

# Maeda Corporation

## *Annual Report 2012*



## A MESSAGE FROM THE PRESIDENT



**I am pleased to have this opportunity to report the Company's operating results for fiscal 2012, which ended March 31, 2012, the 67th year since Maeda's incorporation.**

**Koichi Obara**  
President and Representative Director

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I would like to repeat my deepest appreciation for all the heart-warming assistance of relief supplies and personnel as well as words of encouragement expressed by letters, mail and others that have been offered by so many people in various countries, addressed to our country, including our company on the occasion of the Great East Japan Earthquake.

The Japanese economy in the consolidated fiscal year under review remained in a severe situation starting with the stagnant production and export due to effects of the Great East Japan Earthquake, coupled with deteriorated corporate earnings caused by the progressive strength of the yen and other factors in the midst of the prolonged deflationary environment. However, there were also some moves for the economic recovery as seen in gradual return of personal consumption from mid of the year.

In the construction industry, while public investment increased in support of the restoration needs as a result of the major earthquake, the situation for order acquisition continued to remain difficult due to private-sector investment in construction that stayed at a low level.

Under these circumstances, the Company has strived for enhancement of cost competitiveness aiming at improved construction undertaking capacity and strength in order acquisition through promotion of the Mid-Term Management Plan (FY2010-FY2012) with the pillars of "No.1 environmental management," "Cushion zero" (a method to eliminate the waste by making the cost transparent) in every work process" and "Continuous reform in responding to social changes." Further, the Company has also engaged in building a new business base such as "De-Contracting" and "globalization" toward profitable

growth. In addition, we have received high evaluation from outside for the proactive environmental management as exemplified by being awarded “Environmental Management Pearl Award,” the highest award in the environmental management sector of the “10th Japan Environmental Management Awards.”

The consolidated Group performance in the fiscal year under review included a 7.3% increase in net sales year on year to over JPY 313.3 billion, operating profit was over JPY 5.2 billion owing to solid construction and real estate businesses, and net profit was over JPY 3.1 billion.

Status by the sector is as follows.

#### **Construction business (Building business and civil engineering business)**

Consolidated net sales in the construction segment increased 5.6% compared with the previous fiscal year amounting to over JPY 277.2 billion, while the segment operating profit fell 23.0% compared with the previous fiscal year to over JPY 2.3 billion owing to deteriorated profitability in overseas civil engineering works.

Regarding the Company, which accounts for most of Maeda Group’s construction operations, its orders acquired for construction business decreased 14.0% year on year to over JPY 175.7 billion partly as a reaction to the order acquisition of major works in the previous fiscal year. Orders acquired for the civil engineering business increased 11.2% year on year to over JPY 106.7 billion owing to orders acquired for restoration works, etc. from the earthquake. Thus, total orders acquired stood at over JPY 282.4 billion, a decrease of 5.9% compared with the previous fiscal year. The public-private ratio was 28.4% for public sector works and 71.6% for private-sector works.

With respect to net sales (amount of completed works), net sales of construction business increased 13.3% year on year to over JPY 158.3 billion, and net sales of civil engineering business decreased 11.7% to over JPY 89.8 billion. Total sales increased 2.8% to over JPY 248.1 billion. By these, the value of uncompleted construction works (carry forward to the next fiscal year) increased 9.5% year on year to over JPY 395.5 billion.

#### **Real estate business**

We develop real estate business centering on rental and sales of land/buildings, and net sales increased 68.5% to over JPY 12.1

billion year on year mainly by increased number of condominium units sold. Its segment profit was over JPY 2.8 billion.

#### **Other businesses**

The Company engages in other businesses extensively centering on manufacturing sales of construction materials, including service businesses, and the net sales increased 7.7% year on year to over JPY 23.9 billion. Its segment profit stood at over JPY 100 million.

With respect to the future prospect, while personal consumption is expected to shift solidly, increased uncertainty for the economic recovery trend is a concern owing to effects of the risk for downward pressure on the economy from overseas such as the public debt crisis in Europe and rising oil prices, coupled with bottleneck of electric power supply, etc.

In the construction industry, while we anticipate an increase of both public investment and private capital investment by fully fledged restoration demand from the earthquake, response to difficult managerial environment is also required continuously in light of the expected rise in labor expenses, and far more intensified competition for order acquisition.

Under these circumstances, and in light of the greatly changed managerial environment surrounding the Company including occurrence of the earthquake, we have revised our performance target value of the Mid-Term Management Plan with the fiscal year ending March 2013 as the final year. Under the basic principle of the plan, “becoming a company that earns the maximum level of trust from all its stakeholders,” we will continue to strive for enhancement of the construction undertaking capacity and strength in order acquisition by promotion of the emphasized policies through concerted efforts by the Company as a whole. Furthermore, along with promotion of “De-Contracting” and “globalization” and continuous building of stable business base, we will perform social responsibility as a member of the construction industry in our commitment to restoration from the earthquake. Through all these various measures, we are determined to promote a sustainable growth of the Maeda Group, making efforts for further development of the Company business.



Koichi Obara  
President and Representative Director

## Profile of the Corporation

Maeda was established in Japan in 1919. Since then, it has progressed to become one of Japan's leading building and civil engineering contractors. Maeda has a well-earned reputation for completing contracts to high-quality standards and technical specifications, on schedule, and at very competitive prices. The experience that Maeda has gained in civil engineering and building is extensive and includes projects in the following categories:

### Civil Engineering

Dams and power stations (hydro, thermal, and nuclear), railways, subways, tunnels, subterranean works, highways, and bridges  
Harbor, river and levee works, reclamation, dredging and land development  
Water supply, drainage and sewage disposal systems  
Irrigation and water control systems  
Airports

**The Takase Dam** is a good example of the scale of work successfully undertaken by Maeda. This is one of the largest rock-filled dams in Asia, with a height of 176m and an embankment volume of 11.4 million m<sup>3</sup>. The Takase Dam was built for Tokyo Electric Power Co., Inc., in connection with a 1,280MW hydroelectric plant.

**The Seikan Undersea Tunnel** illustrates Maeda's status as one of Japan's leading tunneling contractors. As a member of a construction joint venture, but employing its own construction methods and technologies, Maeda successfully completed its work on this challenging project. This tunnel, with a total length of 53.85km, connects Honshu (the main island of Japan) with Hokkaido (the main northern island of Japan) and is currently the world's longest railway tunnel.

Traversing the Seto Inland Sea, the **Seto-Ohashi Bridge** links Honshu with Shikoku (a southwestern island of Japan). This bridge consists of three long suspension spans and seven elevated spans that carry both road and rail traffic. Maeda's principal role in the project was the construction of the substructure supports, which involved the construction of steel and concrete foundations and tower supports in deep water with very strong currents.

### Buildings

Schools, hospitals and office buildings  
Residential buildings, stores, athletic and entertainment facilities, factories and warehouses

#### Hyatt Regency Guam

Located on Guam's Tumon Bay, this luxury resort hotel boasts 14 stories and a total floor area of 62,510m<sup>2</sup>.

#### Shenzhen Jing Guang Center (China)

This reinforced concrete, multi-use building, 140m high with a total floor area of 92,000m<sup>2</sup>, houses offices, complex housing and commercial facilities.

#### Hong Kong International Airport Passenger Terminal Building

Used by 35 million people annually, this "superhub" handles air freight volume totaling 1.3 million tons each year and has a total floor area of 516,000m<sup>2</sup>.

### The United States

In 1985, Maeda decided to make a full-scale entry into the U.S. market and established Maeda International Corporation, now named MKK Technologies, Inc., in Michigan. MKK Technologies' first major project was the construction of the Mazda automobile manufacturing plant in Flat Rock, Michigan. Since then, MKK Technologies has undertaken numerous projects in 13 states, mostly in the Midwest, for both Japanese and U.S. clients. Maeda has every confidence that MKK Technologies will expand, based on trust in the Maeda name among Japanese companies, and grow as a local company with roots firmly planted in the United States.

### The Pacific Region

Maeda is continuing to develop new business in the Pacific region, including Guam and the West Coast of the United States, and has completed projects that include deluxe condominiums, golf courses, and the renovation of luxury hotels. Maeda has also undertaken the construction of the Truk International Airport in the Federated States of Micronesia.

### China and the Special Administrative Regions of Hong Kong and Macau

In collaboration with Chinese and French contractors, Maeda has constructed the main building for a nuclear power plant in China's Guangdong Province. This building houses the plant's twin 900MW pressurized water reactors and associated steam turbines. The reactors went into operation in 1994.

In a joint venture with its Chinese counterpart, Maeda also received an order in January 1987 to build a power plant and the 3.5 million m<sup>3</sup> Shuikou concrete gravity dam in Fujian Province.

Maeda's operations in Hong Kong date back to 1963. For 50 years, Maeda has maintained a presence in the region as a major contractor that delivers key infrastructure projects on time, on budget, and to the highest standards.

Our list of representative projects complet-

ed after the 1970s includes: stations and tunnels for all phases of the Mass Transit Railway System; the world-renowned Hong Kong International Airport Passenger Terminal Building; the Tsing Tsuen Bridge, connecting Tsing Yi Island to Kowloon; the West Kowloon Expressway; the design and building of the cable-stayed Kap Shui Mun Bridge linking the airport and the Kowloon Peninsula; and the natural gas fueled Black Point Power Station, with a rated power capacity of 2,400 MW.

Maeda's current projects are also key to the expanding infrastructure of Hong Kong. A 10km section of railway was completed ahead of schedule, in autumn 2003. The new railway is a more efficient mode of transportation, leading to a substantial reduction in commuting time between the central business district and northwestern Hong Kong. The Mass Transit Railway Corporation is constructing another rail link with other parts of China, and, again, Maeda is participating as a contractor for railway viaducts.

Also, Maeda completed the construction of Stonecutters Bridge—one of the world's longest cable-stayed bridges in 2009.

In Macau, Maeda has built the Coloane Thermal Power Plant.

### Asia

In addition to the extensive amount of work undertaken in its home country as well as in China, including Hong Kong, as described above, Maeda is very active throughout Asia.

In Thailand, since participating in the Lampang-Chiangmai Highway project, Maeda has completed the Lam Dom Noi Dam, a new runway for Bangkok International Airport, and approach viaducts for the Rama IX Bridge over the Chao Phraya River.

In Malaysia, Maeda has built Penang International Airport, the Crocker Range Highway in the state of Sabah, the Batang Ai Hydroelectric Power Plant, and the Sarawak Electricity Supply Corporation's headquarters building.

In Cambodia, Maeda has built the Prek Thnot Dam, a number of roads, and some schools.

Maeda has a long record of subway-related operations in Taiwan dating back to 2002, when it obtained a contract for the CO<sub>2</sub> Section of the Kaohsiung Metro Orange Line. The Company's current operations in Taiwan include work on Taipei's subway network based on the Songshan Line Sectional Contract CG590A.

In Sri Lanka, Maeda obtained a contract for the Upper Kotmale Hydropower Project Lot 1 & Lot 2 Civil Works project and is currently moving forward with related work.



## Completed Works (Building Projects)



### Makita Manufacturing (Thailand) New Factory Phase 1

This factory is located at Pinthong 3 Industrial Park, Chonburi Province, which was designed by M-Tamai Architects and Associates, Inc. and was constructed by Thai Maeda Corp.

The factory assembles hand electrical tools in partial 2-story buildings with total floor area of 32,080m<sup>2</sup>.

This factory is the first factory in Pinthong 3 Industrial Park, and its main floor level is 135 meters above sea level to avoid the damage of rain water flooding.



### NTN Chennai – Construction of a New Factory

This factory is located in the Mahindra World City Industrial Estate on the southern side of India. With a total floor space of 11,000 m<sup>2</sup>, the factory engages in the manufacture of constant velocity joints and 3rd generation hub bearings for sale to auto manufacturers. This is not Maeda's first project for this particular owner. The Company previously designed and constructed a factory for the manufacture of constant velocity joints for sale to automobile manufacturers on the northern side (Haryana Province) of India in 2006, which initiated Maeda's entry into the India market. Following on from this project in the north, construction of the new factory, which was completed in 2012, is Maeda's first foray into the southern side. Looking ahead, India, which is experiencing notable economic growth, is considered a market of significant potential with expectations for an upswing in demand from the automobile sector.

## Review of Operations



### The Second-phase Construction of Koganei Redevelopment of Hosei University (Latter half)

This building is a university building which has four stories with a floor space of 14,165m<sup>2</sup>. After construction of the new school building, Maeda also conducted the demolishing of the old building as well as preparation of the campus courtyard. During the construction, Maeda engaged in the construction maintaining close communication with the parties concerned with the university as well as people in the neighborhood through introduction of Maeda's unique construction information management system "TPMs" so that the WEB camera image may be viewed at the university Website.



### Remodeling of Existing 237,538 SF Facility for NTA Precision Axle Corporation

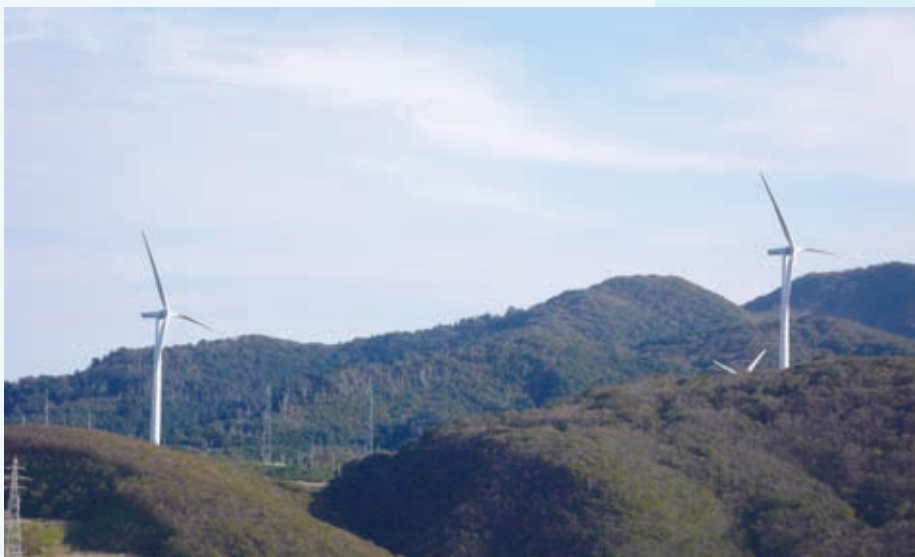
Project consists of remodeling of existing facility including, but not limited to, new piping work, new cooling water system, new compressed air system, new power distribution system, new over head crane, new in-plant offices and locker rooms, renovation of the existing office and required site work.



### APITA Yoshiwara Store Construction of a New Store

This building is a shopping center that was designed and constructed by Maeda with a total floor space of 24,387m<sup>2</sup> that has the incorporated energy saving countermeasures such as LED lighting, high-efficient type air conditioning facility, electricity charging station for EVs, etc. throughout the building. It was constructed giving consideration to the neighboring environment utilizing many energy saving methods, based on the perspective of the construction in a small site adjacent to residential sites.

## Completed Projects (Civil Engineering Projects)



### Construction Work of Tappi Wind Power Generator Facilities

This is a construction work of all facilities of the wind power generators including two units of 2MW windmills in the cape of wind "Tappi" that encompasses Hokkaido closely. The contract was implemented in a business methodology to conduct from designing, procurement of all windmill facilities, installation works to the trial run in a consistent manner. It has become a wind power generating plant with one of the highest level of facility utilization ratio, taking advantage of abundant availability of wind.



### New Construction of Akanuma Bypass of the Hokuriku Shinkansen, etc.

This was a work to construct a railway bridge of 190m extension over the Train Car Base of Nagano Shinkansen as a part of the Hokuriku Shinkansen, of which preparation has been progressed aiming at its completion in the fiscal year ending March 2015. Since it was a construction progress close to operating line of the Shinkansen with a great social impact, it was constructed paying sufficient attention to the prevention of the railway displacement centering on night work in order not to cause any railway trouble accident, while making efforts to maintain quality and safety of the work.



### FY 2008 Furusato No. 3 / Kata Tunnel Construction of the Kisei Line

This work is that of the construction of Furusato No. 3 Tunnel (411m) and the Kata Tunnel (511m) between Miyama IC and Kii Nagashima IC within Mie prefecture, along the Kinki Highway - Kisei Line that is being planned in the coastal area of the Kii Peninsula. The construction was conducted having introduced preventive measures for noise, vibration, muddy water and others in view of the presence of bathing beaches facing Kumano Nada and many guest-houses nearby.



### Upper Kotmale Hydropower Project Lot 2 - Main Civil Works in Sri Lanka

The Upper-Kotmale Hydropower Project is a run of river hydropower project with an installed capacity of 150MW (consisting of two 75MW units).

It has the following components:

An intake dam located close to the town of Talawakelle with a height of 35.5m and a crest length of 180m.

A headrace tunnel 4.5m/5.2m in diameter lined and unlined and 12.89km in length, running north from the dam. The maximum gross head between the reservoir and the power-house will be 491m.

An upstream surge tank 12m in diameter and 98m height, located on the crest of the penstock tunnel.

A penstock tunnel formed by an underground inclined steel shaft starting with a diameter of 4.5m and reducing to 1.45m.

An underground powerhouse located at Niyamgamdora, with dimensions of 66.3m L x 18.8m W x 36.5m H to house two units of 75MW turbines and relevant equipments.

An outdoor switchyard, 36.5m wide and 130m long, located at Niyamgamdora, to connect the Power House to a 220kV double circuit transmission line.



# Maeda News

## Commitment to Environmental Management

Iidabashi redevelopment project including vacant site of the headquarters

Maeda positions the construction work of this project as the flagship of “environmental management” that engages in reduction of the CO<sub>2</sub> emission and construction sludge.

### >>> Reduction in CO<sub>2</sub> emission utilizing BDF (Bio Diesel Fuel)

In this construction work, Maeda engages in the “Iidabashi Zero-Carbon Model” that reduces CO<sub>2</sub> emission to zero in total during the construction stage by carbon offsetting using BDF.

In the fiscal year under review, Maeda set a goal to convert half of the dump trucks to carry out excavated soil by using the BDF vehicles, and it accomplished almost 55% conversion (9,045 vehicles). It also confirmed the test introduction of BDF to generators as well. Since its effectiveness has been confirmed, Maeda is promoting expanded application of BDF targeting generators (150kVA or more) arranged by our workplaces in Kanto area.



### >>> Reduction of construction sludge by AWARD-Ccw method

Ditches are arranged on the wall surface in this work in order to pour cement to prevent ground collapse at excavating underground as well as not have any negative effect on the surrounding area.

In traditional methods, the stabilizing material of mixed clay and water has been poured to prevent collapse of the excavated portion, and has produced a result of the quantity of construction sludge.

The new AWARD-Ccw method has attained approximately 60% reduction in the generated construction sludge compared with the traditional method while maintaining the strength, etc., by using air bubble as the stabilizing material.





## Commitment to Environmental Management

### External evaluation regarding environmental management

In the fiscal year under review, Maeda has continued to receive honorable external evaluation as stated below in appreciation of its commitment to environmental activities and achievements in the past.

#### >>> Awarded the Pearl Award (the highest award in the environmental management sector) of the 10<sup>th</sup> Japan Environmental Management Awards

In appreciation of the following commitments of Maeda, it was awarded the “Pearl Award,” which is the highest award in the environmental management sector. (Extract from material of the Japan Environmental Awards Committee)

- The company is also engaged in environmental management that integrated management and environment.
- In the operating stages of buildings, the company is committed to the promotion of environment conscious designing that adopts air conditioners, lighting and others with high energy saving performance, as well as development of environment related technologies including natural energy such as underground heat.



#### >>> The highest award was awarded at the Nikkei Awards “Your-power saving idea at home”

“Power saving summer operation campaign” that Maeda engaged in last summer was awarded the highest award in this event sponsored by Nihon Keizai Shimbun.

Taking advantage of the Maeda eco-point system which is the “Me-pon” that had been introduced to promote environmental activities by its employees and their families for the power saving countermeasures, Maeda tried pleasant power saving through “Visualization of power reduction rate,” “Green curtain contest” and others. Further, products from Tohoku area were added to eco-point exchange products in order to support restoration from the earthquake. Such efforts were highly evaluated, thus leading to the award.



# Maeda News

## Commitment to Corporate Volunteer

Maeda started activities of “MAEDA Corporate Volunteer” in June 2011 toward restoration/reconstruction of the Tohoku district, and more than 200 employees and their families in total participated in removal of debris and floating objects, mowing and other activities until the 10th campaign in March, this year.

Furthermore, Maeda dispatched volunteers to the “Coastal forest restoration project” that has been implemented in Miyagi prefecture by the public interest incorporated foundation OISCA, and it also implemented provision of material and equipment to seedling nurseries and installation work of windshield nets.

While the size of the corporate volunteer itself is not necessarily big, Maeda will continue to plan and implement volunteer activities in a way to maintain personal contacts with the people in the Tohoku district, wishing to contribute to restoration/reconstruction of the district by continuing, if modestly.



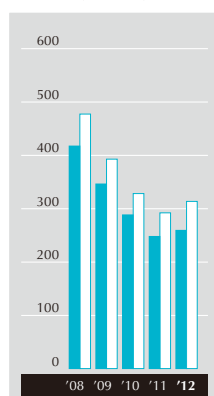
# Consolidated Financial Highlights

Maeda Corporation and Consolidated Subsidiaries  
Years ended March 31, 2011 and 2012

	Millions of yen		Thousands of U.S. dollars (Note)
	2011	2012	2012
<b>For the Year Ended March 31:</b>			
Net sales .....	¥291,888	<b>¥313,327</b>	<b>\$3,812,228</b>
Operating profit .....	1,918	<b>5,299</b>	<b>64,473</b>
Net profit (loss) .....	(2,547)	<b>3,197</b>	<b>38,898</b>
<b>As of March 31:</b>			
Total liabilities & net assets .....	356,104	<b>373,950</b>	<b>4,549,824</b>
Total shareholders' equity .....	108,569	<b>110,628</b>	<b>1,346,003</b>

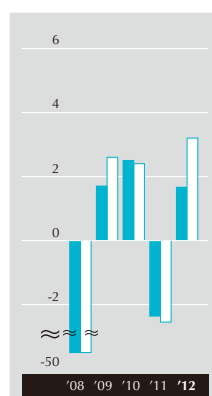
Note: U.S. dollar amounts in the financial statements are translated from yen, for convenience only, at the rate of ¥82.19=US\$1, the exchange rate prevailing on March 31, 2012.

**Net Sales**  
(Billion ¥)

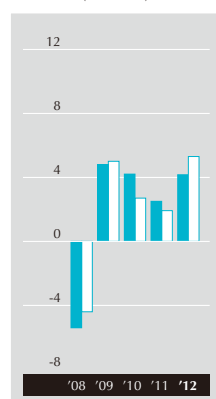


■ Non-consolidated  
□ Consolidated

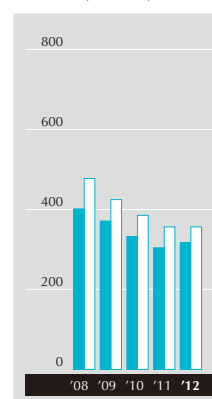
**Net Profit (Loss)**  
(Billion ¥)



**Operating Profit (Loss)**  
(Billion ¥)



**Total Liabilities & Net Assets**  
(Billion ¥)





# Consolidated Balance Sheets

Maeda Corporation and Subsidiaries  
As of March 31, 2011 and 2012

ASSETS	Millions of yen		Thousands of U.S. dollars (Note 4)
	2011	2012	2012
<b>Current Assets:</b>			
Cash and time deposits.....	¥ 26,473	¥ 33,398	\$ 406,351
Marketable securities (Notes 5 & 6) .....	—	403	4,903
Trade receivables:			
Notes .....	1,807	3,316	40,346
Accounts .....	107,250	117,371	1,428,045
Allowance for doubtful accounts .....	(990)	(524)	(6,376)
	<u>108,067</u>	<u>120,163</u>	<u>1,462,015</u>
Inventories (Notes 9 & 10) .....	45,838	44,470	541,064
Deferred tax assets (Note 13).....	72	104	1,265
Other current assets.....	23,282	26,405	321,268
Total Current assets .....	<u>203,732</u>	<u>224,943</u>	<u>2,736,866</u>
<b>Investments and other assets:</b>			
Investments in securities (Notes 5, 6 & 10) .....	44,212	42,708	519,625
Investments in and advances to unconsolidated subsidiaries and affiliates .....	34,644	36,680	446,283
Deferred tax assets (Note 13).....	81	93	1,132
Intangible fixed assets .....	888	650	7,908
Long-term loans receivable .....	4,305	2,581	31,403
Claims provable in bankruptcy and other .....	8,535	8,626	104,952
Other investments .....	5,458	5,325	64,789
Allowance for doubtful accounts .....	(6,231)	(6,703)	(81,555)
Total Investments and other assets .....	<u>91,892</u>	<u>89,960</u>	<u>1,094,537</u>
<b>Property and equipment, at cost : (Note 10)</b>			
Buildings and structures .....	58,592	58,768	715,026
Machinery and equipment .....	24,275	24,207	294,525
Vehicles .....	3,995	3,466	42,171
Tools, furniture and fixtures.....	6,801	6,875	83,648
Land.....	31,858	31,859	387,626
Construction in progress .....	3,041	3,137	38,168
Leased assets .....	340	390	4,745
	<u>128,902</u>	<u>128,702</u>	<u>1,565,909</u>
Accumulated depreciation .....	(68,422)	(69,655)	(847,488)
Property and equipment, net.....	<u>60,480</u>	<u>59,047</u>	<u>718,421</u>
<b>TOTAL ASSETS .....</b>	<u>¥356,104</u>	<u>¥373,950</u>	<u>\$4,549,824</u>

The accompanying notes are an integral part of the statements.

LIABILITIES & NET ASSETS	Millions of yen		Thousands of U.S. dollars (Note 4)
	2011	2012	2012
<b>Current Liabilities:</b>			
Short-term debt (Note 10) .....	¥ 47,327	¥ 44,707	\$ 543,947
Trade payables .....	49,195	62,312	758,146
Advances on construction work in progress .....	23,186	30,498	371,067
Accrued income taxes .....	373	976	11,875
Allowance for repairs and warranty .....	459	486	5,913
Accrued bonuses for employees .....	1,856	1,978	24,066
Accrued bonuses for directors .....	12	11	134
Reserve for defects on completed works .....	588	581	7,069
Allowance for loss on construction contracts (Note 18) .....	1,350	2,175	26,463
Reserve for indemnification for completed contracts in the past fiscal years .....	392	174	2,117
Other current liabilities .....	16,439	20,226	246,089
Total Current liabilities .....	141,177	164,124	1,996,886
<b>Long-Term Liabilities:</b>			
Long-term debt (Note 10) .....	69,270	62,845	764,631
Reserve for retirement benefits (Note 12) .....	16,829	17,241	209,770
Deferred tax liabilities (Note 13) .....	4,590	3,424	41,659
Other long-term liabilities .....	5,799	5,157	62,745
Total Long-term liabilities .....	96,488	88,667	1,078,805
<b>Commitments &amp; Contingent Liabilities (Note 15)</b>			
<b>Net Assets</b>			
<b>Shareholders' equity:</b>			
Common stock (Note 20) .....	23,455	23,455	285,375
Additional paid-in capital .....	31,710	31,715	385,874
Retained earnings .....	55,923	57,882	704,246
Treasury stock, at cost .....	(2,519)	(2,424)	(29,492)
Total Shareholders' equity .....	108,569	110,628	1,346,003
<b>Accumulated other comprehensive income:</b>			
Unrealized gain on investments in securities .....	6,430	6,944	84,487
Foreign currency translation adjustments .....	(30)	(32)	(389)
Total Accumulated other comprehensive income .....	6,400	6,912	84,098
<b>Minority interests in consolidated subsidiaries:</b> .....	3,470	3,619	44,032
Total Net assets .....	118,439	121,159	1,474,133
<b>TOTAL LIABILITIES &amp; NET ASSETS</b> .....	<b>¥356,104</b>	<b>¥373,950</b>	<b>\$4,549,824</b>

The accompanying notes are an integral part of the statements.





# Consolidated Statements of Comprehensive Income

Maeda Corporation and Subsidiaries  
For the years ended March 31, 2011 and 2012

	Millions of yen		Thousands of U.S. dollars (Note 4)
	2011	2012	2012
<b>Profit (loss) before minority interests</b> .....	¥(2,887)	¥3,328	\$40,492
<b>Other comprehensive income:</b>			
Unrealized gain (loss) on investments in securities .....	¥(3,560)	¥ 345	\$ 4,197
Share of other comprehensive income of the companies accounted for by equity method .....	7	115	1,399
Total other comprehensive income (Note 19) .....	(3,553)	460	5,596
<b>Total Comprehensive income</b> .....	¥(6,440)	¥3,788	\$46,088
<b>Total Comprehensive income attributable to:</b>			
Shareholders of Maeda Corporation .....	¥(6,237)	¥3,709	\$45,127
Minority interests .....	(203)	79	961

The accompanying notes are an integral part of the statements.

# Consolidated Statements of Changes in Net Assets

Maeda Corporation and Subsidiaries  
For the years ended March 31, 2011 and 2012

	Millions of yen									
	Shareholders' equity					Accumulated other comprehensive income				
	Common Stock	Additional paid-in capital	Retained earnings	Treasury stock, at cost	Total Shareholders' equity	Unrealized gain on investments in securities	Foreign currency translation adjustments	Total Accumulated other comprehensive income	Minority interests in consolidated subsidiaries	Total Net assets
<b>Balance at April 1, 2010</b> .....	¥23,455	¥31,710	¥59,709	¥(2,517)	¥112,357	¥10,181	¥(92)	¥10,089	¥3,828	¥ 16,274
Changes during the current period:										
Cash dividends paid										
at ¥7.0 per share.....	—	—	(1,239)	—	(1,239)	—	—	—	—	(1,239)
Net loss for current period.....	—	—	(2,547)	—	(2,547)	—	—	—	—	(2,547)
Acquisition of treasury stock.....	—	—	—	(2)	(2)	—	—	—	—	(2)
Net changes other than shareholders' equity.....	—	—	—	—	—	(3,751)	62	(3,689)	(358)	(4,047)
Total changes during the current period.....	—	—	(3,786)	(2)	(3,788)	(3,751)	62	(3,689)	(358)	(7,835)
<b>Balance at April 1, 2011</b> .....	¥23,455	¥31,710	¥55,923	¥(2,519)	¥108,569	¥ 6,430	¥(30)	¥ 6,400	¥3,470	¥118,439
Changes during the current period:										
Cash dividends paid										
at ¥7.0 per share.....	—	—	(1,238)	—	(1,238)	—	—	—	—	(1,238)
Net profit for current period.....	—	—	3,197	—	3,197	—	—	—	—	3,197
Acquisition of treasury stock.....	—	—	—	(0)	(0)	—	—	—	—	(0)
Sale of treasury stock.....	—	5	—	95	100	—	—	—	—	100
Net changes other than shareholders' equity.....	—	—	—	—	—	514	(2)	512	149	661
Total changes during the current period.....	—	5	1,959	95	2,059	514	(2)	512	149	2,720
<b>Balance at March 31, 2012</b> .....	¥23,455	¥31,715	¥57,882	¥(2,424)	¥110,628	¥ 6,944	¥(32)	¥ 6,912	¥3,619	¥121,159

	Thousands of U.S. dollars (Note 4)									
	Shareholders' equity					Accumulated other comprehensive income				
	Common Stock	Additional paid-in capital	Retained earnings	Treasury stock, at cost	Total Shareholders' equity	Unrealized gain on investments in securities	Foreign currency translation adjustments	Total Accumulated other comprehensive income	Minority interests in consolidated subsidiaries	Total Net assets
Balance at April 1, 2011.....	\$ 285,375	\$ 385,813	\$ 680,411	\$ (30,649)	\$ 1,320,950	\$ 78,233	\$ (365)	\$ 77,868	\$ 42,219	\$ 1,441,037
Changes during the current period:										
Cash dividends paid										
at \$0.09 per share.....	—	—	(15,063)	—	(15,063)	—	—	—	—	(15,063)
Net profit for current period.....	—	—	38,898	—	38,898	—	—	—	—	38,898
Acquisition of treasury stock.....	—	—	—	(0)	(0)	—	—	—	—	(0)
Sale of treasury stock.....	—	61	—	1,157	1,218	—	—	—	—	1,218
Net changes other than shareholders' equity.....	—	—	—	—	—	6,254	(24)	6,230	1,813	8,043
Total changes during the current period.....	—	61	23,835	1,157	25,053	6,254	(24)	6,230	1,813	33,096
<b>Balance at March 31, 2012</b> .....	\$285,375	\$385,874	\$704,246	\$(29,492)	\$1,346,003	\$84,487	\$(389)	\$84,098	\$44,032	\$1,474,133

The accompanying notes are an integral part of the statements.

# Consolidated Statements of Cash Flows

Maeda Corporation and Subsidiaries  
For the years ended March 31, 2011 and 2012

	Millions of yen		Thousands of U.S. dollars (Note 4)
	2011	2012	2012
<b>Cash Flows from Operating Activities:</b>			
Profit (loss) before income taxes and minority interests.....	¥ (2,639)	¥ 4,096	\$ 49,836
Depreciation .....	4,913	4,353	52,963
Impairment loss on fixed assets.....	530	38	462
Increase (decrease) in allowance for doubtful accounts.....	941	5	61
Increase (decrease) in allowance for losses on construction contracts.....	(462)	825	10,038
Increase (decrease) in reserve for retirement benefits .....	551	412	5,013
Interest and dividend income .....	(1,229)	(1,008)	(12,264)
Interest expenses.....	2,384	2,135	25,976
Foreign exchange loss (gain) .....	(141)	64	779
Loss (gain) on sales of short-term and long-term investment securities .....	(194)	288	3,504
Loss (gain) on valuation of short-term and long-term investment securities.....	3,851	471	5,730
(Increase) decrease in trade receivables.....	5,756	(11,655)	(141,806)
(Increase) decrease in construction work in progress .....	1,371	1,695	20,623
(Increase) decrease in other inventories.....	4,475	(327)	(3,979)
(Increase) decrease in consumption tax receivables.....	(3,482)	(634)	(7,714)
Increase (decrease) in trade payables .....	4,632	13,117	159,594
Increase (decrease) in advances on construction work in progress .....	(1,894)	7,312	88,965
Other .....	3,147	198	2,409
Sub-total: .....	22,510	21,385	260,190
Receipt of interest and dividend income.....	1,623	1,309	15,927
Payment of interest expenses .....	(2,326)	(2,107)	(25,636)
Payment of income taxes .....	(265)	(171)	(2,080)
Cash flows from operating activities: .....	21,542	20,416	248,401
<b>Cash Flows from Investing Activities:</b>			
Proceeds from sale and redemption of marketable securities .....	20	—	—
Acquisition of property and equipment and intangible assets .....	(2,689)	(2,702)	(32,875)
Proceeds from sale of property and equipment and intangible assets.....	240	170	2,068
Acquisition of investments in securities .....	(3,134)	(1,286)	(15,646)
Proceeds from sale of investments in securities.....	2,231	469	5,706
Lending of long-term loans receivable .....	(79)	(46)	(560)
Collection of long-term loans receivable .....	326	288	3,504
Other .....	(64)	(639)	(7,774)
Cash flows from investing activities: .....	(3,149)	(3,746)	(45,577)
<b>Cash Flows from Financing Activities:</b>			
Increase (decrease) in short-term loans.....	(20,511)	(5,703)	(69,388)
Increase in long-term loans.....	200	4,500	54,751
Repayment of long-term loans.....	(12,616)	(2,793)	(33,982)
Proceeds from issuance of bonds.....	13,025	14,905	181,348
Repayment of bonds .....	—	(20,000)	(243,339)
Payment of finance lease obligations.....	(85)	(91)	(1,107)
Payment of cash dividends.....	(1,239)	(1,238)	(15,063)
Sale of treasury stock .....	—	100	1,217
Acquisition of treasury stock.....	(1)	(0)	(0)
Cash flows from financing activities:.....	(21,227)	(10,320)	(125,563)
Exchange difference of cash and cash equivalents.....	(248)	(112)	(1,363)
Increase (decrease) in cash and cash equivalents .....	(3,082)	6,238	75,898
Cash and cash equivalents at beginning of the year.....	29,035	25,953	315,768
Cash and cash equivalents at end of the year .....	¥25,953	¥32,191	\$391,666

The accompanying notes are an integral part of the statements.



# Notes to the Consolidated Financial Statements

Maeda Corporation and Subsidiaries

## 1 BASIS OF PRESENTING CONSOLIDATED FINANCIAL STATEMENTS

### (1) Accounting principles and presentation

Maeda Corporation (the “Company”) and its consolidated subsidiaries maintain their books of account in conformity with the financial accounting standards of Japan, and, its foreign subsidiaries maintain their books of account in conformity with those countries of domicile.

Effective April 1, 2008, the Company adopts the “Practical Solution to Unification of Accounting Policies Applied to Foreign Subsidiaries for Consolidated Financial Statements (PITF No.18)”. In accordance with PITF No.18, the accompanying consolidated financial statements for the year ended March 31, 2011 and 2012 have been prepared by using, the accounts of foreign consolidated subsidiaries prepared in accordance with either International Financial Reporting Standards (IFRS) or accounting principles generally accepted in the United States as adjusted for certain items. Until March 31, 2008, the accompanying consolidated financial statements had been prepared by using the accounts of foreign consolidated subsidiaries prepared in accordance with accounting principles generally accepted in their countries of domicile.

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in Japan, which are different in certain respects as to the application and disclosure requirements of IFRS, and have been compiled from the consolidated financial statements prepared by the Company as required by the Financial Instruments and Exchange Law of Japan.

Certain amounts in the prior years’ financial statements have been reclassified to conform to the current year’s presentation.

Certain reclassifications have been made to present the accompanying consolidated financial statements in a format which is familiar to readers outside Japan.

### (2) Scope of consolidation

The Company has twenty (20) subsidiaries (“controlled companies”, wherein the decision-making body of entity is controlled) as of March 31, 2012. The accompanying consolidated financial statements include the accounts of the Company and eight (8) significant subsidiaries, controlled directly or indirectly by the Company, as listed below:

### Consolidated subsidiaries:

Name of subsidiary	Segment (Main business)	March 31, 2012		
		Equity ownership percentage	Common stock	
			Millions of yen	Thousands of U.S. dollars
Maeda Seisakusho Co., Ltd.	Other (Manufacturing, sales and rental of construction machinery and others)	43.0% *{0.7} **{9.8}	¥3,160	\$38,447
JM Corporation	Building	100.0 *{—}	350	4,258
Fujimi Koken Co., Ltd.	Other (Production and sales of construction materials)	50.0 *{—}	250	3,042
Fujimi Building Services Co., Ltd.	Building	75.0 *{25.0}	100	1,217
Seiyu Estate Co., Ltd.	Real estate	98.8 *{2.4}	50	608
Miyama Kogyo Co., Ltd.	Civil engineering	74.2 *{24.2}	25	304
Anonymous Association— Shinonome Residential Tower	Real estate	— *{—}	—	—
Anonymous Association— Aomi Seaside Project	Real estate	— *{—}	—	—

\* The figure in curly brackets presents the indirect ownership percentage included in “Equity ownership percentage”.

\*\* The figure in square brackets presents the ownership percentage of those with close relation or assent to the Company not included in “Equity ownership percentage”.

Note: The account closing date of Anonymous Association – Shinonome Residential Tower is April 30, and its account is adjusted according to the account closing date of the Company for consolidation purpose.

The accounts of the other twelve (12) subsidiaries have not been consolidated with the Company because of the insignificant amount of total assets, net sales, net profit and retained earnings, but two (2) of the unconsolidated subsidiaries are accounted for by the equity method.

### (3) Consolidation and elimination

For the purposes of preparing the consolidated financial statements, all significant inter-company transactions, account balances and unrealized profits among the Company and its consolidated subsidiaries have been eliminated, and the portion thereof attributable to minority interests is charged to minority interests.

Differences between the cost and the underlying net equity at fair value of investments in consolidated subsidiaries and in companies which are accounted for by the equity method are amortized by the straight-line method over periods not exceeding 5 years. However, immaterial goodwill and negative goodwill are charged or credited to income in the year of acquisition.

#### (4) Investments in unconsolidated subsidiaries and affiliates

As of March 31, 2012, the Company has twelve (12) affiliates (“influenced companies”, wherein the financial and operating or business decision-making body of an entity that is not a subsidiary can be influenced to a material degree).

Investments in two (2) unconsolidated subsidiaries and four (4) affiliates are accounted for by the equity method, under which the Company’s equity in the net profit of these affiliates is included in consolidated profit with appropriate elimination of inter-company profit as of March 31, 2012, and for the year then ended. The remaining investments in unconsolidated subsidiaries and affiliates are stated at cost since the investments do not have a material effect on consolidated net profit and retained earnings in the consolidated financial statements.

Major unconsolidated subsidiary accounted by the equity method;

Thai Maeda Corporation Ltd.

\* One (1) of unconsolidated subsidiaries was extinguished by liquidation during the period ended March 31, 2012.

Major affiliates accounted by the equity method;

Maeda Road Construction Co., Ltd.

Toyo Construction Co., Ltd.

Major unconsolidated subsidiary not accounted by the equity method;

Chiba City Consumer Life PFI Service Co., Ltd.

Major affiliate not accounted by the equity method;

Jindai Hospital Parking Service Co., Ltd.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (1) Revenue recognition

Sales are recognized by the percentage-of-completion method for the construction contracts, whose profit/loss and stage of completion of the contracts can be estimated reliably at the balance sheet date, and by the completed-contract method for the other construction contracts.

Sales for the year ended March 31, 2012 include ¥227,709 million (\$2,770,520 thousand) of sales on the percentage-of-completion method.

### (2) Financial instruments

#### 1) Securities

**Bonds held to maturity:** Amortized cost method

**Other securities:**

**Securities with market value:**

Market price method based on the market value as of the balance sheet date. (Net unrealized gains or losses on these securi-

ties are reported as a separate item in net assets at a net-of-tax amount, and sales costs are calculated based on the moving average cost method.)

**Securities without market value:** Moving average cost method

#### 2) Derivatives

All derivatives are stated at fair value, with changes in fair value included in net profit or loss for the period in which they arise, except for derivatives that are designated as “hedging instruments”.

Gains or losses arising from changes in fair value of the derivatives designated as “hedging instruments” are deferred as assets or liabilities and included in net profit or loss in the same period during which the gains and losses on the hedged items or transactions are recognized.

The derivatives designated as hedging instruments by the Company are principally interest rate swaps and forward foreign exchange contracts. The related hedged items are trade accounts receivable and payable, long-term bank loans, and debt securities issued by the Company.

The Company has a policy of utilizing the above hedging instruments in order to reduce the Company’s exposure to the risks of interest rate and exchange rate fluctuations. Thus, the Company’s purchases of the hedging instruments are limited to, at maximum, the amounts of the hedged items.

The Company evaluates effectiveness of its hedging activities by reference to the accumulated gains or losses on the hedging instruments and the related hedged items from the commencement of the hedges.

### (3) Inventories

Construction work in progress is stated at the specific identification cost.

Real estate held for sale, merchandise and finished products, project costs for development and others and materials in stock are stated at the specific identification cost (write-down according to decreased profitability method).

### (4) Property and equipment

Depreciation costs of property and equipment are computed by the declining balance method over the estimated useful lives of respective assets except for buildings (not including facilities annexed to buildings) acquired after April 1, 1998, whose depreciation costs are computed by the straight-line method over the estimated useful lives of respective assets.

Useful lives and residual values of property and equipment are in accordance with the Corporation Tax Act of Japan.

Depreciation costs of certain tangible assets held by certain consolidated subsidiaries are computed in the proportion that production for a period relates to management's estimate of production.

**(5) Intangible fixed assets and long-term prepaid expense**

The straight-line method is adopted. Software for the Company use are written off by the straight-line method over 5 years, the usable period for the service set by the Company.

**(6) Leased assets**

The leased assets with title-transfer to lessees in relation to the finance lease contracts are depreciated by the same method applicable to the Company's own fixed assets, but the leased assets without title-transfer are fully depreciated up to nil value by the straight-line method over the period of the lease contract.

Finance lease contracts without title-transfer to the lessee, which had commenced before the commencement year of the adoption of the "Accounting Standard for Lease Transactions" (Accounting Standards Board of Japan (ASBJ) Statement No.13), out of the finance lease contracts without title-transfer are accounted for as ordinary operating lease contracts.

**(7) Bond issuance expense**

The expense for bond issue is fully amortized at once when it is expended.

**(8) Allowance for doubtful accounts**

The Company and consolidated subsidiaries provide the allowance for doubtful accounts by the method which uses the percentage of its own actual experience of bad debt loss written off against the balance of total receivables plus the amount deemed necessary to cover individual accounts estimated to be uncollectible.

**(9) Allowance for repairs and warranty**

An allowance for repair costs of heavy machinery has been provided based on an estimate cost as of the end of the fiscal year.

**(10) Accrued bonuses for employees**

Accrued bonuses for employees represents the estimated amount of bonuses to employees attributable to their services rendered within the period.

**(11) Accrued bonuses for directors**

Accrued bonuses for directors represents the estimated amount of bonuses to directors attributable to their services rendered within the period.

**(12) Reserve for defects on completed works**

A reserve has been provided based on the previous fiscal year's record in respect of the expenses for defect liabilities of the completed works.

**(13) Allowance for loss on construction contracts**

An allowance for loss on construction contracts has been provided based on an estimate of the total losses which can be anticipated for the future and beyond in respect of construction contracts on which eventual losses are deemed inevitable and amounts thereof can reasonably be estimated.

**(14) Reserve for indemnification for completed contracts in the past fiscal years**

A reserve has been provided for losses estimated in relation to the repair works and others of the contracts far beyond the defect liability periods.

**(15) Reserve for retirement benefits**

The accrued retirement benefit represents the estimated present value of projected benefit obligations and plan assets for the employees.

Unrecognized actuarial differences are amortized on a straight-line basis over 10 to 15 years from the following fiscal year.

Unrecognized prior service costs are amortized on a straight-line basis over 15 years.

**(16) Amortization of goodwill**

Goodwill is amortized on a straight-line basis over 5 years.

In case that there is no significance in amount, goodwill is, however, amortized at once.

**(17) Cash and cash equivalents**

For the preparation of cash flow statements, cash and cash equivalents comprise cash in hand, deposits held at call with banks, net of overdrafts, all highly liquid investments with maturities of three months or less and commercial paper.

**(18) Consumption tax**

Consumption tax payable or receivable is excluded from each account in the consolidated statements of income.

**3 Accounting Changes**

*Additional Information:*

Effective the fiscal year ended March 31, 2012, the "Accounting Standard for Accounting Changes and Error Corrections" (ASBJ Statement No.24 issued December 4, 2009) and the "Guidance on Accounting Standard for Accounting Changes and Error

Corrections” (ASBJ Guidance No.24 issued December 4, 2009) have been adopted.

#### **4 U.S. DOLLAR AMOUNTS**

The translation of yen amounts into U.S. dollar amounts is included solely for the convenience of readers outside Japan and has been made, as a matter of arithmetic computation only, at ¥82.19 = U.S.\$1.00, the approximate rate of exchange in effect on March 30, 2012 instead of March 31, 2012, which fell on holiday of financial institutions. The translation should not be construed as a representation that yen have been, could have been, or could in the future be, converted into U.S. dollars at the above or any other rate.

#### **5 FINANCIAL INSTRUMENTS**

##### **(1) Financial instruments**

###### *1) Policy of financial instruments*

The Company and its group raise funds mainly necessary for construction business according to its financial planning by means of borrowings from banks and bonds.

Transient surplus funds are operated by means of safe and secured financial instruments. The Company has a policy of utilizing derivative transactions in order to avoid the Company's exposure to the risks mentioned below, but not for trading or speculative purposes.

###### *2) Financial instruments, risks and risks management*

Notes and accounts of trade receivables are exposed to the credit risks of the clients. The Company attempts to reduce the risks of disability or delay in collection of debt by the routine confirmation of the debt balances and examination of credit standing of each client in accordance with the project award control procedures, the accounting rules and other rules of the Company. The consolidated subsidiaries manage the risks according to the Company's regulations.

Marketable securities and investments in securities include mainly the securities of subsidiaries, affiliates, and business partners. Marketable securities of the business partners are exposed to the stock market fluctuation risks, and the Company, examining the fair values and financial status of such companies, makes continuous review of the possession situation, by taking a market and the relationship with such companies into consideration.

Trade payables and others as liabilities are to be paid mostly within one year. Part of foreign currency trade payables is

exposed to the foreign exchange market fluctuation risks, but they are constantly within the amount of the same foreign currency trade receivables. Forward foreign exchange contracts are utilized against the payment for part of the amount fixed by the long-term contract in order to avoid the exchange rate fluctuation risks.

Loans and bonds are utilized for the purpose of operating fund (mainly from short-term debt) and investments in facilities and others (mainly from long-term debt), and the terms for redemption (repayment) are seven years at longest. Part of long-term debt is exposed to the interest rate fluctuation risks, and interest rate swaps transactions are utilized in order to fix interest. Forward foreign exchange contracts are utilized in order to hedge the exchange rate fluctuation risks against part of foreign currency loans.

The risks in funding liquidity are managed and controlled by monitoring and maintaining the funding liquidity in hand, and by preparing and reviewing the financial planning timely by the department in charge based on the reports from the subsidiaries, affiliates and the branches of the Company. Cash Management System (CMS) is operated among the consolidated subsidiaries and affiliates in order to promote mutual exploitation of surplus funds within the Company's group. It enhances efficiency of funding, and is useful for the maintenance and management of the funding liquidity in hand.

The derivative transactions are conducted and managed in accordance with the Company's regulations for authority for approval, and such transactions are conducted only with highly-rated financial institutions in order to reduce the credit risks.

The explanation for hedging instruments, hedged items, policy for hedge accounting and evaluation of effectiveness of hedging activities are provided in aforementioned “2) Derivatives” of “(2) Financial instruments” in Note “2. Summary of Significant Accounting Policies”.

###### *3) Supplemental explanation on fair value of financial instruments*

The fair values of financial instruments are based on the fair market value. The financial instruments without market value, are evaluated by reasonable assessment, and such evaluations based on variable factors may be fluctuated by the adoption of the other assumptions.

**(2) Fair value and other**

Fair values of financial instruments, except for those recognized extremely difficult to be evaluated, as of March 31, 2011 and 2012 are summarized as follows;

March 31, 2011	Millions of yen		
	Book value	Fair value	Difference
(a) Cash and time deposits .....	¥ 26,473	¥ 26,473	¥ —
(b) Trade receivables .....	109,057	108,314	(743)
(c) Investments in securities.....	72,485	64,743	(7,742)
Assets Total:.....	¥208,015	¥199,530	¥(8,485)
(a) Trade payables .....	¥ 49,195	¥ 49,195	¥ —
(b) Short-term loans .....	27,327	27,327	—
(c) Corporate bonds* .....	56,976	57,368	392
(d) Long-term loans .....	32,294	32,342	48
Liabilities Total:.....	¥165,792	¥166,232	¥ 440
(a) Derivative transactions** .....	¥ (0)	¥ (0)	¥ —

March 31, 2012	Millions of yen		
	Book value	Fair value	Difference
(a) Cash and time deposits .....	¥ 33,398	¥ 33,398	¥ —
(b) Trade receivables .....	120,687	119,903	(784)
(c) Marketable securities and investments in securities .....	73,069	66,446	(6,623)
Assets Total:.....	¥227,154	¥219,747	¥(7,407)
(a) Trade payables .....	¥ 62,312	¥ 62,312	¥ —
(b) Short-term loans .....	35,831	35,831	—
(c) Corporate bonds* .....	51,976	52,380	404
(d) Long-term loans .....	19,745	19,934	189
Liabilities Total:.....	¥169,864	¥170,457	¥ 593
(a) Derivative transactions** .....	¥ —	¥ —	¥ —

March 31, 2012	Thousands of U.S. dollars		
	Book value	Fair value	Difference
(a) Cash and time deposits ....	\$ 406,351	\$ 406,351	\$ —
(b) Trade receivables .....	1,468,390	1,458,851	(9,539)
(c) Marketable securities and investments in securities .....	889,026	808,444	(80,582)
Assets Total:.....	\$2,763,767	\$2,673,646	\$(90,121)
(a) Trade payables .....	\$ 758,146	\$ 758,146	\$ —
(b) Short-term debt .....	435,953	435,953	—
(c) Corporate bonds* .....	632,388	637,304	4,916
(d) Long-term loans .....	240,236	242,535	2,299
Liabilities Total:.....	\$2,066,723	\$2,073,938	\$ 7,215
(a) Derivative transactions** .....	\$ —	\$ —	\$ —

\* "(c)Corporate bonds" includes those to be redeemed within one year.

\*\* The value of assets and liabilities arising from derivatives is shown at net value, and with the amount in parentheses representing net liability position.

Notes: 1. Method of evaluation of financial instruments, securities and derivatives

*Assets;*

## (a) Cash and time deposits

Cash and time deposits are stated at book value since all of time deposits are placed in a short term and their fair value is almost equivalent to the book value.

## (b) Trade receivables - Notes and Accounts

Each trade receivable is evaluated by the present value discounted by the rate in consideration of the maturity period of each trade receivable classified by period and credit risk of each debtor.

## (c) Marketable securities and Investments in securities

The values of stocks are based on market value, and the values of bonds are based on market value or the evaluations presented by the banking correspondents and others.

*Liabilities;*

## (a) Trade payables and (b) short-term loans

Trade payables and short-term loans are stated at book value since they are settled in a short term and their fair value is almost equivalent to the book value.

## (c) Corporate bonds

The values of bonds are based on market value.

The values of bonds without market value are evaluated by the present value of the principals and interests discounted by the rate in consideration of the remaining period of bonds and credit risks of issuers.

## (d) Long-term loans

Long-term loans with floating interest rate are stated at book value since they are reflected by market rate in a short term and their fair value is almost equivalent to the book value.

Long-term loans with fixed interest rate are evaluated by the present value discounted by the expected rate applied to new loans equivalent to the principal and interest of present long-term loans with fixed interest rate.

*Derivative transactions;*

## (a) Derivative transactions

Forward foreign exchange contracts are based on the evaluations and others presented by the financial institutions.

The fair values of interest rate swaps transactions designated as "hedging instruments" are included in the fair values of long-term loans since the fair values are accounted for together with the hedged long-term loans.

## 2. Financial instruments recognized extremely difficult to be evaluated

Unlisted stocks and others of ¥6,371 million as of March 31, 2011 at book value were not included in "Investments in securities" since their fair values are recognized extremely difficult to be evaluated without market value and there is no way to estimate their future cash flows.

Unlisted stocks and others of ¥6,721 million (\$81,774 thousand) as of March 31, 2012 at book value are not included in "Marketable securities and invest-



ments in securities” since their fair values are recognized extremely difficult to be evaluated without market value and there is no way to estimate their future cash flows.

3. Repayment schedule of trade receivables, marketable securities and investments in securities with fixed term and other

March 31, 2011	Millions of yen			
	Within 1 year	Over 1 year within 5 years	Over 5 years within 10 years	Over 10 years
(1) Cash and time deposits .....	¥ 26,473	¥ —	¥ —	¥ —
(2) Trade receivables —				
Notes & Accounts .....	93,000	15,192	746	119
(3) Investments in securities;				
Held-to-maturity securities				
National/Municipal bonds...	—	—	20	—
Corporate bonds.....	—	—	—	—
Other securities w/fixed term				
National/Municipal bonds...	—	100	200	—
Corporate bonds.....	0	712	—	245
Total: .....	¥119,473	¥16,004	¥966	¥364

March 31, 2012	Millions of yen			
	Within 1 year	Over 1 year within 5 years	Over 5 years within 10 years	Over 10 years
(1) Cash and time deposits .....	¥ 33,398	¥ —	¥ —	¥ —
(2) Trade receivables —				
Notes & Accounts .....	103,293	16,261	969	164
(3) Investments in securities;				
Held-to-maturity securities				
National/Municipal bonds...	—	—	20	—
Corporate bonds.....	—	—	—	—
Other securities w/fixed term				
National/Municipal bonds...	100	—	200	—
Corporate bonds.....	351	1,094	—	147
Total: .....	¥137,142	¥17,355	¥1,189	¥311

March 31, 2012	Thousands of U.S. dollars			
	Within 1 year	Over 1 year within 5 years	Over 5 years within 10 years	Over 10 years
(1) Cash and time deposits .....	\$ 406,351	\$ —	\$ —	\$ —
(2) Trade receivables —				
Notes & Accounts .....	1,256,759	197,846	11,790	1,995
(3) Investments in securities;				
Held-to-maturity securities				
National/Municipal bonds...	—	—	243	—
Corporate bonds.....	—	—	—	—
Other securities w/fixed term				
National/Municipal bonds...	1,217	—	2,433	—
Corporate bonds.....	4,270	13,311	—	1,789
Total: .....	\$1,668,597	\$211,157	\$14,466	\$3,784

4. Repayment schedule of corporate bonds, long-term debt and lease obligation  
Repayment schedule of corporate bonds, long-term loans and lease obligation is presented in “10. Short-Term Debt, Long-Term Debt and Lease Obligations”.

## 6 FAIR VALUE INFORMATION ON MARKETABLE SECURITIES AND INVESTMENTS IN SECURITIES

Fair value information on marketable securities and investment in securities as of March 31, 2011 and 2012 are summarized as follows:

### (1) Held-to-maturity securities

March 31, 2011	Millions of yen		
	Book value	Fair value	Net
Securities with market value that exceed book value			
National/ Municipal bonds .....	¥20	¥20	¥ 0
Corporate bonds .....	—	—	—
Sub-total: .....	¥20	¥20	¥ 0
Securities with market value that do not exceed book value			
National/ Municipal bonds .....	¥—	¥—	¥—
Corporate bonds .....	—	—	—
Sub-total: .....	¥—	¥—	¥—
Total:.....	¥20	¥20	¥ 0

March 31, 2012	Millions of yen		
	Book value	Fair value	Net
Securities with market value that exceed book value			
National/ Municipal bonds .....	¥20	¥21	¥ 1
Corporate bonds .....	—	—	—
Sub-total: .....	¥20	¥21	¥ 1
Securities with market value that do not exceed book value			
National/ Municipal bonds .....	¥—	¥—	¥—
Corporate bonds .....	—	—	—
Sub-total: .....	¥—	¥—	¥—
Total:.....	¥20	¥21	¥ 1

March 31, 2012	Thousands of U.S. dollars		
	Book value	Fair value	Net
Securities with market value that exceed book value			
National/ Municipal bonds .....	\$243	\$255	\$12
Corporate bonds .....	—	—	—
Sub-total: .....	\$243	\$255	\$12
Securities with market value that do not exceed book value			
National/ Municipal bonds .....	\$ —	\$ —	\$—
Corporate bonds .....	—	—	—
Sub-total: .....	\$ —	\$ —	\$—
Total:.....	\$243	\$255	\$12

**(2) Other securities**

March 31, 2011	Millions of yen		
	Book value	Acquisition Cost	Net
Other securities with book value that exceed acquisition cost			
Stocks.....	¥30,666	¥17,963	¥12,703
Securities			
National/ Municipal bonds .....	309	301	8
Other .....	—	—	—
Other .....	—	—	—
Sub-total: .....	¥30,975	¥18,264	¥12,711
Other securities with book value that do not exceed acquisition cost			
Stocks.....	¥ 8,048	¥ 9,176	¥(1,128)
Securities			
National/ Municipal bonds .....	—	—	—
Other .....	219	260	(41)
Other .....	184	197	(13)
Sub-total: .....	¥ 8,451	¥ 9,633	¥(1,182)
Total:.....	¥39,426	¥27,897	¥11,529

Note: Unlisted stocks and others of ¥4,766 million at book value were not included in the “(2) Other securities” since their fair values were recognized extremely difficult to be evaluated without market quotations available.

March 31, 2012	Millions of yen		
	Book value	Acquisition Cost	Net
Other securities with book value that exceed acquisition cost			
Stocks.....	¥29,808	¥17,679	¥12,129
Securities			
National/ Municipal bonds .....	317	301	16
Other .....	46	46	0
Other .....	5	4	1
Sub-total: .....	¥30,176	¥18,030	¥12,146
Other securities with book value that do not exceed acquisition cost			
Stocks.....	¥ 7,190	¥ 8,568	¥(1,378)
Securities			
National/ Municipal bonds .....	—	—	—
Other .....	869	881	(12)
Other .....	112	131	(19)
Sub-total: .....	¥ 8,171	¥ 9,580	¥(1,409)
Total:.....	¥38,347	¥27,610	¥10,737

March 31, 2012	Thousands of U.S. dollars		
	Book value	Acquisition Cost	Net
Other securities with book value that exceed acquisition cost			
Stocks.....	\$362,672	\$215,099	\$147,573
Securities			
National/ Municipal bonds .....	3,857	3,662	195
Other .....	559	559	0
Other .....	61	49	12
Sub-total: .....	\$367,149	\$219,369	\$147,780
Other securities with book value that do not exceed acquisition cost			
Stocks.....	\$ 87,480	\$104,246	\$ (16,766)
Securities			
National/ Municipal bonds .....	—	—	—
Other .....	10,573	10,719	(146)
Other .....	1,363	1,594	(231)
Sub-total: .....	\$ 99,416	\$116,559	\$ (17,143)
Total:.....	\$466,565	\$335,928	\$130,637

Note: Unlisted stocks and others of ¥4,743 million (\$57,708 thousand) at book value are not included in the “(2) Other securities” since their fair values are recognized extremely difficult to be evaluated without market quotations available.

**(3) “Other securities” sold**

March 31, 2011	Millions of yen		
	Amount sold	Gain	Loss
Stocks.....	¥ 251	¥126	¥(40)
Securities			
National/ Municipal bonds .....	—	—	—
Corporate bonds .....	260	14	—
Other .....	1,026	29	(8)
Other .....	216	81	—
Total:.....	¥1,753	¥250	¥(48)

March 31, 2012	Millions of yen		
	Amount sold	Gain	Loss
Stocks.....	¥299	¥—	¥(312)
Securities			
National/ Municipal bonds .....	—	—	—
Corporate bonds .....	—	—	—
Other .....	—	—	—
Other .....	61	28	(8)
Total:.....	¥360	¥28	¥(320)

March 31, 2012	Thousands of U.S. dollars		
	Amount sold	Gain	Loss
Stocks.....	\$3,638	\$ —	\$(3,796)
Securities			
National/ Municipal bonds .....	—	—	—
Corporate bonds .....	—	—	—
Other .....	—	—	—
Other .....	742	341	(97)
Total:.....	\$4,380	\$341	\$(3,893)

#### (4) Impairment loss on other securities

Impairment loss on securities amounted to ¥373 million (\$4,538 thousand), including ¥339 million (\$4,124 thousand) of stocks with market value in other securities, ¥29 million (\$353 thousand) of stocks without market value in other securities and ¥5 million (\$61 thousand) of affiliates' stocks for the year ended March 31, 2012.

## 7 DERIVATIVE FINANCIAL INSTRUMENTS

Derivative financial instruments information as of March 31, 2011 and 2012 are summarized as follows:

#### (1) Derivative transactions not designated as “hedging instruments”

##### Currency-related transactions

March 31, 2011	Millions of yen			
	Contract amount	Over 1 year Contract	Fair value	Unrealized profit (loss)
Off market transactions				
Forward foreign exchange contracts (Buy order)				
EUR.....	¥89	¥—	¥(1)	¥(1)
Total:.....	¥89	¥—	¥(1)	¥(1)

Note: Fair value of forward foreign exchange contracts was based on the evaluations and others provided by the financial institutions.

For the year ended March 31, 2012

Not applicable

#### (2) Derivative transactions designated as “hedging instruments”

##### Interest-rate-related transactions

March 31, 2011	Millions of yen			
	Hedged item	Contract amount	Over 1 year Contract	Fair value
Deferral accounting as “hedging instruments”				
Interest rate swaps transactions				
-Variied interest received and fixed interest paid	Long-term loans	¥18,350	¥17,550	See Note

March 31, 2012	Millions of yen			
	Hedged item	Contract amount	Over 1 year Contract	Fair value
Deferral accounting as “hedging instruments”				
Interest rate swaps transactions				
-Variied interest received and fixed interest paid	Long-term loans	¥24,550	¥13,550	See Note

March 31, 2012	Thousands of U.S. dollars			
	Hedged item	Contract amount	Over 1 year Contract	Fair value
Deferral accounting as “hedging instruments”				
Interest rate swaps transactions				
-Variied interest received and fixed interest paid	Long-term loans	\$298,698	\$164,862	See Note

Note: Fair value of interest rate swaps transactions designated as “hedging instruments” is included in the fair values of the long-term loans under the special hedge accounting method for interest rate swaps.

## 8 IMPAIRMENT LOSS ON FIXED ASSETS

Fixed assets for business use are grouped by a unit of business establishment, and its fixed assets for rent, golf courses and the fixed assets to be disposed are grouped based on an individual asset.

¥530 million of impairment loss on fixed assets for the year ended March 31, 2011 were recorded since the book values of the properties have been reduced to the recoverable values due to the decreased profitability in an industrial segment of a consolidated subsidiary and the plummet of idle land prices.

The recoverable amounts of the fixed assets were the larger of: (1) their net realizable values based on amounts determined by valua-

tions made in accordance with real estate appraisal standards or publicly-assessed land values and other in the case of less material properties, or (2) the present values of expected future cash flows from on-going utilization and subsequent disposition of the fixed assets based on a discount rates of 3.7% for the year ended March 31, 2011.

Impairment loss amounted to ¥38 million (\$462 thousand) for the year ended March 31, 2012 are recorded since the book values of the properties have been reduced to the recoverable values due to the plummet of idle land prices.

The recoverable amounts of the fixed assets are of their net realizable values based on amounts determined by valuations made in accordance with real estate appraisal standards or publicly-assessed land values and other for the year ended March 31, 2012.

Impairment losses on fixed assets for the years ended March 31, 2011 and 2012 are summarized as follows:

Year ended March 31	Millions of yen		Thousands of
	2011	2012	U.S dollars
<u>Location</u>	<u>Type of assets</u>	<u>Use</u>	
Saitama, and other	Buildings, machinery & equipment, Tools and other	Subsidiary's factory Idle	
			¥530 — —
Niigata, and other	Buildings, land and other	Idle and other	— ¥38 \$462
Total:.....	¥530	¥38	\$462

## 9 INVENTORIES

Inventories as of March 31, 2011 and 2012 are summarized as follows:

March 31	Millions of yen		Thousands of
	2011	2012	U.S. dollars
Real estate held for sale.....	¥20,866	¥15,500	\$188,587
Merchandise and finished products..	988	1,147	13,956
Construction work in progress .....	14,713	13,017	158,377
Project costs for development & others.....	8,404	13,964	169,899
Materials in stock.....	867	842	10,245
Total:.....	¥45,838	¥44,470	\$541,064

Notes: 1. Inventories are written down according to the decreased profitability method and ¥235 million of loss on write-down of the inventories for the year ended March 31, 2011 and ¥94 million (\$1,144 thousand) of loss on write-down of inventories for the year ended March 31, 2012 are included in "Cost of Sales" of Consolidated Statements of Income.

2. The amount of construction work in progress corresponding to the contracts with estimate of loss is not offset with allowance for losses on construction contracts, and both are presented, respectively. The amounts of construction work in progress corresponding to allowance for losses on construction contracts are ¥158 million for the year ended March 31, 2011 and ¥481 million (\$5,852 thousand) for the year ended March 31, 2012.

## 10 SHORT-TERM DEBT, LONG-TERM DEBT AND LEASE OBLIGATIONS

Short-term debt and lease obligations due within one year as of March 31, 2011 and 2012 are summarized as follows:

March 31	Millions of yen		Thousands of
	2011	2012	U.S. dollars
Bank loans bearing interest with average rate 1.1% per annum .....	¥24,839	¥19,087	\$232,230
Current portion of long-term loans .....	22,488	25,620	311,717
Total short-term debt: .....	¥47,327	¥44,707	\$543,947
Lease obligations due within one year.....	¥ 85	¥ 90	\$ 1,095
Total:.....	¥47,412	¥44,797	\$545,042

Long-term debt and lease obligations as of March 31, 2011 and 2012 are summarized as follows:

March 31	Millions of yen		Thousands of U.S. dollars	
	2011	2012	2012	
Corporate bonds				
— Issued by Maeda Corporation				
1.81% 11 <sup>th</sup> series bonds due in 2011	¥10,000	¥ —	\$ —	—
2.23% 12 <sup>th</sup> series bonds due in 2013	5,000	5,000	60,835	
1.71% 13 <sup>th</sup> series bonds due in 2012	5,000	—	—	
1.69% 14 <sup>th</sup> series bonds due in 2012	5,000	—	—	
2.24% 15 <sup>th</sup> series bonds due in 2014	10,000	10,000	121,669	
2.13% 16 <sup>th</sup> series bonds due in 2012	3,000	3,000	36,501	
1.28% 17 <sup>th</sup> series bonds due in 2013	10,000	10,000	121,669	
1.58% 18 <sup>th</sup> series bonds due in 2014	3,000	3,000	36,501	
0.90% 19 <sup>th</sup> series bonds due in 2014	—	10,000	121,669	
1.42% 20 <sup>th</sup> series bonds due in 2016	—	5,000	60,835	
— Issued by Anonymous Association Shinonome Residential Tower				
6-month TSR+1.25% 1 <sup>st</sup> series bonds due in 2012	5,876	5,876	71,493	
— Issued by JM Corporation				
0.55% 1 <sup>st</sup> series bonds due in 2013	100	100	1,216	
Sub-total:	56,976	51,976	632,388	
Long-term loans due in between 2012-2016 bearing interest with average rate 1.9% per annum	34,782	36,489	443,959	
	91,758	88,465	1,076,347	
Less -Portion due within one year	(22,488)	(25,620)	(311,716)	
Total:	¥69,270	¥62,845	\$ 764,631	
Lease obligations due after one year	¥ 316	¥ 271	\$ 3,297	
Total:	¥69,586	¥63,116	\$ 767,928	

Notes: 1. Lease obligations due within one year and lease obligations due after one year are included in "Other current liabilities" of "Current Liabilities", and in "Other long-term liabilities" of "Long-Term Liabilities", respectively since they are immaterial in amount.

2. Average rates of interest are calculated by weighted average method using the interest rates and the loan balance as of the year end. Average rates of interest of lease obligations are omitted since the balance of lease obligations in the balance sheets includes the interests thereof.

The annual maturities of long-term debt and lease obligation as of March 31, 2012 are as follows:

Year ending March 31	Millions of yen		Thousands of U.S. dollars	
	Long-term debt	Lease obligation	Long-term debt	Lease obligation
2013	¥25,620	¥ 90	\$ 311,717	\$1,095
2014	33,120	95	402,969	1,156
2015	21,150	159	257,330	1,934
2016	300	12	3,650	146
2017 and thereafter	8,275	5	100,681	61
Total:	¥88,465	¥361	\$1,076,347	\$4,392

The assets pledged as collateral for short-term debt and long-term debt as of March 31, 2011 and 2012 are summarized as follows:

March 31	Millions of yen		Thousands of U.S. dollars	
	2011	2012	2012	
Marketable securities	¥ —	¥ 85	\$ 1,034	
Real estate held for sale	10,910	10,558	128,459	
Project costs for development and others	7,570	11,959	145,504	
Buildings and structures	973	918	11,169	
Land	389	389	4,733	
Investments in securities	1,956	1,703	20,720	
Total:	¥21,798	¥25,612	\$311,619	

The secured liabilities as of March 31, 2011 and 2012 are summarized as follows:

March 31	Millions of yen		Thousands of U.S. dollars	
	2011	2012	2012	
Short-term loans	¥ 6,752	¥ 5,100	\$ 62,051	
Corporate bonds due within one year	—	5,876	71,493	
Trade payables	—	8	97	
Corporate bonds	5,876	—	—	
Long-term loans	4,500	5,395	65,641	
Other long-term liabilities	276	260	3,163	
Total:	¥17,404	¥16,639	\$202,445	

The Company entered into committed loan facility agreements in total amount of ¥20,000 million (\$243,339 thousand) with 5 banks. There is no outstanding balance under those agreements as of March 31, 2012.



**11 LEASE TRANSACTIONS****Finance lease contracts without title-transfer**

The finance lease contracts without title-transfer, which commenced before March 31, 2008, are accounted in accordance with the standard lease contracts transactions, and their details as of March 31, 2011 and 2012 are presented as below:

Acquisition cost, accumulated depreciation, net book value and depreciation expenses of leased assets, which include the portion of interest thereon, are summarized as follows:

March 31, 2011	Millions of yen		
	Acquisition cost	Accumulated depreciation	Net book value
Machinery and equipment .....	¥ 25	¥ 17	¥ 8
Vehicles .....	307	243	64
Tools, furniture and fixtures .....	5	4	1
Total: .....	¥337	¥264	¥73

March 31, 2012	Millions of yen		
	Acquisition cost	Accumulated depreciation	Net book value
Machinery and equipment .....	¥ 25	¥ 21	¥ 4
Vehicles .....	264	241	23
Tools, furniture and fixtures .....	4	0	4
Total: .....	¥293	¥262	¥31

March 31, 2012	Thousands of U.S. dollars		
	Acquisition cost	Accumulated depreciation	Net book value
Machinery and equipment .....	\$ 304	\$ 255	\$ 49
Vehicles .....	3,212	2,932	280
Tools, furniture and fixtures .....	49	0	49
Total: .....	\$3,565	\$3,187	\$378

The amount of acquisition cost is computed by the method that the lease payments include the interests thereon since the ratio of the outstanding minimum lease payments against the balance of the tangible assets at the year end is low.

The amounts of outstanding minimum lease payments as of March 31, 2011 and 2012, which include the portion of interest thereon, are summarized as follows:

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Minimum lease payments			
Within one year .....	¥47	¥26	\$316
Over one year .....	26	5	61
Total: .....	¥73	¥31	\$377

The amount of outstanding minimum lease payments is computed by the method that the lease payments include the interests thereon since the ratio of the outstanding minimum lease payments against the balance of the tangible assets at the year-end is low.

## Lease rental expenses and corresponding depreciation cost

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Lease rental expenses .....	¥59	¥46	\$560
Depreciation cost .....	59	46	560

Depreciation cost is computed by the straight-line method over the lease term of the leased assets up to nil value.

**Finance lease contracts: (as lessee)**

Finance lease contracts without title-transfer

Leased assets include;

tangible assets, which mainly consist of the machinery for rental contracts in the construction machinery sales and related service business of a consolidated subsidiary Maeda Seisakusho Co., Ltd.

Depreciation cost of leased assets is computed by;

the straight-line method over the lease term of the leased assets up to nil value.

**Operating lease contracts:**

Outstanding minimum lease payments under non-cancelable operating lease contracts

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
(As lessee)			
Minimum lease payments			
Within one year .....	¥236	¥ 174	\$ 2,117
Over one year .....	404	323	3,930
	¥640	¥ 497	\$ 6,047

(As lessor)

Minimum lease payments			
Within one year .....	7	632	7,689
Over one year .....	73	8,559	104,137
Total: .....	¥ 80	¥9,191	\$111,826

## 12 RETIREMENT BENEFIT PLANS

The Company and its consolidated subsidiaries have a corporate pension plan and an employees' pension plan as defined benefit pension plan, in addition to a defined contribution pension plan and a lump sum payment plan.

The Company and its consolidated subsidiaries may pay extra severance pay, which is not subject to the pension obligation mathematically calculated in accordance with the retirement benefit accounting to employees on retirement and others.

As of March 31, 2012, the Company and its consolidated subsidiaries, as a group, have a single corporate pension fund and a single employees' pension fund, and 7 companies of the group have the lump sum payment plan.

The reserves for retirement benefits as of March 31, 2011 and 2012 are analyzed as follows:

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
(a) Projected benefit obligations...	¥(48,707)	¥(47,869)	\$(582,419)
(b) Plan assets .....	23,714	23,891	290,680
(c) Unfunded benefit obligations			
[(a)+(b)] .....	(24,993)	(23,978)	(291,739)
(d) Unrecognized actuarial differences .....	16,061	13,651	166,091
(e) Unrecognized prior service cost .....	(7,897)	(6,914)	(84,122)
Reserve for retirement benefits [(c)+(d)+(e)] .....	¥(16,829)	¥(17,241)	\$(209,770)

Retirement benefits expenses related to the retirement benefits for the years ended March 31, 2011 and 2012 are as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
(a) Service cost.....	¥1,443	¥1,352	\$16,450
(b) Interest cost.....	1,000	973	11,838
(c) Expected return on plan assets.....	(487)	(474)	(5,767)
(d) Amortization of actuarial differences .....	2,114	2,109	25,660
(e) Amortization of prior service cost .....	(984)	(983)	(11,960)
Retirement benefits expenses [(a)+(b)+(c)+(d)+(e)] .....	3,086	2,977	36,221
(f) Contribution cost to defined contribution pension plan .....	494	495	6,023
Total [(a)+(b)+(c)+(d)+(e)+(f)]: .....	¥3,580	¥3,472	\$42,244

Assumptions used in calculation of the above information are as follows:

	2011	2012
(a) Method of attributing the projected benefits to periods of services.....	Straight-line basis	<b>Straight- line basis</b>
(b) Discount rate.....	2.0%	<b>2.0%</b>
(c) Expected rate of return on plan assets.....	2.0%	<b>2.0%</b>
(d) Amortization of unrecognized actuarial differences .....	Over 10 to 15 years (expenses from the next year)	<b>Over 10 to 15 years (expenses from the next year)</b>
(e) Amortization of unrecognized prior service cost .....	15 years	<b>15 years</b>

A consolidated subsidiary participates in a trading-association-type employees' pension fund (National Construction Industry Employees' Pension Fund), and its contribution to the pension fund is included above in "Retirement benefits expenses". The pension fund assets as of March 31, 2011 and 2012 are as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
(a) Pension fund assets.....	¥201,672	¥200,505	\$2,439,530
(b) Projected benefit obligations.....	221,341	217,370	2,644,725
(c) Balance [(a)-(b)] .....	¥ (19,669)	¥ (16,865)	\$ (205,195)

- Notes: 1. The amounts stated above as of March 31, 2011 and 2012 are based on the information as of the end of the previous fiscal year, respectively.  
2. The consolidated subsidiary's portions of the National Construction Industry Employees' Pension Fund are 1.16% as of March 31, 2010, and 1.04% as of March 31, 2011.  
3. The negative balance of ¥16,865 million (\$205,195 thousand) mainly comes from ¥10,350 million (\$125,928 thousand) of deficit in projected pension financing and ¥7,095 million (\$86,324 thousand) of projected prior service cost.

**13 INCOME TAXES**

Significant components of deferred tax assets and liabilities as of March 31, 2011 and 2012 are as follows:

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Deferred tax assets:			
Net loss carried forward.....	¥15,008	<b>¥13,188</b>	<b>\$160,458</b>
Reserve for retirement benefits ..	7,019	<b>6,382</b>	<b>77,649</b>
Write-down of inventories.....	5,949	<b>4,487</b>	<b>54,593</b>
Impairment loss on fixed assets..	3,883	<b>3,215</b>	<b>39,117</b>
Allowance for doubtful accounts.....	2,984	<b>2,566</b>	<b>31,220</b>
Allowance for losses on construction contracts.....	553	<b>817</b>	<b>9,940</b>
Unrealized inter-company profit of fixed assets.....	214	<b>185</b>	<b>2,251</b>
Other.....	4,404	<b>4,044</b>	<b>49,203</b>
Total:.....	40,014	<b>34,884</b>	<b>424,431</b>
Less-Valuation allowance.....	(39,541)	<b>(34,558)</b>	<b>(420,465)</b>
Deferred tax assets.....	473	<b>326</b>	<b>3,966</b>
Deferred tax liabilities:			
Unrealized gain on investment ..	(4,905)	<b>(3,528)</b>	<b>(42,925)</b>
Other.....	(5)	<b>(26)</b>	<b>(316)</b>
Total deferred tax liabilities:...	(4,910)	<b>(3,554)</b>	<b>(43,241)</b>
Net deferred tax liabilities.....	¥(4,437)	<b>¥(3,228)</b>	<b>\$ (39,275)</b>

The details of the difference between the statutory tax rate and effective income tax rate as of March 31, 2011 and 2012 are as follows:

March 31	2011	2012
Statutory tax rate.....	—	<b>40.7%</b>
Decrease in taxes resulting from:		
Expenses not deductible for tax purposes.....	—	<b>6.9</b>
Income not deductible for tax purposes.....	—	<b>(0.1)</b>
Per capita levy.....	—	<b>4.6</b>
Investment profit on equity method.....	—	<b>(18.8)</b>
Less-Valuation allowance and other.....	—	<b>(14.5)</b>
Effective income tax rate.....	—	<b>18.8%</b>

Note: The details of the difference as of March 31, 2011 were omitted since the Company posted ¥2,639 million of loss before income taxes and minority interests.

Adjustment to deferred tax assets and deferred tax liabilities subject to the changes of the corporate tax rate and other

The Act on the Partial Amendment to the Income Tax Act and others for the Establishment of Taxation System Corresponding to the Changes in the Structure of the Economic Society (Act No.114 of 2011) and the Act on the Special Measures for

Securement of the Financial Resources for Implementation of the Recovery Measures from the Great East Japan Earthquake (Act No.117 of 2011) were promulgated on December 2, 2011, and the reduction of income tax rate and the special corporate tax for restoration are applied to the years starting April 1, 2012. The statutory tax rate of 40.7% has been applied to the calculation of deferred tax assets and deferred tax liabilities. The statutory tax rate of 38.0% is applied to the calculation of the expected reversal of deductible difference for the fiscal years starting April 1, 2012 and ending March 31, 2015 and 35.6% from the fiscal year starting April 1, 2015.

These changes decrease the deferred tax assets by ¥12 million (\$146 thousand) and the deferred tax liabilities by ¥501 million (\$6,096 thousand), respectively, but increase the deferred income tax by ¥12 million (\$146 thousand) and the unrealized gain on investments in securities by ¥501 million (\$6,096 thousand), respectively.

**14 SHAREHOLDERS' EQUITY**

The Corporation Law of Japan provides that an amount equivalent to 10% of the amount of the deduction from surplus as a result of the payment of dividends of surplus be recorded as capital reserves or retained earnings reserves, until the sum of the capital reserves and the retained earnings reserves equals 25% of the capital stock amount. Such a distribution of dividends of surplus can be made by resolution of a shareholders meeting, or by the Board of Directors if certain conditions are met.

**15 COMMITMENTS AND CONTINGENT LIABILITIES**

The contingent liabilities of the Company as of March 31, 2011 and 2012 are summarized as follows:

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Endorsed trade notes receivable.....	¥1,244	<b>¥ 1,320</b>	<b>\$ 16,060</b>
Guarantees on securitized trade notes receivable.....			
Loan guarantee for Asai Construction Co., Ltd.....	1,410	<b>1,384</b>	<b>16,839</b>
Letters of guarantee for affiliates			
Toyo Construction Co., Ltd.....	1,670	<b>1,620</b>	<b>19,710</b>
Thai Maeda Corporation Ltd.....	1,588	<b>7,876</b>	<b>95,827</b>
Total:.....	127	<b>42</b>	<b>511</b>
Total:.....	¥6,039	<b>¥12,242</b>	<b>\$148,947</b>

Note: Trade notes due on March 31, 2012, which fell on holiday of financial institute, are treated cleared on the actual clearing day after their due dates. The following trade notes due on March 31, 2012 are included in the balance of each account;

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Notes receivable.....	¥—	¥138	\$1,679
Endorsed trade notes receivable.....	—	89	1,083
Guarantees on securitized trade notes receivable.....	—	298	3,626

## 16 SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

Major items of the selling, general and administrative expenses in the consolidated statements of income for the years ended March 31, 2011 and 2012 are as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Salaries to employees .....	¥8,576	¥8,248	\$100,353
Retirement benefit expenses .....	1,159	1,037	12,617
Provision for bonuses for employees .....	805	903	10,987
Provision for doubtful accounts.....	633	(40)	(487)
Provision for bonuses for directors.....	12	10	122

## 17 RESEARCH AND DEVELOPMENT EXPENSES

Research and development expenses included in the selling, general and administrative expenses and manufacturing costs for the years ended March 31, 2011 and 2012 are as follows:

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Research and development expenses ...	¥1,610	¥1,577	\$19,187

## 18 ALLOWANCE FOR LOSS ON CONSTRUCTION CONTRACTS

Provision of allowance for loss on construction contracts included in cost of sales for the years ended March 31, 2011 and 2012 are ¥656 million and ¥1,525 million (\$18,555 thousand), respectively.

## 19 CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

The amount of reclassification adjustments and the amount of tax effect associated with other comprehensive income

Year ended March 31	Millions of yen	Thousands of U.S. dollars
	2012	2012
<u>Unrealized gain (loss) on investments in securities</u>		
Recognized amount for the year under review .....	¥(1,493)	\$(18,165)
Amount of reclassification adjustments.....	651	7,920
Before tax effect adjustment .....	¥ (842)	\$(10,245)
Amount of tax effect.....	1,187	14,442
Sub-total: .....	¥ 345	\$ 4,197
<u>Share of other comprehensive income of the companies accounted for by equity method</u>		
Recognized amount for the year under review ...	(17)	(207)
Amount of reclassification adjustments.....	132	1,606
Sub-total: .....	¥ 115	\$ 1,399
Total other comprehensive income: .....	¥ 460	\$ 5,596

## 20 CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS INFORMATION

### (1) Type and number of outstanding stock and treasury stock

	Thousands of shares	
	Outstanding stock	Treasury stock
	Type: Common stock	Common stock
Number of shares as of April 1, 2010: .....	185,214	8,240
Increase for the year ended March 31, 2011 ....	—	6
Decrease for the year ended March 31, 2011 ...	—	—
Number of shares as of March 31, 2011: .....	185,214	8,246

Note: The increase in the number of treasury stock of 6 thousand common stocks consisted of 5 thousand due to the purchase of less-than-one-unit stocks and 1 thousand due to the change of the Company's equities in subsidiaries and affiliates.

	Thousands of shares	
	Outstanding stock	Treasury stock
	Type: Common stock	Common stock
Number of shares as of April 1, 2011: .....	185,214	8,246
Increase for the year ended March 31, 2012 ....	—	0
Decrease for the year ended March 31, 2012...	—	318
Number of shares as of March 31, 2012: .....	185,214	7,928

Note: The treasury stock decreased by 318 thousand due to the sale of the Company's stock by a consolidated subsidiary.

**(2) Dividends****Cash dividends distributed during the year ended March 31, 2011**

Cash dividends of ¥7.0 per common share at March 31, 2010 in total amount of ¥1,239 million out of the retained earnings were distributed to shareholders subject to the resolution of General shareholders meeting held on June 25, 2010.

**Cash dividends distributed during the year ended March 31, 2012**

Cash dividends of ¥7.0 (\$0.09) per common share at March 31, 2011 in total amount of ¥1,238 million (\$15,063 thousand) out of the retained earnings were distributed to shareholders subject to the resolution of General shareholders meeting held on June 28, 2011.

**Cash dividends to be distributed during the year ending March 31, 2013**

Cash dividends of ¥7.0 (\$0.09) per common share at March 31, 2012 in total amount of ¥1.241 million (\$15,099 thousand) out of the retained earnings are to be distributed to shareholders subject to the resolution of General shareholders meeting held on June 27, 2012.

Note: The total amounts of cash dividends are after deduction of the dividends to the stocks held by the affiliates.

**21 CONSOLIDATED STATEMENTS OF CASH FLOWS INFORMATION****(1) Cash and cash equivalents at year end**

The balances of “Cash and cash equivalents at end of the year” in the consolidated statements of cash flows for the years ended March 31, 2011 and 2012 are presented as follows:

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
“Cash and time deposits” balance in the consolidated balance sheets.....	¥26,473	¥33,398	\$406,351
Less—Time deposits exceeding the period of 3 months.....	(520)	(1,207)	(14,685)
Cash and cash equivalents at end of the year.....	¥25,953	¥32,191	\$391,666

**22 INVESTMENT AND RENTAL PROPERTIES**

The Company and its consolidated subsidiaries possess rental properties like office buildings, complex facilities and others in Tokyo, Osaka prefecture, and the other major cities throughout Japan. Profits on rental properties are ¥591 million for the year ended March 31, 2011 and ¥842 million (\$10,245 thousand) for the year ended March 31, 2012.

The book value, increase or decrease in book value during the year, and fair value of rental properties for the year ended March 31, 2011 and 2012 are as follows;

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Book value as of March 31, 2010 ..	¥25,264		
Increase (decrease) during the year .....	(1,650)		
Book value as of March 31, 2011 ..	¥23,614	¥23,614	\$287,310
Increase (decrease) during the year .....		(546)	(6,643)
Book value as of March 31, 2012 ...		¥23,068	\$280,667
Fair value.....	¥26,738	¥25,681	\$312,459

Notes: 1. Book value represents the acquisition cost less accumulated depreciation cost and cumulative impairment loss.

2. Decrease in book value results mainly from depreciation cost of buildings.

3. Fair values of main properties are based on real property appraisal from independent real property appraisers.

**23 SEGMENT INFORMATION****(1) Segment information**

## 1) Summary of reportable segments;

The reportable segments of the Company's group are components for which discrete financial information is available and whose operating results are regularly reviewed by the board of directors of the Company to make decisions about resource allocation and assess performance.

The operations of the Company's group consist of the business and services operated by the operational divisions of the Company and consolidated subsidiaries, and are composed of four operating segments as follows;

Building ..... Contract work for building and other related services

Civil engineering... Contract work for civil engineering and other related services



Real estate ..... Sales and renting of real estates and other related services  
 Other ..... Production and sales of construction machinery and concrete secondary products, and other related services

### 2) Net sales, profit (loss), and other by segment

The accounting policies of the reportable operating segments are substantially the same as those described in “Summary of Significant Accounting Policies”. Profit (loss) of reportable segments are evaluated based on operating profit (loss). Inter-segment sales are among the consolidated subsidiaries, and are recorded at the same prices used in transactions with third parties.

### 3) Reportable segments information

Year ended March 31, 2011	Millions of yen					Consolidated statements of income
	Building	Civil engineering	Real estate	Other	Adjustment	
Net sales						
Sales to outside customers .....	¥159,653	¥102,810	¥ 7,219	¥22,206	¥ —	¥291,888
Inter-segment sales .....	456	192	23	2,479	(3,150)	—
Total: .....	160,109	103,002	7,242	24,685	(3,150)	291,888
Profit (loss) by segment .....	¥ 1,093	¥ 2,023	¥(1,079)	¥ (296)	¥ 177	¥ 1,918
Other						
Depreciation .....	¥ 1,937	¥ 1,308	¥ 218	¥ 1,544	¥ (94)	¥ 4,913
Impairment loss on fixed assets.....	—	—	—	530	—	530

Notes: 1. “Adjustment” of “Profit (loss) by segment” included ¥177 million of Inter-segment transaction.  
 2. “Profit (loss) by segment” was adjusted in accordance with the Operating profit (loss) of Consolidated Statements of Income.  
 3. The amount of assets in each segment was not listed since corporate assets were not allocated to each segment.

Year ended March 31, 2012	Millions of yen					Consolidated statements of income
	Building	Civil engineering	Real estate	Other	Adjustment	
Net sales						
Sales to outside customers .....	¥186,494	¥90,760	¥12,161	¥23,912	¥ —	¥313,327
Inter-segment sales .....	3,015	711	12	2,278	(6,016)	—
Total: .....	189,509	91,471	12,173	26,190	(6,016)	313,327
Profit (loss) by segment .....	¥ 3,642	¥(1,243)	¥ 2,895	¥ 187	¥ (182)	¥ 5,299
Other						
Depreciation .....	¥ 1,753	¥ 941	¥ 180	¥ 1,504	¥ (25)	¥ 4,353
Impairment loss on fixed assets.....	—	—	—	38	—	38

Year ended March 31, 2012	Thousands of U.S. dollars					Consolidated
	Building	Civil engineering	Real estate	Other	Adjustment	
Net sales						
Sales to outside customers .....	\$2,269,060	\$1,104,270	\$147,962	\$290,936	\$ —	\$3,812,228
Inter-segment sales .....	36,683	8,651	146	27,716	(73,196)	—
Total: .....	\$2,305,743	\$1,112,921	\$148,108	\$318,652	(73,196)	\$3,812,228
Profit (loss) by segment .....	\$ 44,312	\$ (15,123)	\$ 35,223	\$ 2,275	\$ (2,214)	\$ 64,473
Other						
Depreciation .....	\$ 21,328	\$ 11,449	\$ 2,190	\$ 18,299	\$ (303)	\$ 52,963
Impairment loss on fixed assets.....	—	—	—	462	—	462

Notes: 1. “Adjustment” of “Profit (loss) by segment” includes ¥182 million (\$2,214 thousand) of Inter-segment transaction.  
 2. “Profit (loss) by segment” is adjusted in accordance with the Operating profit (loss) of Consolidated Statements of Income.  
 3. The amount of assets in each segment is not listed since corporate assets were not allocated to each segment.

## (2) Related information

### 1) Products and services segment information

Description is omitted since it is described in sub-clause (1) Segment information.

### 2) Geographic segment information

#### (a) Sales

The disclosure of geographic segment information is omitted since the amount of sales to outside customers in Japan for the year ended March 31, 2012 exceeds 90% of the sales in the Consolidated Statements of Income.

#### (b) Fixed assets

The disclosure of geographic segment information is omitted since the amount of fixed assets in Japan for the year ended March 31, 2012 exceeds 90% of fixed assets in the Consolidated Balance Sheets.

### 3) Major customer segment information

The disclosure of major customer segment information is omitted since the amount of sales to any customer for the year ended March 31, 2012 does not occupy more than 10% of the sales to outside customers in the Consolidated Statements of Income.

**(3) Impairment loss on fixed assets by segment**

Year ended March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Building .....	¥ —	¥—	\$ —
Civil engineering .....	—	—	—
Real estate .....	—	—	—
Other .....	530	38	462
Adjustment .....	—	—	—
Consolidated Statements of			
Income .....	¥530	¥38	\$462

**(4) Amortization and residual value of goodwill information**  
Segment information of amortization and residual value of goodwill is omitted since the amount is immaterial.

**(5) Profit on negative goodwill information**

Segment information of profit on negative goodwill is omitted since the amount is immaterial.

**24 RELATED PARTY INFORMATION****(1) Related party transactions**

Transactions with related party for the years ended March 31, 2011 and 2012 are as follows:

*For the year ended March 31, 2011:*

Not applicable

*For the year ended March 31, 2012:*

Related Party : Toyo Construction Co., Ltd.  
 Attribution : Affiliate  
 Location : Chuo-ku, Osaka, Japan  
 Capital : ¥10,683 million (\$129,979 thousand)  
 Type of business : Construction  
 Voting right held : 20.2% directly by the Company/  
 0.1% of the Company directly by Toyo  
 Construction Co., Ltd.

Nature of transaction : Debt guarantee\*

Amount of transaction : ¥7,876 million (\$95,827 thousand)

\* The Company undertakes a joint and several guarantor for tender bond, performance bond and others of the construction contracts awarded to Toyo Construction Co., Ltd.

**(2) Major affiliate**

Maeda Road Construction Co., Ltd. is a major affiliate as of March 31, 2011 and 2012, and the summary of its financial statements are as follows;

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Total current assets .....	¥ 89,763	¥110,288	\$1,341,866
Total non-current assets.....	76,307	78,103	950,274
Total current liabilities.....	¥ 35,498	¥ 50,234	\$ 611,194
Total long-term liabilities .....	7,272	7,670	93,320
Total net assets .....	¥123,300	¥130,487	\$1,587,626
Net sales .....	¥173,184	¥197,579	\$2,403,930
Profit before income taxes.....	8,937	13,506	164,327
Net profit .....	4,950	7,495	91,191

**25 AMOUNTS PER SHARE INFORMATION**


March 31	yen		U.S. dollars
	2011	2012	2012
Net assets per share.....	¥649.66	¥ 663.00	\$ 8.07
Earnings per share .....	(14.39)	18.07	0.22

Note: Diluted earnings per share are omitted since there were no dilutive potential common stocks in existence during the years ended March 31, 2011 and 2012.

The above information is calculated based on the following facts:

March 31	Millions of yen		Thousands of U.S. dollars
	2011	2012	2012
Net profit (loss) .....	¥(2,547)	¥3,197	\$38,898
Amount not attributable to common shareholders.....	—	—	—
Net profit (loss) attributable to common shareholders.....	¥(2,547)	¥3,197	\$38,898

For the year ended March 31	Thousands of stocks	
	2011	2012
Average number of shares .....	176,971	177,016



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## Independent Auditor's Report

The Board of Directors  
Maeda Corporation

We have audited the accompanying consolidated financial statements of Maeda Corporation and its consolidated subsidiaries, which comprise the consolidated balance sheet as at March 31, 2012, and the consolidated statements of income, comprehensive income, changes in net assets, and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information, all expressed in Japanese yen.

*Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in Japan. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. The purpose of an audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control, but in making these risk assessments the auditor considers internal controls relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Maeda Corporation and consolidated subsidiaries as at March 31, 2012, and their consolidated financial performance and cash flows for the year then ended in conformity with accounting principles generally accepted in Japan.

*Convenience Translation*

We have reviewed the translation of these consolidated financial statements into U.S. dollars, presented for the convenience of readers, and, in our opinion, the accompanying consolidated financial statements have been properly translated on the basis described in Note 4.

*Ernst & Young Shin Nihon LLC*

June 26, 2012  
Tokyo, Japan

A member firm of Ernst & Young Global Limited

## Outline of the Corporation

(As of March 31, 2012)

### Year of Establishment

1919

### Date of Incorporation

November 6, 1946

### Number of Employees

2,746

### Authorized Shares

635,500,000

### Outstanding Shares

185,213,602

### Paid-in Capital

¥23,455 million

### Stock Listing

First Section of the Tokyo Stock Exchange

### Head Office

Sarugakucho Bldg.  
2-8-8, Sarugakucho Chiyoda-ku,  
Tokyo 101-0064, Japan  
Tel: (81)-3-3265-5551  
Fax: (81)-3-5217-9611  
URL: <http://www.maeda.co.jp/>

## Board of Directors

(As of June 27, 2012)

### President and Representative Director

Koichi Obara

### Executive Vice President and Representative Director

Masayoshi Ejiri

### Director

Kojiro Fukuta

### Representative Director

Akihiro Kakinuma

### Directors

Soji Maeda  
Makoto Nagao  
Yoshihiko Hayasaka  
Shogo Sekimoto  
Hirotaka Nishikawa  
Toshiaki Shoji  
Toru Hambayashi  
Akira Watanabe

### Director and Senior Adviser

Yasuji Maeda

### Corporate Auditors (full-time)

Yutaka Tokui  
Toshiaki Inazu  
Hideyuki Wada

### Corporate Auditors

Masaru Matsuzaki  
Motohiro Sato

## Executive Officers

(As of June 27, 2012)

### President and Chief Executive Officer

Koichi Obara

### Executive Vice President

Masayoshi Ejiri  
Kojiro Fukuta

### Senior Managing Officers

Akihiko Kakinuma  
Soji Maeda  
Makoto Nagao  
Yoshihiko Hayasaka  
Shogo Sekimoto  
Yasuiku Hase

### Managing Officers

Hirotaka Nishikawa  
Toshiaki Shoji  
Toru Ogura  
Yuji Hatakama  
Toshihisa Aoki  
Masakazu Kawanobe

### Executive Officers

Masakatsu Kato  
Yoshiyasu Nomura  
Toshifumi Kakuda  
Tetsuji Nishimoto  
Masaharu Katsumata  
Kazunari Kibe  
Hiroyuki Yanagita  
Yasuhiko Imaizumi  
Nobuya Hirakawa  
Yoichi Kawashima  
Tadayuki Kozakai  
Hiromi Adachi  
Shigemi Shoji

## Head Office

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S.A.R., People's Republic of China  
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Fax: (66)-2-231-2473

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Phnom Penh, Cambodia  
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Fax: (855)-23-884458

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Hanoi, Vietnam  
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Fax: (84)-4-3943-6314

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Tamuning, Guam 96911, U.S.A.  
Tel: (1)-671-649-7617  
Fax: (1)-671-649-7620

## Delhi Office

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Fax: (91)-11-4937-8899

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Tel: (1)-734-462-2230

## Taiwan Office

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Terminal Mansion, 1600 West Nanjing Road,  
Shanghai, People's Republic of China  
Tel: (86)-21-6249-6112  
Fax: (86)-21-6249-6117

## Sri Lanka Office

No. 73, Jawatta Road, Colombo 05,  
Sri Lanka  
Tel: (94)-11-255-3866  
Fax: (94)-11-452-8260

## ◆ Branches:

**Hokkaido, Tohoku, Kanto,  
Tokyo Building,  
Tokyo Civil Engineering,  
Hokuriku, Chubu,  
Kansai, Chugoku, Kyushu, Hong Kong**

## Principal Subsidiaries and Affiliates

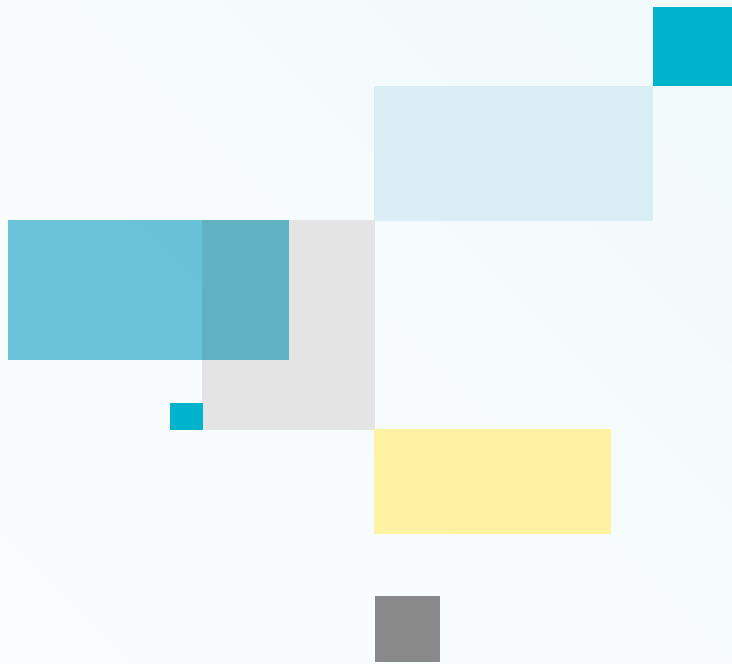
### Overseas:

- ◆ **Thai Maeda Corporation, Ltd.**
- ◆ **Maeda Vietnam Co., Ltd.**
- ◆ **Maeda (Beijing) Business Consulting Co., Ltd.**
- ◆ **Maeda Corporation India Private Ltd.**

### Domestic:

- ◆ **Maeda Road Construction Co., Ltd.**
- ◆ **Toyo Construction Co., Ltd.**
- ◆ **Maeda Seisakusho Co., Ltd.**
- ◆ **Hikarigaoka Corporation**
- ◆ **Fujimi Koken Co., Ltd.**
- ◆ **Seiyu Estate Co., Ltd.**
- ◆ **Fujimi Building Services Co., Ltd.**
- ◆ **Miyama Kogyo Co., Ltd.**
- ◆ **JM (Japanese Management) Corporation**
- ◆ **Koho Co., Ltd.**





**M A E D A**

**Maeda Corporation**

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