

>> Corporate Philosophy

Our Mission

We are continually seeking to innovate and improve our business and to create expressways that are ahead of their times in terms of **safety, reliability, and comfort**. In this way, we are helping to improve development and lives in local communities, revitalize the economy of Japan, and achieve sustainable global growth.

Our Six Basic Corporate Policies

We are working to fulfill our mission by aiming to become an even better and stronger company. As steps towards this goal, we have established the following six basic corporate policies.

1. Put the customer first
2. Gain and keep the trust of the public
3. Stay innovative
4. Be deeply conscious of the environment
5. Think and act from the bottom up
6. Encourage good and satisfying teamwork

>> Management Polices

Basic Management Policy from Fiscal 2011 to 2015

Aiming to become the top expressway company in the world

- Providing delight and satisfaction to all our stakeholders
- Continually striving for new great advances

Management Policies in Fiscal 2011

1. Reliable execution of our management policies for fiscal 2011: a sure first step toward becoming the top expressway company in the world
2. A flexible approach to changes in the environment
3. Accelerated innovation

>> Our Stakeholders

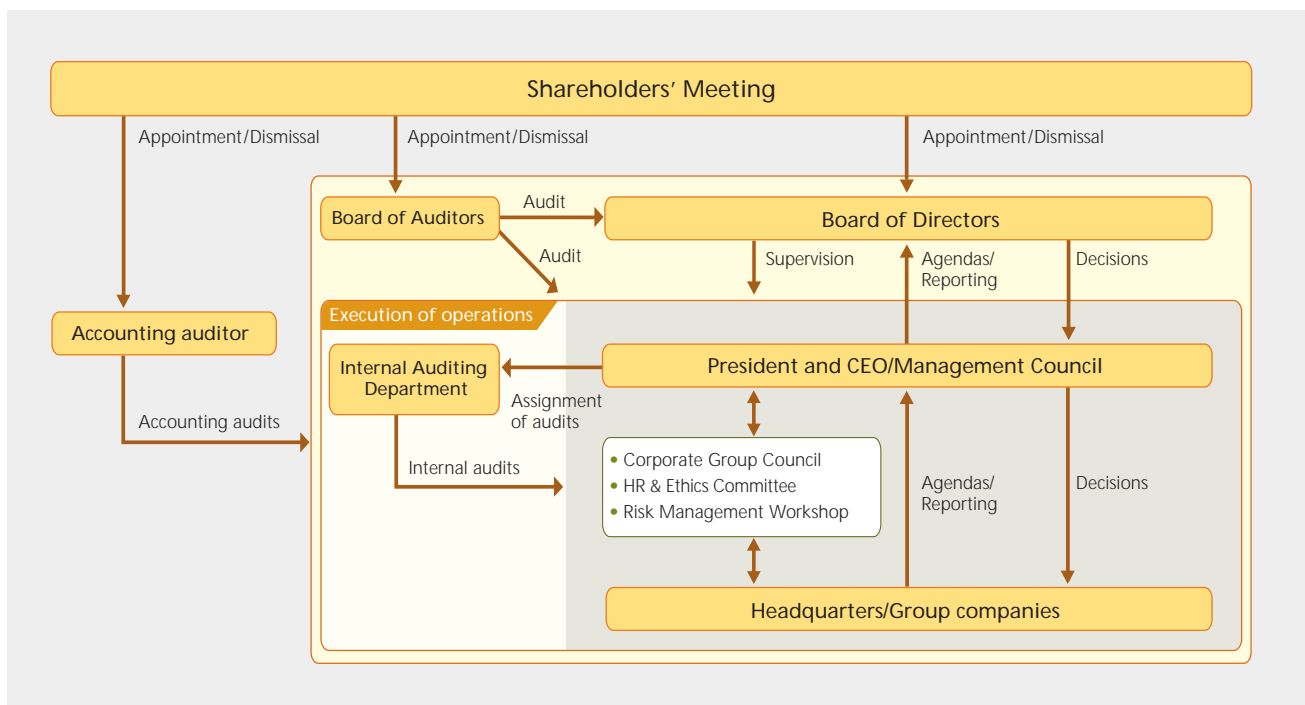


>> Corporate Governance

Governance Structure

The Board of Directors convenes monthly to determine key issues and execute its duties. In addition, all board members and managing officers attend a corporate strategy meeting held once a month to deliberate key issues, strengthen the function of the board and improve management efficiency.

Starting in June 2007, all board members, managing officers and Group company presidents meet regularly to determine corporate strategy affecting groupwide policies and to share information. The corporate auditors attend all of these meetings.



Internal Control System

In accordance with the provisions of the Companies Act and the Enforcement Regulations of the Companies Act, in May 2006 NEXCO-Central introduced an internal control system based on policies regarding a structure to ensure appropriate business practices.

This system entails recording and managing information about the performance of directors' duties, risk management, confirming the efficiency with which directors perform their duties and verifying the appropriateness of business conducted by the NEXCO-Central Group.

>> Board of Directors

■ President and CEO



1968 Joined Sumitomo 3M Limited
1997 Financial Director for Asia-Pacific Region, 3M Company
2003 Executive Vice President, Sumitomo 3M Limited
2010 Joined NEXCO-Central as President and CEO

Takekazu Kaneko

■ Executive Officer



Ryoichi Yoshikawa
Maintenance/CS

■ Senior Managing Officers



Keiichi Nakayama
General Affairs



Takahisa Takamatsu
Business Development



Akira Hirose
Construction Business



Toshiji Komuro
Corporate Strategy

■ Senior Corporate Auditors

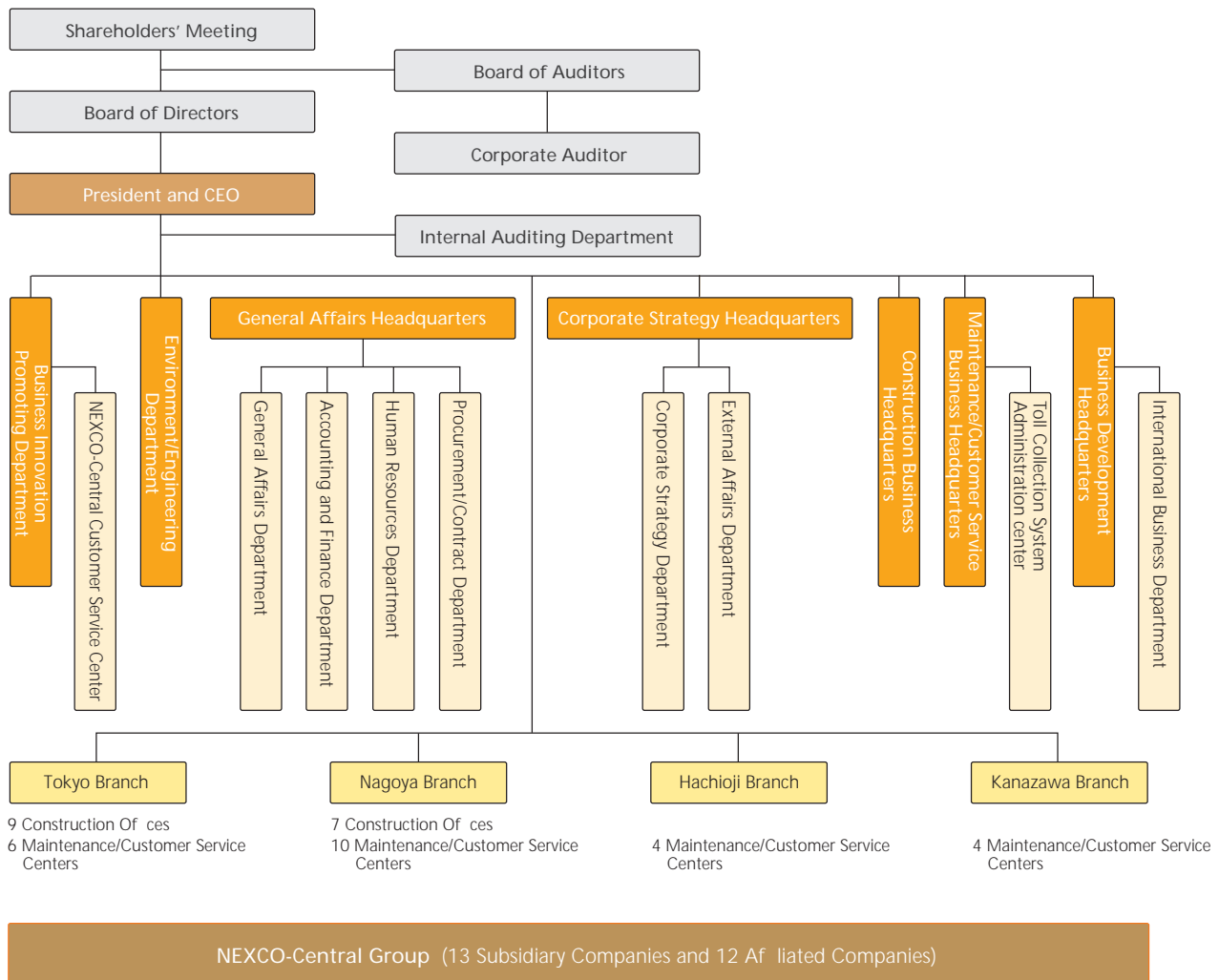


Tatsuji Takahashi



Koichiro Ito

>> Organization



>> NEXCO-Central Group

Subsidiary Companies

- Road Engineering, Maintenance and Inspection**
 Central Nippon Highway Engineering Nagoya Co., Ltd.
 Central Nippon Highway Engineering Tokyo Co., Ltd.
- Toll Collection**
 Central Nippon Extoll Yokohama Co., Ltd.
 Central Nippon Extoll Nagoya Co., Ltd.
- Expressway Patrol**
 Central Nippon Highway Patrol Nagoya Co., Ltd.
 Central Nippon Highway Patrol Tokyo Co., Ltd.
- Rest Area Management**
 Central Nippon Exis Co., Ltd.

- Road Repair, Maintenance and Cleaning**
 Central Nippon Highway Maintenance Hokuriku Co., Ltd.
 Central Nippon Highway Maintenance Nagoya Co., Ltd.
 Central Nippon Highway Maintenance Tomei Co., Ltd.
 Central Nippon Highway Maintenance Chuoh Co., Ltd.
 Central Nippon Road Maintenance Tokai Co., Ltd.
- Staffing Service**
 NEXCO Central Nippon Services Co., Ltd.

Affiliated Companies

- Hokuriku Expressway Terminal Co., Ltd.
- NEXCO Systems Co., Ltd.
- Nippon Expressway Research Institute Co., Ltd.
- Highway Toll Systems Co., Ltd.
- NEXCO Insurance Services Co., Ltd.
- Nihon Road Maintenance Co., Ltd.
- Central Nippon Road Maintenance Chubu Co., Ltd.
- Tokyo Highway Co., Ltd.
- Central Nippon Facilities Management Co., Ltd.
- NHS Nagoya Co., Ltd.
- TC Maintenance Co., Ltd.
- Japan Expressway International Co., Ltd.

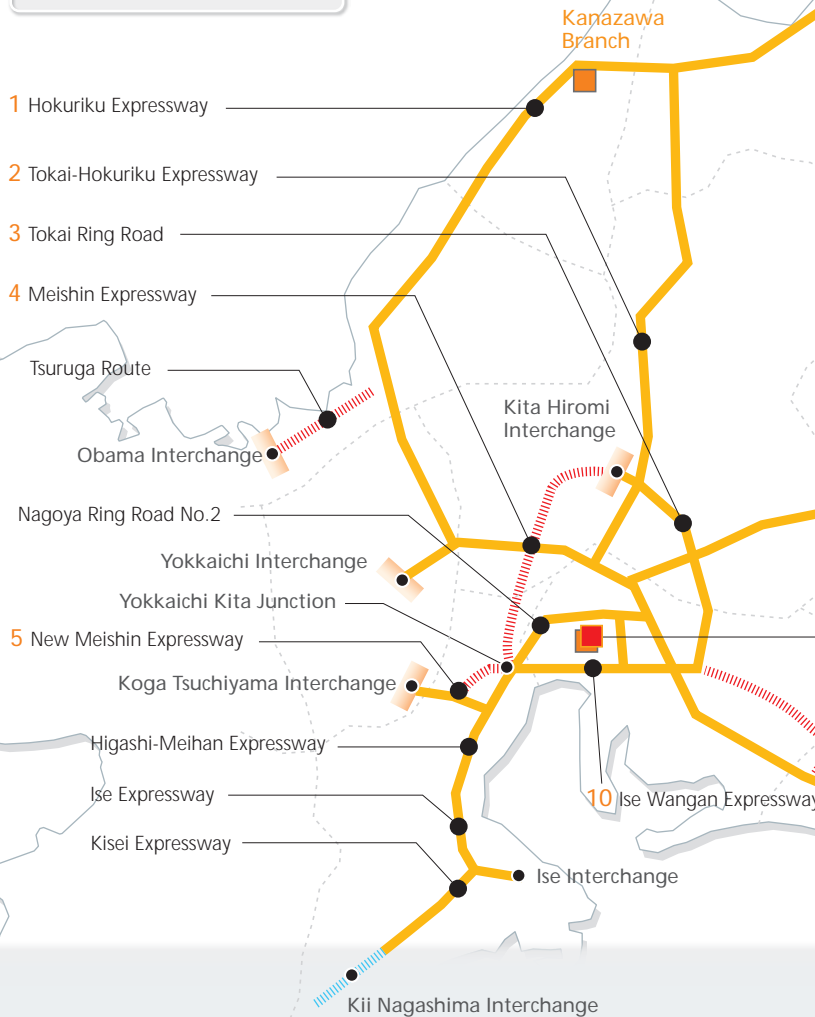
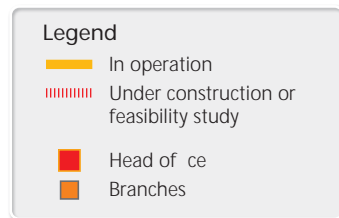
(As of Dec. 31, 2011)

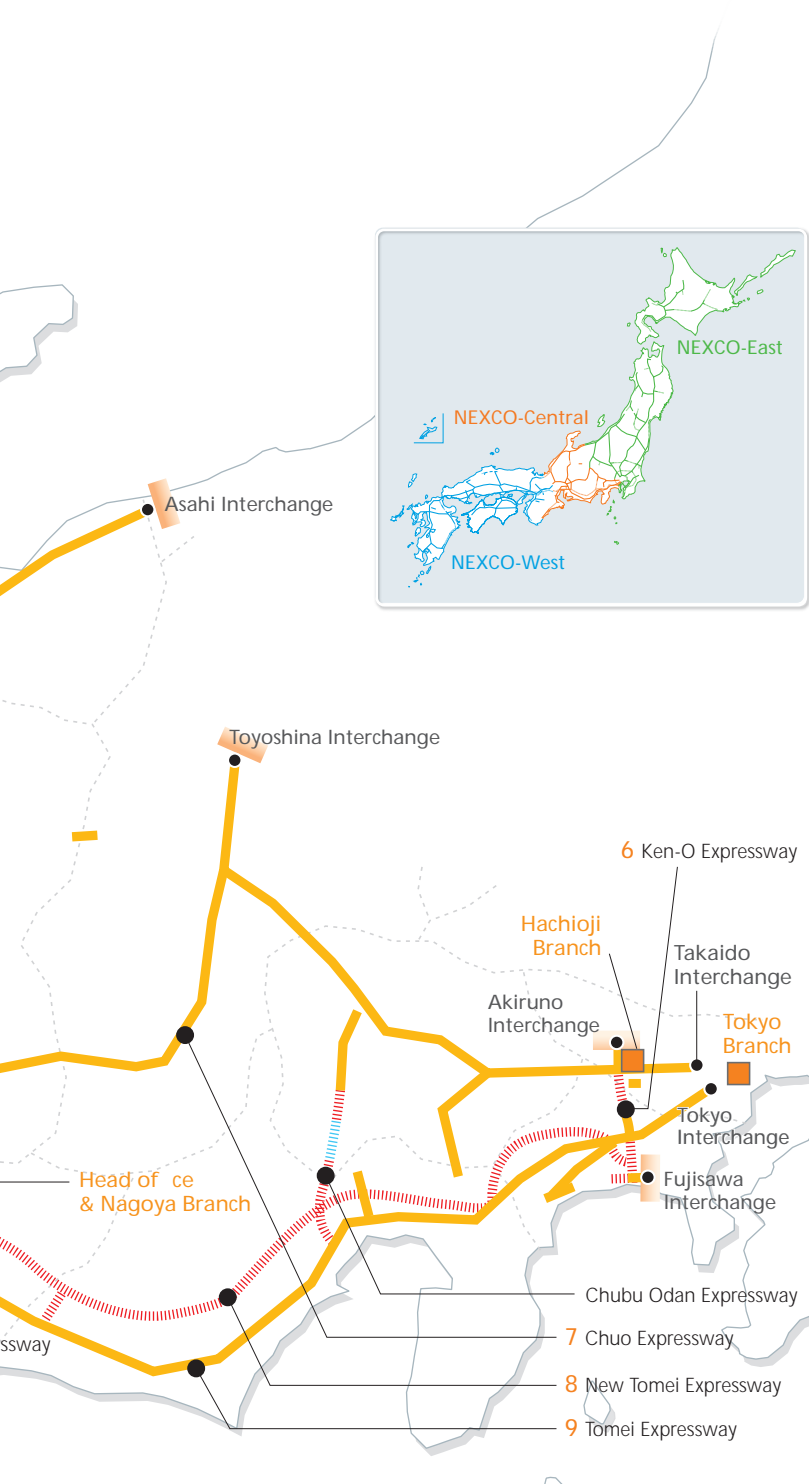
>> NEXCO-Central Network

NEXCO-Central operates the expressway network covering metropolitan Tokyo and the Chubu, Hokuriku and Kinki regions.

This network is the social infrastructure supporting the foundation of socioeconomic activities by enabling smooth traffic flows between regional and city areas, as well as invigorating regional industry. It also facilitates increased daily activity in a wide metropolitan area, an organic union of airports, harbors and other transportation infrastructures, and the smooth flow of people, products and information.

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|---|
| <p>1. Hokuriku Expressway 282.1 km</p> <p>First section entered service in 1973.</p> <p>The Hokuriku Expressway connects the Kansai and Chubu Areas with the Hokuriku Area, and is the principle roadway leading to and from Niigata. Users of the scenic road enjoy a beautiful natural environment, as it passes from mountains to the sea through a variety of geographical features.</p> |
| <p>2. Tokai-Hokuriku Expressway 184.8 km</p> <p>First section entered service in 1986.</p> <p>The Tokai-Hokuriku Expressway joins the Chubu and Hokuriku Areas. With the opening of all sections in 2007, the road directly links the Pacific Ocean side of Japan with the Japan Sea side. It also functions as a major tourism road, as the UNESCO World Heritage site Shirakawa-go and many ski areas are located around it.</p> |
| <p>3. Tokai Ring Road 75.9 km</p> <p>First section entered service in 2005.</p> <p>This ring road is located 30 – 40 km from the center of Nagoya, and connects to the Tomei, Chuo, and Tokai-Hokuriku expressways. It also relieves congestion by allowing traffic passing through the central part of Nagoya to detour around the city center.</p> |
| <p>4. Meishin Expressway 87.5 km</p> <p>First section entered service in 1964.</p> <p>The Meishin Expressway is a major artery of Japan, linking Nagoya to the Kansai Area. It is also the oldest expressway route that is managed by NEXCO-Central, having been in service for more than 45 years.</p> |
| <p>5. New Meishin Expressway 18.8 km</p> <p>First section entered service in 2005.</p> <p>This road forms a new expressway network between the Kinki Area and the Chubu Area, relieving congestion on the Meishin and other older expressways, and together with the Meishin Expressway also provides alternative transportation functions in the event of a natural disaster, traffic accident, or major road repairs.</p> |





6. Ken-O Expressway 11.1 km
 First section entered service in 2007.
 This is the outermost of the three ring roads in the Tokyo Metropolitan Area. It functions to disperse traffic heading toward the city center, and as a detour for excess traffic, relieving traffic congestion in the inner metropolitan area and improving the environment along the route.

7. Chuo Expressway 366.8 km
 First section entered service in 1972.
 Together with the Tomei Expressway, these roads link Tokyo to Nagoya, with each serving as an alternative to the other. Because Chuo Expressway passes through the mountains, it offers convenient access to the Five Lakes of Mt. Fuji, the Kiyosato Highlands, and many other scenic mountain resort areas.

8. New Tomei Expressway (217 km)
 First section plans to enter service in 2012.
 This expressway is currently under construction, and expected to become a new artery of Japan. Alleviation of traffic congestion in the Tomei Expressway enables drivers to secure high speed and on-time mobility, and also functions as alternative road when a disaster such as the Tokai Earthquake occurs.

9. Tomei Expressway 346.7 km
 First section entered service in 1968.
 The Tomei Expressway is linked with the Meishin Expressway, together serving as the major arteries of Japan that join the three major cities of Tokyo, Nagoya, and Osaka. It is also one of only a few heavy-vehicle routes in Japan.

10. Ise Wangan Expressway 50.2 km
 First section entered service in 2000.
 This expressway organically links the cities located around Ise Bay, and operates as a broad-area principle roadway that contributes to easing congestion on surrounding national highways.

>> Milestones

1956

■ Building the Foundation

Apr. 1956 Japan Highway Public Corporation (JH) established.

Oct. 1957 Construction minister authorizes JH to build the Meishin Expressway.

Sep. 1958 Government places order with JH to construct Japan's first expressway.



May 1962 Construction minister authorizes JH to build the Tomei Expressway.

Jul. 1963 Japan's first expressway—the 71-kilometer Meishin Expressway—opens.



Jul. 1965 Remaining 189 kilometers of the Meishin Expressway opens.

■ Expanding the Expressways

May 1969 All 347 kilometers of the Tomei Expressway opens.



Sep. 1973 The total length of JH's expressways exceeds 1,000 kilometers.

Dec. 1976 The total length of JH's expressways exceeds 2,000 kilometers.

Jul. 1979 Vehicle fire occurs in the Nihonzaka Tunnel.



Mar. 1982 The total length of JH's expressways exceeds 3,000 kilometers.



Oct. 1987 The total length of JH's expressways exceeds 4,000 kilometers.

2005

2011

- Enhancing Expressway Networks
- Adding New Dimensions to Maintenance and Service

Oct. 1988 Short-term concentration of maintenance work starts.



Mar. 1989 Highway cards and magnetic prepaid cards introduced.

Dec. 1991 The total length of JH's expressways exceeds 5,000 kilometers.

1993- Measures for larger vehicles implemented.

1995- Measures to prepare for large earthquakes implemented after the Great Hanshin Earthquake.

1990s- Measures against the aging expressways implemented.

Nov. 1993 Construction minister authorizes JH to build the 303-kilometer New Tomei and New Meishin Expressway.

Nov. 1996 The total length of JH's expressways exceeds 6,000 kilometers.

Mar. 2001 Electronic Toll Collection (ETC) system introduced.

- Privatization
- Development of International Business

Oct. 2005 JH split into three companies. NEXCO-Central established.



Apr. 2006 The total length of the three companies' expressways exceeds 7,000 kilometers.

Nov. 2007 Travel service provided for the first time as an expressway company.

Dec. 2007 MOU signed with Vietnam Expressway Corporation.

Apr. 2008 The 49.7-kilometer New Meishin Expressway opens.

Apr. 2008 International Business Team established.

Jul. 2008 All sections of the Tokai Hokuriku Expressway open.

Dec. 2008 First overseas office established in Hanoi, Vietnam.



Feb. 2009 MOU signed with PLUS Expressways Bhd. (Malaysia).

Feb. 2010 1.9-kilometer of the Ken-O Expressway opens.

Apr. 2010 Quick chargers for electric vehicles installed at Ebina SA and Kamigo SA on the Tomei Expressway.

May 2010 Contract signed with Vietnam's Ministry of Transport to provide technical assistance.

Mar. 2011 12.7-Kilometer of the Nagoya Ring Road No.2 opens.

Jul. 2011 MOU with PLUS renewed for cooperative businesses.