

Determined to Learn from the Earthquake and Tsunami Disaster to Better Protect Future Generations

Working for a Rapid, Solid Recovery

Over a year has passed since the Great East Japan Earthquake, and the reconstruction work is now at full pace in the areas of the Tohoku region devastated by the quake and tsunami. Japan's construction industry is at the center of the reconstruction effort, supporting relief activities, carrying out emergency repairs, and removing massive volumes of rubble and debris.

Kajima Corporation has committed extra engineers and other personnel to its Tohoku Branch to provide dedicated support for the reconstruction, cooperating closely with the Japan Federation of Construction Contractors. Indeed, we are making the most of all of our capabilities to aid the reconstruction effort, in particular our proprietary technologies for separating and recycling debris.

The terrible disaster last year taught us again how important it is for the construction industry to fulfill its role of providing safe, secure environments where people and communities can thrive. Kajima is determined to do its part, upholding its responsibilities by carrying out reconstruction projects that facilitate the rapid, solid recovery of the disaster-stricken areas.

Helping to Ensure a Safe, Secure Future

The Great East Japan Earthquake was not the only natural disaster that struck Japan in 2011. The country was also hit by tornados, massive landslides and flooding caused by typhoons. Extensive flooding also devastated large areas of Thailand, affecting not only the lives of the local people but also the operations of many Japanese companies. These natural disasters are all reminders of the increasingly serious threat posed by climate change.

In Japan, a country prone to various kinds of natural disasters, civil engineering has aimed to preserve the harmony between the human and natural worlds, while protecting people from the destructive forces of nature. Learning from countless natural disasters, the Japanese construction industry has worked very hard to create innovative technologies that mitigate their impact. At Kajima, we have resolved to do everything we can

to develop even more advanced disaster prevention technologies—this is how we can pay our respects to the victims of disasters, and also how we can help secure a brighter future for the young people who will lead the generations to come.

Remaining Dedicated to Disaster Victims

Over the past year, many people in the areas devastated by the Great East Japan Earthquake have expressed gratitude for the solidarity of supporters everywhere and the inspiration it has been for the reconstruction effort. They are also eager, however, not to be forgotten as the country gradually recovers. With this in mind, at Kajima we are committed to maintaining our involvement with the region over the long term. While sharing hardships with the victims of the disaster, we intend to focus our energy on rebuilding communities so people can return as soon as possible to the comfortable, enjoyable lives they once led. Kajima is also facilitating nationwide efforts to deal with problems faced by the region, for example soliciting understanding and support for securing sites to dispose of debris from the disaster.

Demonstrating the Core Role of the Construction Industry

The earthquake and tsunami have brought many people in Japan to change their outlook on life, and the social climate as a whole has been shifting. With these changes, citizens have become more aware of the construction industry's foundational role in supporting people's livelihoods and economic activities. Their expectations of the industry are higher than ever: to maintain better-built public infrastructure, construct buildings and communities that can withstand disasters, and implement comprehensive environmental initiatives. At Kajima, we take these expectations as our mandate. We are doing all that we can to earn public support for our projects by actively providing information and solutions so that all stakeholders can understand and evaluate our efforts appropriately.



While working in the damaged areas, Kajima is closely monitoring its ongoing efforts to help communities rebuild, with an eye to developing new construction techniques that can prevent and alleviate devastation from future natural disasters. We believe that the stories of how people and their communities are recovering and the steps they are taking to make progress and overcome the disaster will serve as a vital lesson for future generations. There is much to learn about preventative measures that can soften the blow of future natural disasters.

Kajima recognizes that, if the construction industry is to continue fulfilling its proper role, it must attract and develop the talented human resources required to increase its technological capabilities. Kajima is leading the way in strengthening the industry by streamlining construction technologies and work processes to make working in the industry more appealing to younger people.

Revitalizing the Country with Innovative Technologies

International initiatives to protect the global environment are growing increasingly important, as reflected by the United Nations' declaration of 2011 as the International Year of Forests, and the holding of the UN Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil in June 2012. Kajima began early on to develop unique technologies designed to conserve biodiversity. We are also working to create living spaces that harmoniously coexist with the environment, and to enhance ecosystem networks from the standpoint of the construction industry.

Many areas of Japan were forced to endure electricity shortages as a result of the nuclear plant accident caused by the tsunami last year. This led people to consider how they could maintain comfortable lifestyles with less electricity. Determined to contribute, Kajima stepped up its research and development of energy-saving technologies and renewable energy sources. One outcome was the development of new Zero-Energy Building technologies, which we will put to use immediately. Kajima is also participating in the

construction of smart communities, and promoting business continuity plans with built-in environmental technologies. In these ways and more, Kajima is offering technologies and construction techniques for a wide range of applications, guided by our strong commitment to revitalizing the country and its communities by building a low carbon, recycling-based society.

Safety: The Foundation of a Construction Company's Existence

In fiscal 2011, an accident occurred at an undersea tunnel which was under construction by Kajima, resulting in the tragic death of five workers employed by subcontractors. I am personally praying for the victims of this terrible accident, and on behalf of everyone at Kajima, I would like to express here once more my heartfelt condolences to their families and loved ones for their grievous loss.

In response to the accident, the entire company has been taking stringent measures to prevent a similar accident from recurring and ensure that all construction activities are carried out with the utmost safety, with the recognition that maintaining safety is at the foundation of a construction company's existence.

Finally, I would like to conclude this brief message by acknowledging clearly that the progress of all the CSR initiatives presented in this report—whether quality assurance, full compliance, collaboration with local communities, or human resources development—reflects the enthusiasm and commitment of the people who work at Kajima. We are all striving as one to meet the expectations and needs of society while strengthening our ties with local communities. I invite and appreciate the understanding, support, and candid views of all our 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