

Message from the President

Leveraging Our Technological Strengths to Drive Global Business Expansion

In 2014, business confidence improved in Japan, Kajima's home base, as the economy climbed out of a prolonged period of stagnation. Reconstruction in areas damaged by the Great East Japan Earthquake moved forward in high gear, and private sector capital investment picked up pace. Meanwhile, positive developments were seen in Japan's construction market, including plans related to the holding of the Olympic Games in Tokyo in 2020 and preparations for construction of the Chuo Shinkansen maglev line.

At present, the construction industry in Japan is expected to take an active role in fulfilling its obligations to society by maintaining and upgrading aging infrastructure and establishing more disaster-resilient structures, along with other initiatives. Recognizing that the construction industry is rooted in the community and supports society as a key industry, Kajima intends to meet the expectations of the public and win trust by researching and developing innovative new ways to upgrade and construct buildings and structures.

An Opportunity to Consider the Future of Japan and Its Cities

In the winning bid to host the 2020 Olympic Games in Tokyo, the Japanese Olympic Committee emphasized the country's ability to ensure a safe and problem-free event, the importance of the Olympic Games to the dreams of youth, and the power of sports for inspiring people in areas damaged by the Great East Japan Earthquake. Now Japan must demonstrate to the world that it has fully recovered while moving forward with future-oriented urban development and construction of infrastructure. In this light, hosting the Olympic Games offers an excellent opportunity for a more mature Japan to showcase its environmental engineering, barrier-free

design, and other construction-related capabilities. Indeed, the Olympic Games are not merely a sports tournament—they are a major event that marks a turning point in a country's history. For us in the construction industry, the Tokyo 2020 Olympic Games also provide an opportunity to consider the future of the country and its cities.

Expanding Operations Internationally by Leveraging Our Collective Strengths

At Kajima, our mission is to construct buildings that provide enhanced spaces for people to pursue safe, secure, and comfortable activities and lifestyles in any area of the world where these structures are needed, drawing on the construction techniques we have built up over more than 170 years since the Company's founding. The Kajima Group has a history of business outside of Japan spanning more than 100 years; this year marks the 50th anniversary of Kajima U.S.A. Inc. in the United States, and the 25th anniversary of Kajima Overseas Asia Pte. Ltd., which oversees the Group's operations in Southeast Asia. As a growing number of Japanese companies take advantage of the dynamism of markets around the world, it is increasingly important for Kajima to expand its business outside Japan. This is why we are building a global network that can leverage the Kajima Group's collective strengths with a commitment to developing ambitious young human resources that can flexibly accommodate the many different languages and cultures of the world.

Business Growth Tailored for Countries and Regions Worldwide

While leveraging its competitive advantages, Kajima is continuing to expand operations internationally according to the conditions in each region of the world. Accordingly, we are working towards further growth by carrying out focused capital investment while taking advantage of market trends and applying the expert capabilities of the Kajima

Technical Research Institute, Engineering Division, and other related divisions.

Helping to Make Sustainable Societies a Reality

Kajima has earned strong praise for its technologies that help solve environmental problems, especially its zero-energy buildings and biodiversity-related technologies. We have also established an environmental vision called Triple Zero 2050, through which we have declared to the public and our customers the goal of completely zeroing out the environmental impact of the Company's business activities by 2050 in three categories: zero CO2 emissions, zero disposed waste, and zero negative impact on ecosystems. Under this vision, we will promote the shift toward energy conservation and smart communities in cities and regions, conduct research and development on renewable energy, and help maintain biodiversity through new rooftop garden technologies. In all of these ways, Kajima will work to help build societies that are both environmentally and economically sustainable.

Kajima's corporate report was first published in fiscal 2013 when we combined the Company's annual report and corporate brochure. For the Kajima 2014 Corporate Report, we again revised the content to create a new platform for informing stakeholders about Kajima's business and recent results. As we continue to apply our technologies in construction projects that meet the diverse needs of modern societies around the world, we look forward to hearing the views of all stakeholders.



Mitsuyoshi Nakamura.

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