With 100 years of experience, Kawasaki has developed frontier technology in the fields of land, sea and air. Building on these achievements, we will contribute towards the realization of a sustainable society in the 21st century.
Overview

This report covers information on environmental aspects of offices, technical institutes, branch companies, and works of Kawasaki in Japan but does not cover the offices and companies outside of Japan.

This is a report on environmental protection activities from April 1, 2000 to March 31, 2001, which we refer to as fiscal 2000. As the report is published in October, some information from April to September 2001 is also included. We will continue reporting our environmental activities annually.


Special attention was given to provide accurate information under the headings and to strengthen understandability by using graphs and illustrations. Furthermore, to meet the interests of the vast range of stakeholders and to increase objectivity, the report was edited with the support of Cre-en Co., Ltd.

We hope this report will deepen the understanding of our environmental protection activities.

The main contents of this report are as follows: summary of environmental protection activities on pages 5 to 6, organization, activities and results of environmental protection on pages 7 to 14, and contribution to the global environment through products and technologies on pages 15 to 20. As a social aspect, we have included information disclosure on page 21 and corporate citizenship and our history of environmental activities on page 22.
Kawasaki has adopted the objective of Quality followed by Quantity, to take its place among globally competitive enterprises in the 21st century, continue to develop, and enhance the trust of all its stakeholders. Briefly, this means we are giving quality priority over quantity, and will work aggressively to sell our high-value-added products and differentiated services to a wider range of customers; quality will drive quantity. In parallel with this, we are drawing on management resources to create a more sophisticated business structure and have adopted the goals of establishing strong earnings power and returning to a sustainable growth path. With these fundamental objectives in mind, we prepared our medium-term business plan in November 2000 and will be implementing it through the year ending March 2005. We will work to increase the awareness of every member of the management and staff of the Kawasaki Group regarding the changing environment and will motivate them to bring about Kawasaki’s further evolution and development.
After the Second World War, Japan experienced unprecedented growth, with concomitant expansions in production, income and consumption levels. But the achievements brought with them a host of environmental problems, including waste management and disposal, and recently, a surge in nationwide crime. As a result, the social benefits enjoyed by most of the Japanese people have not been commensurate with the material richness that has been created over the years. The years of skyrocketing growth have taken their toll: as Japanese industry focused on meeting prodigious demand, emphasis on quality and environmental sustainability got lost in the shuffle. Kawasaki has a responsibility to address these issues in all of our far-flung operations, and we embrace the goal of achieving sustainability even as we pursue growth, productivity, quality and social well-being. If we describe an enterprise in terms of an area with "quantity" and "quality" as its horizontal and vertical axis, we have previously been increasing this area by expanding the "quantity" axis. However, to maintain the area and aim for sustainable prosperity, we must extend its "quality" axis instead.

From the moment I was appointed president of Kawasaki, I have emphasized this balance in the way we formulate and implement our business strategies. As part of this effort, we have adopted Quality followed by Quantity as the company’s motto. We have shifted our focus from primarily accepting orders to meet highly specific customer needs to proposing solutions applicable to a broader range of customers with the aim of increasing added value. We have restructured the company by creating six in-house companies to increase the autonomy and allow speedier management of operations. Thus, we are flexibly transforming our business to implement the strategy of delivering Quality followed by Quantity.

To achieve sustainable society, it is essential that we redefine the fundamental principles that guide our very lives. There is an ancient temple in Kyoto, Ryoanji, which houses a famed rock garden. In that garden is a stone water basin into which the Zen proverb Learn to be contented has been carved. I believe this is the true definition of fulfillment—learning to be content with what we have and to live in harmony with nature.

To attain this elusive state of fulfillment, it is crucial that we foster environmentally compatible values and lifestyles in our children. We must also teach them that nature can be as cruel as it is bountiful. I spent 10 years of my career in the United States. There, fathers teach children how to survive in nature and deal with the dangers through experiences in camps. It is my belief that the knowledge and the strength to survive, and to achieve greater spiritual contentment, depend to a large extent on education. This is especially true for today’s younger generation in Japan.
During the Edo Period, from 1603 to 1868, the Japanese people lived in perfect harmony with nature. There had been no war, no abuse of natural resources and such traditional arts as flower arranging, tea ceremony and Noh drama flourished. Fine houses were constructed of wood and paper, built to last for as long as 20 years, when saplings had grown large enough to be harvested for new construction. Rivers flowed down unhindered from the mountains through the fields, watering the crops en route to the seas. For over 200 years, Japan achieved that difficult balance between prosperity and ecological sustainability.

We cannot return to the Edo Period, of course, but there are measures we can take to stem the damage that has been done in the name of progress. Our growing consumption of energy over the years has led to a depletion of most of our precious fossil fuels and subsequently, to the emergence of an ecological imbalance. This is a dangerous imbalance and must be rectified. We can begin by altering our lifestyles to accommodate continued development without compromising environmental sustainability. We can also reduce our consumption of nonrenewable energy resources, such as fossil fuels, and begin making a smooth transition to renewable forms of energy, such as wind and wave power.

Kawasaki’s role in this important transition is to continue devoting substantial resources to producing technologies that utilize solar, wind and hydro-generated power, as well as to creating environmentally friendly products and environmental protection systems.

Japan faces particular challenges due to the scarcity of the natural resources that must support a large population, and the frequency of natural disasters as a result of earthquakes and typhoons. But we have already overcome so many difficult tests, and we are confident that we can show the world the solutions to environmental problems that currently confront us.

With the start of a new century, we strongly feel the need to reinforce our efforts to become an environmentally friendly enterprise. This initiative is not only important in our business activities itself but in increasing the brand value of Kawasaki. My motto, Think globally, act locally show the commitment to work step by step on surrounding issues, while keeping a broader view. This applies to our business strategy as well as environmental management programs. Kawasaki is currently implementing the third three-year phase of our Environmental Protection Activities Plan (EPAP), spanning the period from fiscal 2000 to fiscal 2002. The plan’s ultimate goal is to transform Kawasaki into a model environmentally friendly enterprise.

Only through our management’s continued pledge to proactively address environmental challenges can we assure that Kawasaki achieves this goal. Only through the application of our own expertise and ingenuity can Kawasaki “Heavy” Industries become a “flexible” enterprise and ensure that our industrial activities are consistent with environmental sustainability.

For all these reasons, the environmental report you now hold is a vital communications tool, enabling us to apprise you of the progress we are making toward sustainable society and to encourage your feedback. Your views are valuable to our future.
The 3rd stage of Environmental Protection Activities Plan

Kawasaki is implementing its environmental protection activities under the 3rd three-year stage of the Environmental Protection Activities Plan (EPAP) established by our Chief Environmental Officer. The main objective of EPAP from fiscal 2000 to fiscal 2002 is "Aiming for the realization of a sustainable society, Kawasaki will work towards environmentally friendly management". This is to be achieved under the seven themes illustrated in the following table.

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<th>Theme</th>
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<td>1. Control of Air Pollution</td>
<td>Establishment of a pollution control system based on the Kyoto Protocol</td>
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<td>2. Control of Water Pollution</td>
<td>Implementation of water quality management plans to meet the national standards</td>
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<td>3. Control of Noise Pollution</td>
<td>Establishment of noise control measures to comply with environmental laws</td>
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<td>4. Reduction of Waste</td>
<td>Implementation of recycling and resource recovery programs</td>
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<td>5. Energy Efficiency</td>
<td>Establishment of energy conservation measures to reduce energy consumption</td>
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<tr>
<td>6. Product Environmental Management</td>
<td>Development of environmentally conscious products</td>
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<tr>
<td>7. Environmental Management System</td>
<td>Establishment of an environmental management system based on ISO 14001</td>
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In fiscal 2000, the establishment of the environmental management system (EMS) based on ISO 14001 has come close to completion along with the development of the basis for environmentally conscious products. As for the correspondence to the Kyoto Protocol to prevent global warming and achieving zero emission at the production sites, we are continuously improving our activities through midterm and long-term targets. The actual results of this term and the details of our next term targets are also shown in the table.
As a result of fiscal 2000, we had no administrative penalty, provision, or residents’ complaint. Unfortunately, we had one case of administrative warning, for removing a waste treatment facility, which was closed down due to the earthquake damage, without applying for permission in advance. We immediately held a committee to reinforce compliance and intercommunication organization.

In order to reduce environmental impacts such as energy consumption, CO₂ emissions, and waste disposal, we have set numerical targets and energy management indicator to promote our reduction activities.

As a method to evaluate environmental performance, we calculate our environmental facility investments and environmental protection costs. The environmental facility investment refers to the investments to environmental protection facilities such as facilities for preventing air contamination, water contamination, noise and vibration, as well as internal waste treatment facilities, and energy conservation facilities. On the other hand, the environmental protection cost refers to costs necessary for the maintenance of environmental protection facilities, the treatment of general and industrial waste, and the R&D of environment-conscious products and technologies. In fiscal 2000, the environmental facility investment was 751 million yen and the total environmental expenses amounted to 7.6 billion yen.

To prepare for the full application of the Environmental Accounting Guidebook provided by the Ministry of the Environment, we have formed an Environmental Accounting Subcommittee. The guidebook is currently in experimental use in the Harima and Akashi Works and consideration is being given to introduce it to the entire company from fiscal 2002.
**Organization for Environmental Management**

The Chief Environmental Officer is in charge of Kawasaki’s overall environmental protection activities. Under his leadership, the Corporate Environment Committee is assembled each year to plan and evaluate the three-year EPAP and the annual Environmental Protection Activity Key Measures.

In each division, Environmental Protection Officers formulate divisional three-year activities plan and its annual key measures. Divisional Environment Committees are gathered twice a year to follow-up on their activities.

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**Operation of Environmental Management System**

As a system for conducting environmentally friendly business management, we have realized an Environmental Management System (EMS) based upon ISO 14001 standards. The EMS is now implemented in each division and will be in continual improvement to advance its effectiveness.

Furthermore, to enhance our environmental activities, we will continue our efforts in acquiring ISO 14001 certification and improving environmental audits.
In order to improve environmental management continuously, we have established our own environmental auditing system. This three-tier auditing system comprises a company-wide internal audit conducted by the environmental management department, a divisional internal audit, and audits by the external ISO 14001 certification organization. This increases auditing objectivity, allowing us to make adequate evaluations.

Environmental Audit

In fiscal 2000, six of our business divisions; Construction Machinery Division, Industrial Plant Engineering Division, Ship Division (Sakaide Works), Crushing Plant Division, Machinery Division and the Power Plant Division, have acquired ISO 14001 certification. This makes the certification of 11 business divisions throughout the company. In addition, all of our manufacturing sites are expected to acquire certification by the end of fiscal 2001.

The environmental management department carries out audits at the operational sites with an emphasis on environmental performance. The results of these audits are then summarized in the annual environmental report, which is reported to the Corporate Environment Committee for review and further improvement.

Kawasaki conducts training programs to enhance the understanding of ISO 14001 standards and the concept of EMS among personnel who are involved in the establishment of EMS. The training programs range from current global environmental issues to related laws, and auditing techniques. After actual exercises and exams, the personnel are appointed as internal auditors by the head office. There have been 796 auditors appointed from fiscal 1996 to fiscal 2000.
Current Environmental Impacts

We, humans live by utilizing various resources on the earth. Moreover, while conducting business activity, resources are purchased, and energy, water, and chemical substances are used during the production process. Not to mention waste is generated by them.

In order to understand our business activity in relation to society and the environment, we measure the amount of input and output of energy and resources every year. This information is put together in an annual environmental report to evaluate our performance appropriately. Corrective measures are then taken to reduce environmental impact.
Energy and Resources

### Energy Conservation Activities

By using the energy management indicator(*1) for business divisions, we keep track of electricity, heat and water consumption. This system allows us to make appropriate activities in each division to reduce energy use. Also, by utilizing the environmental management program (EMP), improvements in energy conservation operations, energy conservation PR, and the production system structure are conducted among production plants. Furthermore, we will continue our improvements by increasing the level of management.

Electricity use was strictly conserved by the installation of thermostats, the revising of compressor operation methods, and the adoption of energy-saving parts and equipments. Moreover, we have promoted awareness in the company by addressing the turning off of lights during recess or vacation, conserving air conditioning, conducting patrols and restricting work on holidays. In addition, maintenance of facilities such as broken air pipes were checked and repaired. However, the energy use of the entire company has increased by 1.1% compared to the previous year. The company-wide energy management indicator(*2) has also increased by 12.3% due to increase of in-house production.

In order to reduce heat derived energy consumption, we have improved energy efficiency through the introduction of energy saving equipment and improving production methods. Specifically, we have promoted cogeneration and shortened the time of heat treatment. Other attempts for saving heat includes the implementation of individual air conditioning units, a restriction of heaters during the day time, maintenance of internal steam lines, and the restriction of in-plant vehicles. As a result, Kawasaki’s heat energy use has decreased by 5.9% compared to last year, but the energy management indicator has increased by 4.4%.

The reduction of unnecessary water loss is an aspect in water conservation that needs to be worked on. For instance, in the production lines, water loss has been reduced by the introduction of water-saving valves and controlling the amount of water flow. In other areas, Kawasaki promoted a check and repair system for water leakage, patrol activities, and water-saving awareness activities. Although the amount of water consumption has decreased by 2.8%, the company-wide energy management indicator has increased by 1.1%, compared to the previous year.

### Resource Input

The resources used in our production and processing activities are monitored as the total amount of steel material, welding material, aluminum, copper, and titanium, which are our main consuming materials.
Environmental Impact to Air and Water

Carbon dioxide (CO₂) has been identified as the main cause of global warming. To minimise Carbon dioxide emissions, we are working towards the establishment of the Green House Gas Reduction Plan by the end of fiscal 2001, which is based upon the contents of the Kyoto Protocol. Regarding ozone depleting substances, we have completely abolished their use in 1996.

Kawasaki promotes the reduction of the three major air pollution factors, namely sulfur oxides (SOx), nitrogen oxides (NOx) and dust. In combination of Kawasaki’s compliance with the Air Pollution Control Law, we also implement emission management to reduce annual emissions.

Global Warming Prevention Activities

We have changed the fuel used for boilers from coal oil to city gas. This change, along with the abolishment of incinerators has led to a 2.8% decrease in CO₂ emissions compared to the previous year.

Ozone Layer Protection Activities

In 1988, the former Environment Agency issued a law to protect the ozone layer and we have been working ever since towards the reduction of ozone depleting substances. In the past, we used to use 1,1,1-tricloroethane as a degreasing agent for cleaning machine parts. From 1993 to 1995 we had gradually switched to alkali agents and invested 1.59 billion yen to install suitable facilities. Thus from 1996, the use of ozone depleting substances was abolished completely.

Air Pollution Prevention Activities

Although we were able to comply with the emission volume of the law, the amount of sulfur oxide emissions (kg/year) has increased compared to the previous year. This increase in emissions was caused by some of our factories, which used fuel with a high content of sulfur oxides. From now on, however, we will gradually change over to a higher quality fuel, which contains less sulfur oxides.

As in the SOx case, we are in compliance with the relevant regulations but the amount of NOx emissions (kg/year) increased over that of the previous year. The increase was due to our testing operations of diesel engines at the production plants. We are now rationalising the testing time to reduce the amount of emissions.

Kawasaki accomplished compliance with the law along with the reduction of dust emissions (kg/year). The accomplishment was made possible by our efforts to decrease waste, which resulted in reduction of waste incinerating time and incinerators. We are working towards the complete abolishment of incinerators so that further dust emission reductions can be expected.
Chemical Substances

Water pollution Prevention Activities

There are three types of wastewater. The first is plating wastewater, which is discharged from plating facilities, containing toxic substances such as cadmium, cyanogens as well as hexavalent chromium. The second is effluent that comes from the cleaning process at manufacturing plants, which contains oil and SS. The third and final type is general drainage from toilets and cafeteria. The wastewater is treated properly by the water treatment facilities to meet the standards of the law.

Activities for PRTR

The Pollutant Release and Transfer Register (PRTR) Law was passed in April 2001. This law is aimed at keeping track of emissions and transfers of potential pollutants from business organizations. Kawasaki started collecting data on the 178 specified substances in 1997. During fiscal 2000, we initiated the pilot program of the Ministry of the Environment to report the total amount of chemical substances that were handled throughout the company. We are enhancing our data collecting system for the submission of divisional reports that is scheduled to commence in June 2002.

Activities for PRTR

The Law concerning Special Measures against Dioxins was passed in January 2000. To comply with these regulations, six of our production plants have stopped incineration of waste and transfer the waste to regional governments and recycling contractors. We are working towards banning incinerators from all production plants by November 2002.

The Law for the treatment of PCBs (polychlorinated biphenyl) was passed in July 2001. Kawasaki has been submitting reports of PCB keeping status to the Electric Insulator Treatment Association, keeping within the administrative standards. Kawasaki plans to decide how to treat the PCBs that we are holding, with the focus on the trends of PCB treatment facilities.

Ground Water

The use of tri-chloroethylene, an organic chlorine compound, is limited due to its toxicity and carcinogenic properties. At one of our manufacturing plants in Kakamigahara, Gifu, the substance was detected in the ground water at 0.057 mg/l, which is twice the level of environmental regulation standards and was immediately reported to the authorities.

In this manufacturing site, the use of tri-chloroethylene in the cleaning process of components was eliminated 25 years ago. Moreover, ground water has only been used for industrial purposes. Further inspections in surrounding wells produced results that were well below the level of regulation standards.

From now on, we will conduct stringent management by continuous monitoring and improvement efforts under administrative instructions.

Other Pollutions

During fiscal 2000, there were no residents who complained about noise, vibrations, or odor. We are committed to maintaining these qualities for the surrounding society.
Waste

Kawasaki manages waste under 18 categories, which varies from rubber, paper, wood, ash, oil, metal and so forth. In fiscal 2000, each business division actively promoted the 3Rs (Reduce, Reuse, Recycle) as part of their environmental management program. Furthermore, monitoring the volume of waste generated and recycled was promoted in order to work towards the reduction target of 3.3% compared to previous year. The total volume of waste generated last year was 68,660 tons, 47,676 tons of which were recycled, achieving the reduction rate of 4.5%.

From now on, we will not only reduce the generation of wastes that are large in volume and low in recycling rate, but also promote recycling. Specially controlled industrial wastes such as oil, acid, alkali, infection waste, asbestos, and dust are treated in accordance with the standards as put forth by the law.

The total volume of waste recycled in fiscal 2000 was 47,676 tons. The recycling rate increased to 69.4%, which is an improvement of 2.5% over the previous year. The recycling rates of paper, wood, and plastic in particular, have improved. Presently, Kawasaki is taking positive actions towards further enhancement.
In order to bring about a sustainable society, maintaining the emission of waste as close to zero as possible is becoming a social movement. Kawasaki organized the Zero Emission Working Group in fiscal 2000 to attain the target of "zero landfills".

To accomplish this target, and to identify problems and advance our technology, we are currently studying the waste generation, recycling methods, and related technologies of the Harima Works in Hyogo as a model plant. Harima Works manufactures steel and other industrial equipment. We achieved Zero Emissions in this plant by the end of September 2001, and consequently in all our production plants by fiscal 2004.

The Environmental Management Department was organized in 1972, and since then, our policy has been that "Industrial waste should be treated properly by our business organization". In the Kansai district, where we have most of our production plants, we have been running Industrial Waste Disposal Center and Iwaoka Landfill Site as an organization for waste treatment. The waste generated in other districts is turned over to municipal facilities.

Kawasaki established the Waste Disposal Center in Kobe City in 1979 for the purpose of incineration treatment of specified burnable wastes generated from the Kansai district plants such as sludge, disposed paint, and plastics. In recent years, the volume of waste treated in the center has decreased sharply due to the Zero Emission activities and partial consignment to recycling companies. Thus far we have, since June 2001 stopped our own incineration treatment, as its role has finished.

The Iwaoka Landfill Site was inaugurated in 1973 for landfill treatment of unburnable wastes such as ash, sludge, slag, soil, sand, dust, and glass waste generated from the Kansai district production plants. Since Kawasaki is promoting Zero Emission activities throughout the company for complete accomplishment by 2004, the future operation is now under consideration.
Contributing to Environmental Protection Through Products and Technologies

At present, the earth faces many environmental problems: global warming, depletion of ozone layer, acid rain, marine pollution, deforestation, desertification, hazardous wastes and so forth.

Kawasaki develops wide range of products and technologies that help to mitigate these environmental problems. The illustration shows the aspects of the environmental problems with our eco-products and technologies under the following headings/categories, which are colored according to the conditions of development.
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**Organization and Policy**

**Approach to Reduce Environmental Impact**

To build a sustainable society, manufacturers must reduce the environmental impact throughout the product's life cycle. In this respect, Kawasaki aims to build a system to improve product design and process by using Life Cycle Assessment (LCA) alongside with Product Assessment.

In Kawasaki, "Green Procurement Standards" were established by the Procurement Department at the head office in November 1999, setting the basic policies of Kawasaki's green procurement. In fiscal 2000, the Green Procurement Subcommittee was formed to carry out the actual activities of green procurement.
Products and Technologies for a Sustainable Society

For the realization of a sustainable society, Kawasaki develops products and technologies in the areas of environmental issues such as energy, natural environment, waste treatment and so on. Here, we present some of our latest products, researches and technologies.

The consumption of fossil fuels and global warming is becoming a serious global crisis. Kawasaki will strive towards the utilization of renewable energy and building systems to increase energy efficiency.
Kawasaki has made an effort in developing technical systems which prevent and mitigate pollution of the natural environment, such as the air, water and soil.

In realizing a recycling-oriented society, treatment and recycling of waste is a great challenge that must be faced. Kawasaki actively develops waste incinerating systems and recycling systems as a way of meeting this challenge.
Active Information Disclosure

Kawasaki provides information on how it contributes to a sustainable society and its actual environmental protection activities through various media, such as the Environmental Report and the Internet to inform all stakeholders who are concerned. We also welcome comments and questions from our stakeholders for further communication.

Education and Awareness

The knowledge and awareness of each employee is important in promoting environmentally friendly business and environmental protection activities effectively. Kawasaki enhances awareness of employees by addressing information and exchanging opinions through the intranet, electric bulletin board, and company newsletters. The Campaign for the Environmental Household Budget Ledger, and shows for environmental videos are also held for further education.
It is Kawasaki’s belief that not only is it important to promote environmental protection activities in our business, but also to be involved with society. Our activities expand from local actions such as clean-up activities and idling stop campaigns for cars, to participation in governmental activities.

Community Involvement

When considering the world’s economy, the developing countries are closely related to ours. But the economic growth and environmental protection in developing countries are not in good condition. In order to improve this situation, we are supporting a program of JICA to accept trainees from the International Center for the Management of Enclosed Coastal Seas (EMECS), to contribute to personnel training and technical-aid of developing countries. Specifically, we conduct training programs for the Management of Enclosed Coastal Sea Control at Akashi Works. We will continue our cooperation and support to JICA’s global contribution activities as part of our social actions.

Cooperation in JICA’s Training Program

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