

The Social Responsibility and Mission of Our Core Business

On behalf of Kajima Corporation, I would like to extend our deepest condolences to the victims and our sympathies to those affected by the Great East Japan Earthquake. We sincerely hope for everyone's continued well being as well as a quick recovery from this tragic disaster.

Better Safeguarding Human Life and Livelihoods

Floods of Japan, published by Toyo Keizai, Inc. in 1954 and available at the Civil Engineering Library of the Japan Society of Civil Engineers in the Yotsuya district of Tokyo, includes the following statement. "Should we not look back on our approach to battling floods with some regret? Have we not ignored the logic of nature? Were we not deceived by what constitutes a natural disaster? Did we not wield the saying 'courageous but doomed resistance' in the face of geological phenomena for which the miniscule power of humankind has no effect?"

This is actually a book donated by Akira Aoyama, a noted civil engineer who took part in the construction of the Panama Canal. Aoyama wrote a note in the margin of this same page that read, "Remembering nature's will in the world is the key to fortune." That is, those that can discover the reason and essence of nature in all events relating to humankind are blessed and fortunate. Perhaps this is because they are able to better safeguard human life and livelihoods?

The Happiness of Spending Every Day in Peace

In Japan, one of the few countries in the world to be predisposed to multiple types of natural disasters, civil engineering, in particular, has been undertaken together in concord between people and nature. This encompasses "understanding the logic of nature" and "preserving the safety and security of people's livelihoods." Amid this, Japan has amassed a wide range of advanced technical capabilities, and

has received recognition as a country that possesses an advanced ability to effectively mitigate the impact of and damage from disasters.

The massive earthquake and resulting tsunami that struck Japan in March 2011, however, brought about devastation on a level unimaginable to us before. Even with Japan's broad disaster-related wisdom, it would still have been impossible to prevent such unparalleled destruction. Although we were again made aware of the fact that human wisdom is no match for the extraordinary power of natural energy, we cannot let ourselves feel powerless in the face of nature. The construction industry is a basic industry that supports the local infrastructure of people and society. As such, we retain a mission and responsibility to society to hand down a safe and secure livelihood to future generations.

An interview with a little girl who was forced to evacuate from her home in the aftermath of the earthquake remains imprinted in the back of my mind. "My dad has yet to be found. I understand how affluent I have been until now. I had a house, I had food and I had a family. I understand quite well how happy I was." This little girl spoke in front of the television camera without shedding a tear.

We need to leverage our collective strengths and quickly create a place for this little girl and her family to come together and return to their previous life of laughter and peace. I have prayed for this in my heart.

Overcoming a National Crisis

Countries around the world are watching Japan's response to this unprecedented earthquake and national crisis with great interest. Kajima Corporation's technologies that ensure people's safety and security have also been demonstrated in the recovery effort immediately after the earthquake and tsunami. The construction industry must fulfill its responsibility to society and the nation to every extent possible through the recovery and reconstruction effort.



On April 1, 2011, the three main industry organizations in the construction industry merged to form the Japan Federation of Construction Contractors (JFCC). Right after its inception, the social responsibility and meaning of existence of this new organization were powerfully called into question. Kajima Corporation has worked closely with the JFCC to dispatch engineers and support staff from its Head Office and branch offices, including the Tohoku Branch, to disaster-affected areas to assist in the recovery and reconstruction effort.

The reconstruction effort will likely continue for many years. As we share the challenges and triumphs of those in the disaster-affected areas, the efforts and contributions only possible by the construction industry will serve to produce a shared empathy in society. I believe Kajima Corporation's social contributions will also take place in this manner.

Delivering Assets to the Earth and Future

"We should not be reluctant to spend money today for the disasters of tomorrow. The loss of life and impact on the local economy will in the end only increase the costs." I recall these words spoken by a top official from the Los Angeles city government at the time of the 1994 Northridge Earthquake. The same holds true not only for governments, but also for families, companies and local communities. Our determination and effort today to mitigate the impact of disasters promises a brighter tomorrow for future generations, and also represents a means to recognizing the sacrifices made by those who lost their lives in previous disasters.

The JFCC recently developed the catch phrase, "Delivering Assets to the Earth and Future." As a manufacturing industry, the construction industry should use its technical prowess to create buildings and structures that will form the foundation for the future on a global scale.

This catch phrase articulates the industry's hope and determination for achieving this.

Moving forward, Kajima Corporation will focus on infrastructure development as part of its core business and will aspire to be a company and industry that is always conscious of the Earth's environment. While facing off with the power of nature, we will use our collective wisdom and best efforts to conserve biodiversity, seek harmony and coexistence with the natural environment, and fulfill our responsibility to help realize a sustainable society.

Responding to the Needs of Society

Geologist and author of the aforementioned *Floods of Japan*, Hiroshi Koide, states in his prologue:

"In the mountains of my homeland, forests grow lush, while rivers flow purely. I pray that the people of Japan can live in peace and prosperity."

How should we confront nature in order to protect the beautiful land of Japan? What should we do to build an environment that is safe and secure? We will continue to think earnestly about the answers to these questions and more as we move forward. More importantly, we will continue to assertively practice the CSR initiatives and activities outlined in this report, including safety and quality, thorough compliance, coexistence with local communities and appropriate information dissemination, in order to respond to the needs and expectations of society and deepen the bond of trust with our stakeholders.

As we move forward, we humbly request the continuing understanding and support of all the Company's stakeholders.

A handwritten signature in black ink that reads "Mitsuyoshi Nakamura". The signature is written in a cursive, flowing style.

Mitsuyoshi Nakamura
President and Representative Director
Kajima Corporation