

Contents Source of Value Creation 42 Message from the President 08 Safety and Health43 The Kajima Group, by the Numbers 12 **Dialogue Between the President and** The Foundation of Kajima's Technical Capabilities 48 an Outside Director 18 Social Responsibility at the Kajima Group 50 Value Creation Process 22 Corporate Governance52 Message from the Chairman of the Board of Directors 53 Compliance 60 Financial Review71 The Kajima Group has published the *Kajima Corporate Report* annually since 2015 to provide a comprehensive account of the Group's financial and non-financial activities, including initiatives related to the environment, society, and governance (ESG). The report is prepared to help stakeholders understand how the Group is working to create value and build a more sustainable world. It also summarizes the performance of the Kajima Group and its business segments and describes the Group's management Scope of Report structure. In assembling this report, the editorial team used the following documents as references: The International Integrated Reporting This report covers fiscal 2017, the fiscal year ended March 31, Framework (Version 1), and G4 Sustainability Reporting Guidelines of the Global Reporting Initiative. Organization Forward-Looking Statements This Corporate Report includes forward-looking statements that are based Note: Quantitative data regarding occupational safety and the environment only covers Kajima Corporation in Japan. on various assumptions. Actual performance figures and the achievement of strategies could differ materially. September 2018 (previous scheduled for September s issue: September 2017; next issue: Website: https://www.kajima.co.jp/english/welcome.html