

Our Performance



Ken Uchida
Director, Managing Executive Officer,
General Manager, Treasury Division

The Kajima Group is now more than halfway through the three-year Medium-Term Business Plan launched in fiscal 2015. Group-wide, we are working hard to achieve the goals we set for fiscal 2017. We have already begun to see improved earnings driven by our efforts to revitalize the Company's core construction business. In retrospect, the situation today—both in and outside Japan—is quite different from what we had forecasted for the building construction and real estate development businesses when we created the Medium-Term Business Plan. It is indeed difficult to predict the future, even over just three years.

We have seen major trends move in ways that we could not have predicted when we originally developed the business plan. Already taking shape are redevelopment plans after the Tokyo 2020 Olympic and Paralympic Games, including renovation of urban buildings built in previous periods of rapid economic growth from the 1950s to the 1970s. We are seeing the diversification of production and logistics centers. The need for disaster prevention and mitigation measures continues to increase due to the growing frequency of natural disasters triggered by weather abnormalities. Work-style reform is offering people many new ways to work. An absolute shortage of skilled construction workers is projected, and there are promising efforts to leverage advancements in IoT, AI and other cutting-edge technologies.

The Medium-Term Business Plan is a statement of Kajima's direction, embraced by all of our employees as well as presented to public. To outline a business strategy like this, we must do our best to ascertain socioeconomic developments and corporate resources, to predict future trends as accurately as possible. We need to consider many different factors. For example, the impact of work-style reform may affect building functions and specifications, and may also affect the industry and the Company's efforts to secure skilled construction workers and transfer skills. Other key factors we cannot miss include evolving policies on national land use, infrastructure developments, disaster prevention and mitigation planning, and transportation network developments, which are all aimed at ensuring that people can safely, comfortably and efficiently live and work.

As a corporate group, we will first pool our knowledge to examine these issues seriously. Next, we will seek to develop concrete business strategies for each issue, execute those strategies, and finally ensure that what we do is reflected in our business results, financial position, investment plans, and resource allocation. In all of these areas, we aim to deliver optimal outcomes for all stakeholders. In addition to setting management benchmarks for the Medium-Term Business Plan, we are striving to broadly predict other factors including supplementary benchmarks and related benchmarks, and elucidate the assumptions and limitations behind the benchmarks—all while taking into account the impact of complex business conditions. We will design our next medium-term business plan, using the factors and benchmarks identified in the processes mentioned above, to tackle any further issues that come into view as we address the priorities of the current Medium-Term Business Plan—diversifying revenue streams, positioning the Company to secure revenues, stabilizing the financial base, and increasing capital efficiency.

The process of assembling Kajima's next Medium-Term Business Plan starts now.

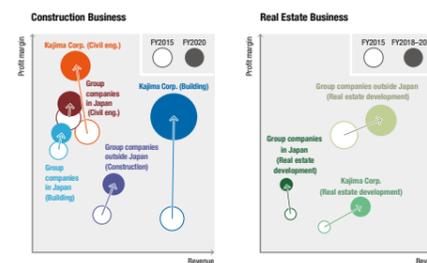
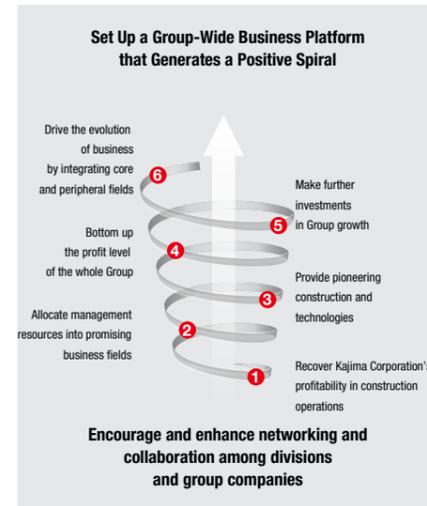
Overview of the Medium-Term Business Plan and Summary of 2016

Kajima Group Medium-Term Business Plan (2015–2017)

The Kajima Group Medium-Term Business Plan, adopted in May 2015, has two functions. The first is to set a medium term course for business operations through 2020, and the second is to serve as a business plan that lays out specific targets to be met during the first half of the plan, 2015 to 2017.

As for the medium-term course through fiscal 2020, we foresee a shrinking population and limited public spending, and new construction demand will be gradually replaced by demand for maintenance, repairs, and renovations. In preparation for this shift, Kajima has adopted the following three key objectives: (1) increase profit margin in Kajima Corporation's construction operations; (2) provide valuable leading-edge construction and engineering technologies and services; and (3) establish a group-wide business platform for growth.

Kajima is executing three strategies from 2015 to 2017 to achieve these key objectives. The first is to revitalize and reinforce Kajima Corporation's construction operations. The second is to leverage the Kajima Group's competitive advantages to systematically reinforce and expand its business portfolio. The third is to refine Kajima Group's business platform that properly addresses the changing business environment. By fiscal 2017, these strategies are expected to yield consolidated revenue of ¥1,750 billion, consolidated ordinary income of ¥65 billion, and ratio of net income to owners' equity (ROE) at least 8.0%.



* This figure is not intended to compare different segments, but to give a general picture of the anticipated course of each segment.

Medium-Term Business Plan (2015–2017)

		2015	2016	2017		
		Restructuring period		Higher profits		
Kajima Group		Non-consolidated		Non-consolidated		
		1. Revitalize and reinforce the Kajima Corporation's construction operations		2. Leverage the Kajima Group's competitive advantages to systematically reinforce and expand its business portfolio		
		3. Refine the Kajima Group's management				
		2015	2016	2017	2017	2020
		Actual	Actual	Initial Forecast	Target	Target
Ordinary income	Consolidated	113.3	163.4	120.0	At least 65.0	At least 85.0
	Non-consolidated	81.6	128.5	89.0	At least 35.0	
Revenues	Consolidated	1,742.7	1,821.8	1,830.0	1,750.0	
	Non-consolidated	1,166.1	1,203.8	1,140.0	1,080.0	
Interest-bearing debt	Consolidated	378.5	372.9	370.0	No more than 370.0	
	Non-consolidated	295.3	287.6	220.0		
ROE		16.0%	20.6%	—	At least 8.0%	

Summary of 2016

Fiscal 2016 was the second year of the Medium-Term Business Plan. Ordinary income was ¥163.4 billion, up 44.2% year-on-year, driven by increased profit margins in the construction business and strong results from the real estate development business. Net income attributable to owners of the parent was ¥104.8 billion, up 45.0% year-on-year. Both ordinary income and net income attributable to owners of the parent were all-time highs.

The two years from fiscal 2015 to fiscal 2016 were positioned as a restructuring period, with Kajima Corporation focusing on improving profit margins in its core construction business. The entire Group worked hard to identify and deliver productivity improvements and cost reductions, both in planning and construction, and this also contributed to the improved business results. Additionally, group companies in and outside Japan recorded strong profits, further boosting the Group's business performance.

Moving forward, we expect construction demand to remain firm, although there are concerns that construction equipment, materials, and labor costs will rise as the construction volume increases. The Kajima Group will continue to implement the strategies outlined in the Medium-Term Business Plan to achieve sustainable growth amid these changing circumstances.

Revenues (¥ billion)

1,821.8

Net Income Attributable to Owners of the Parent (¥ billion)

104.8

Revenues and Operating Income, by Segment

		2016		
		2015	Initial Forecast	Actual
		Actual		
Civil engineering	Revenues	307.9	315.0	296.8
	Operating income	28.8	16.9	35.9
Building construction	Revenues	824.0	890.0	835.1
	Operating income	57.4	34.1	78.6
Real estate and other	Revenues	34.0	65.0	71.8
	Operating income	0.6	8.8	9.8
Domestic subsidiaries and affiliates	Revenues	364.6	347.0	361.1
	Operating income	20.6	14.6	19.5
Overseas subsidiaries and affiliates	Revenues	367.9	446.5	400.9
	Operating income	7.5	9.4	11.6
Adjustment	Revenues	(156.0)	(163.6)	(144.2)
	Operating income	(4.0)	0.8	(0.3)
Total	Revenues	1,742.7	1,900.0	1,821.8
	Operating income	111.0	85.0	155.3

Kajima Group businesses

Civil engineering: Part of the construction business of Kajima Corporation

Building construction: Part of the construction business of Kajima Corporation

Real estate development: All design and engineering services plus general real estate development operations of Kajima Corporation

Domestic subsidiaries and affiliates: Construction equipment and materials sales, specialized construction services, general leasing, building leasing, and other operations of subsidiaries and affiliates in Japan

Overseas subsidiaries and affiliates: Construction, real estate development, and other operations of subsidiaries and affiliates outside of Japan



Masayasu Kayano

Director, Executive Vice President;
General Manager, Civil Engineering Management
Division, Responsible for International Civil
Engineering Operations

Staying Ahead of Changing Markets and Strengthening the Civil Engineering Business

Kajima's civil engineering division has a long history of developing construction technologies for big and heavy projects like dams, tunnels, and bridges, and of actually building such social infrastructure. However, with the aging of the infrastructure largely constructed during economic booms in the past, our society's major challenge has now come to be how to extend the service life of existing structures and how best to refurbish them. This challenge requires us to create innovative construction methods by incorporating new ideas and approaches that radically depart from existing ones. That is how we are re-prioritizing our technology development while also considering new alliances with companies in other industries.

Securing enough workers and improving productivity are our most urgent issues. In parallel with the "i-Construction" initiative of the Japanese Ministry of Land,

Civil Engineering

Oitagawa dam project



Infrastructure, Transport and Tourism, Kajima is working actively to advance automated construction.

In fiscal 2015, Kajima developed the next-generation A⁴CSEL[®] construction system, which uses automated vibrating rollers and bulldozers. Further, in fiscal 2016, we experimentally used automated dump trucks in embankment construction at the Oitagawa dam project. With this, we have succeeded in automating the chain of fundamental operations in earthwork, i.e., transport, laying/leveling, and compacting.

Unlike ordinary remote control operation of construction machinery, A⁴CSEL[®] enables a single person with a tablet device to issue operating instructions to multiple units of machinery, each of which then carries out its task autonomously. This reduces the number of operators and workers needed at construction sites and significantly improves productivity. Other advantages of automated construction include improving safety by reducing the number of people in the construction area and ensuring quality through traceability.

Moving forward, we will work to expand automated construction to tunneling with or without TBMs. A wider use of precast concrete products is also absolutely necessary. Our ultimate goal is to enable a small workforce to maintain consistent quality and improve safety by turning construction sites into the equivalent of an automated factory.

The strength of a general contractor can be its ability to combine a broad range of technologies and to manage diverse personnel. This point was brought home to me when we took on debris disposal in the Ishinomaki district following the Great East Japan Earthquake—a task more complicated than anything we have experienced, requiring us to work with people from different industries. While continuing to build on its in-house technologies, it is important for Kajima to ally with the many excellent individuals and companies that can be found in the wider world. In order to stay ahead of today's rapidly and constantly evolving markets, what is needed is to integrate companies and people with the requisite skills in a timely manner, rather than to try to develop everything ourselves. This requires quick decision-making and bold yet precise investment.

While we reassess our business approach in this way, we are also considering ways to move to a more centralized human resources management where we aim to maximize work performance by assigning the right people to the right positions at the right time company-wide, regardless of the job categories initially attached to individuals when they joined Kajima.

In terms of our medium- and long-term growth, another challenge is to diversify revenue sources by leveraging Kajima's technology and experience. For example, while we completed many civil engineering projects outside of Japan, we have fallen short in establishing a presence in key local markets due perhaps to insufficient localization and long-term commitment. In contrast, Kajima's building construction and real estate businesses, through their overseas subsidiaries, have built relationships over the years with local communities, and their efforts are now paying off. The civil engineering division will likewise use its management resources, and tackle new challenges in areas where Kajima can wield a competitive advantage.

Our goals are to expand our networks in and outside Japan, develop new revenue sources in the civil engineering business, and build a platform that enables us to stay ahead of today's rapidly changing markets.

Building Construction



TOKYO GARDEN TERRACE KIOICHO



Hiroyoshi Koizumi

Representative Director; Executive Vice President;
General Manager, Building Construction
Management Division

Becoming an Integrated Construction Company

In the *Corporate Report 2015*, I stated that strengthening Kajima's core building construction business was an urgent priority. After restructuring the business over the last two years under the Medium-Term Business Plan, multiple initiatives have begun to pay off and produce steady results. Since being appointed General Manager of the Building Construction Management Division in 2013, I have outlined a fundamental

strategy to achieve a 30% reduction in labor needs, based on our examination of ways to change the multi-layered structure of the partnering subcontractors. In addition to implementing streamlining and labor-saving initiatives at construction sites, we are using IT to make our site operations management more sophisticated, enhance our organizational risk response, and visualize site management processes. These efforts culminated with the recent launch of the Kajima Total Management System (KTMS) 2017. Beyond KTMS 2017, we envision an industrial revolution in construction that will see the construction site and its systems significantly transformed in 2020 and beyond.

Work-style reform has become a social issue today. Rather than just focusing on giving employees enough rest, we also need to make true structural changes that fulfill the fundamental aim of securing enough workers. We have to work with our partners to improve conditions for the skilled workers who actually perform the work and provide as many rest days as other industries, to make our industry more appealing. In other words, we have to evolve into a 21st-century industry with improved productivity, utilizing every possible means including IT and robots.

One challenge we face is developing workers with multiple skills. In 2016, we established Kajima Fit Co., Ltd. to specialize in fireproof coating work and ALC installation work, and established a welding business division within Kajima Kress Corporation to offer welding services. In 2017, we decided to establish Clima Works Co., Ltd., which will directly employ skilled workers to perform mechanical and electrical work. Empowering workers who each had specialized skills in a specific area to work in multiple related construction areas will improve productivity and bring stability to the workplace environment, which will enhance conditions. In addition to addressing the urgent shortage of workers, the pursuit of production efficiency will lead to new work styles.

In terms of revenue and growth potential for the entire Kajima Group, we see great potential for our real estate development and overseas operations to leverage the strengths of our building construction business. We also see the potential to diversify revenue sources and strengthen peripheral businesses by group companies in Japan around our core building construction businesses. For instance, Kajima Tatemono Sogo Kanri Co., Ltd., which manages around 2,500 buildings, will combine Kajima Corporation's building life-cycle management with cutting edge technologies to expand into new areas.

Developing human resources will also be crucial to securing the growth of the quality businesses that belong to group companies, thereby enhancing the performance of the entire Kajima Group. Accordingly, we will implement personnel exchanges among group companies, focusing on mid-career employees in forties to foster mutual understanding of the different jobs and abilities people have. Group companies have already started international exchanges of human resources, and we will expand on these programs to strengthen our business platform.

We expect fiscal 2018 – 2019 to be a busy period for the building construction business, which will make it an ideal environment for developing new construction systems. We aim to be a corporate group that offers comprehensive building construction solutions. Building on the foundation of our core businesses, we will keep developing our building construction business to deliver sustainable growth in 2020 and beyond.

Real Estate Development



Teruaki Yamaguchi

Executive Vice President;
General Manager, Real Estate Development Division

Diversifying and Expanding Revenue Streams for the Entire Group

During the restructuring period over the last two years, the real estate development business focused on leveraging Kajima's unique strengths across projects and outlined future targets for the business. In fiscal 2016, we completed the Kachidoki 5-Chome Redevelopment Project (KACHIDOKI THE TOWER), which has won acclaim for Kajima's technology-driven comprehensive strengths. The project demonstrates Kajima's unique business model, which integrates, from the ground up, our real estate development expertise with our engineering strengths in architecture and building construction.



KACHIDOKI THE TOWER

In the real estate development business, we place importance on the balance between flow-model projects for short-term revenue and stock-model projects for medium- to long-term revenues. For both types, the key is to offer upstream solutions that open the door to project involvement. With the Japanese government's push to increase inbound tourism, we will prioritize projects along the access routes to Tokyo International Airport in Haneda and in Tokyo Bay areas as we seek to develop superior properties. We will also acquire promising properties in Japan and increase their asset value to generate stable revenues, while building locally rooted business networks and creating integrated projects that encompass surrounding areas.

To date, we have sought to increase added value in real estate development by focusing on the property value chain from upstream through downstream operations. We also sought to build up our experience and track record while making the most of what our group companies could offer. Moving forward, however, we will take this one step further and capture the budding business opportunities that emerge in the course of services provided by our group companies. We will bridge these with Kajima's knowledge to grow the businesses of our group companies and diversify revenue streams for the entire group.

For example, the subsidiary Avant Associates, Inc. provides upstream consulting services for urban planning. To expand upon these existing operations, Kajima is seconding human resources, including younger employees, to the firm, aiming to roll out area management services that increase value for the entire community.

Kajima Tatemono Sogo Kanri Co., Ltd. offers downstream services by managing around 2,500 properties that were built by many different contractors. The subsidiary saw an opportunity to provide further added value by expanding its services to include asset management and property management services, developed through the real estate development business, to customers of its building maintenance services. The subsidiary created a new department dedicated to these operations in April 2017, and initiated the necessary personnel exchanges with Kajima Corporation.

Furthermore, May 2017, the Real Estate Development Division reorganised the PPP Management Department to study ways to participate in projects in the growing segment of public private partnerships (PPP), as a way to leverage the strengths of the entire Kajima Group. This field offers great potential for expanding revenue opportunities.

We are also optimizing our international allocation of management resources while maintaining the balance between flow- and stock-model projects in Japan. We are fostering the growth of our personnel by giving them international experience, preparing them to lead the way on future real estate development projects in our five operational regions of Japan, the Americas, Asia, Europe, and Oceania. We also face the challenge of rebuilding the platform for our non-asset business. We will utilize business schemes that make use of third-party funding from in and outside Japan to develop a real estate development business that is more resilient to economic swings.

We are determined to leverage the value chain of the entire Kajima Group to diversify revenue streams and secure further growth in each segment. To achieve that, we must ambitiously continue to tackle the challenge of developing new businesses. We will build on our 40-year track-record and continue working to make Kajima's real estate development business into an even greater driver for success.

Overseas



Senayan Square

Aiming to Become a Truly Global Company by Developing a Strong Network

Keisuke Koshijima

Senior Executive Officer;
General Manager, Overseas Operations Division



Kajima currently organizes its overseas operations into the four regions of the Americas, Asia, Europe, and Oceania. We have established local operating companies in each region and strengthened the platforms for our building construction and real estate development businesses, tailoring them to conditions in regional markets. Our approach requires both that business models are suited to markets and that human resources and organizations are suited to the business models. We are strengthening both parts of this equation and increasing the depth and size of our existing businesses, while using mergers and acquisitions to drive new growth with local roots.

In March 2017, Kajima Australia Pty Ltd acquired Cockram Construction, a mid-tier contractor based in Australia. Having acquired Icon Co Pty Ltd and Icon Co

Developments Pty Ltd in 2015, we continued to steadily develop our building construction and real estate development businesses in the country in fiscal 2016, by combining Icon's strengths in the housing sector with Kajima's technologies and proven experience. The acquisition of Cockram Construction will enhance our competitiveness in the Australian non-housing sector, thereby positioning us to service all segments of the national market.

In addition, we expect that Cockram's international business operations and their unique business models will generate synergies for Kajima's regional operating companies. Building on our existing platforms, we will link our regional silos into a strong network. This will enable us to deliver services that offer greater added value to our customers with global operations.

Both building construction and real estate development are regional industries that always have roots in a particular place. This makes it essential to strengthen the business platforms that leverage local employees and local networks. Our operating company Kajima U.S.A. Inc. (KUSA) has expanded its business platform in businesses that Kajima has fostered for many years, and also made gains through mergers and acquisitions. In recent years, its building construction and real estate development teams have been working together on projects more and more.

In Asia, Kajima Overseas Asia Pte Ltd (KOA) has made many local employees into strategic assets, but it faced the need to further localize and develop local markets. Following its January 2017 reorganization into a holding company, aiming for future growth, KOA now has larger responsibilities for strategy development and stronger management of both the building construction and real estate development businesses. These businesses were each spun off into separate companies and placed under KOA's control in order to further clarify the business responsibilities. This reinforced business platform has created a more localized organization that is better positioned to make effective new investments.

Kajima's overseas operations have long developed local roots and fostered competitive advantages in each region. The real estate development business is almost on equal footing with local companies in markets outside Japan. Having our own platform is a major competitive advantage, and it increases the opportunities available to us through future new partners and networks as we strive to become a truly global company.

QSE Initiatives in Construction

Kajima regards quality, safety and health, and the environment (QSE) as three priority issues in its construction businesses. Under the Quality Assurance, Safety and Health, and Environmental Policies, organizations in both the civil engineering and building construction businesses have been deploying integrated management systems since April 2003. Since quality, safety, and the environment are all interconnected, improving one area yields synergies in the others. Kajima incorporates these three perspectives into construction plans and daily operations at each site.

Management Systems

At Kajima, quality management is carried out under the ISO 9001 certification obtained by both its civil engineering and building construction businesses. The certification covers quality management at relevant Head Office departments, the Kajima Technical Research Institute, the Architectural Design Division, and branch offices. Group companies outside Japan have also obtained certification where appropriate. In 2017, Kajima adopted the revised ISO 14001 environmental management system standards, which were updated in September 2015. The Company also performs safety and health management in accordance with the Construction Occupational Health and Safety Management System (COHSMS).

FY2016 Environmental Summary

In the second year of Kajima's medium-term environmental plan (fiscal 2015 to 2017), the Company continued to focus on three essential activities under the Kajima Environmental Vision, "Triple Zero 2050" (see page 29). Results have been positive, but there was one environmental incident involving a petroleum spill. In order to prevent any such future environmental accidents, Kajima prepared an onsite environmental management checklist to ensure compliance with laws and regulations and in-house rules. The list is in use at all construction sites. The Company's administrative departments and work sites are united in their commitment to the environment. This includes intensive education for environmental personnel at branch offices and efforts to strengthen support systems onsite.

Policies

Quality Assurance, Safety and Health, and Environmental Policies

Basic Policy

Quality assurance, safety and health, and environmental management are fundamental to production and corporate survival. By establishing and continuously improving management systems to comply with relevant laws, ordinances, and other societal requirements, Kajima works to produce efficiently while earning the trust of clients and society.

Quality Assurance Policy

Kajima provides products and services that satisfy clients, from marketing to follow-up services, allowing them to place orders with a sense of reassurance and trust.

- 1 We ensure product quality by heeding and addressing client requirements and responding while thoroughly implementing the plan-do-check-act cycle.
- 2 We enhance research and development and plan ways to improve quality and increase operational efficiency.

Safety and Health Policy

Safety is the barometer of a company's capabilities and ethics. We therefore collaborate with subcontractors with strong management to eliminate construction-related accidents and injuries so we can maintain public trust in the construction industry while pursuing sustainable corporate progress.

- 1 We work to prevent accidents and incidents stemming from human error by focusing on the workplace, equipment, and site conditions and by using point-call-and-response practices as routine workplace procedures.
- 2 We strive to create safe and comfortable working environments by facilitating close communication between Kajima and partner companies and by ensuring close coordination between people, machinery, and equipment.

Environmental Policy

Kajima, as the company "Building for the Next 100 Years," pursues a unique long-term environmental vision, doing its part in the broader social efforts to preserve the environment and ensure economic sustainability.

- 1 We work to reduce the environmental impact of our business and take into consideration the entire lifecycle of the structures we construct. We thereby seek to help build societies which use materials responsibly, have a low carbon footprint, and harmonize with nature.
- 2 As a standard for achieving these goals, Kajima:
 - Creates innovative technologies that help safeguard the environment and use resources sustainably.
 - Engages in construction management processes to prevent environmental damage caused by hazardous materials used in construction projects.
 - Cooperates with the public, including by proactively disclosing information.

Medium-Term Environmental Targets and FY2016 Results

Evaluation: ○ Target met △ Target nearly achieved × Target not met

	Medium-Term Target (FY2015–2017)	FY2016 Targets	Results	Evaluation
Lower CO ₂ Emissions	Design: Enhance and improve efforts to respond to enforcement of the revised Act on Rational Use of Energy in fiscal 2015	Design* •Reduce primary energy consumption in building use: BEI ≤ 0.8 (Equivalent to 20% reduction in operation-stage CO ₂ emissions) •Obtain Five Star certification under the Building-Housing Energy-Efficiency Labeling System (BELS)	•Achieved BEI ≤ 0.8 for over half of design and construction projects (Operation-stage CO ₂ emissions reduction was 29.2%) •Obtained Five Star certification for a design and construction project, and achieved the first ZEB Ready designation for an office building in Japan	○
	Construction: Reduce CO ₂ emissions per unit of sales during construction by 17% compared to the fiscal 1990 level	Construction: •Reduce CO ₂ emissions per unit of sales during construction by 16% compared to the fiscal 1990 level	16.6%	○
Recycle Resources	Achieve final disposal rate of less than 3%	•Achieve final disposal rate of less than 3% •Reduce construction sludge and promote its effective use	2.7%	○
	Promote green procurement at the design phase: Out of 17 standard construction materials/supplies, propose at least 4 to clients in each design Promote longer service life for buildings	•Promote green procurement at the design phase: Out of 17 standard construction materials/supplies, propose at least 4 to clients in each design •Promote longer service life for buildings: Attain a score of at least 3.6 for evaluations based on in-house check sheet	•Green procurement rate: 92%; Average number of items proposed: 5.3 •Average score: 3.70	○
Harmoniously Co-exist with Nature	Implement 6 or more outstanding biodiversity projects per year	•Implement 6 or more outstanding biodiversity projects	5 projects	△
Common Foundation Initiative Areas	Manage hazardous substances Implement preventative measures (especially for soil contamination and asbestos)	•Manage hazardous substances Implement preventative measures (especially for soil contamination and asbestos)	•1 environmental accident (petroleum spill)	×
	Manage chemical substances	•Carry out environmental risk management to prevent environmental accidents •Conduct risk assessments for 640 chemical substances	•Confirmed compliance in all engineering projects •Implemented education	○

* The wording of target specification has been updated for CO₂ emissions reduction in building use in response to the full enforcement of standards under Japan's on Rational Use of Energy, revised in fiscal 2015.

Material Flow

	INPUT	OUTPUT		
Project sites	Diesel oil	66,310 kℓ	CO ₂ emissions (construction)	258,000 t
	Kerosene	4,205 kℓ	Construction surplus soil	860,000 m ³
	Electricity	138,340,000 kWh	Hazardous materials	
	Construction materials	1,832,000 t	Materials containing asbestos	13,250.5 t
	Water	1,597,000 m ³	CFCs and halon received	0.1 t
Office	Electricity	25,870,000 kWh	Fluorescent tubes	34.9 t
	Heavy Oil	11.8 kℓ	Construction waste	2,298,000 t
	Kerosene	12.4 kℓ	Final disposal volume	133,000 t
	Gas	187,000 m ³	CO ₂ emissions	15,000 t
	Water	127,000 m ³	Volume of waste	1,414.9 t

Note: Third party verification performed by the Japan Quality Assurance Organization (JQA) for greenhouse gas emissions (Scope 1, 2, and 3), energy consumption, water usage, and waste discharge.