

# Message from the President

## “Building Bridges” to Inspire Confidence

### The Essence of Social Responsibility at Kajima

Kajima’s business is built on our ability to produce high-quality structures that inspire the total confidence of our clients. To embark on one of the massive construction projects we typically handle represents a considerable risk for our clients. They have to know that their project is safe in our hands.

We invite them to consider our vast experience and propose the ideal cutting-edge construction technologies for the job. We do everything we can to make sure they know they can depend on Kajima—not only for total safety, but for the confidence that their project will be an outstanding success.

This is how Kajima really “builds bridges”—making it safe for clients to entrust their most important projects to us, so that we, in turn, can deliver on their dreams and provide the public with world-class buildings, bridges, dams and tunnels. Inspiring client confidence is the essence of our ability to contribute to society.

### Building Social Infrastructure for a Better Future

At Kajima, our mission is to construct buildings and other structures that will make the world a better place for generations to come. In our commitment to sustainability, we always ask ourselves whether our work will stand the test of time—how future generations will evaluate what we have done. And we understand that the future starts now: we must earn the confidence of clients and prove ourselves worthy of the public’s trust today, if we want to build bridges to a better tomorrow.



Kajima’s Medium-Term Business Plan mandates the company to “focus on client orientation” and “ensure corporate ethics.” The foundation of these efforts to win trust is fair, transparent corporate conduct. One example of our commitment to this is our new system of internal controls—fully compliant with the latest changes in Japanese law—which features reinforced corporate governance, exhaustive compliance measures and integrated risk management. Building on this system, we will continue to ensure that each employee takes full responsibility for his or her own actions, and that the entire Kajima Group works as one to increase client confidence by realizing the goals of the Medium-Term Business Plan.

### Responsible Action on Climate Change

The first commitment period for reducing greenhouse gases under the Kyoto Protocol began in April 2008. Japan has pledged to reduce emissions by six percent from 1990 levels in the period from 2008 to 2012.

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A key issue discussed at the G8 Hokkaido Toyako Summit held in July 2008 was forming a global framework to address climate change on an ongoing basis from 2013. To do its part in the international effort to ensure the sustainability of life on earth, Japan must devise a mechanism that enables its industries, companies and individual citizens each to do their part in the fight against global warming. At this turning point in the fight to preserve the environment, the construction industry is renewing its resolve to help reduce greenhouse gases.

The Japanese construction industry has set a target of reducing emissions of greenhouse gases during the construction process by 12 percent from 1990 levels by the end of 2010. This target is intended to reduce the environmental impact generated by the industry's own business activities, but Kajima—as a general contractor with its own highly acclaimed design division—has the potential to make a strong contribution throughout the building lifecycle. Our design and engineering skills enable us to propose the optimum environmental technologies to clients. We are determined to help bring about a significant reduction in greenhouse gas emissions by constructing energy-efficient buildings, extending the life of all sorts of infrastructure, and renovating existing facilities.

## **Kajima—Synonymous with Environmental Technology**

Morinosuke Kajima, the illustrious company president that brought Kajima to its current position, was the first in the Japanese construction industry to establish a technology research institution in 1949. He was motivated by the conviction that a construction company should be driven by technology.

By continuously enhancing and improving its technologies, Kajima has played a key role in the development of the Japanese nation. Today, we are reorganizing our research institute to make it a leading center for the development of cutting-edge

environmental technologies. More than ever before, we intend to make the name “Kajima” synonymous with outstanding environmental innovation.

## **Social Contributions and Kajima's Tradition of Excellence**

Since the beginning, Kajima has succeeded in business by contributing to society. Our outstanding employees have always been the key to our progress. They work with a spirit of true craftsmanship to leave a legacy of achievement for the next generation to build upon.

Those who came before us earned the public's trust by working with all their hearts to build a nation where their children could live in safety and security. Today, Kajima continues to create new technologies, maintain superior quality, and practice environmental responsibility. This tradition of excellence is the source of our dynamic corporate culture and the heartbeat of our powerful brand.

At Kajima, we are committed to preserving the finest in our tradition as we continue to build a brighter future. You can count on us to keep working diligently to “build bridges” that inspire confidence in our clients and earn the trust of the public.

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Mitsuyoshi Nakamura  
President, Representative Director