

# CHIYODA CORPORATION Group CSR Report

# 2014

Fiscal Year Ended March 31, 2014



# CHIYODA CORPORATION Group CSR Report 2014

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### Contact Us

As we would like to reflect your opinions and thoughts in our future activities, please go to the "Contact Us" page on our website, select "CSR (Corporate Social Responsibility)" and submit your comments using the form provided.

Compliance & CSR Unit

## Corporate Profile

### Name:

Chiyoda Corporation

### Address:

Minatomirai Grand Central Tower 4-6-2, Minatomirai, Nishi-ku, Yokohama 220-8765, Japan

### Main Offices:

Chiyoda Global Headquarters (Nishi-ku, Yokohama, Japan), Koyasu Office & Research Park (Kanagawa-ku, Yokohama, Japan), Tokyo Office (Chiyoda-ku, Tokyo, Japan)

### Paid-in Capital:

¥43,396 million (As of March 31, 2014)

### Main Business Fields:

Consulting, planning, engineering, procurement, construction, commissioning (test operation), consulting and training for operation and maintenance, research and development, technology services, and project management for plants and facilities in fields including energy, chemicals, pharmaceuticals, biotechnology and the environment.

### Number of Major Group Companies:

29 consolidated subsidiary companies, 5 equity method associated companies

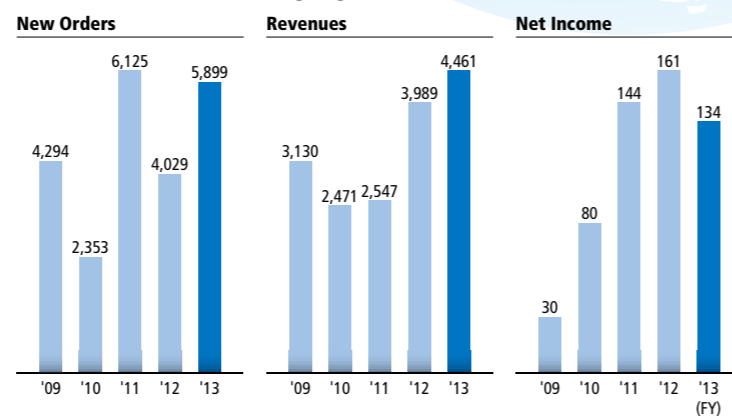
### Number of Group Employees:

6,062

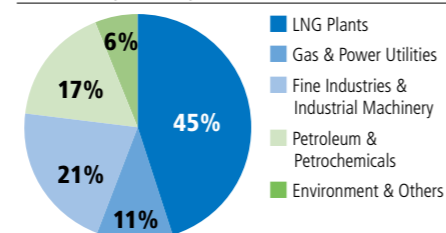
### URL:

<http://www.chiyoda-corp.com/en/>

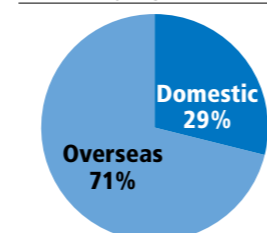
### Consolidated Financial Highlights (One Hundred Million Yen)



### Revenues by Industry (FY2013)



### Revenues by Region (FY2013)



## Editorial Policy

The Chiyoda Group reports its CSR activities on the Chiyoda Corporation website and in the CSR Report.

### CSR Activity Report Policy

Detailed information related to CSR in general is covered comprehensively on the Chiyoda website.

The Group CSR Report reports the highlights of Group CSR activities. The content of these reports focuses on the Group corporate philosophy and CSR vision and is determined by the Group Liaison Meeting on CSR in cooperation with those responsible for CSR in Group companies in Japan and overseas.



### Website (Commitment to CSR)

<http://www.chiyoda-corp.com/csr/en/index.html>



### Reference: Chiyoda Group CSR Handbook

This handbook is a compilation of basic policies, such as the Chiyoda Group Corporate Philosophy, CSR Vision, Code of Conduct, and Compliance Manual, which provide the guide for group employee's behavior pertinent to social responsibility in day-to-day work. The handbook is distributed to all employees as it is the starting point of Chiyoda Group CSR activities.

It can also be downloaded from the Chiyoda website.



### Composition of the CSR Report

This CSR report highlights activities in the 2013 fiscal year, which were selected by the procedures below, and is composed of "Message from the President," "Feature," "Group Company Activity Highlights," "The Chiyoda Group's CSR Vision in Action," and "Third-Party Opinion." In particular, CSR vision 5 provides an extended report on the activities relating to human rights and anti-corruption pursuant to the recommendations made in the third-party opinions from the Group CSR Report 2013. Furthermore, in order to improve our CSR activities, we have received, and are willing to continuously receive, objective assessments and advice from experts.

### Scope of the Report

The report encompasses the CSR activities of 35 Chiyoda Group companies (Chiyoda Corporation and 34 major Group companies), across the board. In case a certain part of the report is specific to a group company, the names of the applicable group companies are indicated.

### Applicable Period and Date of Publication

**Applicable Period:** FY2013 (April 1, 2013 to March 31, 2014, unless otherwise specified)

**Date of Publication:** August 2014

### Guidelines Used for Reference

This report is prepared with reference to the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines G4, the Reporting Guidelines (2012 Version) of the Ministry of the Environment in Japan, ISO 26000, and the United Nations Global Compact.

### Publishing Department

Compliance & CSR Unit/Group Liaison Meeting on CSR

### IR related documents



The documents listed above can be downloaded from the website.

### Home > Investor Relations

<http://www.chiyoda-corp.com/ir/en/index.html>

### Home > About Chiyoda > Corporate Governance

<http://www.chiyoda-corp.com/company/en/corporate-governance.html>





## Message from the President Implementing the Chiyoda Group Corporate Philosophy

### Corporate philosophy

Enhance our business in aiming for harmony between energy and the environment and contribute to the sustainable development of a society as an integrated engineering company through the use of our collective wisdom and painstakingly developed technology.

### Our social mission as an engineering company

When I assumed the position of President in 2013, recognizing the uncertainty of the future, I resolved to transform Chiyoda Group into an engineering company that is worthy to exist in the times to come. In the new Medium-Term Management Plan, our social mission is defined as “being an engineering company that uses cutting-edge technologies to provide the infrastructure required at various times and in various countries, and that contributes to the development of a sustainable society through a philosophy of harmony between energy and the environment,” of which the underlying concept is common to our corporate philosophy. With such mission in mind, I have steered the operation guided by the slogan, “Seize the moment, Open up new frontiers.”

### Steady steps taken in the Medium-Term Management Plan

In the Medium-Term Management Plan, we have defined our vision of Chiyoda Group 10 years from now as a corporate group that has (1) diversified into new business areas and enhanced the satisfaction of stakeholders; (2) deepened its contribution to local communities in various parts of the world including emerging and developing countries; and (3) put in place an operational frameworks and systems for managing work globally.

The main results after one year are as follows: (1) In the field of LNG, we completed the LNG plant and achieved a record 65 million hours (as of the end of May 2014) without a lost time incident in Papua New Guinea. We were awarded two major LNG projects, namely, the Freeport LNG and Cameron LNG projects in North America. In terms of new business, we have advanced into offshore and upstream projects by forming a capital alliance with Xodus Group (Holdings) Ltd. in Great Britain. Also, Chiyoda Group is working towards the realization of hydrogen-based society by establishing a hydrogen supply chain that can store and transport large quantities of hydrogen at normal temperature and pressure using a world first catalyst and process developed by Chiyoda. Such initiatives are highly valued by our stakeholders, including our customers.

(2) In the countries and regions into which our business is expanding, we have been contributing to local communities in developing and emerging countries by enhancing employment opportunities, providing training to the people of such local communities and receiving trainees in Japan.

(3) Chiyoda Business Solutions Co., Ltd. was established in April 2014 as a new company for human resource management and development, which is essential to solidifying systems to manage work globally. As a key part of implementing the Medium-Term Management Plan, Chiyoda Business Solutions will enhance securing and developing diverse human resources, which is the most important asset of an engineering company.

We also established the Crisis Management Unit in 2013 as a dedicated organization to cope with the various risks involved in globalization, and we have been reinforcing its activities since then.

### Respecting the global codes and ensuring complete compliance

Group company members, business regions and business partners continue to diversify. A fair code that can be understood by one and all is essential. In that sense, we have continuously supported and will continue to support the spirit of the United Nations Global Compact (UNGC)\* for human rights, labor, environment and anti-corruption.

We will continue to address employees the importance of showing this spirit in day-to-day business and other activities. We will also work on our business partners and other parties concerned to understand and comply with the Chiyoda Group Code of Conduct, which reflects the spirit of the UNGC.

We are particularly endeavoring to enhance transparency in all Group business activities regarding compliance with Japanese and overseas laws and regulations, international agreements, and respect for human rights, harassment prevention, anti-corruption, information security and the like. In order to heighten compliance awareness and adherence throughout the Group, we are expanding existing management systems, and we have newly established the Compliance Committee and Group Company Liaison Meeting on Compliance headed by a representative director under the direct control of the Executive Committee.



### Chiyoda Group corporate social responsibility (CSR) in practice

I believe Chiyoda Group’s social mission and corporate philosophy can only be achieved when we are able to accurately assess the needs of the times, create and offer, through the engineering, the required solution of value to the society’s global challenges such as poverty, environmental issues and securing resources.

In this regard, our basic stance towards communication is “to smile to express a warm feeling and to show respect to the other party.” It is important that we communicate attentively with customers, local communities and all other stakeholders. We will always listen with humility to our stakeholders and contribute to society through our business activities, which I believe is the first step in practicing the Chiyoda Group Corporate Social Responsibility. We will continue to proactively engage in CSR activities with the aim of being a reliable company for society.

August 2014

Shogo Shibuya  
President & CEO  
Chiyoda Corporation

\* The UNGC is a voluntary global initiative that encourages businesses to act as good corporate citizens and achieve sustainable growth by exercising responsible, creative leadership. It is centered on ten principles concerning human rights, labor, the environment and anti-corruption.



# Feature: "Seize the moment, Open up new frontiers" in Chiyoda Group Business

## Feature 1 Papua New Guinea LNG Project



LNG plant and loading jetty

### Project Summary

Chiyoda Corporation, in a joint venture with JGC Corporation, was awarded the contract to build the LNG Plant for the PNG LNG Project near Port Moresby, Papua New Guinea. The PNG LNG Project is operated by ExxonMobil PNG Limited, a subsidiary of Exxon Mobil Corporation. The PNG LNG Project is an integrated development that includes gas production and processing facilities, onshore and offshore pipelines and liquefaction facilities.

The Project is expected to have a strong impact on the economy of Papua New Guinea, and it is anticipated to support GDP growth. As roughly half of the LNG produced will be exported to Japan, the Project will also deliver a stable long-term energy resources to Japan. While the Project faced many challenges, including limited infrastructure and logistical challenges, the Project was completed ahead of schedule.

### Safe Construction Carried Out at the Highest Standards

The LNG Plant experienced an exceptional safety record, with 65 million hours without a lost time incident at the end of May 2014



Kitchen staffed by local residents



Storehouses and kitchens are inspected weekly



Donating used wood materials to local residents



Local resident collecting used wood

since March 2012. The Chiyoda JGC joint venture (CJIV) has worked closely with ExxonMobil to develop several safety programs to ensure a strong safety culture on site.

With more than 11,000 people working at the LNG Plant at peak, it was very important to maintain the health of the workforce. Comprehensive occupational health and safety programs were introduced. The main areas of focus were malaria prevention by distribution of malaria bed nets to employees, provision of insect-proof work clothes, food quality control (particularly important when serving 30,000 meals a day), establishment of clinics, and the use of international emergency medical relief services.

### Environmental Initiatives

The PNG LNG Project required a high level of environmental management due to the pristine nature of Papua New Guinea. In addition to choosing work methods that fit in with environmental expectations, the Project introduced comprehensive waste management plans for on-site waste processing, due to limited waste management systems in the country. Efforts were made to halve the amount of waste from the LNG Plant by means of crushing and compression. The Project worked to reuse materials as well, including donating materials from wooden packing cases to local communities for use in building community centres and other structures.

### Contributing to the Local Community

Approximately 2,500 people from four local villages were employed at the LNG Plant over the construction period. Furthermore, nine young local engineers were given training in the Chiyoda Global Headquarters, machine manufacturing companies and on construction sites. The PNG LNG Project established a construction training facility which provided many training programs for Papua New Guineans. On-site security and food catering services were managed with the cooperation of specialist companies in joint ventures with local landowner companies. Additionally,



Local employees with a completion certificate at the work training school

automobiles, office furniture and equipment used on site were purchased through local companies where possible, and commuter buses, and on-site stores and barbershops were entrusted to local entrepreneurs, contributing to job creation and regional business stimulation.

## Feature 2 SPERA Hydrogen\*: Constructing sustainable energy infrastructure with the City of Kawasaki

\*SPERA is a Latin word meaning "hope"

On March 25, 2014, TV Asahi televised a 15-minute feature program on "Hodo Station (a news show)" entitled "Looking 100 Years Ahead: The Changing Keihin Industrial Area." The program explained how 100 years ago, Mr. Soichiro Asano, founder of Asano Cement, contributed to Japanese economic growth by establishing a land reclamation business centering on the Kawasaki coastal region. The program looked at how even now, after 100 years has passed, the spirit of Mr. Asano continues to live on in a form that the businesses comprising the Keihin Industrial Area which look towards the future by building a hydrogen supply network with the support of Kawasaki City. The core technology for this project is Chiyoda's SPERA hydrogen technology.

In June 2013, Chiyoda and the City of Kawasaki concluded a comprehensive cooperation agreement towards realizing a hydrogen-based society. By announcing plans for the first hydrogen supply business in the Kawasaki coastal region, many people have come to recognize Chiyoda's level of engagement in the Hydrogen supply business and the viability of the project. The project has progressed steadily as, among other activities, Chiyoda along with the City of Kawasaki submitted a National Strategic Special Zone application to the Cabinet Office in September 2013, and held three Hydrogen Network Conferences with businesses in the Kawasaki coastal region in FY2013.

The hydrogen supply business in which Chiyoda is engaged is fundamental to its CSR activities in terms of contributing to society through its core business. It is also a unique initiative in that Chiyoda is establishing a new public utility alongside the government and various other stakeholders.



Message Board at the exhibition Kawasaki International Eco-Tech Fair 2014



Signing ceremony with Kawasaki City

Left: Shogo Shibuya, President & CEO of Chiyoda Corporation  
Center: Professor Kenichiro Ota, Specially Appointed Professor, Head of Green Hydrogen Research Center, Faculty of Engineering, Yokohama National University  
Right: Mr. Takao Abe, (then) Mayor of Kawasaki



# Group Company Activity Highlights



Garbage composter

## L&T-Chiyoda Limited (L&TC) <http://www.lntchiyoda.com/> Office Relocated to Environment-friendly Building

In January 2014, L&TC decided to relocate its offices to Knowledge City as the office in B. P. Estate in Vadodara had deteriorated to the point that its structure became unstable, which raised concerns about safety of employees and facilities.

Knowledge City, which is the location of the new office, is working towards becoming carbon positive by absorbing more CO<sub>2</sub> than it emits. It is an area with lots of plants, and there are ducks living in small ponds nearby. Initiatives to conserve water are being carried out, including storing rainwater, and reusing processed drainage water for gardening and more. Waste is also being entirely eliminated, and solar generated power is used for external lighting.

## Chiyoda Philippines Corporation (CPh) <http://chiyodaphil.com.ph/> Support, Share and Supply for Elementary School Students

CPh is working hard to promote social welfare, and in 2013, it donated bags, stationery and other school supplies to students at Amado T. Reyes Elementary School as part of a "Support, Share and Supply" program, which aims to provide elementary school students with an enjoyable education. The objective of this initiative is to reach out to children who want to learn but cannot afford the necessary tools to do so.

The management level of the company cooperate extensively in this initiative almost every year by appealing not only to those within the company but also to all Chiyoda Group companies for donations of pencils, notepads, coloring books, color pencils, ballpoint pens and bags.



## Chiyoda System Technologies Corporation (CST) <http://www.cst.chiyoda.co.jp/english/> EPM User Seminar Held

As projects become more large-scale, and the implementation of joint ventures and other complex projects is required, a major issue that has emerged in recent years is understanding the situation by visualizing the project status. CST is meeting such industry needs by supporting customer to visualize the project status by using the project management tool called Primavera. User seminars, which CST holds every year, receive a favorable review from many customers. The seminar in 2013 was entitled "Develop a competitive system in the midst of globalization" and it introduced systems development and solutions that use international community-leading packages.



## Chiyoda Singapore (PTE) Limited (CSL) <http://www.chiyoda.com.sg/> 42<sup>nd</sup> Annual Dinner and Dance Party Held

CSL, a leading company in the Singapore EPC industry, holds a dinner and dance party called "Mambo Jambo" every year in order to thank its employees. 450 specially designed cups were purchased from ARTS@Metta as souvenirs for those who attended the party. ARTS@Metta, which is operated by the Metta Welfare Association, donates challenged people the proceeds from handicraft sales. CSL continues to highlight the importance of contributing to local communities, and this small social contribution will provide definite support for challenged people.



## Arrowhead International Corporation (AIC) <http://www.arrowhead.co.jp/> Implementation of UNICEF Foreign Coin Fund-raising Activity

AIC cooperated with the United Nations Children's Fund to participate in a foreign coin Fund-raising activity between November 25 and December 10, 2013 on behalf of the Chiyoda Group. By collecting unused coins from the desks of employees, this Fund-raising activity helps to save the lives of children in poverty-stricken developing countries, creates opportunities for education, and allows young people with hopes and dreams to contribute to society. In total, the foreign coins and bills collected in this activity reached a weight of 46kg, valued more than \$1,000. We will continue to make such social contributions.



## Chiyoda Almana Engineering LLC (Chiyoda Almana) <http://www.chiyoda-almana.com/> Activities to Support Victims of Typhoon Haiyan

Chiyoda Almana implemented donation activities to support victims of Typhoon Haiyan, which caused massive damage to the Philippine islands in November 2013. Many people from the Philippines work for Chiyoda Almana, and, in order to show sympathy and support for the victims, the Fund-raising activities carried out by the employees raised a total of 250,000 Philippine Pesos (approximately 550,000 yen), which was donated to the NPO ABS-CBN Foundation, Inc. (Sagip Kapamilya). From this activity, we again recognized the importance of making social connections and contributions. (Also related articles on P13).



Donation Certificate

## Chiyoda Kosho Co., Ltd. (CKS) <http://www.cks-ykh.co.jp/> Industrial Waste Disposal Manifests Become 100% Electronic



In Japan, industrial waste disposal manifests are published in either paper form or in electronic form (electronic manifests), and the government has been urging companies to switch over to electronic manifests. CKS has been moving towards the full-use of electronic manifests, and in FY2013 the company has made its published forms 100% electronic. As a waste disposal business, CKS has approximately 40 industrial waste processing sites, approximately 150 contracts, and has published approximately 600 manifests. The in-house Quality Assurance Department checks the details of all cases (jobs), provides guidance for each location and contract, and cooperates with on-site staff.

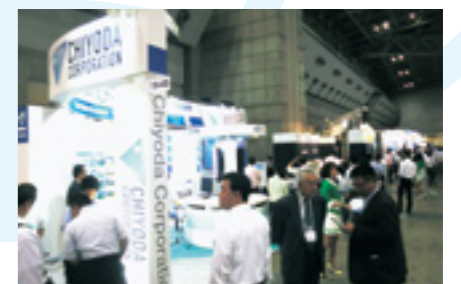
## Chiyoda (Thailand) Limited (CTL) <http://www.chiyoda.co.th/> Working with Universities, Local Government and Local Communities on Regional Development

Between May 4 and May 6, 2013, CTL participated for the first time in a work camp called Bangkok University Work Camp (BUWC), an initiative led by graduates of Bangkok University, which supports local elementary schools in Thailand. BUWC has been implementing this activity every year for more than 30 years. Also CTL made a contribution for the cost of construction for volleyball courts and water storage tanks at schools in Buriram province (northeastern Thailand). CTL, BUWC, local government and local citizens all worked together on this construction. Chairs and tables were also donated.



## Chiyoda TechnoAce Co., Ltd. (CTA) [http://www.cta.chiyoda.co.jp/en\\_corporate.html](http://www.cta.chiyoda.co.jp/en_corporate.html) Exhibition at Interpex Japan 2013

Jointly with Chiyoda's Pharmaceutical Project Section, CTA exhibited at Interpex Japan 2013, the world's leading technology exhibition for the display of various kinds of equipment, systems and technology for the production and research and development of pharmaceuticals, cosmetics and the like. By means of this exhibit, CTA communicated the activities and technical strengths of the Chiyoda Group in connection to the pharmaceuticals industry. Approximately 800 people, primarily pharmaceutical company representatives, visited the Chiyoda Group exhibit stand, which enabled CTA to proactively exchange ideas and acquire information about developing and contributing to the field of medicine.



## Chiyoda Malaysia Sdn. Bhd. (CMSB) <http://www.chiyoda.com.my/> Implementing a Blood Donation Campaign

On June 5, 2013, CMSB carried out a blood donation campaign in the lobby of the building where the office is located. As well as providing an opportunity for employees to participate in a volunteer activity, this campaign will have a positive long-term effect as it brought the importance and necessity of donating blood to the attention of the Malaysian people. CMSB hopes that other nongovernment organizations will also carry out blood donation campaigns so that the blood bank will have a sufficient supply of blood throughout the year to help those in need.

# The Chiyoda Group's CSR

## Our Mission Chiyoda Group Corporate Philosophy

Enhance our business in aiming for harmony between energy and the environment and contribute to the sustainable development of a society as an integrated engineering company through the use of our collective wisdom and painstakingly developed technology.

## Our Values Chiyoda Group CSR Visions

As an integrated engineering company, the Chiyoda Group pledges to contribute to the sustainable development of society through its business activities, and to constantly strive to increase corporate value and earn the trust and understanding of all stakeholders by adhering to the following principles.

	Compliance with International Guidelines		Action Policies	Activities in FY2013	Activity report pages
	ISO 26000 Core Subjects	UN Global Compact			
<p><b>CSR vision 1 A Reliable Company</b> We strive to be a reliable company to our customers and other business partners by providing world-class technologies and knowledge.</p>	Consumer (customer) issues	—	<ul style="list-style-type: none"> <li>● Provide industrial plants that earn customer trust through engineering of outstanding quality</li> <li>● Share our CSR principles with suppliers and other business partners</li> </ul>	<ul style="list-style-type: none"> <li>● Initiatives for a stable supply of energy and reduction of greenhouse gases</li> <li>● Contribution to diversification of energy sources</li> <li>● Plant construction that lives up to customer trust</li> </ul>	P5, 6 P7 (CST) P8 (CTA) P11
<p><b>CSR vision 2 Environmental Initiatives</b> We will work to remain an invaluable company to society by utilizing refined technologies to promote harmony between the global environment and economic and social activities.</p>	The environment	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges;</p> <p>Principle 8: undertake initiatives to promote greater environmental responsibility; and</p> <p>Principle 9: encourage the development and diffusion of environmentally friendly technologies.</p>	<ul style="list-style-type: none"> <li>● Develop and provide environmentally friendly energy and conservation technologies</li> <li>● Conduct business activities that contribute to environmental conservation</li> </ul>	<ul style="list-style-type: none"> <li>● Continuing research and development for a low-carbon society (energy conservation/ effective utilization of CO<sub>2</sub>)</li> <li>● Promotion of business development towards a hydrogen-based society</li> <li>● Expansion and promotion of renewable energy</li> <li>● Execution of projects that consider environmental conservation</li> <li>● Implementation of biodiversity preservation activities</li> </ul>	P5, 6 P7 (L&TC) P8 (CKS) P12, 14
<p><b>CSR vision 3 Social Contributions through Business Activities</b> Through our engineering business in Japan and overseas, we contribute to local communities in ways including human resources development, technology transfer and environmental protection.</p>	Community involvement and development	—	<ul style="list-style-type: none"> <li>● Contribute to society through integrated engineering business activities</li> <li>● Enhance social contribution activities by providing knowledge and labor</li> </ul>	<ul style="list-style-type: none"> <li>● Promotion and support of culture in the community</li> <li>● Contribution to local economic development and human resource development</li> <li>● Tie-ups and cooperation with educational institutions to educate the next generation</li> <li>● Response to the Great East Japan Earthquake</li> <li>● Support for other major disasters</li> </ul>	P6 P7 (CPh, AIC) P8 (CTL, Chiyoda Almanac, CMSB) P13, 14
<p><b>CSR vision 4 Respect for Human Rights</b> We are dedicated to respecting the human rights of all people. We will create a corporate culture where the diversity, individuality and character of employees are respected, where people are motivated to do their best, and of which employees and their families are proud.</p>	Human rights Labor practices	<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p>Principle 2: make sure that they are not complicit in human rights abuses.</p> <p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p> <p>Principle 4: the elimination of all forms of forced and compulsory labour;</p> <p>Principle 5: the effective abolition of child labour; and</p> <p>Principle 6: the elimination of discrimination in respect of employment and occupation.</p>	<ul style="list-style-type: none"> <li>● Create a lively and energetic working environment and help employees develop their talents</li> <li>● Instill in everyone involved that safety is a core value</li> </ul>	<ul style="list-style-type: none"> <li>● Creation of pleasant work environments</li> <li>● Establishment and enforcement of a safety culture</li> <li>● Enhancement of human resource development systems</li> <li>● Establishment of crisis management systems</li> </ul>	P5, P7 (CSL) P15, 16
<p><b>CSR vision 5 Commitment to Fairness</b> We are dedicated to achieving even greater transparency and stability by conducting our operations fairly in accordance with the highest ethical standards.</p>	Organizational governance Fair operating practices	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>● Conduct business activities based on strict compliance and a high degree of transparency</li> <li>● Conduct a thorough risk management program</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Compliance Reinforcement Plan and Group Company Liaison Meeting on Compliance established</b></li> <li>● Continuous compliance training and auditing</li> <li>● Promotion for better understanding of UN Global Compact</li> <li>● Thorough awareness of export controls</li> <li>● Enhanced awareness of information security</li> </ul>	P17, 18

### Point of Initiatives in FY2013

#### Compliance Reinforcement Plan Established

In order for the Chiyoda Group to aim for sustainable business expansion and enhance its corporate value as a global company, the Chiyoda Group requires each and every employee to comply with domestic and relevant international laws and regulations, and to work in line with Chiyoda Group business ethics. In recent years, as greater demands for compliance are being made by the global community, which includes Chiyoda's partners, a Compliance Reinforcement Plan was established by the Executive Committee, and activities are being carried out in line with the established annual plan. (Please see "CSR vision 5" on page 17 for details)

### Basis of Our Actions

Code of Conduct of the Chiyoda Group  
Chiyoda Group Compliance Manual  
(Employee's Practical Guide)

Details of these philosophies, visions and guidelines can be viewed on the Chiyoda website.  
<http://www.chiyoda-corp.com/company/en/policy/index.html>



# A Reliable Company

## Initiatives for a Stable Energy Supply

Ever since its establishment, Chiyoda has taken part in planning, designing and implementing many national oil stockpiling projects. Chiyoda is also endeavoring to introduce clean energy as it emphasizes the harmony between energy and the environment, and the company is trusted by its many customers with the construction of numerous LNG (Liquefied Natural Gas) receiving terminals and LPG (Liquefied Petroleum Gas) receiving terminals.

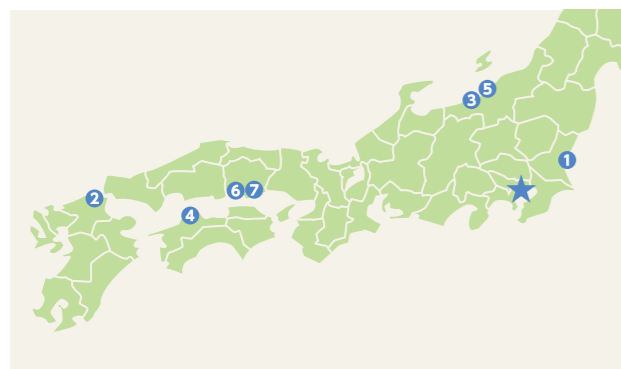
As for LNG receiving terminals, Chiyoda has constructed more than 60 receiving terminals in Japan, including the Negishi receiving terminal for Tokyo Gas in 1969, the Sodegaura terminal (1973) and the Ogishima terminal (1993).

Since the Great East Japan Earthquake, LNG has been highlighted as a clean energy with low CO<sub>2</sub> emissions, and it is expected that demand will continue to increase from now on. Chiyoda will, fully utilizing its unparalleled design and construction capabilities, continue to work on the construction of safe and high quality LNG receiving terminals.



Negishi receiving terminal for Tokyo Gas (diagram below ★)

### Major LNG/LPG receiving terminals in Japan undertaken by Chiyoda in recent years



	Completion	Construction site	Client	Capacity
1	Under construction	Ibaraki (Hitachi)	Tokyo Gas Co., Ltd.	LNG 230,000kL LPG 50,000kL
2	Under construction	Fukuoka (Hibikinada)	Hibiki LNG Co. Ltd.	LNG 180,000kL x 2
3	2013	Niigata (Naoetsu)	INPEX CORPORATION	LNG 180,000kL x 2
4	2013	Ehime (Namikata)	JOGMEC (*)	LPG 450,000t
5	2013	Niigata (Joetsu)	Chubu Electric Power Co. Inc.	LNG 180,000kL x 3
6	2013	Okayama (Kurashiki)	JOGMEC (*)	LPG 400,000t
7	2013	Okayama (Mizushima)	Mizushima LNG Co. Ltd.	LNG 160,000kL

## Completion of INPEX CORPORATION Naoetsu LNG Terminal

In December 2013, the "Naoetsu LNG receiving terminal," which is the first INPEX LNG receiving terminal, was completed. This terminal handling capacity can supply approximately 1.5 million tons of LNG per year, which is equivalent to the annual natural gas consumption of approximately 5 million households.

Chiyoda was involved from the initial stages of planning of this terminal, and carried out construction, test operations and performance test operation for the main plant facilities at the terminal over a period of more than four years.



Naoetsu LNG receiving terminal

## Japan Oil, Gas and Metals National Corporation (JOGMEC\*) Completion of the Namikata National LPG Stockpiling Terminal

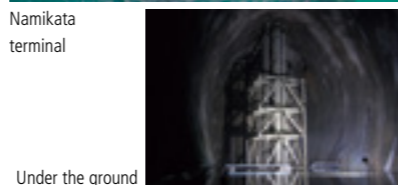
The Namikata national LPG stockpiling terminal was completed in March 2013 as a part of the strategic system to provide national LPG stockpiles.

Three huge tunnels (2 lines of 26m wide, 30m high, 485m long and 1 line of 26m wide, 30m high, 430m long) were constructed at the base at a distance of 150m and 180m below ground with the technology to store LPG by means of underground water pressure.

Construction took more than ten years, and Chiyoda played a major role in the installation of facilities.



Namikata terminal



Under the ground

# Environmental Initiatives

## The Development of an Inorganic Membrane for Gas Separation that Enables Reduction of Energy Used in the Distillation Process by More than 50%

The chemical industry uses more energy than any other industry. Approximately 40% of the chemical plant's energy is consumed in the distillation processes of separation and refinement. As an innovative technology to save energy, Chiyoda has participated in a project lead by the New Energy and Industrial Technology Development Organization (NEDO) to develop an inorganic membrane\* for gas separation.

An application of the newly developed inorganic membrane to separate water from a mixture of water and isopropyl alcohol coupled with the conventional distillation process enables more than 50% reduction of energy use compared to the separation simply by distillation.



Test equipment installed at the Kawasaki Plant of JX Nippon Oil & Energy Corporation

\* Inorganic membrane for gas separation: membrane for gas separation made from inorganic material

## Chiyoda Wins the GSC Encouragement Award for Developing a High-Efficiency Synthetic Gas Production Process Using CO<sub>2</sub>

The GSC Award is conferred by the Green & Sustainable Chemistry Network (GSCN) for achievements that contribute to the promotion of Green & Sustainable Chemistry (GSC), i.e. environmentally friendly and people-friendly chemical technologies and chemicals that support the development of a sustainable society. The GSC Encouragement Award is conferred for achievements that are expected to make future contributions.

The award-winning technology, with the newly developed catalyst, produces synthetic gas with greater efficiency than conventional reforming technology\* that produces synthetic gas from natural gas. When carbon is deposited on catalyst surface that will cause catalyst deactivation. But this new catalyst has characteristics of hardly making carbon deposit on its surface and as a result, it makes possible not only to reduce CO<sub>2</sub> emission due to reduced energy consumption but also to downsize the facilities, which lead to resource saving.



Commemorative photograph at the awards ceremony

\* Reforming technology: technology that produces synthetic gas composed of hydrogen and carbon monoxide by reacting hydrocarbon with steam and carbon dioxide.

## Inauguration of Next-generation Concentrated Solar Power Demonstration Plant

Chiyoda has been jointly working with Archimede Solar Energy (Italy) to construct a demonstration plant to test the next-generation solar power generation system in Massa Martana, Italy. The grand completion ceremony was held on July 3, 2013 with more than 500 participants from all over the world, including government officials from both Italy and Japan.

The concepts for the technologies to be demonstrated at the plant were newly developed by the government-operated Italian research institution ENEA, which provided the Chiyoda Group with an ideal opportunity to show the world that it has the engineering technology to realize such concepts.



MSPT-CSP (Molten Salt Parabolic Trough Concentrated Solar Power) Demonstration Plant

### Voice Manager's Remarks



Though only three technologies have been showcased above, Chiyoda is engaged in a wider range of technology development, from the existing hydrocarbon fields to non-hydrocarbon fields, including renewable energies.

The company's philosophy of "harmony between energy and the environment" is the principle behind our technology development. As an engineering company, Chiyoda is selectively adopting new technologies that are available and we are working diligently to develop technologies maintaining a strong footing on our core expertise. We also strive to make a contribution to the society through our technological capabilities by focusing on those that are required by society.

**Makoto Yasui**  
General Manager, Technology Development Unit



# Social Contributions through Business Activities

## Donations for Typhoon Haiyan in the Philippines

Typhoon Haiyan directly struck central Philippines on November 8, 2013, causing extensive and devastating damage. The Chiyoda Group in cooperation with Chiyoda Philippines Corporation (CPh) has made a donation of approximately 8 million yen in total with the hope that the country will recover as soon as possible.

Overseas group companies have also made their own donations respectively in terms of materials, monetary donations and the like. For example, Chiyoda Singapore (PTE) Limited (CSL) immediately started volunteer contribution activities, and gathered 42 boxes of clothes and canned and preserved foods within a period of approximately three weeks, which they sent to the Philippines with the help of local distributors. A donation of 16,300 Singapore Dollars (approximately 1.33 million yen) was also made through CPh to Philippine Red Cross. (Also featured on P8)

## Lecturing at KEISOSHIKAI (Instrument Engineers Association)

In response to an invitation from KEISOSHIKAI, members of that association, who were dispatched from Chiyoda System Technologies, provided lectures at the study seminar. KEISOSHIKAI was established in March 1997 as an association with the aim of developing instrumentation technology and contributing to enhancement of its social position through exchanging knowledge and deepening friendship among the member instrument engineers.

In 2013, study seminars took place at three locations (Sendai, Hiroshima and Takamatsu) on the theme "The present and the future of design for plant instrumentation work," in which lecturers talked about the present situation and troubles vs. measures on the overseas instrumentation work including their personal experiences. Participants said that it was very interesting, and that they learned something new.

## Inviting Vision-impaired People to a Japan Philharmonic Orchestra Concert

Continuing on from the previous year, Chiyoda invited 50 people in 25 pairs from the Yokohama Blind Association to a concert of the Japan Philharmonic Orchestra at Yokohama Minato Mirai Hall on December 26, 2013. We received a certificate of appreciation for our activities from the Yokohama City Council of Social Welfare. The Managing Director of the Yokohama Blind Association attended the presentation ceremony on behalf of those invited. "The hall seemed to become smaller as the concert was so powerful and produced images in our minds," said the Managing Director. "Such opportunities to enjoy sounds are extremely precious to those who cannot see, so we were very happy. We would much appreciate it if Chiyoda would continue the same activities."

## In-House Sale of Goods Made by Challenged People (Heart-made Sale)

A sale of cookies, cakes, puddings, and handicrafts made at community workshops by challenged people has been taking place every other month since March 2013 in cooperation with the Yokohama City Council of Social Welfare. These sales, which take place at Chiyoda Global Headquarters, are very popular and confectionaries are sold out every time within 30 minutes. Confectionaries ordered from Heart-made catalogs were distributed as mementos for Chiyoda's Family Day held in August.

The proceeds are used to support the people who made the items.



CSL Internal Bulletin Poster



Right: Kazuhiya Yanagihara, President of CPh (then) and a check for Philippine Red Cross



KEISOSHIKAI study seminar



Presentation ceremony for the certificate of appreciation  
Left: Ms. Hiroe Haga, Managing Director of the Yokohama City Council of Social Welfare  
Right: Katsutoshi Kimura, Senior Vice President of Chiyoda Corporation



Scene from the Heart-made sale of goods

## Reforestation Activities

As a part of restoration activities following the Great East Japan Earthquake, we are cooperating for such activities as tree thinning and planting activities in the areas damaged by bushfires due to tsunami in Kamaishi and Otsuchi.

There are steep mountain slopes approaching close to the coast in this region. There was unhindered nature where "Itoyo" (three-spined stickleback), which is a protected species in Japan, lives in the rivers that flow from these mountains and the natural phenomenon of salmon swimming upstream unhindered used to occur in the fall, but the ecosystem is now in a critical state as piles of debris have accumulated in the river due to the tsunami. Even after private volunteers and others cooperated to remove the debris, the forests damaged by bushfires could result in landslides from the steep mountains flowing into the sea via the rivers if left unchecked.

Chiyoda Group called for volunteers from among its employees, and, with guidance from the Kamaishi Regional Forest Cooperative, which is responsible for developing and maintaining local forests, they worked on such activities as re-planting bushfire sites and thinning mountain forests. Chiyoda will continue to cooperate towards regenerating forests and conserving nature and the ecosystem in this region.



"Itoyo" (three-spined stickleback)



Mountain surface damaged by bushfires

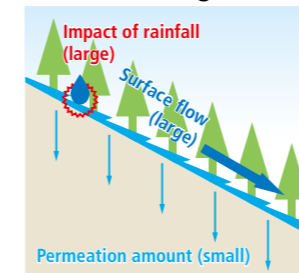


Working on steep slopes

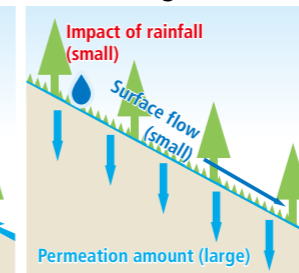


After work

### Without thinning



### With thinning



Unless thinning is carried out, not growing underbrush then the capacity for water retention reduces, which causes landslides

## Other Activities Implemented in FY2013 (Including domestic Group companies)

Cooperation for university education activities (dispatch of educators)	21 people
Training for interns	42 people
Visiting seminars (including non-internship workplace tours)	202 people
Community cleanup campaigns	Total of 13 people
Food aid activity	Provide to TABLE FOR TWO Total of 1,693 meals
Disaster area support	73 people
Contribution to the NPO	<ul style="list-style-type: none"> <li>● Second Harvest Japan</li> <li>● Implementation of Central Community Chest of Japan (Red Feather Campaign)</li> </ul>

## Voice Comments from a Stakeholder



An exchange of ideas made during field survey of Otsuchi by an economic organization two years ago gave me the opportunity to coordinate on-site activities for Chiyoda in cooperation with the local travel agency Northern Iwate Travel Service, Inc. A key feature of Chiyoda's activities is that a deep understanding of regional and social issues is obtained through participants interacting and studying with the receiving organization for themselves, so that the actual activities are carried out with a high level of awareness of the issues and a sense of ownership. In the activities with the Kamaishi Regional Forest Cooperative, the receiving organization was highly appreciative of the teamwork onsite, the improvement in volunteer work efficiency, and the high level of safety awareness, which is unique to a plant engineering company like Chiyoda. Also, the activities are not of transient nature, as the participants, after they once finish, continue to take action which leads to an increased awareness of the receiving organizations and other new activities. As the coordinator, I was glad to hear the local organizations say that they want Chiyoda to come again.

### Ryo Shibata

Project Associate Professor  
National University Corporation Iwate University  
Iwate University Headquarters for Promotion of Sanriku Region Recovery



## Respect for Human Rights

### Crisis Management Initiatives for Overseas Projects

Recently, the security situations worldwide are changing more quickly than ever before, and most Japanese companies, not only Chiyoda, are stressing the importance of risk management, which includes gathering and analyzing security related information in the countries where they engage in business, and establishing security counter-measures based on the analysis. However, Japan is far behind Europe and the United States in terms of initiatives and efforts in this field.

Based on the above recognition, on April 1, 2013, Chiyoda established the Crisis Management Unit as a special department to deal with risk management, primarily in dangerous overseas areas. With the basic philosophy, "human life comes first," the unit undertakes such main activities as shown on the right.

Gathering risk information, analyzing the information and security counter-measures to be taken based on the analysis are of particular importance. Risk information, such as the movement of terrorist organizations and criminal organizations, and information about elections and the political situation of the respective countries, is gathered from security consultants in Europe and the United States, the Ministry of Foreign Affairs, Japanese Embassies in various countries, the U.S. Department of State, and others. Counter-measures are assessed and implemented by the Crisis Management Unit, as necessary.

During the coup d'etat in Thailand in May 2014, we gathered multi-faceted information from on-site employees, Embassy of Japan in Thailand, and security consultants in the U.S. and Europe. We used this information to analyze the situation. Based on the results of the analysis, we promptly provided employees stationed in Thailand and employees going on business trips with specific and localized cautionary notes, such as traveling and moving restrictions. In addition to such measures, we provide training prior to overseas assignments to employees traveling and relocating to the locations that are particularly dangerous.

It is extremely difficult to timely gather and analyze information about the risks and to link such analysis to specific counter-measures, but a system is in place so that the Crisis Management Unit can call on external specialists for their advice at any time.

Until now, counter-measures at construction sites in particularly dangerous regions, such as Iraq, have been prioritized. From now on, however, activities will be expanded to include a review of safety measures and so on at our business locations around the world in addition to the construction sites in dangerous areas.



Practicing how to deal with crises in dangerous areas

#### Main Responsibilities of the Crisis Management Unit

- Internal training activities for crisis management awareness (training prior to overseas assignment)
- Gathering and analyzing risk information
- Developing and updating the crisis management manual (manual for crisis prevention/counter-measures)
- Understanding the situation of those dispatched overseas and the communication network with them
- Risk pre-investigations in specific countries, determination of pros and cons for dispatching staff to specific countries, risk verification in specific countries, etc.
- Gathering information about crisis management in general, and exchanging information with related organizations, etc.

### Voice Comments from an Advisor



The important thing in crisis management is to assume the worst-case scenario and to think, "This kind of event could happen," and to prepare for that scenario. However, in our daily activities and business, we cannot normally think solely about hypothetical situations. That's why we need specialist departments that regularly gather and analyze information and promote systems for emergency situations. The Crisis Management Unit handles this role for Chiyoda Corporation, and I have been working with them since October 2013.

If Japanese people fall behind Europeans and Americans in terms of crisis management, I think it's in the area of knowing what to do for oneself, as I feel that Japanese people are remarkably unaware in this regard. Customers, partner companies and governments cannot always ensure our safety. Ultimately, we have to ensure our own safety. The major theme for the Crisis Management Unit is creating an awareness of this fact throughout the company.

#### Izuru Sugawara

Crisis Management Unit  
 International Political Analyst and International Journalist

### Creating a Sense of Unity with Local Citizens

In order to create a sense of unity between group employees and local citizens, the Chiyoda Portable Shrine (Chiyoda O-mikoshi) was entered for the first time into the Minato Mirai 21 event "Sakura Festa 2014" on April 5, 2014. The Chiyoda blue O-mikoshi looked great as it was carried down the street lined with cherry trees in full bloom by Chiyoda Group employees, their families and local residents. This activity has helped to foster a sense of unity with local citizens.



Employees carry the Chiyoda O-mikoshi with local residents

### Establishing a Safety Culture Through Supervisor Training

Chiyoda's Basic Policy for Safety, Quality and Environment (SQE) declares that every accident is preventable, and so safety management activities are being carried out daily in construction sites in order to achieve this. Strong leadership from managing supervisors at Chiyoda and at cooperating companies of primary contracts level is essential to the success of these activities. We also have to share the Chiyoda philosophy on safety culture with managing supervisors in order to heighten their attention to safety.

Following instructions from senior management, BST (a safety consulting company from the United States) was invited to hold a series of seminars five times under the title of "Leadership Training" in 2013 for staff in member companies of the Chiyoda construction cooperative. Also, in order to raise safety awareness and strengthen the leadership of management, which is essential to creating a safety culture in our company, a research fellow from Mitsubishi Research Institute addressed senior managers with a lecture entitled "Reviewing successful 21st century business management from a safety viewpoint."



Management personnel listening attentively to the safety lecture

### C-SAFE Program Development

Our proprietary C-SAFE Program has been newly developed as a program for safety management. It will be implemented in stages in overseas projects.

By analyzing the results of major accidents at Chiyoda in the past and exposing the common causes, this safety program aims to maximize the effects of preventive measures. As well as playing a prominent role as an applied management program within management systems, this program will contribute to an increased awareness of safety and will reinforce the culture of safety, as the progressive design of this program is built on behavioral science-based safety management. The effective use of this program will also improve management systems.



Documents used in the C-SAFE Program

### International Women's Day

International Women's Day is a time to celebrate acts of courage and determination by women who, calling for changes in society, have played an extraordinary role in the history of their countries and communities.

Countries with more gender equality are said to have better economic growth, and companies with more women leaders are said to perform better.

L&T-Chiyoda Limited celebrated International Women's Day on March 8, 2014, in order to express its great affection and respect for women employees and to encourage them to aim for leading positions in the company by building up a track record.



Commemorative photograph of women employees



### Compliance System Reinforcement and Designing Improvement Measures

In recent years, much stronger attitudes of the parties concerned towards emphasizing compliance are becoming noticeable when we carry out overseas projects with major clients and partners. Under the circumstances, we have strengthened our compliance systems by establishing the Compliance Committee, which is directly managed by the Executive Committee, with the purpose of raising awareness and reinforcing promotion systems for compliance with a focus on global measures, including the prevention of anti-corruption practices.

We have also established the Group Company Liaison Meeting on Compliance with the purpose of enhancing a compliance system for the entire Group. This Liaison Meeting is raising compliance awareness in all Group companies in Japan and overseas.

### Continuous Compliance Training and Auditing

With the increase in global compliance risks, such as bribery for foreign government officials, human rights issues and the like, employees taking up new overseas assignments are given pre-assignment training with an emphasis on the risks associated with overseas assignments.

We also continue to regularly audit the adherence situation to such important domestic laws, to which observance we have always emphasized, as the Anti-Trust Act (to prevent bid rigging), Construction Industry Act, and the Subcontract Act.

### Complete Awareness of Export Control

Chiyoda Group has always maintained internal regulations that comply with Foreign Exchange laws, and we have an export control-related system to prevent illegal exports against international security. We carry out continuous training and internal inspections for departments handling overseas businesses in order to provide a complete awareness of export control in line with international security. We are working hard to ensure that such awareness reaches every corner of the company.

### Information Security

In recognition of the fact that Chiyoda handles important information assets of clients worldwide, we continue to raise the awareness of all employees with regard to the importance of information security.

We have ensured response to risk that is newly-recognized since 2013 by implementing training for prospective employees of new graduates specifically on the points of caution when using SNS in order that the company's credibility is not damaged due to careless writing on social network sites or elsewhere.

Also, in order to raise the awareness of managers regarding information security, managers were provided with training on the subjects "current state of company information leakage," and "mechanisms where illegality occurs." The training was implemented by a lawyer who is well versed in this field.

### Voice Comments from a Corporate Lawyer



Many companies have established internal reporting hotlines. If a company's unfair practices are found out by governmental agencies and the mass media, sanctions and penalties will be imposed, and the company will be denounced by society as one that has violated the law, which will eliminate society's trust in the company. The information from internal reporting hotlines can prevent and stamp out unfair practices and inappropriate conduct within the company in advance. The hotlines can be a form of risk management, as they minimize the damage to be suffered by the company. In addition to the internal reporting hotline, Chiyoda has established the external consultation hotline for the sake of those for whom consultation within the company is difficult, and for those who do not know who to consult, among others. As a kind of neutral third party, the external consultation hotline deals with cases of individual reports.

**Tomoo Kugisawa, Corporate Lawyer**  
Tokyo Fuji Law Office



New employee training



UN Global Compact seminar



Pre-assignment training for site managers of field offices



Pre-assignment training for overseas assignments

### Training Conducted by Chiyoda Corporation / Reports to the Consultation and Reporting Hotline in FY2013

Chiyoda Corporation is hosting a wide range of training programs for its management and staff.

#### Compliance

Pre-assignment training for site managers of field offices	17 locations
Pre-assignment training for overseas assignments	4 times
Raising awareness of quasi governmental officials	1 time
Harassment seminar	88 participants (management members)
UN Global Compact seminar	126 participants
Companywide directives (reminders)	2 times

#### Export Control

Companywide directives (export control directives)	4 times
Export control general training	6 times

#### CSR Training

New employee training	113 participants
Training for mid-career hires	26 participants

#### Information Security

Information security general training	355 participants
Management training	92 participants

#### Reports to the Consultation and Reporting Hotline

Reports related to workplace improvements	5
Reports related to compliance with workplace rules	1
Requests for reminders	0
Other	1

## Third-Party Opinion

The environment surrounding energy supply and demand situation has been undergoing dramatic changes for the recent years mainly due to the so-called shale gas revolution and the political instability in the regions around Russia and the Middle East. The current environment is also urging the Chiyoda Group to take swift and timely steering of its operation. I believe that securing and supplying stable energy resources will continue to be a major social issue for Japan for some time, and that society would expect to see such stances of companies as striving to work towards resolving these issues through their core business.

The two projects featured in this report are highly regarded for creating shared value between the company and society. In addition, an announcement was made most recently regarding Chiyoda's participation in the construction of LNG-related facilities in the United States and Canada. Furthermore, initiatives towards supporting the construction of energy infrastructure in emerging countries are also noticeable as "forward-thinking CSR."

On the other hand, however, business risks are increasing due to the locations of construction and maintenance-related businesses to be in areas of high risk in environmental and social terms. In this regard, environmental considerations and human rights considerations are essential for individual cases such as the "Papua New Guinea LNG Project" introduced in this report. I would like to see more detailed information in the future about such initiatives and their results in particular. Many cases of community involvement and development activities are provided in the "Group Company Activity Highlights" and "Social Contributions through Business Activities" sections. I would also like to see "protective CSR" activities being disclosed for specific cases. In terms of "Respect for Human Rights" and "Commitment to Fairness," the report, including the Message from the President, clarifies the policy and introduces measures for strengthening and fully ensuring compliance, which includes respecting human rights and working against corruption. I would suggest that these features are more fully expanded in the future, and in particular, measures being taken to respect human rights must be specified to the related parties outside, as well as to employees.

The CSR Report has become more compact, as detailed information is now comprehensively disclosed on the website. However, based on my above comments, I would like to request that each item be disclosed as fully as possible as a sequence comprising the Policies, Practices and Performance.



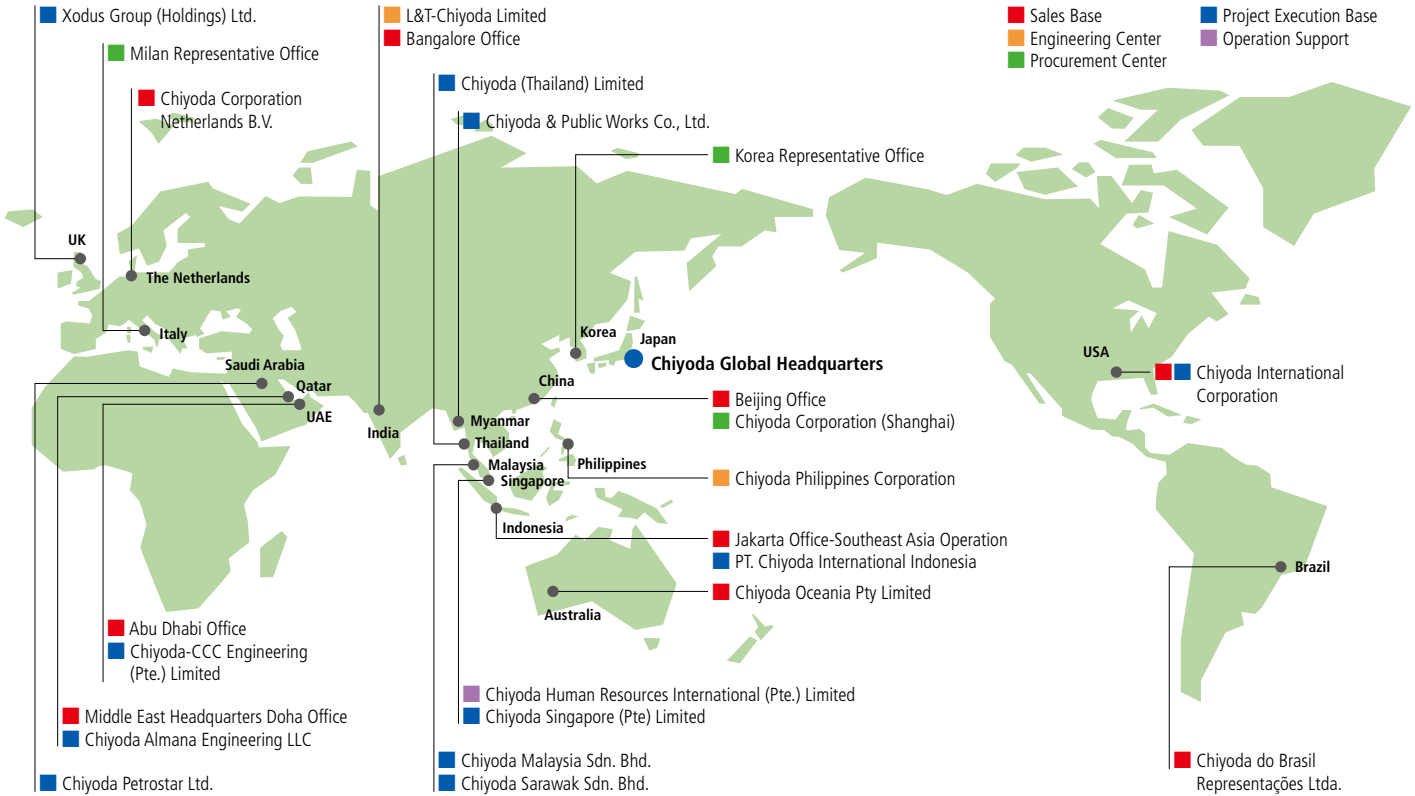
**Eiichiro Adachi**  
Counselor  
The Japan Research Institute, Limited

After graduating from Hitotsubashi University in 1986, Mr. Adachi joined the Japan Research Institute, Limited (JRI) in 1990. He is currently Counselor at JRI after previously serving in the Management Consulting Department and Technology Research Department. He specializes in industrial research and corporate assessment from the standpoint of CSR. He has also worked as a member of the Japanese experts for ISO26000 standard working group (March 2005 through May 2009). Noted publications that he has authored or co-authored include CSR Management and SRI (Kinzai, 2004), Businesses that Grow with Global Warming (Toyo Keizai Inc., 2007) and Introduction to Environmental Management (Nikkei Publishing Inc., 2009).



We contribute to realizing the harmony in developing a sustainable society and conserving the global environment through the combined efforts of our group companies with the engineering expertise.

### Chiyoda's Global Network (Major Overseas Subsidiaries and Offices as of March 31, 2014)



### Major Group Companies in Japan (as of March 31, 2014)

#### Chiyoda Kosho Co., Ltd.

Engineering, construction and maintenance of domestic energy and chemical plants; life and non-life insurance agent

#### Chiyoda System Technologies Corporation

Engineering, procurement, construction and maintenance of electrical and instrumentation, and of social infrastructures. Consulting, development and operation for integrated IT systems

#### Chiyoda TechnoAce Co., Ltd.

Consulting, design, procurement, construction and test operation services for pharmaceutical and other fine chemical plants, and various types of research facilities

#### Arrow Business Consulting Corporation

Consulting and business outsourcing services, etc., for finance, accounting and tax

#### Chiyoda U-Tech Co., Ltd.

Feasibility studies and consulting for energy, oil, chemical and environment-related plants and various types of industrial facilities

#### Arrow Human Resources Co., Ltd.

Temporary staffing, placement consulting, and education and training

#### Arrowhead International Corporation

Travel agent, air cargo and materials export services, etc.



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