiency in proceeding. On the belief that ESG efforts will lead to improvement in corporate value over the medium to long term, we aim to achieve the social good in a sustainable way, with business two to three decades from now firmly in mind.

Eisai's efforts to eradicate neglected tropical diseases in developing countries, on which it is working with partners around the world, can be thought of as symbolic business activities based on such a thinking.

At the foundation of these strategies and activities is the corporate philosophy we have developed over the past three decades. Haruo Naito, who was appointed as representative director and president in 1988, worked out in 1992 the corporate image and concept of "human health care" for us to aspire to.

Under this concept, all our employees have practiced what we call "socialization," in which each uses 1% of their business time, or two to three days in a year, to spend time with patients and their families. They have used the knowledge gained from this and the thoughts of patients as the source of innovation in working on business.

The concept was approved by the general meeting of shareholders in 2005 and was included in the articles of incorporation, which state: "The company's mission is to increase the satisfaction of patients and the people in the daily living domain. ... The company believes that revenues and earnings will be generated by first fulfilling this mission. The company places importance on this sequence."

This reflects a view that anticipates what is known and desired today as "ESG- and sustainability-oriented management."

Eisai has practiced this since three decades ago, so it is now rooted in each of our global employees as a natural thing. We believe this is the biggest advantage for us to promote ESG-oriented management.



Left: Diethylcarbamazine citrate (DEC) tablets, Eisai's lymphatic filariasis treatment drug. Right: Eisai's treatment and preventive drug for lymphatic filariasis, which the company provides for free of charge, is being mass-administered.



Summary

「顧みられない熱帯病」の制圧にける覚悟と信念。

今年6月23日、東アフリカの内陸国、ルワンダ共和国の首都キガリで、ある「戦い」の火蓋が切られた。 Dengue熱やハンセン病など20の疾患群「顧みられない熱帯病 (NTDs)」との戦いである。このNTDsやマラリアの制圧に向けたサミットがキガリで開催され、各国政府や国際機関、民間支援組織、企業などが総額40億ドル以上を

提出することなどが盛り込まれた「キガリ宣言」に署名した。ここに、国内製薬大手のエーザイも参加した。 NTDsの一つである「リンパ系フィラリア症 (LF)」は、蚊を媒介としてフィラリアがヒトに感染する寄生虫症。3種類あるLFの予防・治療薬の一つ「ジエチルカルバマジン (DEC) 錠」を、エーザイは2013年から29カ国へ

延べ20億5000万錠を無償提供してきた。 根底には30年間かけて培ってきた、「ヒューマン・ヘル スケア (hhc)」という言葉に象徴されるエーザイの企業理念がある。ESGを担当する佐々木小夜子執行役員は、「NTDs制圧プロジェクトはhhc理念が導く、ど真ん中のビジネスドメイン」と強調する。



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