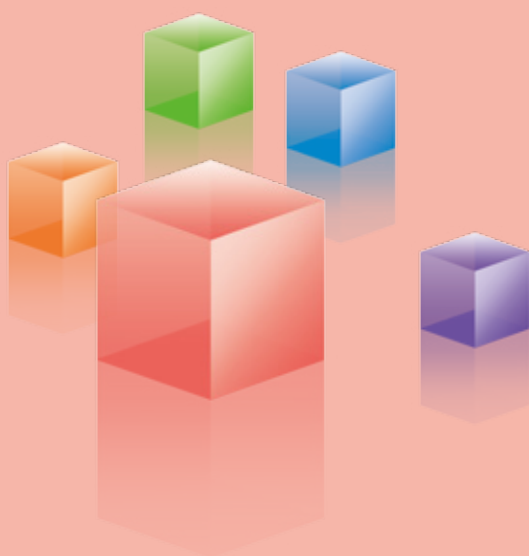


Communicating with Stakeholders

Full and transparent disclosure of information to society has become a necessary part of corporate duties and regular business of companies in the construction industry. Kajima proactively and earnestly provides information in its communications with a broad range of stakeholders, to fulfill its responsibility to society and gain trust.



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Self-Assessment through Stakeholder Dialogue

Communication with stakeholders represents a valuable opportunity to understand how the Company's initiatives and stance are understood and evaluated. By identifying problems and challenges and making continual improvement based on such dialogue, we are striving to respond more aptly to the needs of society.

Disclosing Information Externally

Since the frequency and extent of information required for each stakeholder varies, we select appropriate media based on the type and nature of the information in order to take a more targeted approach to deepening stakeholder understanding of Kajima's business activities.

Corporate disclosures

Kajima proactively releases investor relations information, notifications and press releases. Similarly, our construction sites also disclose information as necessary.

Disclosures for shareholders and investors

Management and financial information is released to shareholders and investors through Kajima's corporate website and publications.



Disclosures for clients

Kajima publishes *KAJIMA Monthly*, which takes the dual role of covering in-house information and promoting public relations. The publication is distributed monthly to a wide audience, including clients, employees and our corporate officers. In addition, we create DVDs and pamphlets to showcase our latest as well as specialized proprietary technologies.



Disclosures for subcontractors

Kajima publishes a quarterly newsletter *Ishizue* through its Business Cooperative as an information sharing tool for its subcontractors, indispensable partners in the construction industry. We have also launched a website for our subcontractors, while certain branches and regions issue an email newsletter regularly to share information.





Initiatives at our construction sites

We provide local communities with information on each construction site by hosting orientations prior to beginning work and displaying weekly work schedules on message boards posted on safety fences. Some of our construction sites develop microsites or use targeted newsletters to regularly release information.

Releasing information regularly through construction site microsites

Chubu Branch — Chukyo Keiba Racecourse Seating Area Renovation Project

A special microsite on this particular construction site has been set up since work began in March 2010. The microsite includes a variety of unique features including computer graphics that convey the image of the completed project, pictures of staff members belonging to the construction office and information on the project itself. A camera was also set up at a fixed location onsite that takes and posts a picture each day at the same time to clearly illustrate how construction work is actually undertaken. We plan to release additional information as needed after completion in order for the new seating area to win the praise of users and the local community alike.

Communications with Other Organizations

In order to continuously maintain open lines of external communication, Kajima has established platforms for information exchange and discussions with other organizations, such as at exhibitions and seminars on high-interest themes. These represent valuable opportunities to explain the Company's construction initiatives. At exhibitions introducing our environmental or engineering initiatives, we communicate our services and proprietary technologies to visitors through panels and displays. In addition, each year we host a social gathering for media organizations with our corporate officers to share information and network.



Explaining the latest technologies at an exhibition

Communications related to CSR reporting

Kajima issues its CSR Report annually to provide information on its CSR activities undertaken during the previous fiscal year. We make the report accessible on our website and through the enclosed questionnaire we receive a wide range of feedback from readers. The Company also features an English version of the report on its website for overseas stakeholders. In addition, Kajima is regularly invited to information-exchange sessions by CSR managers at companies in various other industries to discuss CSR initiatives. In 2010, we visited four companies to exchange opinions on methods to confirm the level of CSR implementation, responses to ISO26000 and initiatives in CSR procurement that pays due consideration to the environment. We will continue to share feedback internally as a means to accurately grasp the needs of society.

Extensively conveying Kajima's initiatives

Kajima strives to seek broader understanding of its CSR activities not only through the Company's CSR report, but also through participating in external workshops and other events. In 2010, we participated in a CSR Report Reading Session as a member of the Minato Eco-Conscious Consortium (MECC) sponsored by Tokyo's Minato Ward. Dialogue with other members and the general public during the session focused on environmental initiatives, such as whether efforts are being made to use locally-sourced wood products. Kajima also held dialogue with students who are researching corporate CSR initiatives.



Answering students' questions while on a construction site tour

In-house CSR Communications

In 2009, Kajima initiated the CSR Information-Exchange Session for employees. In 2010, sessions were held at the Company's Kanto Branch and Ibaraki District Office. Sessions encourage employees to openly exchange their opinions on the Company's daily CSR activities, ways of utilizing the CSR report and their general thoughts toward CSR. About 30 staff from the Ibaraki District Office attended, including sales representatives and the project manager. During the session a range of feedback was provided from employees that regularly interact with external stakeholders such as facility owners, clients and local residents. With the level of society's interest in CSR growing over the last several years, employee awareness toward CSR has also increased. As such, we will continue to promote and spread awareness of our CSR activities internally.



Information-exchange session at the Kanto Branch's Ibaraki District Office.

Kajima's framework for promoting CSR

The promotion and advancement of CSR at the Kajima Group does not come from a single specific source, but rather through a process where the executive management team and employees from every division and across all operations work to put the fundamental principles of CSR into practice. Based on this approach, the CSR Group in the Public Relations Office currently acts as the communications hub to further enhance the Company's efforts in this arena.

Ensuring Compliance

Being a Company that People Are Proud to Work For

Providing Innovative Solutions for a Better Environment

Working Together with Local Communities

Communicating with Stakeholders